

Unum Limited

For the year ended 31 December 2022

Section 172 Companies Act 2006

The Directors continue to promote the success of the Company in accordance with Section 172 of the Companies Act. The Board considers and discusses information from the Company's management team to help it understand stakeholder interests and to ensure they are carefully considered as part of the Board's decision-making process.

The Board recognises the importance of its role in setting the tone of the Company's culture and embedding it throughout the business. Ultimately this responsibility puts the Customer at the heart of everything the Company does and is a foundation stone of our culture and purpose.

The Board considers the Company's key stakeholders to be:

- 1 Customers
- 2 Distribution Partners
- 3 Employees
- 4 Regulators
- 5 Community and the Environment
- 6 Our parent company, Unum Group, and
- 7 Suppliers

The following section sets out the methods used to engage with each of our key stakeholders and the key outcomes impacting the Company's decisions and strategies during the year.

Stakeholder Engagement

Stakeholder	Form of Engagement
1. Customers	
<p>Our Customer & Product Committee (CPC) consider the employers using our products to be our customers and their employees to be our end-consumers. With regard to customer expectations and satisfaction metrics, 'customers' includes both employers and employees alike.</p> <p>The Company and Board play a critical role in helping to protect the financial futures of individuals and their families. The services we provide help people when they need it most. This responsibility puts customer outcomes at the heart of everything the Company does and is a foundation stone of the Company's culture and purpose.</p>	<ul style="list-style-type: none"> • The Board has a Non-Executive Director who has specific responsibility for oversight of customers and provides regular updates to the Board. In 2022, the Chair of the Regulatory and Compliance Committee was appointed Consumer Duty Champion by the Board, to support the Chair and CEO in embedding the Duty, focusing on consumer outcomes, and to approve the Company's Consumer Duty implementation plan. • The Board receives regular reports from the CPC which ensures that the Company puts customer outcomes at the heart of its business, that feedback from customers is understood and acted upon, that the business understands and reacts to the needs of vulnerable customers, and that the fair treatment of customers is central to corporate culture. • Significant progress has been made against the Consumer Duty implementation plan and Unum expects to be fully compliant with the Consumer Duty regulations in line with the deadline of July 2023. • The Board receives regular reports on any areas of conduct risk and risk events with customer impact and resulting remedial actions. The Board also receives regular reports on customer (both employer and employee) satisfaction and complaints. • The Board reviews product and proposition enhancements, key risks and customer value across the product and services portfolio as part of product governance procedures on a quarterly basis which includes meeting customer needs. • The Board has approved an enhanced governance framework which includes an ongoing assessment using customer metrics and an at least annual review to ensure customers receive fair value from each of our products.



Outcome from Engagement

- ✓ Direct engagement with customers continued, with growth in the proportion of our customers using our health and wellbeing app, 'Help@hand'. Customer engagement was also driven through promotion of our wellbeing check and online workshops and webinars.
- ✓ The Company continued to provide training for all new and existing employees to ensure they have the skills and resources to support vulnerable customers.
- ✓ Customer experience measures are incorporated into our Performance Based Incentive (PBI) remuneration scheme.
- ✓ Customer feedback was a key input to the formulation of the 2022-2026 strategy.

Stakeholder Engagement (continued)

Stakeholder	Form of Engagement
2. Distribution Partners	
<p>Brokers are key partners in distributing our products to our customers and potential customers.</p> <p>Our distribution networks and partners are chosen for their ability to present to a potential client the benefits associated with our products.</p>	<ul style="list-style-type: none"> • Management regularly reviews broker experience and distribution performance against a number of measures, including distribution partner satisfaction and complaints, and provides regular updates to the Board via the Regulatory and Compliance Committee. • The Board reviews and approves material strategic developments from the distribution and marketing areas to enhance the Company's distribution partner propositions. • The Board reviews product and proposition enhancements, key risks and customer value across the product and services portfolio as part of product governance procedures, on a quarterly basis, which includes insights and feedback received from intermediaries and broker partners and assessment of suitable distribution channels for our chosen target customers.



Outcome from Engagement

- ✓ Distribution partner experience measures were incorporated into the 2022 Performance Based Incentive (PBI) Scheme.
- ✓ The findings from an in-depth research exercise to understand distribution partner requirements across key broker and underlying customer segments was considered in the formulation of the distribution and broker experience strategy.
- ✓ The delivery of this strategy resulted in improvements being made in 2022 across multiple areas that matter most to our Distribution Partners.
- ✓ Broker feedback, employee and employer and broker engagement metrics were analysed to establish the risk and customer value ratings for the product and services portfolio.

Stakeholder Engagement (continued)

Stakeholder	Form of Engagement
3. Employees	
<p>The Company does not directly employ staff. It has a resourcing and services agreement with its parent company, Unum European Holding Company Limited (UEHCL), under which it is provided with staff that perform administrative, management and other services on behalf of the Company. Staff provided by UEHCL are referred to as employees throughout this report.</p> <p>The Board recognises that the culture and values of Unum UK underpin the effective delivery of the Company's strategy.</p> <p>Regular engagement takes place throughout the year to update, inform and gather feedback from employees.</p>	<ul style="list-style-type: none"> • Employee surveys, in person and virtual townhalls, wellbeing webinars and numerous employee group activities around Responsible Business and Inclusion and Diversity topics are undertaken and are shared with the Board. • The Board holds discussions with a cross-section of Leadership Team members at board meetings and at other events. • The Company operates an Employee Consultative Group (ECG). At least one member of the Executive Management team meets quarterly with the ECG to discuss points raised by employees. • The Board approved the Inclusion and Diversity (I&D) strategy in August 2022, which centres around inclusive teams and representation, supporting women's progression into leadership at all levels whilst working to identify and close inclusion gaps with a focus on ethnicity, veterans, employees with disabilities and LGBTQ+. • We continue to embed our I&D strategy, with the establishment of employee and business networks, consisting of dedicated groups of employees supporting the evolution of our approach and building on existing arrangements.



Outcome from Engagement

- ✓ The most recent Employee Engagement Survey in 2022 returned an engagement score (overall positive responses) of 82%, a four percentage point increase on the previous survey score of 78%. This is above our target of 76-78%.
- ✓ From March 2022, we launched our hybrid working model where our employees are encouraged to 'locate for their working day'.
- ✓ Through 2022, we held a series of 'Town Hall' meetings with employees to reinforce and answer questions on our strategy.
- ✓ As part of our focus on wellbeing, and in response to the cost-of-living crisis, we launched a PBI drawdown bonus scheme, allowing eligible employees to receive up to 50% of their 2022 bonus before the planned payment date in 2023.
- ✓ We ran a workshop, in association with our financial wellbeing partner, providing tips and tools to help with the increasing cost of living.
- ✓ We signed up to the Race at Work charter and the #MenopauseWorkplacePledge in conjunction with Wellbeing of Women, a leading women's charity.
- ✓ Having met our 2021 Women in Finance charter target, we have committed to increasing the make-up of our senior management level to have 43% female representation by 2026.

Stakeholder Engagement (continued)

Stakeholder	Form of Engagement
4. Regulators	
<p>Unum Limited is authorised by the Prudential Regulation Authority (PRA) and regulated by the Financial Conduct Authority (FCA) and PRA.</p> <p>The Company and the Board understand that meeting our tax obligations is part of our contribution to society. His Majesty's Revenue and Customs (HMRC) is also regarded as a key stakeholder.</p>	<ul style="list-style-type: none"> • The members of the Board/Executive team routinely engage with our regulators to keep them up to date on business matters and to discuss regulatory changes or provide information as requested from time to time. To support the PRA Periodic Summary Meeting (PSM) process selected individuals are interviewed by the regulator. • The Chief Risk Officer (CRO) apprises the Board of key regulatory interactions quarterly within the CRO report and summaries of regulatory change which impact the firm are sent to the Board/Executive Team. Annual returns are approved by the Board, and they receive monthly updates on key metrics. • The Company is open and transparent in all interactions with all of its regulators. The Company submits regulatory returns, makes required Senior Managers and Certification Regime (SMCR) applications / notifications and responds to information requests in a timely manner. • The tax strategy is approved by the Board and published on the Company website and sets out how the Company engages with HMRC. • The Company settles its tax obligations in a timely manner and routinely engages with its dedicated Customer Compliance Manager at HMRC.



Outcome from Engagement

- ✓ Open and regular dialogue with our regulators and HMRC.
- ✓ The PRA approved the recalculation of our Transitional Measure on Technical Provisions (TMTP) as at 30 September 2022.
- ✓ The Board and its Committees reviewed and challenged the outcomes of the ORSA process including those in relation to the strategic plan, pricing and underwriting risk, Internal Model validation activity and the appropriateness of management actions.
- ✓ The Board and its Committees reviewed and challenged the stress and scenario testing plan and results prioritising emerging risks (e.g. the Ukraine conflict) and the associated management actions, which where necessary, would be required to keep within capital risk appetite. Risk mitigation plans are formulated to address all areas where the Company's exposure exceeds, or is expected to exceed, its Board agreed risk appetite.
- ✓ The Board oversaw implementation of Operational Resilience rules and guidance and agreed the Company's definitions of Important Business Services which had the potential to cause intolerable harm to our customers if they materially failed, and the related impact tolerances.
- ✓ The Board reviewed and challenged Unum's approach to assessing Climate Change Risk and approved the final assessment of current risk exposures and the integration of ongoing risk assessment into the governance model.
- ✓ The Company has responded to regulatory rule changes directly and via the Association of British Insurers (ABI). We actively engaged with the PRA and HM Treasury in relation to the Government's review of Solvency II and the PRA on their data gathering for Diversity & Inclusion.

Stakeholder Engagement (continued)

Stakeholder	Form of Engagement
5. Community and environment	
<p>As a responsible and sustainable employee benefits provider, our vision is to be recognised as a Company that helps the working world thrive throughout life's moments. We support people when they are vulnerable and need us the most. We believe that what we do is good for society and our mission is to help more people. We reinforce this through our commitments and actions to being a responsible employer, our inclusive products and services and our impact on the environment. Our Responsible Business/ESG strategy focuses on "doing the right thing" for all our stakeholders, including our customers, employees, communities and the environment.</p> <p>The Company's community outreach activities centre around key pillars of community involvement, including improving educational and employability opportunities for those from under-represented or disadvantaged communities and tackling climate change.</p>	<ul style="list-style-type: none"> • Unum is a values-driven and purpose-led organisation that seeks to do the right thing for all our stakeholders. Being a socially responsible and sustainable business is a key tenet of the Company's 'We are Unum' values and our vision is to provide a positive and effective contribution to the communities in which we live and work whilst minimising our impact on the environment and the planet. • The Company's Community Outreach programme is a core element of our Responsible Business Strategy and includes financially supporting three charities (one national and two local to our Basingstoke and Dorking offices) over a two-year period through employee fundraising, as well as offering regular volunteering opportunities for employees, both virtually and in-person. For 2022 and 2023, our national charity partners are Rewilding Britain (the first time an environmental charity has been selected by our employees), Naomi House and Jackspace, for our Basingstoke office and Queen Elizabeth's Foundation for Disabled People for our Dorking Office. The Unum Community and Social Justice Fund offers grants, on a quarterly basis, of up to £5,000 to eligible UK charities seeking funding for projects aligned to the Company's community giving priorities. • The Chair continues to play an active role in supporting the Company's Responsible Business commitments and regularly represents Unum at charity and community events. • All employees are actively encouraged to get involved with community outreach activities, through employee networks and charity committees, and employees are provided with three paid volunteering days each year (equivalent to 24 hours) to give back to their local communities. Unum also offers a matching scheme for eligible charity donations and a Payroll Giving scheme, where employee donations are also matched by the Company. • The Sustainability Champions Network, with Executive Committee sponsorship, supports the Company in its journey to establish more sustainable practices within its workplaces. Employees are also actively encouraged to support local environmental volunteering opportunities, including hedge and tree planting and other biodiversity projects. • The Chief Risk Officer has been allocated Senior Management Function responsibility for the risks from climate change, and the Company Chair has the same responsibility on behalf of the Board.

Stakeholder Engagement (continued)



Outcome from Engagement

- ✓ Unum UK raised over £238,000 (2021: over £250,000) through employee engagement and corporate donations and volunteered 5,218 (2021: 2,894) volunteering hours to charitable organisations which align with the Company's Community Outreach pillars.
- ✓ All of the Company's Executive Committee participated in a volunteering day to support our Dorking charity partner this year, creating a new wellbeing space for employees needing to take a break from caring for their patients.
- ✓ For the first time, we fully funded a postgraduate scholarship in Data Science for a female student from a minority ethnic background at Birkbeck, University of London and we will be repeating this in the 2022/2023 academic year.
- ✓ The Company won the Gold Payroll Giving Quality Mark for the tenth consecutive year.
- ✓ In 2022, we partnered with TutorMate (now known as Chapter One), a virtual reading support programme that enables company volunteers to give their time to transform a child's life chances. Reading volunteers use a specialist web-based platform and voice connection to link from their workplace or home to a dedicated classroom laptop. Each volunteer reader 'meets' with the same child for 30 minutes a week to read stories and play games that build fluency, comprehension and phonics and foster reading confidence and enjoyment.
- ✓ The Company continued its successful carbon offsetting scheme for its employees with Ecologi, allowing them to offset all or some of their emissions according to the carbon intensity of their lifestyle. In return, Ecologi funds global climate projects and plants trees on behalf of Unum – to date we have offset 2,232.5 tonnes of carbon dioxide equivalent. In 2022 this also included partnering with Ecologi to offset 100% of the Company's publicly reported carbon emissions, as well as for specific business meetings and events.
- ✓ To support local biodiversity in and around our Dorking office, we installed beehives within our grounds in partnership with a local beekeeping organisation.

Stakeholder Engagement (continued)

Stakeholder	Form of Engagement
6. Unum Group	
Unum Limited's immediate UK parent is Unum European Holding Company Ltd. Our ultimate parent is Unum Group, which is domiciled and listed in the US.	<ul style="list-style-type: none">• The composition of the Unum Limited Board mirrors that of Unum European Holding Company Limited.• The UK CEO is an Executive Officer of Unum Group. The Board and Senior Leadership have regular meetings with Unum Group.• The Chair regularly meets with the US Chief Operating Officer, who is also a non-executive director of the Company. Members of Unum Group Executive attend Board and Committee meetings where applicable for a specific purpose and the Unum Group CEO is a regular observer.



Outcome from Engagement

✓ The Company's five-year strategic plan was approved by the Unum Limited Board and shared with, and approved by, the Unum Group Board.

✓ The Board received updates on Unum Group's strategy and performance, including its responsible business strategy.

Stakeholder Engagement (continued)

Stakeholder	Form of Engagement
7. Suppliers	
<p>The Company's suppliers are key to the smooth running of its business.</p>	<ul style="list-style-type: none"> • The Board monitors Unum's material outsourcing arrangements periodically. • Annually, a supplier payment update is provided to the Board. • New suppliers are subject to a formal due diligence process which includes but is not limited to, data privacy, information security and contractual considerations. • Regular meetings and ongoing due diligence take place with all material/critical and key suppliers. • The Company aligns, where possible, with the Unum Group Third Party Risk Management (TPRM) processes and policies. • We treat our suppliers fairly. Our standard payment terms for supplier invoices are 30 days from date of invoice. In 2022 the average time taken to pay suppliers was 18 days (2021: 19.5 days).



Outcome from Engagement

- ✓ The Company promotes awareness of its policies and monitors compliance with the Unum Global Procurement Policy. This policy sets out the standard expected by the Company when engaging with suppliers.
- ✓ Unum requires all new suppliers to sign a modern slavery declaration and/or produce their published statement to ensure compliance with modern slavery laws. The Company's Modern Slavery statement is available on our website.
- ✓ All new and potential suppliers are subject to a supplier review (including assessment against responsible business criteria) and relevant due diligence before being onboarded as an approved supplier.
- ✓ We have engaged with our suppliers to understand if and how Brexit, the Ukraine / Russia conflict and the global Covid-19 pandemic have affected them and what planning they have done to mitigate and manage the expected risks.
- ✓ We have engaged with our suppliers extensively to ensure that off-payroll working (IR35) regulations are correctly implemented.
- ✓ We have established an oversight committee to determine critical suppliers and / or material outsource providers to ensure that the correct classification is attached to the service / supplier.

BY ORDER OF THE BOARD

Jonathan Fletcher
Chief Financial Officer
31 March 2023

Unum European Holding Company Limited

Year ended 31 December 2022

Section 172 Companies Act 2006

The Directors continue to promote the success of the Company in accordance with Section 172 of the Companies Act. The Board considers and discusses information from the Company's management team to help it understand stakeholder interests and to ensure they are carefully considered as part of the Board's decision-making process.

The Board recognises the importance of its role in setting the tone of the Company's culture and embedding it throughout the business. Ultimately this responsibility puts its stakeholders at the heart of everything the Company does and is a foundation stone of our culture and purpose.

The Board consider the key stakeholders to be its:

- 1 Employees
- 2 Regulators
- 3 Community and Environment
- 4 Parent company, Unum Group and,
- 5 Suppliers

The following section sets out the methods used to engage with each of our key stakeholders and the key outcomes impacting the Company's decisions and strategies during the year.

Stakeholder	Form of Engagement
1. Employees	
<p>The Company has a resourcing and services agreement with its subsidiary Unum Limited, under which it provides staff that perform administrative, management and other services on behalf of Unum Limited.</p> <p>The Board recognises that the culture and values of Unum UK underpin the effective delivery of the Company's strategy.</p> <p>Regular engagement takes place throughout the year to update, inform and gather feedback from employees.</p>	<ul style="list-style-type: none">• Employee surveys, in person and virtual townhalls, wellbeing webinars and numerous employee group activities around Responsible Business and Inclusion and Diversity (I&D) topics are undertaken and are shared with the Board.• The Board holds discussions with a cross-section of Leadership Team members at board meetings and at other events.• The Company operates an Employee Consultative Group (ECG). At least one member of the Executive Management team meets quarterly with the ECG to discuss points raised by employees.• The Board signed off the I&D strategy in August 2022, which centres around inclusive teams and representation, supporting women's progression into leadership at all levels whilst working to identify and close inclusion gaps with a focus on ethnicity, veterans, employees with disabilities and LGBTQ+.• We continue to embed our I&D strategy, with the establishing of employee and business networks, consisting of dedicated groups of employees supporting the evolution of our approach and building on existing arrangements.

Section 172 Companies Act 2006 (continued)



Outcome from Engagement

- ✓ The most recent Employee Engagement Survey in 2022 returned an engagement score (overall positive responses) of 82%, a four percentage point increase on the previous survey score of 78%. This is above our target of 76-78%.
- ✓ From March 2022, we launched our hybrid working model where our employees are encouraged to 'locate for their working day'.
- ✓ Through 2022, we held a series of 'Town Hall' meetings with employees to reinforce and answer questions on our strategy.
- ✓ As part of our focus on wellbeing, and in response to the cost-of-living crisis, we launched the PBI drawdown bonus scheme, allowing eligible employees to receive up to 50% of their 2022 bonus before the planned payment date in 2023.
- ✓ We ran a workshop, in association with our financial wellbeing partner, providing tips and tools to help with the increasing cost of living.
- ✓ We signed up to the Race at Work charter and the #MenopauseWorkplacePledge in conjunction with Wellbeing for Women, a leading women's charity.
- ✓ Having met our 2021 Women in Finance charter target, we have committed to increasing the make up of our senior management level to have 43% female representation by 2026.

Stakeholder	Form of Engagement
2. Regulators	
<p>The Company is part of the Unum UK Solvency II Group of Companies, which is subject to regulatory supervision by the Prudential Regulation Authority (PRA).</p> <p>The Company and the Board understand that meeting its tax obligations is part of its contribution to society. His Majesty's Revenue and Customs (HMRC) is also regarded as a key stakeholder.</p>	<ul style="list-style-type: none"> • The members of the Board/Executive team routinely engage with our regulators to keep them up to date on business matters and to discuss regulatory changes or provide information as requested from time to time. To support the PRA Periodic Summary Meeting (PSM) process, selected individuals are interviewed by the regulator. • The Chief Risk Officer (CRO) appraises the Board of key regulatory interactions quarterly within the CRO report and summaries of regulatory change which impact the firm are sent to the Board/Executive Team. Annual returns are approved by the Board, and they receive monthly updates on key metrics. • The Company is open and transparent in all interactions with all of its regulators. The Company submits regulatory returns, makes required Senior Managers and Certification Regime (SMCR) applications / notifications and responds to information requests in a timely manner. • The tax strategy is approved by the Board and published on the Company website and sets out how the Company engages with HMRC. The Company settles its tax obligations in a timely manner and routinely engages with its dedicated Customer Compliance Manager at HMRC.



Outcome from Engagement

- ✓ Open and regular dialogue with our regulators, and HMRC.

Section 172 Companies Act 2006 (continued)

Stakeholder	Form of Engagement
<h3>3. Community and environment</h3>	
<p>As a responsible and sustainable employee benefits provider, our vision is to be recognised as a leading employee benefits provider that helps the working world thrive throughout life's moments. We support people when they are vulnerable and need us the most. We believe that what we do is good for society and our mission is to help more people. We reinforce this through our commitments and actions to being a responsible employer, our inclusive products and services and our impact on the environment. Our Responsible Business/ESG strategy focuses on the social, environmental, governance and economic dimensions of our business and is centred on "doing the right thing" for all our stakeholders, including our customers, employees, communities and the environment.</p> <p>The Company's community outreach activities centre around key pillars of community involvement, including improving educational and employability opportunities for those from under-represented or disadvantaged communities and tackling climate change.</p>	<ul style="list-style-type: none"> • Unum is a values-driven and purpose-led organisation that seeks to do the right thing for all our stakeholders. Being a socially responsible and sustainable business is a key tenet of the Company's 'We are Unum' values and our vision is to provide a positive and effective contribution to the communities in which we live and work whilst minimising our impact on the environment and the planet • The Company's Community Outreach programme is a core element of our Responsible Business Strategy and includes financially supporting three charities (one national and two local to our Basingstoke and Dorking offices) over a two-year period through employee fundraising, as well as offering regular volunteering opportunities for employees, both virtually and in-person. For 2022 and 2023, our national charity partner is Rewilding Britain (the first time an environmental charity has been selected by our employees), Naomi House and Jackspace for our Basingstoke office, and The Queen Elizabeth's Foundation for Disabled People for our Dorking Office. The Unum Community and Social Justice Fund offers grants, on a quarterly basis, of up to £5,000 to eligible UK charities seeking funding for projects aligned to the Company's community giving priorities. • The Chair continues to play an active role in supporting the Company's Responsible Business commitments and regularly represents Unum at charity and community events. • All employees are actively encouraged to get involved with community outreach activities, through employee networks and charity committees, and employees are provided with three paid volunteering days each year (equivalent to 24 hours) to give back to their local communities. Unum also offers a matching scheme for eligible charity donations and a Payroll Giving scheme, where employee donations are also matched by the Company. • The Sustainability Champions Network, with Executive Committee sponsorship, support the Company in its journey to establish more sustainable practices within its workplaces. Employees are also actively encouraged to support local environmental volunteering opportunities, including hedge and tree planting and other biodiversity projects. • The Chief Risk Officer has been allocated with responsibility for the risks from climate change, and the Company Chair has the same responsibility on behalf of the Board.

Section 172 Companies Act 2006 (continued)



Outcome from Engagement

- ✓ Unum UK raised over £238,000 (2021: over £250,000) through employee engagement and corporate donations and volunteered 5,218 (2021: 2,894) volunteering hours to charitable organisations which align with the Company's Community Outreach pillars.
- ✓ All of the Company's Executive Committee participated in a volunteering day to support our Dorking charity partner this year, creating a new wellbeing space for employees needing to take a break from caring for their patients.
- ✓ For the first time, we fully funded a postgraduate scholarship in Data Science for a female student from a minority ethnic background at Birkbeck, University of London and we will be repeating this in the 2022/2023 academic year.
- ✓ The Company won the Gold Payroll Giving Quality Mark for the tenth consecutive year.
- ✓ In 2022, we partnered with TutorMate (now known as Chapter One), a virtual reading support programme that enables company volunteers to give their time to transform a child's life chances. Reading volunteers use a specialist web-based platform and voice connection to link from their workplace or home to a dedicated classroom laptop. Each volunteer reader 'meets' with the same child for 30 minutes a week to read stories and play games that build fluency, comprehension and phonics and foster reading confidence and enjoyment.
- ✓ The Company continued its successful carbon offsetting scheme for its employees with Ecologi, allowing them to offset all or some of their emissions according to the carbon intensity of their lifestyle. In return, Ecologi funds global climate projects and plants trees on behalf of Unum – to date we have offset 2,232.5 tonnes of carbon dioxide equivalent. In 2022 this also included partnering with Ecologi to offset 100% of the Company's publicly reported carbon emissions, as well as for specific business meetings and events.
- ✓ To support local biodiversity in and around our Dorking office, we installed beehives within our grounds in partnership with a local beekeeping organisation.

Stakeholder	Form of Engagement
4. Unum Group	
<p>Unum European Holding Company Limited is a private company in the UK and is ultimately owned by Unum Group who are listed in the US.</p>	<ul style="list-style-type: none"> • The composition of the Unum European Holding Company Limited Board mirrors that of Unum Limited. • The UK CEO is an Executive Officer of Unum Group. The Board and Senior Leadership have regular meetings with Unum Group. • The Chair regularly meets with the US Chief Operating Officer, who is a Non-executive Director of the Company. Members of Unum Group Executive attend Board and Committee meetings where applicable for a specific purpose and the Unum Group CEO is a regular observer.



Outcome from Engagement

- ✓ The Company's five-year strategic plan was approved by the Unum UK Board and shared with, and approved by, the Unum Group Board.
- ✓ The Board received updates on Unum Group's strategy and performance, including its responsible business strategy.

Section 172 Companies Act 2006 (continued)

Stakeholder	Form of Engagement
5. Suppliers	
<p>The Company's suppliers are key to the smooth running of its business.</p>	<ul style="list-style-type: none"> • The Board monitors Unum's material outsourcing arrangements periodically. • Annually, a supplier payment update is provided to the Board. • New suppliers are subject to a formal due diligence process which includes but is not limited to, data privacy, information security and contractual considerations. • Regular meetings and ongoing due diligence take place with all material/critical and key suppliers. • The Company aligns, where possible, with the Unum Group Third Party Risk Management (TPRM) processes and policies. • We treat our suppliers fairly. Our standard payment terms for supplier invoices are 30 days from date of invoice. In 2022, the average time taken to pay suppliers was 19 days (2021: 18 days).



Outcome from Engagement

- ✓ The Company promotes awareness of its policies and monitors compliance with the Unum Global Procurement Policy. This policy sets out the standard expected by the Company when engaging with suppliers.
- ✓ Unum requires all new suppliers to sign a modern slavery declaration and/or produce their published statement to ensure compliance with modern slavery laws. The Company's Modern Slavery statement is available on our website.
- ✓ All new and potential suppliers are subject to a supplier review (including assessment against responsible business criteria) and relevant due diligence before being onboarded as an approved supplier.
- ✓ We have engaged with our suppliers to understand if and how Brexit, the Ukraine / Russia conflict and the global Covid-19 pandemic have affected them and what planning they have done to mitigate and manage the expected risks.
- ✓ We have engaged with our suppliers extensively to ensure that off-payroll working (IR35) regulations are correctly implemented.
- ✓ We have established an oversight committee to determine critical suppliers and / or material outsource providers to ensure that the correct classification is attached to the service / supplier.

BY ORDER OF THE BOARD

Jonathan Fletcher
Chief Financial Officer
31 March 2023

unum.co.uk

Unum Limited is authorised by the Prudential Regulation Authority and regulated by the Financial Conduct Authority and the Prudential Regulation Authority. Registered Office and mailing address: Milton Court, Dorking, Surrey RH4 3LZ. Registered in England 983768. Unum Limited is a member of the Unum Group of Companies.