IN-HOUSE PRO BONO IN PRACTICE PROFILE:
UNITEDHEALTH GROUP INCORPORATED
September 2012

UnitedHealth Group's formal pro bono program was launched in 2008. While employees participated in pro bono prior to the program's establishment, having a formal program has made an enormous difference. As explained by Sr. Deputy General Counsel Gaye Adams Massey, "Having more structure and support for our pro bono efforts makes it possible for our work to have greater impact."

Since the program was put in place, UnitedHealth Group's employees have increased their pro bono hours each year; volunteer hours grew by almost 30% between 2010 and 2011. According to Massey, it's the internal enthusiasm, along with support from partners, that has made the program so successful:

> "Our senior leadership, led by CLO Rich Baer, has consistently provided strong support for the pro bono program, and this made it possible to grow the program quickly and with minimal obstacles. We also have a team of committed employees who have willingly invested the time to get the program off the ground, promote the program internally, manage relationships with our pro bono partners and administer the program successfully. The support of our pro bono partners has also been an important element of the program's success. The pro bono program aligns with UnitedHealth Group's commitment to corporate social responsibility, and gives our employees another way to act on our values. Since its formation in 2008, the Pro Bono Program has become one of the enterprise's leading skills-based volunteering programs, and is held out as an example to other parts of the organization."

UnitedHealth Group has been a signatory to the Corporate Pro Bono Challenge since 2008.

General Program Information	
Offices with Legal Staff	HQ: Minnetonka, Minnesota; 44 other offices in the U.S.
Size of Legal, Compliance & Regulatory Affairs Department (LCRA).	237 Attorneys; 288 Non-Attorney Legal Staff; 630 Compliance and Regulatory Staff
Pro Bono Leadership Structure	UnitedHealth Group's pro bono program is administered by a pro bono committee chaired by a senior legal leader. The committee includes a representative from each major region in which LCRA operates and is made up of both lawyers and non-lawyers. Committee members generally serve 2-3 year terms. In addition to overseeing the pro bono program, the committee also promotes and

	recognizes community service activity within LCRA. The committee has formed a number of subcommittees that oversee the following: • internal and external communications • approvals of individual project requests • bi-monthly newsletter • annual report • awards and recognitions • relationships with pro bono partners (law firms and legal services organizations) • signature project development • legal pipeline activities
Pro Bono Policy	UnitedHealth Group has a formal pro bono policy, which among other things: • encourages each attorney to provide at least 50 hours of pro bono services annually; • defines pro bono in accordance with the ABA Model Rule on Voluntary Pro Bono Publico Service; • establishes a process for attorneys to seek approval of individual pro bono projects of their own choosing; • provides for professional liability insurance for employees handling approved pro bono matters; • specifies that service on approved pro bono matters may be considered in the participant's performance evaluation; • recognizes that approved pro bono work may be done during normal office hours, using legal department support services, to the extent it does not interfere with performance of job responsibilities; • requires employees to track time and expenses incurred on pro bono matters; and • directs that the program will be administered by a pro bono committee.
Mandatory Pro Bono	Participation in UnitedHealth Group's pro bono program is entirely voluntary, though attorneys are strongly encouraged to provide at least 50 hours of pro bono service annually.
Recognitions/Awards	• **Pro Bono Annual Report.** Every year, the department publishes and distributes a Pro Bono Annual Report providing highlights of various pro bono initiatives as well as congratulating staff who have performed 20 or more hours of pro bono service. • **Bi-monthly Newsletter.** LCRA also publishes a bi-monthly newsletter. Each edition profiles a volunteer, highlights recent

	service activities, and provides information on upcoming opportunities. • **Pro Bono Program Celebration.** The annual celebration is held to congratulate, acknowledge and celebrate the pro bono volunteers, the pro bono committee members, and all others who work to make the program a success. LCRA staff, UnitedHealth Group senior executives, and representatives of pro bono partners attend. • **CLO Awards.** UnitedHealth Group's Chief Legal Officer, Rich Baer, has established awards for pro bono and community service. A $5,000 award goes to the qualifying non-profit organization selected by the LCRA volunteer with the most pro bono service hours in the year; a second $5,000 award goes to the qualifying non-profit organization selected by the volunteer with the most community service hours in the year. • **"Dollars for Doers."** UnitedHealth Group contributes money to qualifying non-profit organizations to which an employee donates a designated amount of volunteer time.
Tracking Pro Bono	Each volunteer tracks their own pro bono hours. UnitedHealth Group provides a web site for this purpose. Recording time is required to (i) allow the program to track its service hours and recognize volunteers at the annual celebration and in the annual report, and (ii) maintain eligibility for the CLO Awards and UnitedHealth Group's "Dollars for Doers" program.
Partnerships	UnitedHealth Group partners with both law firms and nonprofits to provide a wide array of pro bono opportunities.
Non-Lawyer Involvement	Both lawyers and non-lawyers are encouraged to participate in pro bono and are recognized for their efforts. Non-lawyers are encouraged to serve on the pro bono committee.
Key Pro Bono Projects	
Children and Education	• **The Children's Law Center of Minnesota:** UnitedHealth Group's attorneys and legal assistants volunteer their time with the Children's Law Center, working on divorce/custody, adoption, education, and foster care placement matters for children who are wards of the state or who have been removed from their homes for protection.
Navigating a Complex Legal System	• **Wills Clinic for Elderly:** Attorneys and paralegals partner with Dorsey & Whitney LLP to draft wills and provide advice on basic estate planning to low-income seniors. • **Wills for Heroes:** Volunteers draft wills and related documents for first responders. • **The Birth Certificate Project:** UnitedHealth Group attorneys partner with the Volunteer Lawyers Network of Minnesota and

	Project Homeless Connect to help those experiencing homelessness obtain birth certificates.
Nonprofit and Minority Owned Businesses	• **The Pro Bono Partnership:** UnitedHealth Group staff has worked on projects through the Pro Bono Partnership for several years, providing business legal assistance to many nonprofit organizations that otherwise would lack access to representation. • **Clinic in a Box℠:** At clinics hosted by the Minnesota ACC Chapter, CPBO, and Dorsey & Whitney LLP, UnitedHealth Group attorneys work with small business owners to address their legal needs. • **Corporate Review of Nonprofits:** UnitedHealth Group volunteers work with nonprofits to review and improve their bylaws, policies, and procedures.
Individual Initiatives	In addition to sponsored projects, individual members of the legal staff, with the approval of the Pro Bono Committee, provide significant pro bono services in their communities. Two examples of the many individual initiatives are: • **Domestic Violence Victim Assistance**: A UnitedHealth Group attorney has partnered with the Connecticut Coalition Against Domestic Violence to teach family law seminars to battered women. • **Holocaust Survivor Reparations:** An attorney worked with a law firm to secure reparations for a client who provided forced labor during World War II.
Lessons Learned	
Support from the CLO is Essential	The active support of the CLO and other senior legal leaders makes all the difference. When employees are aware that leaders actively support the program, it encourages their participation and helps make pro bono service part of the culture of the organization.
Provide Training	Provide training to prepare legal staff to take advantage of pro bono opportunities and offer CLE for the trainings.
Embrace Partnerships	Partnerships with law firm or legal services organizations can provide important support, such as training, client screening, and ongoing assistance with the pro bono projects that the legal department undertakes.
Allow for Teamwork	Providing opportunities for staff to work in pairs or groups may lessen the time commitment required of any individual while building community.
Celebrate Contributions	Recognizing all the great work that employees have done inspires more participation.
Play to Employee Interests	Assess the interests of the legal staff on a regular basis in order to provide pro bono projects that are of interest to them. Providing

	opportunities of interest to employees and allowing them to pursue projects of their own choosing promotes broader participation and greater commitment.

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