

UNITEDHEALTH GROUP®

Memo from

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To All Employees on August 26, 2020

UnitedHealth Group is deeply committed to achieving greater health equity in America and around the world. For decades, we've worked to close gaps in care for our most vulnerable populations and acted with a restless determination to address the underlying social determinants of health to help make the health system work better for everyone.

Yet, these last six months have shown just how much more work we have to do.

Throughout the COVID-19 crisis, people of color have been disproportionately affected in countless ways due to the profound systemic health and economic disparities that have long persisted in our society. George Floyd's tragic death – in our hometown – sparked global outrage and inspired millions of people to demand action that will extinguish racism once and for all.

Within days of Mr. Floyd's death, we pledged \$5 million to help neighborhood business owners get back on their feet and serve the communities who are depending on them. And we pledged an additional \$5 million in Mr. Floyd's name to support the YMCA's Equity Innovation Center of Excellence.

We knew then that it was just the start, that we could do much more.

Over the past three months, we have spent a lot of time listening and learning. We asked team members, partners and stakeholders a simple question: What can UnitedHealth Group do to

advance equity to the next level? Within our company, in our communities, for those we serve, and in support of the next-generation health care workforce.

As a result of those conversations, today we are making five new commitments that build upon our decades long dedication to advancing inclusion, diversity and health equity. These bold new commitments will serve as ***Our North Star***:

- Develop a more diverse UnitedHealth Group workforce reflective of the U.S. population, at all levels, with particular focus on the gap at senior leadership levels;
- Continue our commitment to fair and equitable pay;
- Operate without bias;
- Enable a more diverse health workforce; and
- Address health equity in America.

Developing a More Diverse UnitedHealth Group Workforce

Our first actions will focus on implementing initiatives to advance equity and create a more diverse and inclusive culture at UnitedHealth Group. At the surface, our workforce composition largely reflects the U.S. population. Women make up 69% of our U.S. employees and about 40% of our team are people of color.

But when you dig deeper into the numbers – the number of women and people of color in senior leadership falls to just 36% and 11% respectively. We can, and we must, do better.

To accelerate our progress and ensure we operate with equity and bias free in all aspects of our organization, including examining all processes and systems that touch our people, we are forming an [Equity Advancement Board](#) – that we will lead together – comprised of 16 diverse leaders from UnitedHealth Group, UnitedHealthcare and Optum.

Together, we will focus on:

- Creating more intentional pathways to develop a pipeline of racially diverse senior leaders and strengthening our investments in mentorship, networking and development opportunities for all team members;
- Driving greater cultural awareness by educating our leaders on a variety of topics, including unconscious bias;
- Establishing a larger presence in markets where we can attract and retain more diverse talent;
- Upholding our commitment to pay equity; and

- Working closely with the UnitedHealthcare and Optum Culture, Inclusion and Diversity Councils to develop goals to measure our progress.

Enabling a More Diverse Health Workforce

Looking beyond our own organization, we are also committing to deepening and expanding our efforts to help prepare the next-generation health care workforce. By 2025, we aim to triple the number of college students in our Diverse Scholars Initiative and expand the scope of the program, and to launch new programs to shape opportunity for diverse students as early as middle school to pursue interest in STEM fields.

We will also expand our relationship with the INROADS internship organization and encourage our team members – at all levels – to serve as mentors and sponsors for promising talent. Our goal is to double the number of racially diverse people in the health workforce by 2030.

Address Health Equity in America

Finally, we are committing to a series of actions to improve health equity in the United States. We'll start this work by conducting a comprehensive America's Health Rankings report dedicated to health equity that will include proposed solutions for closing the identified gaps.

We will also stand up a dedicated research team, led by a renowned clinical scientist, that will focus its efforts on resolving health equity care gaps.

Creating Generational Change

Altogether, we are prepared to invest more than \$400 million over the next ten years and call on other businesses of similar standing to invest at similar levels to support these commitments. And while it will take a generation to realize our ambitions, we are unwavering in our commitment to see this work through.

Our mission – at the very core – is to help people. As a company, we have the resources, talent, commitment and compassion to make a meaningful difference in people's lives and to make the health system truly work better for everyone.

And we will not rest until it does.

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