

UNITEDHEALTH GROUP®

# SUSTAINABILITY REPORT

Fulfilling Our Mission

2020

# PERFORMANCE DATA



## OUR PEOPLE & CULTURE<sup>1</sup>

|   | 2018 | 2019 | 2020 |
|---|------|------|------|
| Global Workforce  | 300k | 325k | 330k |
| Employee Engagement <sup>2</sup>                              | 83%  | NA   | NA   |
| Employee Experience <sup>2</sup>                              | NA   | 71%  | 76%  |
| Employee Volunteer Hours                                      | 2.5M | 2.6M | 2.6M |
| Hours of Training per Employee (Average per FTE) <sup>3</sup> | 35   | 28   | 19   |

| Workforce Diversity                             |     |     |     |
|---|-----|-----|-----|
| % Female (Global Workforce)                     | 66% | 69% | 70% |
| % Female (U.S. Workforce)                       | 73% | 73% | 75% |
| % People of Color (U.S. Workforce) <sup>4</sup> | 41% | 40% | 41% |

| Gender Leadership Diversity              |     |     |     |
|--|-----|-----|-----|
| % Female in Management Positions         | 55% | 55% | 56% |
| % Female in Junior Management Positions  | 62% | 62% | 62% |
| % Female in Top Management Positions     | 38% | 36% | 37% |
| % Female in Revenue-Generating Positions | 63% | 62% | 63% |

| Workforce Generational Diversity  |     |     |     |
|-----------------------------------|-----|-----|-----|
| % Traditionalists (75+)           | <1% | <1% | <1% |
| % Baby Boomers (56-74)            | 10% | 9%  | 8%  |
| % Generation X (41-55)            | 47% | 46% | 45% |
| % Generation Y/Millennial (25-40) | 43% | 45% | 47% |
| % Generation Z (Under 25)         | <1% | <1% | <1% |

| Hiring and Voluntary Turnover                     |     |     |     |
|---|-----|-----|-----|
| % External Female Hired (U.S. Workforce)          | 73% | 72% | 74% |
| % External People of Color Hired (U.S. Workforce) | 51% | 53% | 52% |
| % Asian   | 9%  | 8%  | 7%  |
| % Black/African American                          | 21% | 21% | 20% |
| % Hispanic/Latino                                 | 16% | 19% | 20% |
| % Two or More Ethnic Groups                       | 4%  | 4%  | 4%  |
| % All Other Races                                 | 1%  | 1%  | 1%  |
| % Total Voluntary Turnover (Global Workforce)     | 13% | 14% | 12% |

|   | 2018 | 2019 | 2020 |
|---|------|------|------|
| People of Color Leadership Diversity (U.S. Workforce) |      |      |      |
| % People of Color in Management Positions             | 27%  | 27%  | 29%  |
| % Asian   | 8%   | 8%   | 9%   |
| % Black/African American                              | 8%   | 8%   | 8%   |
| % Hispanic/Latino                                     | 8%   | 8%   | 9%   |
| % Two or More Ethnic Groups                           | 2%   | 2%   | 2%   |
| % All Other Races                                     | 1%   | 1%   | 1%   |
| % People of Color in Junior Management Positions      | 34%  | 34%  | 36%  |
| % Asian   | 5%   | 5%   | 5%   |
| % Black/African American                              | 13%  | 12%  | 13%  |
| % Hispanic/Latino                                     | 12%  | 13%  | 14%  |
| % Two or More Ethnic Groups                           | 3%   | 3%   | 3%   |
| % All Other Races                                     | 1%   | 1%   | 1%   |
| % People of Color in Top Management Positions         | 10%  | 11%  | 11%  |
| % Asian   | 5%   | 5%   | 6%   |
| % Black/African American                              | 2%   | 2%   | 2%   |
| % Hispanic/Latino                                     | 2%   | 3%   | 2%   |
| % Two or More Ethnic Groups                           | 1%   | 1%   | 1%   |
| % All Other Races                                     | <1%  | <1%  | <1%  |
| % People of Color in Revenue-Generating Positions     | 27%  | 27%  | 28%  |
| % Asian   | 6%   | 6%   | 6%   |
| % Black/African American                              | 9%   | 9%   | 9%   |
| % Hispanic/Latino                                     | 9%   | 9%   | 10%  |
| % Two or More Ethnic Groups                           | 2%   | 2%   | 2%   |
| % All Other Races                                     | 1%   | 1%   | 1%   |

Our Performance Data is primarily focused on data from our integrated entities.

Our consolidated [EEO-1](#), representing U.S.-based employees as of December 2020, is available for download on our website.

## RESPONSIBLE BUSINESS PRACTICES

|                                    | 2018   | 2019   | 2020   |
|------------------------------------|--------|--------|--------|
| <b>Corporate Governance</b>        |        |        |        |
| One Share One Vote                 | Yes    | Yes    | Yes    |
| Proxy Access                       | Yes    | Yes    | Yes    |
| Say on Pay Frequency               | Annual | Annual | Annual |
| Directors on Board                 | 11     | 11     | 10     |
| Independent Directors              | 9      | 9      | 8      |
| Female Directors                   | 3      | 3      | 3      |
| Directors of Color                 | 2      | 2      | 2      |
| Average Director Tenure            | 10.2   | 12.5   | 13.1   |
| Separate CEO/Chair                 | Yes    | Yes    | Yes    |
| Lead Independent Director or Chair | Yes    | Yes    | Yes    |
| Majority Voting for Directors      | Yes    | Yes    | Yes    |

|  | 2018   | 2019   | 2020   |
|--|--------|--------|--------|
| <b>Supplier Diversity</b>  |        |        |        |
| Total Spend with Diverse Suppliers (Tier 1 and Tier 2) <sup>5</sup>            | \$602M | \$617M | \$717M |
| Tier 1 <sup>6</sup>  |        |        |        |
| Diverse Suppliers  | 744    | 670    | 627    |
| Average Spend/Diverse Supplier   | \$707K | \$780K | \$894K |
| Tier 2   |        |        |        |
| Participating Suppliers  | 50     | 60     | 78     |
| Economic Impact  |        |        |        |
| Jobs Created and Sustained through our Supplier Diversity Program <sup>7</sup> |        | 7,672  | 8,221  |
| <b>Supplier Sustainability</b>   |        |        |        |
| Suppliers Screened for Sustainability Programs & Practices                     | 562    | 433    | 491    |

## ENVIRONMENTAL HEALTH<sup>8</sup>

|  | 2018     | 2019     | 2020     |
|--|----------|----------|----------|
| <b>Energy (MWh)</b>  |          |          |          |
| Total Energy Consumption   | 365,005  | 375,673  | 381,692  |
| Non-Renewable Energy Use   | 364,269  | 367,457  | 362,045  |
| Renewable Energy Use   | 736      | 8,216    | 19,647   |
| Reduction of Energy Consumption  | 0.4%     | (2.9%)   | (1.6%)   |
| Energy Intensity (per USD revenue, billions)                               | 1,613.30 | 1,551.37 | 1,484.37 |
| <b>Carbon Emissions (mtCO<sub>2</sub>e)</b>                                |          |          |          |
| Scope 1  | 13,933   | 17,709   | 24,487   |
| Scope 2 (Location-Based)   | 153,754  | 153,004  | 156,751  |
| Scope 2 (Market-Based)   | 155,700  | 149,418  | 148,741  |
| Scope 3  | 298,680  | 429,812  | 213,495  |
| Total (Scope 1+2 Location-Based)   | 167,687  | 170,713  | 181,238  |
| Total (Scope 1+2 Location-Based + 3)                                       | 466,367  | 600,524  | 394,733  |
| Emissions Reduction (Scope 1+2 Location-Based) (%)                         | 3.2%     | (1.8%)   | (6.17%)  |
| Emissions Intensity (Scope 1+2 Location-Based) (per USD revenue, billions) | 741.17   | 704.97   | 704.82   |

|   | 2018   | 2019   | 2020   |
|---|--------|--------|--------|
| <b>Water (Mio. m<sup>3</sup>)</b>                       |        |        |        |
| Municipal Water Use                                     | 0.74   | 0.65   | 0.56   |
| <b>Waste (Metric Tonnes)</b>                            |        |        |        |
| Total Waste Generated                                   | 15,521 | 15,361 | 14,366 |
| Waste Used/Recycled/Sold                                | 8,475  | 7,964  | 6,709  |
| Waste Disposed  | 7,046  | 7,398  | 7,658  |
| Confidential Paper Recycling (U.S. tons)                | 7,743  | 6,415  | 4,888  |
| <b>Environmental Operations (Square Feet, millions)</b> |        |        |        |
| LEED Certified Facilities                               | 1.6    | 2.1    | 2.7    |

# ABOUT THIS REPORT

**This report covers the complete fiscal year, dating January 1, 2020, to December 31, 2020. Please contact [sustainability@uhg.com](mailto: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.

1. Our social indicators (e.g., our people and culture data) cover over 75% of our revenue.
2. In 2019, we transitioned from employee engagement to a more comprehensive employee experience index which represents our new measurement going forward.
3. Training hours are restated from the 2019 report due to a learning management system methodology change.
4. Updates or changes to employee records (e.g., employees increasingly declaring their race/ethnicity or updates to job information) have impacted representation, therefore we have restated our 2017-2019 data.
5. Includes UnitedHealth Group's and Optum Care's nonintegrated entities' operating expense with certified U.S. diverse suppliers. This is a restatement from the 2019 report due to removal of medical expense from the calculation and combining Tier 1 and Tier 2 spend.
6. This is a restatement from the 2019 report due to removal of medical expense from the calculation.
7. Applies to Tier 1 Diverse Supplier spend only.
8. Please see UnitedHealth Group's [Environmental Impact Statement](#) for detailed footnotes regarding this data.

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