


Enterprise Risk Management

Hartford Actuaries Club

November 18, 2010

We want you to know[®]



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Agenda

- Getting Started
- Organization and Governance of ERM
- Targeted ERM Role
- Building ERM at Aetna
- Q&A

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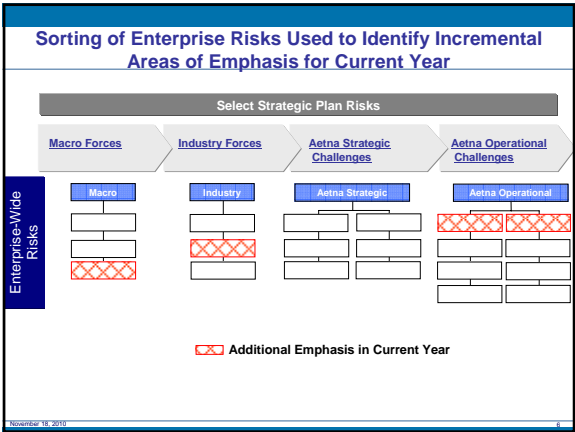
Getting Started

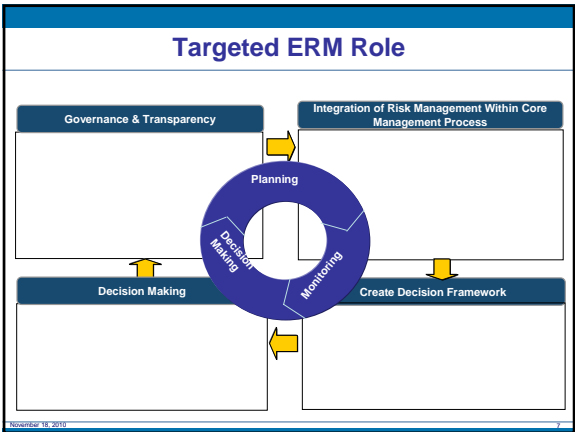
Premise ERM will not look the same across every enterprise, but will be tailored to fit the unique requirements of each business

Healthcare Unique Heavier weight on operational than financial, and heavy weight on strategic

Organization Unique ERM configuration and approach ultimately derives from risk culture, senior management commitment, governance process, and tolerance for uncertainty in results

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ERM/Planning Process Integration

Aetna Unique	<ul style="list-style-type: none"> Integrated within planning and performance management, ERM is positioned for frequent and fluid governance and review Designed to strengthen linkage between ERM and the Operating and Strategic Plans Enterprise-wide integration of ERM
Focus	<ul style="list-style-type: none"> Leverage ERM resource through engagement of Executive Committee & Risk Champions Place ERM at the center of planning and performance management process
ERM/Planning Process	<ul style="list-style-type: none"> Identify risks and controls to help manage these risks Balance shorter-term operating risks with longer-term strategic risks Help bring management emphasis to areas that could jeopardize strategic and operating goals Promote risk-based decision-making throughout the planning & management process

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