

Unum 2019 Gender pay report

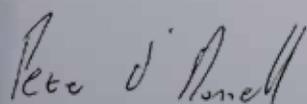
At Unum, we're committed to being an inclusive, diverse and welcoming organisation. We're proud of the progress we've made and our employees are telling us that we're on the right track.

We value the feedback we receive from our employees, and we listen to the diversity of perspectives and experience that our people bring. In our recent engagement survey, 86%* of our employees felt that we are committed to providing equal opportunities for employees of all backgrounds. Another positive indicator is that 87%* of our people felt that their manager treats people fairly. We take a holistic view, and focus on a broader inclusion and diversity programme to ensure everyone can bring their true self to work.

Our median and mean gender pay gap, and bonus pay gap have reduced marginally year-on-year since 2017. But there is always more to do and we're realistic about how long this will take.

We understand that embracing diversity and having an appreciation for differences brings out the best in our employees. As we move into 2020, we remain fully committed to enhancing our culture of inclusion and making Unum UK a place where people aspire to work.

We confirm that the data in this report is accurate.



Peter O'Donnell
Chief Executive Officer



Natalie Rogers
Interim Human Resources Director

*Both percentages quoted are 3% above global high performing organisations





The results

Gender pay report

The table below shows our overall median (middle figure) and mean (or average) gender pay gap, at the snapshot date of 5 April 2019. The bonus gap calculation is based on all bonus payments paid between 6 April 2018 and 5 April 2019. New employees hired after 30th September 2018 were not eligible to receive a performance based bonus; during this period we recruited more employees than the previous year which has reduced the percentage of both women and men receiving a bonus.



The national median hourly pay shows that women earn 17.3% less than men.*

In Unum, this is 13.6% and we're committed to addressing this.

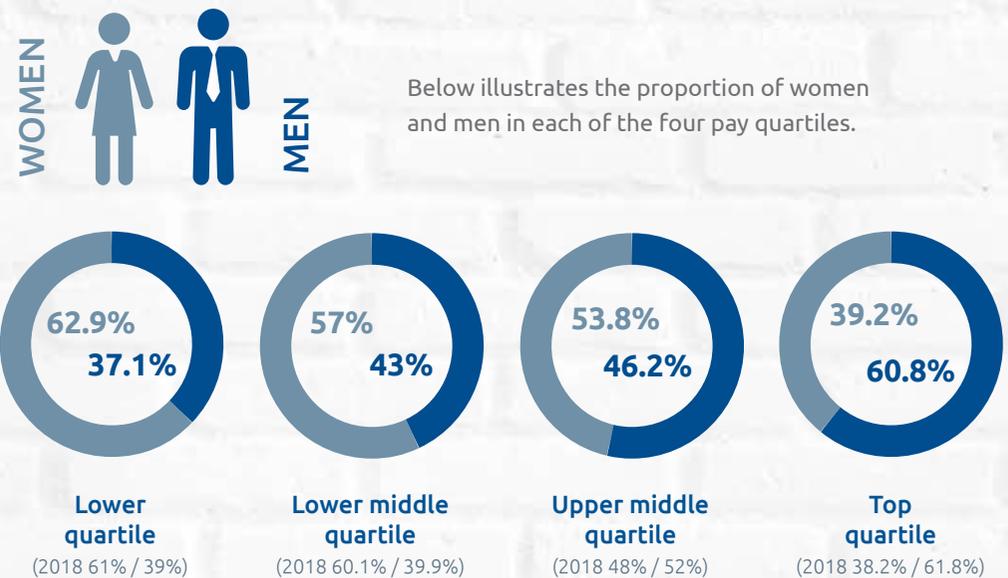
* House of Commons Briefing Paper 7068, January 2020

	Gender pay gap		Gender bonus gap		Proportion receiving bonus	
	Median	Mean	Median	Mean	Women	Men
2019	13.6%	24.8%	28.4%	61.4%	87.7%	88.9%
2018	15.8%	27%	32.4%	62.5%	92.5%	91.7%
2017	17.5%	27.3%	35.2%	66.2%	90.6%	94%

Workforce diversity



Pay quartiles



Equal pay

Is providing equal pay for the same or similar work, irrelevant of gender.

Gender pay gap

Is the difference in average pay between men and women in the organisation.

We are confident that women and men in our organisation receive equal pay for equivalent jobs.



Making a difference in our workplace

Gender pay report

Our gender pay gap shows that we don't have enough women in higher-paid senior, technical and sales roles. While this is typical of many financial service companies across the UK, we are committed to addressing this.

Using our insights

- We've initiated some research into the experiences of our women in sales to gain a better understanding of any barriers to progression.
- We are analysing our engagement survey scores to identify any regional differences in behaviours from a culture and inclusion perspective. As a consequence, we are rolling out some specific programmes to create better alignment.
- We continue to improve our hiring best practices outlined in the Good Recruitment Campaign Charter and we are researching tools that help to attract more diverse candidate pools.
- Being an employer-member of Working Families, the UK's work-life balance charity, we gain access to their best practice solutions to support families and carers.

Our people

- We offer a range of family-friendly policies including enhanced maternity, paternity and adoption policies, and flexible working.
- We will be considering additional ways to support our employees, including policies on menopause, enhanced shared parental leave and carers leave.
- We have an active gender equality employee resource group who host a range of awareness sessions and networking events for all employees.
- An appreciation for differences sits at the heart of our values and we've invested in creating a collaborative working environment across our two key locations to encourage teamwork and inclusive working practices.

Leading by example

- We're proud signatories of the HM Treasury Women in Finance Charter. We've set the goal that by the end of 2021, at least 35% of our Executive Committee and 40% of our wider senior leadership will be female.
- Our Board Policy recognises the benefits that inclusion and diversity can bring to our board of directors, and currently 50% of our Non-Executive Directors are women.
- Our Leadership Development programmes maintain an approximate 50/50 split of high-potential women and men, supported by succession and development planning.

In our communities

- We partner with a number of educational charities focusing on supporting young people, including promotion of STEM subjects among female pupils and the provision of bursaries to students from low income households returning to education.
- We have a growing network of Unum volunteer mentors who coach pupils from two local secondary schools to equip them with the necessary skills and confidence as they approach working life.
- For further information about our broader responsible business strategy, please read our [Corporate Social Responsibility](#) report.