

UNITEDHEALTH GROUP®

SUSTAINABILITY REPORT

Fulfilling Our Mission

2020



OUR PEOPLE AND CULTURE



CELEBRATING OUR PEOPLE, IDEAS AND EXPERIENCES, AND CREATING A CULTURE OF INCLUSION AND DIVERSITY.

UnitedHealth Group's mission – to help people live healthier lives and help make the health system work better for everyone – is advanced and enabled through the dedication and commitment of our 330,000 team members globally. We are united by our culture and values – integrity, compassion, relationships, innovation and performance. We strive to create an inclusive and engaging environment in which people can do their life's best work, enabling healthier lives and helping to create a modern, high-performing health system.

To ensure our people flourish, we take a data-driven, science-based and human-centered approach to attracting, developing and retaining the world's best diverse talent.

WHAT WE'RE FOCUSED ON:

Fostering an inclusive, equitable and diverse environment where all team members are appreciated, valued and able to reach their full potential.

Sustaining high performance and resilience by supporting employee well-being and rewarding and recognizing outstanding performance.

Developing and growing our talent with robust virtual onboarding and digital self-assessment tools.

FOSTERING AN INCLUSIVE AND DIVERSE ENVIRONMENT

Fulfilling our mission and long-term strategy begins with an inclusive, equitable and diverse culture, and a workforce reflective of the communities and people we are privileged to serve. We are committed to advancing inclusion and diversity by fostering a culture where all team members are appreciated, valued and able to reach their full potential.



LEADERSHIP ACCOUNTABILITY

At UnitedHealth Group, we approach inclusion, equity and diversity like any other business priority, with clear leadership accountability and a data-driven approach to setting priorities and measuring progress.

We formed the Equity Advancement Board (EAB) in 2020, comprised of senior leaders from across the company who guide our strategy to advance equity at UnitedHealth Group. The EAB works in collaboration with our Culture, Inclusion & Diversity (CID) Center of Excellence, our Human Capital organization and our internal CID business councils to enable a more diverse health workforce and support the communities we serve.

We monitor our progress toward growing employee representation of women globally and people of color in the United States. We leverage insights from our employee surveys to improve hiring, development, engagement and retention of our talent. In 2020, our Performance Data provides more transparency on our workforce with enhanced data reporting on people of color and external hiring.

CREATING SHARED UNDERSTANDING

At UnitedHealth Group our mission calls us, our values guide us, inclusion and diversity fuels us, and our culture brings us together.

To foster a culture of inclusiveness, we promote education, ongoing dialogue, connection and awareness to mitigate the effects of unwelcome bias and support an environment where every employee can bring their authentic self to work.

A dedicated learning system reaches all employees to help build greater knowledge and awareness of inclusion and diversity, create personal connections and develop new skills. In support of Our United Culture, in 2020 we introduced a new digital platform to meet the demands of a remote workforce during COVID-19. The program reinforces our culture, with new content including topics such as unconscious bias, allyship, resilience and resourcefulness, and job calling and purpose.

Our Culture Ambassadors bring our culture to life through enterprisewide training, initiatives and social responsibility events that promote living our values, connecting our talent and supporting our mission.

Our United Culture

~500
leaders participated
in 2020

30k+
Culture Ambassadors, a
16% increase from 2019

62%
experienced a greater
sense of belonging

CONNECTED COMMUNITIES

We launched Connected Communities, our companywide employee resource groups. These all-inclusive communities support employees by enabling them to connect with colleagues who have the same – or different – life experiences and backgrounds. Facilitated by a digital platform, the program empowers our team members to connect, collaborate, share experiences and support one another.



African American Experience



Asians United



Disability Inclusion



Pride at UHG



Unidos (Hispanic and Latin descent)



U.S. Military, Veteran Team Members and Spouses



Women LEAD



Working Parents United

ENHANCING DIVERSITY SOURCING AND TALENT STRATEGIES

We continuously seek to improve our efforts to increase diversity in our workforce, anchored by successful programs that recruit team members and leaders who are women, people of color, military members and veterans, LGBTQ+, people of all ages, and people with disabilities.

We are enhancing racial and ethnic diversity partnerships with a broad range of organizations, including the Executive Leadership Council, Prospanica, National Black MBA Association, National Association of Hispanic Nurses and Advancing Minorities' Interest in Engineering. These partnerships support the development and mentorship of diverse talent pipelines and connect new sources of talent to career opportunities in our workforce.

Through a partnership with INROADS – a nonprofit that helps identify, accelerate and elevate the development of underrepresented talent – UnitedHealth Group places diverse college students from across the country in impactful internship positions throughout our company in areas such as finance, sales, technology, marketing and human capital.

Our Disability Inclusion Internship Program provides individuals of all disabilities meaningful employment opportunities. The Disability Equality Index® named UnitedHealth Group one of the best places to work for disability inclusion in 2020. Earning a top score reflects the company's strong alignment with leading disability inclusion practices and the opportunity to go even further with our efforts.

We recruit active-duty and veteran members of the military and their spouses through programs, partnerships and events. The partnership with the Department of Defense SkillBridge Program and our UnitedHealth Group Military Fellowship program provides career skills training and workforce reintegration to transitioning active-duty service members.

We support the LGBTQ+ community by investing in organizations such as Reaching Out MBA (ROMBA) and Proud to Work. UnitedHealth Group earned a 100% rating in the Human Rights Campaign Foundation's 2020 Corporate Equality Index and was designated as one of the Best Places to Work for LGBTQ Equality.

We create opportunities for students with diverse backgrounds to begin their careers at our company and see firsthand how they can contribute to the future of health care through career development and internship programs.



INROADS

95

students from historically underrepresented backgrounds interned with UnitedHealth Group in 2020

Student Opportunities

~800

interns from approximately 200 colleges and universities participated in our Enterprise Internship Experience

Military Fellowships

68%

of fellows converted to employees

269

interns participated in our Technology Development Program globally

93%

retention rate

75

interns participated in our graduate level internship program

SUPPORTING PAY EQUITY

We are committed to and continue to prioritize [pay equity](#) for all employees. Fair and equitable compensation practices within a pay-for-performance framework support our culture and are critical to achieving our mission.

We continue to work with independent, third-party experts to perform reviews of our compensation practices and evaluate pay equity in several respects, including by gender, ethnicity and race.

A 2020 review of our integrated workforce – including our global operations – indicates females earn \$1 for every \$1 males earn performing similar work at similar levels. In addition, people of color in the U.S. earn \$1 for every \$1 white employees earn performing similar work at similar levels.

In addition, to prevent pay inequities at hire, we do not ask candidates in the U.S. about salary history during the hiring process. This practice helps us remove any bias that can come from the crafting of initial compensation packages based on salary history.



SUSTAINING HIGH PERFORMANCE, WELL-BEING AND RESILIENCE

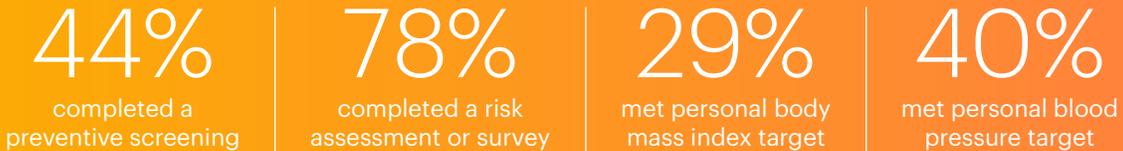
We foster an environment in which our team members can do their life’s best work in service of the communities and people we serve.

Our team members bring their whole selves to fulfill our mission. In return, we actively support our colleagues in every facet of their lives – from their well-being and resilience to rewarding and recognizing outstanding performance.

IMPROVING HEALTH AND WELL-BEING

Our Rewards for Health Program supports the health journeys of our employees and their families with incentives to take positive actions to improve their health.

Rewards for Health Program Outcomes



MENTAL HEALTH AND RESILIENCE

We take a holistic approach to our employees’ health, supporting both their physical and mental health.

All employees have access to Optum’s Sanvello® – a digital tool for stress, anxiety and depression – which offers a variety of virtual mental health support including self-care, peer support, coaching and therapy.

To support our clinical workforce, we introduced several programs to specifically address emotional well-being, resilience, burnout prevention and collaboration within the clinical environment, recognizing the added stress of caring for patients during a global pandemic.

DEVELOPING AND GROWING OUR TALENT

Helping to create a modern, high-performing health system requires a workforce that is constantly learning and innovating. Career pathing needs to start early, with robust virtual onboarding and digital tools for self-assessment, development planning and learning to help our team members grow their careers at UnitedHealth Group.



Our talent development initiatives

provide employees with self-assessment tools, learning experiences, formal and informal education, mentoring opportunities and rotations to grow their skills and careers.

These programs offer curated and experience-based learning opportunities that leverage artificial intelligence and machine learning to identify and provide individualized development opportunities. We offer robust career development through our Center for Clinical Advancement, Optum Tech University, Technical Leadership Development, and investments in the training and development of our team members.

Our Common Language of Leadership

(CLL) provides a vocabulary to describe the behaviors necessary for success, ensuring we have a shared language to objectively define our expectations for leaders to identify, develop and deploy talent.

Employees use a web-based application to self-assess their skills and behavioral practices and our proprietary system uses algorithms to present them with the best development pathways based on their individual results and needs. This common language is woven into our processes for identifying, selecting, rotating, developing and rewarding talent across the organization.

Common Language of Leadership

151k

employees completed a self-assessment to identify strengths and opportunities

67k

employees received feedback from their manager about their skills

119k

employees have created a career goal in their Development Action Plan

ABOUT THIS REPORT

This report covers the complete fiscal year, dating January 1, 2020, to December 31, 2020. Please contact sustainability@uhg.com with any questions regarding this report or our sustainability efforts.

Forward-Looking Statements

The statements, estimates, projections, guidance or outlook contained in this document include “forward-looking” statements which are intended to take advantage of the “safe harbor” provisions of the federal securities law. The words “believe,” “expect,” “intend,” “estimate,” “anticipate,” “forecast,” “outlook,” “plan,” “project,” “should” and similar expressions identify forward-looking statements. These statements may contain information about financial prospects, economic conditions and trends and involve risks and uncertainties. We discuss certain risks that may affect our business operations, financial condition and results of operations more fully in our filings with the Securities and Exchange Commission, including our reports on Forms [10-K](#), 10-Q and 8-K. By their nature, forward-looking statements are not guarantees of future performance or results and are subject to risks, uncertainties and assumptions that are difficult to predict or quantify. Actual results may vary materially from expectations expressed or implied in this document or any of our prior communications. You should not place undue reliance on forward-looking statements, which speak only as of the date they are made. We do not undertake to update or revise any forward-looking statements, except as required by law.

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