

unumGROUP®

2022 Environmental, Social
and Governance Report



Table of contents

OUR APPROACH

A note from Rick McKenney	4
About Unum	5
Workforce representation	6
Our values	7
Corporate strategy	8
Our sustainability strategy	9
Risk management	11
Assessment and engagement	13
Key report highlights	15
Awards	15

SOCIAL

Community giving and employee contributions	17
Employee engagement	21
Inclusion and diversity	22
Global wellbeing	24
Learning and development	28
Health and safety	31
Responsible products	33

GOVERNANCE

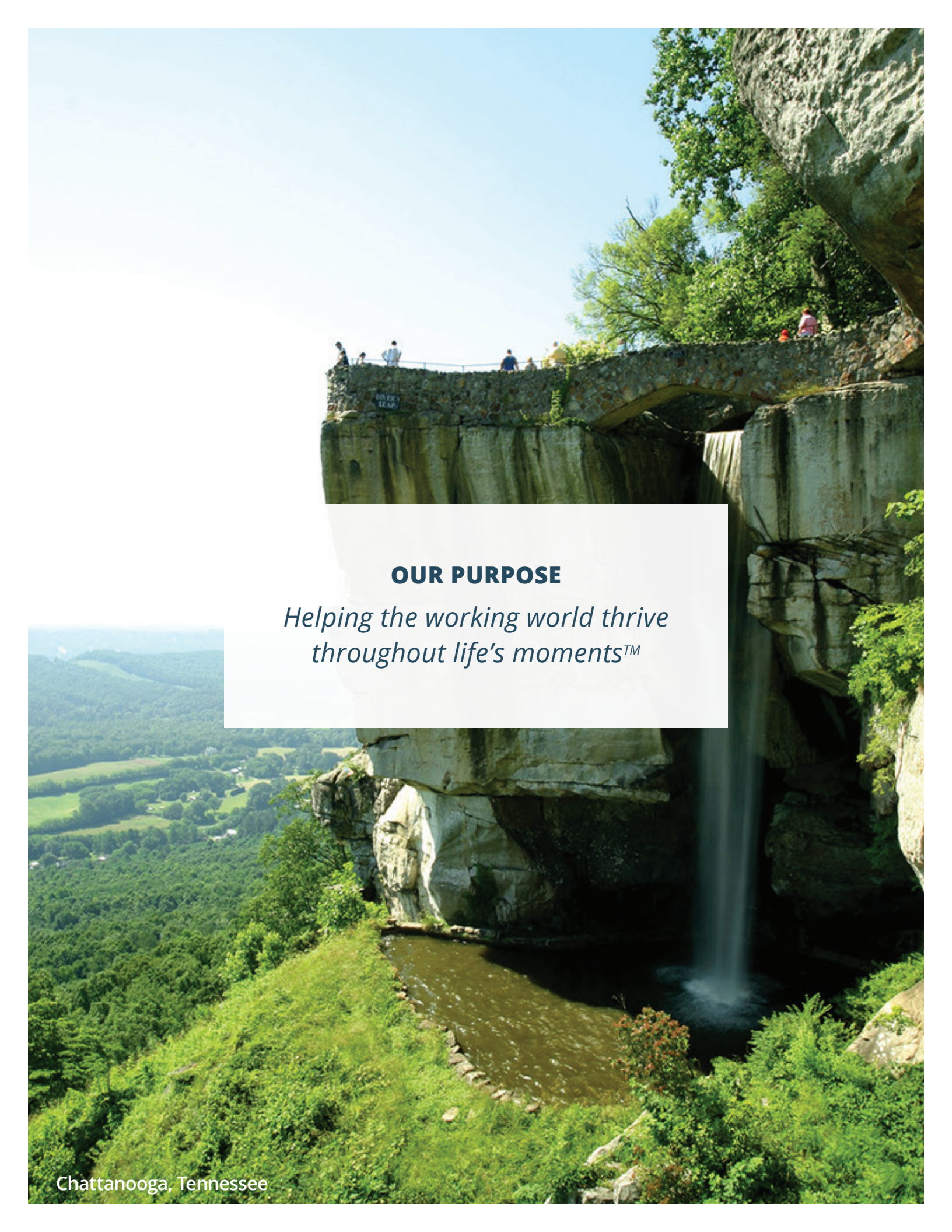
Our leadership	36
Business resiliency	37
Compliance and ethics	38
Our investments	43
Cybersecurity and privacy	46
Public advocacy	48
Responsible purchasing and sourcing	49

ENVIRONMENTAL

Reducing our carbon footprint	51
Reducing our waste and water impact	53

ABOUT THIS REPORT

ESG report	56
Greenhouse gas emission statement of assurance	58
SASB Index	61
GRI Index	65
Task Force on Climate-related Financial Disclosures report	69



OUR PURPOSE

*Helping the working world thrive
throughout life's moments™*



A note from Rick McKenney

In everything we do, we are guided by our purpose of helping the working world thrive throughout life's moments.

At Unum, our commitment to help others is at the core of who we are. As we recognize our 175th anniversary, we have never been more humbled by the trust our customers place in us to be there in time of need.

Our responsibility as an employee benefits leader is to provide vital financial protection for people and their families, while partnering with employers to help their workers thrive. That promise — of being there during difficult moments — took on added urgency in recent years as our world faced an extraordinary health crisis. This experience shined a spotlight on the social value of what we do and continues to shape our strategy.

To address the ever-changing and growing needs of people and businesses, we have made significant investments to expand the digital capabilities for today and in the future. Our digital platforms put critical information at the fingertips of today's workers, providing easy access to intuitive financial, wellbeing and leave benefits. Businesses save time and money as they leverage our integrated systems to support employees and navigate the complexities of today's leave landscape. For both employers and their employees, these digital capabilities drive growth and deliver on our goal of protecting more diverse groups of people and organizations.

A passion to serve not only informs our approach to taking care of our customers, but it also drives our efforts to positively impact the world around us.

By promoting greater access to financial protection benefits at the workplace, we seek to help families strengthen their safety net in the event the unexpected occurs. Through outreach that addresses inequity, education, wellbeing, and environmental sustainability, we advocate for positive change in the communities our employees call home. Our goal is to create an inclusive culture and sense of belonging for our employees and support similar efforts in the neighborhoods around us.

Our commitment to our customers and communities is rooted in our culture of integrity and responsibility. We're proud to have been selected as one of the World's Most Ethical Companies in 2023 by *Ethisphere*. This is our third consecutive year receiving this honor, and it's a testament to the dedication of our nearly 11,000 employees who are committed to doing business the right way. Through prudent governance and sound business practices, we reflect the values of those who count on us.

We start each day with a clear focus on serving others, and that approach guides our people and our business. Thank you for taking time to learn about Unum's environmental, social and governance efforts.

Rick McKenney

President and CEO, Unum Group



About Unum

A BUSINESS FOR GOOD

We help millions of people gain access to essential disability, life, accident, critical illness, leave services, dental and vision benefits through the workplace. Employers of all sizes depend on us for the comprehensive benefits solutions they need to attract and support the people who keep their businesses growing. And their employees know they can count on us to be there during some of life's most challenging times.

As a Fortune 500 company, we provide the solutions our customers need with simplicity, empathy and expertise. The range of our solutions includes affordable financial protection, enrollment services, claims support, absence management and vocational rehabilitation services.

OUR CORE OPERATIONS

Unum US

A market leader in group and individual disability benefits in the U.S., one of the largest providers of group life and voluntary workplace benefits, and a comprehensive dental and vision carrier.

Colonial Life

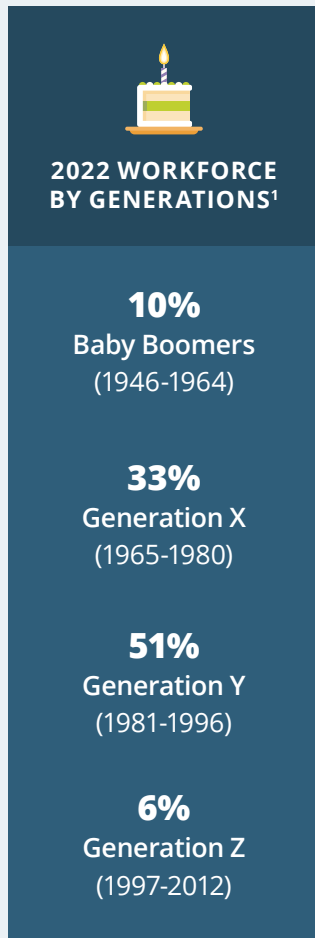
A leading provider of voluntary worksite benefits, including disability, life, accident, critical illness, cancer, hospitalization, dental and vision coverage in the U.S.

Unum International

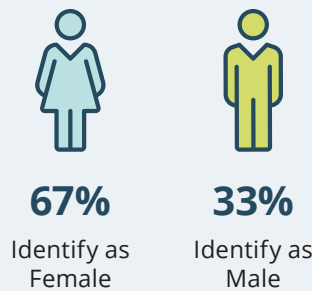
Comprised of our European businesses, Unum International is a leading provider of group income protection and critical illness, life and dental coverages in the U.K. and group and individual life insurance in Poland.

Workforce representation

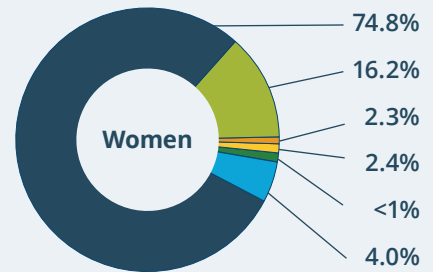
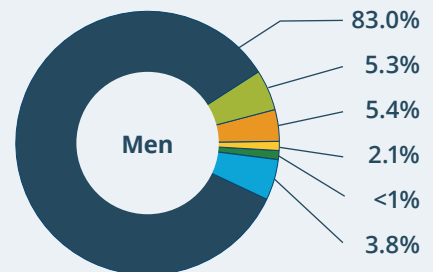
For 175 years, we've been there for the businesses and local communities we help protect. That's not just our profession — it's our purpose. We work to ensure our workforce is representative of the customers and communities we serve.



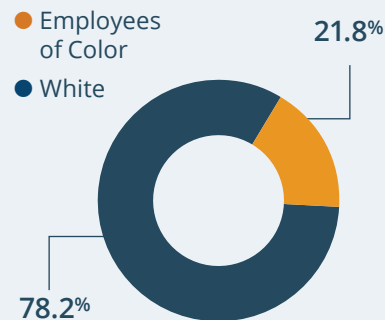
2022 GENDER WORKFORCE REPRESENTATION¹



2022 ETHNICITY/RACE BY GENDER REPRESENTATION



2022 EMPLOYEES OF COLOR WORKFORCE REPRESENTATION¹



- White
- Hispanic
- Asian
- African American/Black
- Two or more races
- Native Hawaiian/Pacific Islander
- American Indian/Alaskan Native

2022 PERCENT OF WORKFORCE BY JOB LEVEL²

JOB LEVEL	WOMEN (%)	MEN (%)	EMPLOYEES OF COLOR (%)
Individual contributor	70.2	29.8	23.9
Manager/director	59.1	40.9	12.5
Assistant Vice President (AVP) and above	39.6	60.4	13.2

1. Unum internal data, 2022 (Data does not include Unum Poland). 2. Unum internal data, 2021– 2022 (Data does not include Unum Poland). In the U.K., the terminology for Employees of Color is “Ethnically Diverse.”



Our values

We are nearly 11,000 strong, helping millions of people gain access to essential benefits through the workplace. And, we provide employers of all sizes with the comprehensive benefits solutions they need to attract and support the people who keep their businesses growing. Our “We are Unum” values guide the work that we do every day.

WE ASK OUR EMPLOYEES TO BRING TO WORK:

- A passion for achieving results
- An unwavering customer focus
- An appetite for smart risk
- A willingness to own it
- An appreciation for differences
- A caring spirit

AND IN RETURN, WE MAKE SURE THAT OUR EMPLOYEES GET:

- A company that challenges them to be their best
- Work that does real good for real people
- Rewards that drive performance
- A culture of integrity
- A collaborative work environment
- The chance to give back

Corporate strategy

As a leading provider of workplace benefits, we appreciate that market dynamics are continuously evolving. The strength of our company and a consistent and focused strategy have helped us navigate a period of remarkable change and turmoil. We remain diligent in engaging with our constituent groups to understand both current and future needs.

OUR STRATEGY IS TO



Remain a market leader in employee benefits and workplace solutions for our customers.



Be a destination for highly engaged employees.



Make a positive societal impact in the places where we live and work.

Through strong execution of these priorities, while managing both operating expenses and risk, we expect to deliver leading shareholder return and win in the market.

Our strategy is built on a deep understanding of market and customer needs, and our execution ensures the enterprise is maximizing time, effort and spend across a balanced portfolio. We continuously monitor changing needs and invest in critical capabilities that will enable us to win.



Our sustainability strategy

Our sustainability strategic framework is designed to support our corporate strategy and is closely linked to our purpose and our values. We consider the environmental, social, governance and economic dimensions of our business. Our strategy helps us understand risks and opportunities, while driving long-term success and ensuring our products and practices contribute to more inclusive communities.

Our sustainability strategic framework has three focus areas:



RESPONSIBLE INVESTMENTS

As an insurance company, we recognize that one of our greatest opportunities to influence the world around us is through our investment portfolio. Making responsible investments, with consideration for environmental, social and governance factors, is key to our long-term strategy. *To read more, see [page 43](#) of this report.*



INCLUSIVE PRODUCTS AND SERVICES

We seek to ensure that the financial security provided by our products and services contribute to more inclusive communities, both for our employees and our customers. *To read more, see [page 33](#) of this report.*



REDUCE ENVIRONMENTAL IMPACT

Unum has an impact on the environment, and environmental issues, such as climate change, impact our business. We aim to reduce our environmental impact and prepare for environmental issues. *To read more, see [page 51](#) of this report.*

SUSTAINABILITY GOVERNANCE

Unum's Board of Directors regularly discuss sustainability efforts and issues as part of their oversight of the company's strategic direction and risk management. The Governance Committee is responsible for monitoring the effectiveness of the sustainability program, including strategy and key initiatives, and meets quarterly to review and consider ESG matters and progress. As appropriate, the Governance Committee provides guidance to the full Board, other committees, and management concerning ESG risks and opportunities.

Given that all committees of the Board have a role in ESG oversight, all committee charters were amended in 2021 to clarify their responsibility for discussing and reviewing ESG matters consistent with their charter responsibilities. This includes ESG-related oversight of investments, climate change risk, governance, inclusion and diversity, corporate culture and employee engagement.



Risk Management

As an insurer, a key element of our business is risk management, which is essential to our ability to meet our commitments while maintaining and growing our businesses.

We employ a risk management model under which risk-based decisions are made daily on a local level. To achieve long-term success, we believe risk management must be the responsibility of all employees. The individual and collective decisions of our employees play a key role in the successful management of our overall risk profile.

We strive for a culture of accountability that supports our risk management framework and regulatory compliance. We believe these values allow our employees to feel comfortable identifying issues as well as taking ownership for addressing potential problems and directing solutions.

OUR ENTERPRISE RISK MANAGEMENT FRAMEWORK STRIVES TO:

- Identify, assess, monitor, prioritize and report on our risk positions and exposures, including notable events;
- Assess material risks, including how they affect us, how individual risks interrelate, and how management addresses these risks;
- Practice strong risk management, including diversification across and within business units, and systematic limit monitoring;
- Identify emerging risks, such as emerging health issues, capital market changes, urbanization trends, or environmental change related impacts on human health, and analyze how material future risks might affect our company;
- Fulfill regulatory, rating agency and governance objectives; and
- Maintain our risk appetite policy and report against its tolerance and limits.

Adhering to these objectives better positions us to fulfill our corporate purpose, maximize stakeholder value and meet commitments to our policyholders.


OVERSIGHT


Our governance structure is a multi-layered approach that fully supports our Enterprise Risk Management (ERM) framework and establishes a strong “tone at the top” behavior. This behavior is demonstrated through the participation of senior leaders on the Executive Risk Management Committee, which provides leadership and oversight of the overall risk profile, aiming for a balance between growth objectives, risk and capital. The company’s Chief Risk Officer, who is a member of the Executive Risk Management Committee, has primary responsibility for Unum’s ERM framework and is supported by management committees of our business segments.


In addition, our Board has an active role, as a whole and through its committees, in overseeing the management of our risks. The Board is responsible for the oversight of strategic risk and regularly reviews information regarding our capital, liquidity and operations, as well as the risks associated with each. Our Risk and Finance Committee assists the Board with oversight of investments, capital, financing plans and activities, and our risk management activities. Through our framework, we have established a culture that supports candid discussion and risk reporting while empowering our employees to take ownership for risk management.



2022 ACTIONS

- 

Updated the Unum Group Risk Appetite Statement, which defines our approach to risk taking and guides decision making as to the amount and types of risks we assume. This statement was formally approved by the Risk and Finance Committee of the Board. Risk appetite is incorporated into Unum’s Internal Audit methodology and Enterprise Audit provides additional assurance through assessment of risk management activities against risk appetite. The Audit Committee of the Board will also consider this statement in its discussions of guidelines and policies with respect to the process by which the company undertakes risk assessment and management.
- 

Hosted a multi-national Supervisory College with our key regulators, which included sessions on cybersecurity and privacy, the impacts of the COVID-19 pandemic and our corporate sustainability programs.
- 

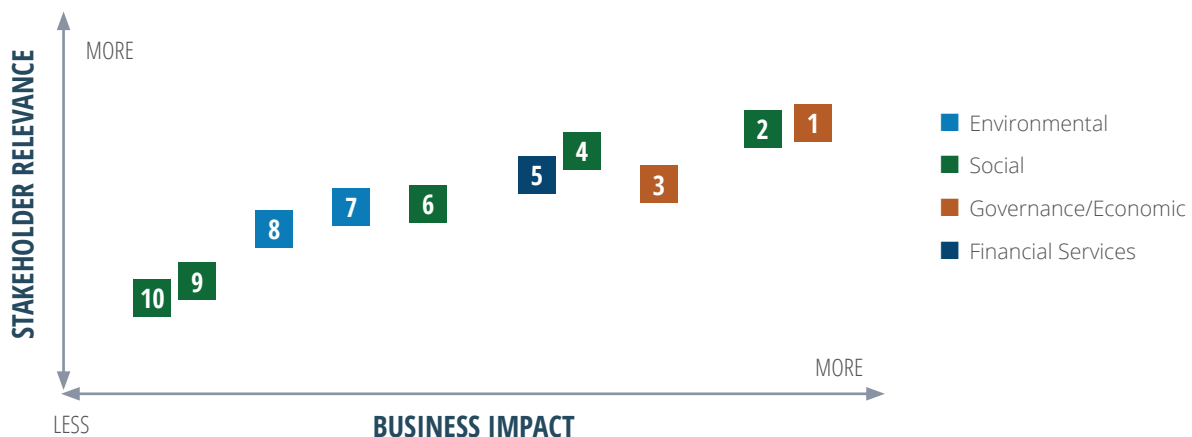
Continued our emerging risk survey of senior leaders to gather input of potential future risks as part of our risk management reporting to the Enterprise Risk Management Committee and Board of Directors. Climate change, ESG implementation risks, and divergent ESG expectations have recently been identified as emerging risks for Unum Group.



Assessment and engagement

As part of our focus on ESG issues, Unum conducts extensive stakeholder engagements annually. We seek feedback from employees through our employee engagement surveys, from customers through satisfaction surveys, investors through our shareholder engagement events, and our communities through partnerships. We also conduct sustainability-related materiality assessments.

In 2021, we refreshed our sustainability-related materiality assessment. The results of our materiality assessments are one of the inputs into our corporate sustainability strategic framework and guide our external disclosures.



MATERIALITY ASSESSMENT

We also reviewed our materiality assessment results in the context of the [United Nations Sustainable Development Goals \(SDGs\)](#). The SDGs aim to end poverty, protect the planet and ensure prosperity.

		UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS
1	Cybersecurity & Privacy pages 46-47	Protecting cyber systems and networks from theft, damage and disruption and ensuring security particularly as it relates to managing customer and employee data and privacy
2	Employee Attraction, Retention & Development pages 21, 24-27	Providing a great place to work for employees through professional development opportunities, safe and healthy workspaces, fair compensation, benefits, recognition and engagement
3	Governance, Compliance & Ethics pages 36, 38-42	Ensuring ethical and transparent conduct by Unum and its employees, including anti-corruption, policy compliance and transparency, fair sales practices, and fair competition
4	Inclusion & Diversity pages 22-23	Promoting a culture of diversity, inclusion and equal opportunity at all levels of the organization
5	Product Social Impact pages 33-34	Assessing the environmental and social impacts of our products (e.g., contributing to equality) and consideration of the environmental and social trends that impact our products (e.g., changing demographics)
6	Communities pages 17-20	Enabling community engagement and development to create positive impact within communities
7	GHG Emissions pages 51, 58-60	Measuring and reducing direct emissions, emissions from purchased power, and emissions where Unum has some influence (e.g., air travel, employee commuting and emissions from investments)
8	Facility Environmental Management pages 51-54, 58-60	Increasing energy efficiency, waste diversion and water efficiency in all of Unum's operations
9	Human Rights pages 17-20, 48	Ensuring all operations, business relationships and investments are subject to consideration of human rights
10	Socially Responsible Supply Chains page 49	Ensuring ethical, fair and responsible sourcing across Unum's suppliers

KEY REPORT HIGHLIGHTS



Headquarters
Chattanooga, TN



2022 Total Revenue
\$12 Billion



2022 Benefits Paid
\$8 Billion



Nearly
45 Million
people and their families
with our financial protection
and workplace benefits

ENVIRONMENTAL

More than a 270% increase in food composted from 2021 to 2022

35% reduction in paper usage since 2019

SOCIAL

More than 90% completion of Inclusion and Diversity employee training

Unum Group pledged \$50,000 toward local humanitarian efforts in Ukraine

More than 45,000 volunteer hours in 2022

GOVERNANCE

Expanded our internal ESG scoring process to cover more than 96% of assets under management, now including commercial mortgage loans

Nearly \$3 billion in ESG-labeled and sustainable investments that have a positive impact on the communities where we invest

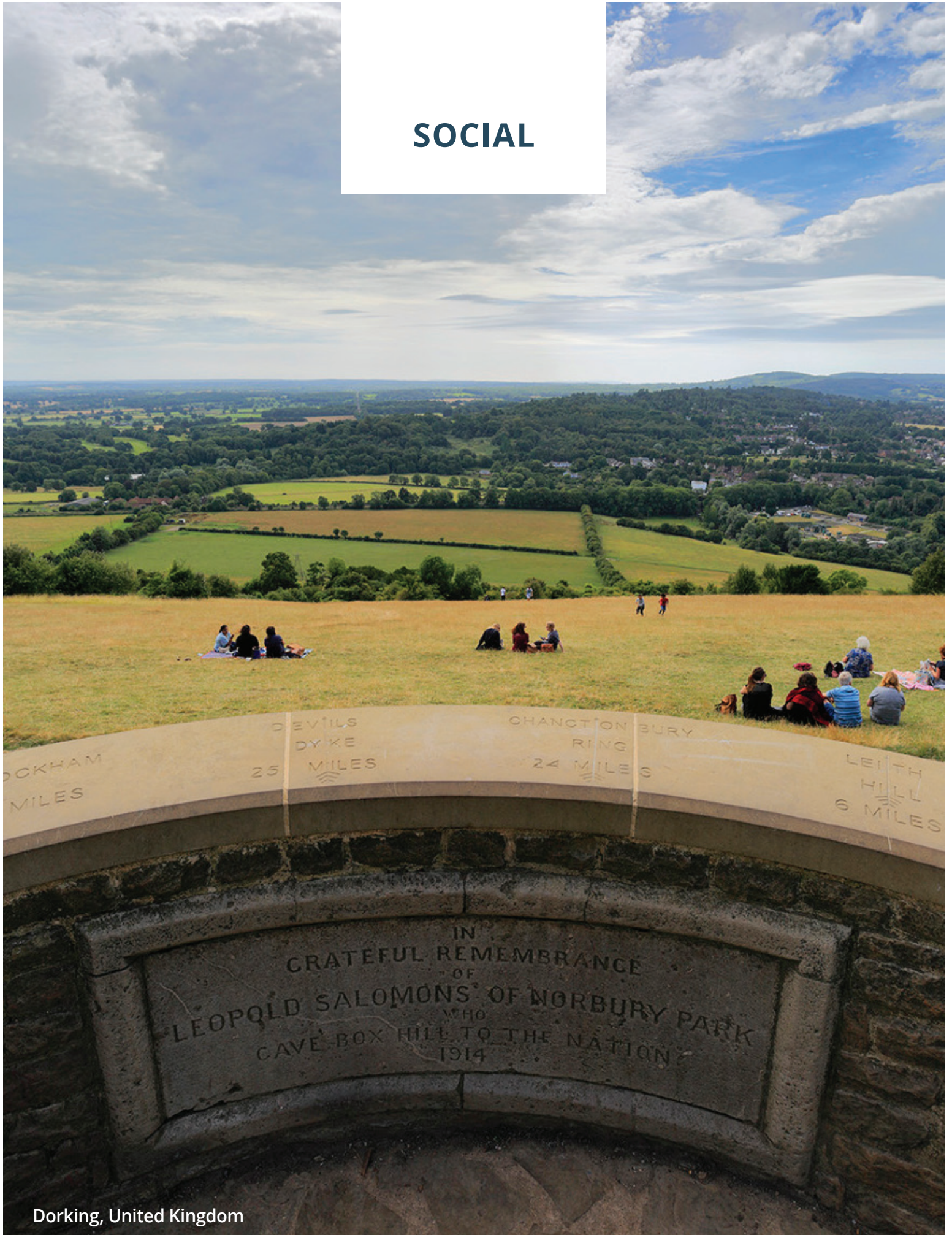
AWARDS

We have received several awards that showcase our dedication to excellence, including:



Additional awards on [page 23](#)

SOCIAL



Dorking, United Kingdom



Community giving and employee contributions

We help build strong and sustainable communities by partnering with organizations that give individuals and families — no matter their race, demographic or socioeconomic status — what they need to thrive.

We deliver on this purpose through a dynamic program portfolio:

HEALTHIER COMMUNITIES

We strive to support those who are disproportionately at risk to adverse health outcomes by funding innovative and action-oriented health and wellbeing programs.

- **Oakleaf Enterprise**, based in Surrey, U.K., is a mental ill-health charity whose goal is to transform the lives and futures of adults managing their mental ill-health to help them secure the skills, confidence and training needed to return to the workplace and achieve their goals. A charitable grant from Unum supported their 12-week Kickstart Wellbeing program, which is designed to build confidence, physical health and wellbeing while reducing isolation and loneliness through fitness and nutrition sessions with both group and individual support.
- In Chattanooga, we've partnered with **Siskin Children's Institute** for more than a decade, supporting their mission to improve the quality of life for children with special needs and their families. Through diagnosis, treatment and support, their medical, therapy and education programs help children reach their full potential. Our funding helps the institute increase health and wellbeing outcomes for groups experiencing disproportional health disparities; provides preventative services and access to essential health services while decreasing Adverse Childhood Experiences (ACEs).



45,321
HOURS
VOLUNTEERED

We encourage employee engagement in community outreach by providing time off for volunteer activities and matching employee giving to qualified organizations.

EQUITABLE PATHWAYS

We are committed to providing equitable opportunities for socioeconomically disadvantaged students to thrive through partnerships with local schools and youth-serving organizations.

- Our **Education Leaders Experience (ELE)** program in Maine and South Carolina offers educators a unique professional development opportunity to engage with community, business, and policy leaders from across both regions. Participants learn about workforce challenges and opportunities, the economy and the critical role that education plays in sustaining economic growth. Since its inception, more than 400 educators have participated in this critical workforce development experience.
- **Chapter One** (formerly known as Innovations for Learning/ TutorMate) is a unique online program that pairs corporate volunteers all over the U.K., U.S. and Canada with disadvantaged children who need vital reading practice. They meet virtually for 30 minutes a week to read stories and play games that build fluency, comprehension, phonics and, most importantly, foster reading confidence and enjoyment. Inventions like Chapter One are urgently needed: a shocking 36% of 11-year-olds from disadvantaged backgrounds in England leave primary school unable to read English well, leaving them a full nine months behind their peers. The Covid-19 pandemic has only exacerbated this literacy gap.

READY RESPONSE

We are committed to supporting our local communities and employees when disaster strikes. This includes funding for programs and services that focus on disaster preparedness and response.

The **Unum Employee Care Fund**, designed to provide grants to employees impacted by disasters, has provided 31 grants to Unum employees since its creation in 2021.

SOCIAL JUSTICE FUND

We work to create stronger, more equitable communities by supporting organizations working to end racism, discrimination and bias.

Since launching the fund in 2020, we've contributed more than one million dollars to programs focused on systemic and policy change, training, economic justice and civic engagement.

“This was probably one of the most valuable professional experiences in my career as an educator. The connections I made with employers and other educational leaders have helped me build varied educational pathways for the students at my school.”

– ELE Participant

POLAND

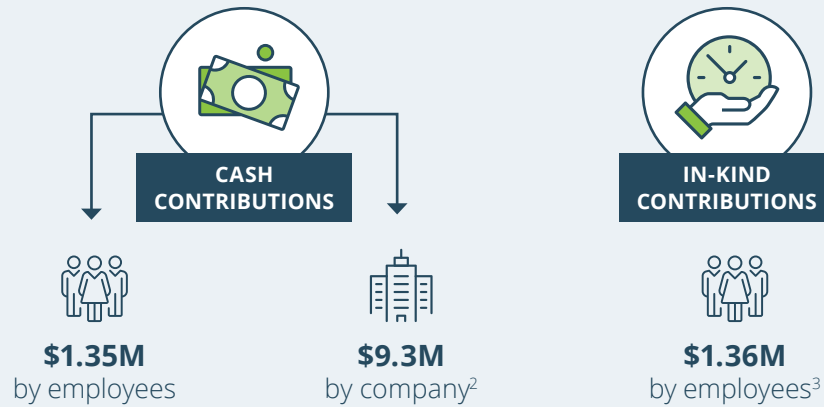
Our team in Poland focused many of their efforts on supporting the Ukrainian war. Unum Group pledged \$50,000 toward local humanitarian efforts, we donated 2,000 hygiene kits for refugees, collected close to 2,500 pounds of food and filled 1,000 backpacks with hygiene products, toys, crayons and coloring books for child refugees.

200 employees volunteered in the ‘We Help Ukraine Together’ program to help determine local needs across Poland and purchase necessities like clothing, food, hygiene products and equipment for refugees in shelters.

To support our customers, we launched Ukrainian as a hotline language option.

2022 TOTAL MONETARY CONTRIBUTIONS¹

\$12 million



(1) Does not include management costs which amounted to \$985K. (2) Includes Unum Poland.
 (3) Includes employee volunteering in monetary value.

Monetization of in-kind employee and company contributions are calculated using independent external benchmarks. Full-time employees have an annual matching gifts cap of \$10,000 (U.S.) and £5,000 (U.K.). Management Costs indicate the costs associated with having a community affairs function in place.

Social Justice Fund provides high-impact employee engagement

When we established our Social Justice Fund in 2020, we created an inclusive governing process to involve employees with diverse perspectives to help steer decision-making.

As part of that governing process, we established advisory committees representing Unum locations across the U.S. (Atlanta, Baton Rouge, Chattanooga, Columbia, Portland, Worcester and regional field offices). Representatives on the committees are members of our employee networks. These networks create community for employees with similar life experiences. This representation helps maximize the impact of our Social Justice Fund grants in our communities and provides a meaningful volunteer opportunity for our colleagues.

A CARING SPIRIT

Educating, engaging and equipping our employees to help maximize their positive impact on our communities is something we take seriously.

We honor employees who make a positive societal impact and who demonstrate a caring spirit through donating their time, actions and talents to a charity with the CEO Community Award.



MARY ATWOOD

HR Program Manager, Portland

Winner for her work with Journey Magazine, Crossroads for Women and Women in Technology.



PIOTR BARTON

LPA Business Line, Rzeszow Agency, Poland

Winner for his work with ANGEL WINGS.



DEVIN BLOSS

AVP, Strategic Sourcing, Chattanooga

Winner for his work helping Afghanistan refugees flee the Taliban.



THERESA CEUNINCK

Client Development Specialist, Detroit Field Office

Winner for her work the Halloween Stroll, Lighthouse of Oakland County, Gleaners of SE Michigan, Cystic Fibrosis of Greater Detroit and ALS of Michigan.



GRAHAM COPEMAN

FP&A Manager, Dorking, U.K.

Winner for his work with Surrey Search and Rescue, and as a Scout Leader and kayak coach.



ROMAN WINKEL

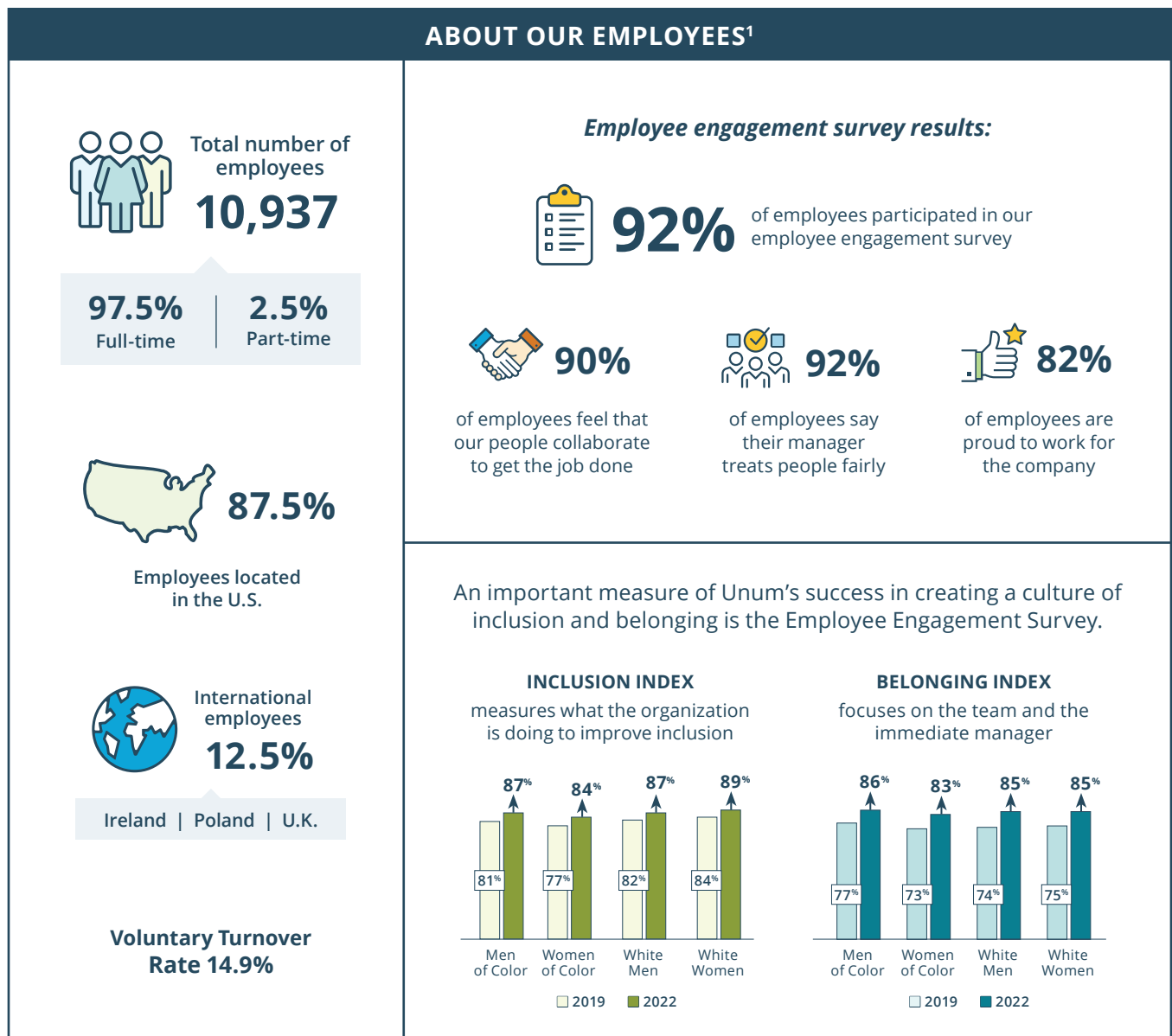
Poznan LPA, Poland

Winner for his work with Volunteer Days, Entrepreneurship Days and Ukrainian refugees.

Employee engagement

The wellbeing of our employees is one of our top priorities and starts with a dynamic and welcoming workplace that embraces diversity, fosters collaboration and encourages employees to bring their best ideas to work every day.

In 2022, we continued a heightened emphasis on employee engagement. We listened to our employees through weekly CEO-led virtual meetings, annual and pulse employee engagement surveys, our ethics hotline and other connections that reinforce a positive culture where everyone can thrive.





Inclusion and diversity

At Unum, Inclusion and Diversity (I&D) is not just an initiative. Appreciating our differences is a core part of who we are. We strive to create a culture of belonging where employees can see themselves in every aspect of our business.

Each employee’s unique perspective, experience and background equips us to better serve our customers and be successful as an organization. This diversity of thought fosters innovation, and innovation is critical to deliver on our enterprise goals. To harness our diversity of thought, we need a workforce that is representative of the communities and people we serve.

In 2022, Unum delivered on key priorities outlined in the Inclusion and Diversity strategic plan to drive our collective responsibility for I&D. Our strategy focuses on three key pillars that accelerate diversity of thought: Equitable Culture, Inclusive Teams, and a Representative Workforce.



OUR COLLECTIVE I&D APPROACH

Our I&D team works with key stakeholders to deliver our strategy across the enterprise. These key stakeholders include employee networks, an advisory council, and business leaders who inform, lead and deliver our strategy. They also advocate for inclusion and belonging throughout the business and within our communities.

KEY 2022 INCLUSION & DIVERSITY HIGHLIGHTS

We launched Inclusion & Diversity training that explores personal biases, inspires self-awareness, teaches how accidental exclusion impedes our good intentions, and encourages mindfulness to interrupt biases.

We hosted several events to help educate employees on cultural differences and inspire self-reflection around our own behaviors. We expanded our I&D organizational structure to integrate I&D priorities throughout the business, allowing a more strategic approach to advancing I&D across the enterprise. We refined our I&D-focused leadership programs which enhances employee development, advancement and retention.

PARTNERSHIPS AND SIGNATORIES

As part of our efforts to become the most inclusive workforce in the industry, we continue our partnership with the Paradigm for Parity Coalition, a group of businesses dedicated to achieving gender parity in leadership by 2030. We are pleased to continue as a signatory with Disability:IN and with CEO Action for Diversity & Inclusion, the largest CEO-driven business committed to driving measurable action and meaningful change in advancing diversity, equity and inclusion in the workplace. We also are a signatory of the Race at Work Charter and a Stonewall diversity champion in the United Kingdom.



Ensuring that every employee feels like they belong is critical to our success. By leveraging our diversity of thought, we effectively serve customers, communities and each other.

– Rick McKenney, CEO

RECOGNITION RECEIVED





Global wellbeing

Unum’s wellbeing strategy positions us as an employment destination where diverse and highly skilled people want to work, contribute and grow their careers.

WE ACHIEVE THIS THROUGH:

- Providing employees with the choice and flexibility to select the benefits that are most important to meeting their needs
- Granting access to relevant information and decision tools delivered through an integrated and streamlined digital experience
- Delivering programs and services that encourage and support financial, emotional and physical wellbeing, as well as work/life balance
- Offering competitive pay and recognition programs that reward high performance and encourage employee engagement
- Targeting investments that drive strong financial returns, while aligning with business and financial goals
- Creating programs and services designed and delivered through the lens of equity and fairness

We continue to refine our wellbeing portfolio by integrating key learnings and insights from recent Future of Work analysis, Wellbeing and Employee Preference Surveys, and Inclusion and Diversity assessments.

In November 2022, we conducted consumer research of 1,000 full-time, U.S. working adults which found that the top three non-insurance employee benefits U.S. workers want are paid time off (PTO), flexible work options and paid family leave. Our research also revealed that the multi-generational workforce has different needs. For the first time this year, what workers want differed by generation with mental health resources/support topping the list for Millennials (39%) and Gen Z (42%).

PAY EQUITY

Unum has a rigorous pay governance process to ensure that employees are paid fairly and appropriately based on their skills, knowledge and experience in alignment with our pay philosophy. We have a robust oversight process led by our compensation team, which includes a formal annual pay equity review of all roles across the enterprise. We take pride in the fact that we can assure employees that they are being paid equitably relative to their peers with comparable roles and responsibilities.

FLEXIBLE WORK ARRANGEMENTS

Unum is a hybrid company and strives to capitalize on both the benefits of in-person interactions that happen at our offices and the flexibility of working from home. It's about striking the right balance between in-office and remote work to support our customers and each other.

Our flex work policy enables most roles in the U.S. to work a hybrid on-site, off-site schedule, with a set number of days on-site (though employees are welcome to work more days in the office whenever they choose).

We listened to employees through focus groups, surveys and CEO Quick Connects and heard the desire for a more fluid, modern approach that combines flexibility with a vibrant office setting. Our flex work approach maximizes the benefits of the office, such as networking, learning and problem-solving, while offering employees the flexibility to decide where to effectively work each day based on work and life obligations. In addition, it ensures we continue to grow, change and thrive as an enterprise by helping to support a diverse workforce with a focus on employee wellbeing.

This flex work approach represents a shift in how we've traditionally operated at Unum. Yet it perfectly aligns with and supports our commitment to build an inclusive culture, with diversity in how and where we work — remote or in-office. It also aids the wellbeing of our team through better work-life integration and has a positive impact on recruitment and retention.

PHYSICAL AND EMOTIONAL WELLBEING

Better health can make a big difference in how we feel, both at work and home. Unum offers a wide range of resources to support the entire employee – physical, emotional, financial and professional. We know the importance of wellness in all its forms. Here are some examples of our offerings:

- **Unum Behavioral Health** digital solution offers a holistic approach to supporting employee mental health and wellbeing with a specific focus on anxiety, depression, stress and burnout.
- **Mental health hub** that simplifies the access to available resources for employees, including rapid access to care and virtual behavioral health visits.
- **Mental Health First Aider program** that trains employees to direct their coworkers to support and resources that are available online, by phone or at an employee's location.
- New suite of **family care services and emergency back-up care** options that provides U.S. employees access to up to 10 days per calendar year of temporary center-based childcare or in-home child, adult or elder care when their regular care is unavailable.
- Five days of **Caregiver Leave** to care for a spouse, child or parent due to a serious health condition.
- Our **fertility and family building** benefit available at no additional cost to employees and their covered spouses/domestic partners enrolled in a Unum medical plan.
- Our **Surrogacy Reimbursement Benefit** provides comprehensive coverage with leading fertility specialist.
- Through our **Adoption Assistance Program**, Unum offers financial support to employees who are building their family by adopting. Employees are eligible for a one-time benefit of up to \$25,000.
- **Paid parental leave** for six weeks, in addition to legally required leave.
- **Mothers' rooms and lactation support** programs available at all main campuses and field offices.
- **Telehealth** services via Teladoc, available 24x7.
- **Fitness classes and fitness centers** in all main offices that offer in-person and virtual classes to employees for free, when employees attend at least eight times a month.
- **Diet and nutrition support** via registered dietitian nutritionists at our major campuses and online via Telehealth.
- **Tobacco-free campuses** and tobacco cessation programs.
- **Subsidized healthy foods** at cafeterias in our home offices by discounting our "BeWell" entrees and salads at a significant savings.
- We launched a **U.K. reproductive health policy** for employees this year with a focus on menstruation, menopause and fertility. Employees have access to specialist 1:1 support, diagnosis and prescriptions with follow up appointments and an online support hub.
- **Check Up:** Our U.K. offices use a mobile app, T-Cup, designed to capture real-time metrics to pinpoint the changing needs of our employee population. This company-wide program uses a series of personal reflection-based questions to score how individuals are feeling in terms of happiness, health, and success. Employees can also access online video content and downloadable resources. Our Wellbeing Committee has used the insights from T-Cup to run lifestyle behavior-based campaigns such as a faux commute challenge which was linked to making donations to our charity partners and resulted in 1,000 trees being donated to Ecologi. The Committee also organized a hydration challenge and most recently a healthy habits challenge.

FINANCIAL WELLBEING

Our employees' financial wellbeing is important to us. No matter the financial stage or status, we help bring everything into focus so our employees, both full and part-time, can thrive.

We offer a variety of benefits, including:

- Brightside, a free service that offers financial consulting and access to support and resources to improve financial health. Eligible dependents can also take advantage of this benefit.
- No-cost financial planning tools and resources, such as online platforms that bring together financial information for easy viewing, planning and guidance.
- Partnership with Nudge, who provide financial education with personalized, timely and unbiased prompts. We have focused on the cost of living by hosting masterclasses in the U.K. and Ireland.
- Contributions to 529 plans for employees' children.
- Student debt relief program that allows employees to apply unused PTO toward paying off student debt.
- Employee-paid and voluntary financial protection benefits.
- U.K. salary sacrifice electric car scheme operates with tax and national insurance savings for employees, who have a deduction from their pay.
- U.K. cycle to work scheme moved to an anytime benefit in 2022, increasing its availability to employees year-round and the voucher limit increased from £1,000 to £3,000.



Retirement savings plan with a company match of up to 5.0%, and an additional annual defined contribution of 4.5%.

EMPLOYEE STOCK PURCHASE PLAN

- **United States:** Employees have the opportunity to purchase Unum Group stock at a 10% discount on the closing stock price at the end of the purchase period.
- **United Kingdom:** Our Save as You Earn plan enables employees to save money over a three-year period and, at the end of this period, have the opportunity to purchase shares based on a 10% discount from the stock price at the beginning of the three-year period, or have their money returned.
- **Ireland and Poland:** Offers a pool of shares from which the company can make grants of shares to high-performing employees.

Learning and development

Market demands, new technologies and shifting customer needs are accelerating in-demand skills. Learning & Development at Unum takes a strategic, proactive approach to understand and build the skills of the future.

SKILL DEVELOPMENT

Positioning our employees to be engaged, adaptable and skilled to achieve business and career success is a primary focus and occurs every day.

- **Robust operational training** focused on helping employees develop and refine the skills they need to be proficient in their roles.
- **Employee, manager and leadership development programs** aligned to Unum's core leadership expectations, which focus on building the skills necessary to succeed in current roles and grow for the future. The curriculum of each program targets a specific talent development need and is designed to accelerate critical skills to prepare current and future leaders for success.
- **On-demand skill building resource**, with broad access to a robust library of learning content, curated to specific essential skills, including content offerings through our partnership with LinkedIn Learning.
- **Targeted skill development programs** to prepare employees for emerging and evolving skill demands, including individualized skill development programs through our learning platform, academic and institutional partners including the Coursera® Learning Platform, Northeastern University Roux Institute and AWS.
- **Tuition reimbursement benefits** are available to full and part-time employees to support career growth and specific upskilling and reskilling efforts through formal degree and certification offerings. The expanded program includes certifications and has seen strong engagement, especially with data and analytics and project management offerings.
- **Career development offerings**, including career workshops for employees to help them understand their drivers and make deliberate development choices to grow toward their aspirations. All employees can also attend monthly learning sessions that provide a practical, hands-on approach to empowering them to take active steps in their career development.



On average each employee receives 8.75 training days per year



PERFORMANCE PROCESS

Based on frequent delivery of quality feedback, our Performance Experience process encourages managers to coach employees on a quarterly basis. Both managers and employees are encouraged to discuss career development during their discussions.

EXAMPLES OF OUR COMMITMENT TO THE GROWTH AND DEVELOPMENT OF OUR EMPLOYEES:

PEOPLE MANAGER DEVELOPMENT

- **Leadership Essentials Program:** Focused on increasing new people manager effectiveness, Leadership Essentials builds foundational knowledge with core leadership skills needed for effective people management.
- **Advanced Manager Development Program:** Focused on tenured people managers, this new skills-based, self-directed learning curriculum through Coursera takes advantage of artificial intelligence and machine learning to recommend learning resources targeted to individualized needs. Program leverages “level sets” to assess progress and capture skill proficiency throughout the program. Duration varies based on learner goals.
- **Executive Development and Succession Planning:** Officers at Unum have access to various development opportunities, including executive coaching engagements for some and opportunities for career growth and development for all. We provide employees and managers with a variety of training and development programs tailored to their specific roles. Training and development for executive succession planning is also provided in partnership with HR business partners.

INTERN PROGRAMS

- **Unum Scholars:** Provides a year-round, part-time internship for college students to support vital business operations. Scholars gain real world work experience, build a broad business network and develop leadership skills. Scholars partake in professional and personal growth opportunities and many transition into full-time roles at Unum.
- **Summer Intern Program:** Develops critical pipeline talent by providing high-potential college students with a robust summer experience. Interns develop professionally by delivering meaningful operational results and participating in challenging projects. Interns’ significant contributions directly impact our business and our customers’ lives.
- **Northeastern University/Roux Institute Co-Ops:** Provides both undergraduate and graduate students from Northeastern University/Roux Institute with a 6-month immersive experience at Unum. Participants explore or enhance career paths, make valuable connections and broaden perspectives outside the classroom. They develop skills and knowledge needed to be successful in the workplace.



LEADERSHIP DEVELOPMENT PROGRAMS

- **Professional Development Program:** Prepares future leaders to become effective directors and beyond. Over 3-4 years, participants rotate to at least three diverse functional roles, gaining broad business experience and contributing to our goals. Concurrently, they participate in a robust training curriculum supported by strong mentorship.
- **Actuarial Development Program:** A rotational, multi-year, industry leading program focused on both actuarial and leadership development. Participants experience multiple rotations, senior leader mentorship, project work, financial and business acumen curriculum, and on-going leadership development curriculum. Successful incumbents obtain the Fellow of the Society of Actuaries (FSA) designation.
- **Accounting and Finance Development Program:** A rotational program that develops Certified Public Accountant (CPA) or Chartered Financial Analyst (CFA) personnel. Participants experience multiple rotations, senior leader mentorship, project work, financial and business acumen curriculum, and ongoing leadership development curriculum.
- **Accelerated Leadership Program:** A competitive, application-based program that develops high-potential individual contributors for manager level roles. The program mixes virtual, onsite and self-directed study about leadership and business acumen with critical skill-building. Participants work on real business issues and present recommendations to stakeholders and senior leaders.
- **Equity in Leadership Program:** A competitive, application-based leadership development program designed to develop high performing employees of color at the manager level who are ready to pursue a director-level role as the next step in their career. Designed to improve the representation of employees of color at the director level and strengthen the leadership pipeline of employees of color.



Health and safety

We provide employees the knowledge, skills and work environment to prevent work-related injuries and illnesses through the partnership of Corporate Safety, Health and Wellbeing and our Leave and Disability team. This partnership promotes employee health, emotional wellbeing and productivity, both at work and outside of work, which leads to superior service for Unum customers.

Our Corporate Safety department oversees compliance with Occupational Health and Safety regulations and emerging trends. Corporate Safety routinely identifies and tracks resolution of risks and hazards through facility walkthroughs and job hazard analysis. Annual baseline indoor air quality testing and inspections are conducted of owned facilities through an independent third-party.

COMMITTED TO EMPLOYEE EMOTIONAL WELLBEING

- **Educational campaigns** using multiple channels for mental health, self-harm and domestic violence awareness
- **Awareness and reporting** mechanisms to engage trained resources when there is a concern of self-harm, domestic violence or other wellbeing and behavioral concerns
- **Mental Health First-Aid program** provides a trained peer support network
- **Mental Health First Aider program** that trains employees to direct their coworkers to support and resources that are available online, by phone or at an employee's location
- **Free, on-site licensed professional counseling** available in home office locations, centered around short-term solutions
- Access to **Unum's Behavioral Health** platform which provides a holistic approach to supporting employee mental health and wellbeing with a specific focus on anxiety, depression, stress and burnout
- **Telehealth** benefit includes virtual behavioral health sessions

EMPLOYEE TRAINING

Due to the prevalent risk of upper extremity soft tissue injuries in a computerized work environment, we have an established ergonomics program that focuses on minimizing this risk through prevention and early intervention.



PREVENTION

- Evaluation of ergonomic design of furniture and equipment prior to selection, including use of sit-stand workstations and flexible work environments to remain agile.
- Computer technology and software design incorporates best practices to minimize exposure to repetitive use injuries.
- Identification and mitigation of any identified ergonomic or work-process deficiencies.



EDUCATION

- Custom eLearning for new employees about ergonomics principles, including proper workstation setup and ergonomic behaviors.
- Internal social media campaigns focused on ergonomic principles and best practices in the office and at home, including short videos.
- Annual refresher program for all employees with a 94% completion rate covering ergonomics concepts and early reporting.



INTERVENTION

- Adaptive equipment for employees with specific needs or requests.
- Assessment of workstation ergonomics and work-processes through a self-assessment tool or an in-person assessment, including identifying cause and treatment options.
- Job modification in compliance with medical restrictions and limitations.

QUANTITATIVE DATA

Our annual corporate Total Case Incident Rate (TCIR) and Days Away, Restricted, or Transferred Rate (DART) are 40% and 90% respectively, below the Bureau of Labor and Statistics rate for our industry classification. Our TCIR was 0.06 and our DART was 0.01 for 2022, compared to the Business of Labor and Statistics rate for our industry classification of 0.1 for both TCIR and DART.



We use a variety of channels to provide timely information to employees throughout the year, including internal social media and live webinars. Topics include emergency preparedness, evacuations, domestic violence and mental health awareness.

Responsible products

We help millions of people gain affordable access to disability, life, accident, critical illness, dental and vision benefits through the workplace — benefits that help them protect their families, their finances and their futures. We are focused on understanding and anticipating the evolution of the workforce and to ensure that the financial protection we provide aligns with emerging needs.

RESPONDING TO EMERGING RISKS AND TRENDS

We offer a full array of benefits solutions, including benefits communication, enrollment services and claims support. And our award-winning absence management and vocational rehabilitation services help ease the disruption to businesses and employees by enabling them to return to full capacity as soon as they're able.

AGING POPULATION & DEMOGRAPHIC CHANGES

Unum has structured several different maximum periods of payment schedules to assist employers in complying with the Age Discrimination in Employment Act and provide meaningful benefits for individuals who become disabled at older ages. We have duration schedules that extend between the ages of 67 and 75 to provide employers with optimal choices to meet the needs of their specific workforce.

Our standard long-term disability (LTD) offerings allow access to our Employee Assistance Program services and can be utilized to assist employees with financial and estate planning. Optional features include:

- Disability Plus, which provides additional income for disabilities resulting in the loss of activities of daily living or cognitive impairment; and
- Retirement Income Protection which provides extra monthly benefits for employers to deposit into the retirement accounts of participating employees.

Coverage under our non-contributory Group Life products is based on active employment and these products are age-agnostic. As the retirement age continues to climb and people are working longer, aging employees would continue to be covered if they remain in active employment.

EMERGING HEALTH ISSUES

Unum's short-term and long-term disability offerings include a Rehabilitation and Return to Work Program that provides vocational assistance and additional payments to participants. Our vocational consultants evaluate the need for adaptive equipment or job accommodations to allow an employee to return to or remain at work. In addition, services may include education and retraining expenses for a new occupation if an employee's disability impacts their employment options.

Our supplemental health products offer a wellness benefit to each insured, which can be redeemed each year, throughout the life of the coverage. This benefit can provide a valuable annual incentive to get important tests, screenings, exams and well-child visits completed. This coverage promotes individualized healthy living habits and preventative care measures.

URBANIZATION TRENDS

Trends toward urbanization are often associated with increased spread of infectious or contagious diseases, as experienced with COVID-19, as well as an increased cost of living. We incorporated product language to be inclusive of the ever-changing list of potential diagnoses covered. Additionally, our products allow for ultimate flexibility in benefit selection and level to be included in a plan. This allows employers to align with other urbanization trends from a cost of living perspective. Dual plan designs is an option available for all employers but can be especially important to employers supporting employees in various locations.

Accessibility for services within our product offerings increase as urbanization spreads. Products like our Employee Assistance Program have more counselors available to support individuals within urban areas compared to rural populations. Our ability to provide return-to-work services or products to individuals living in urban areas is more expedient because of greater access to services.

HEALTH IMPACTS OF ENVIRONMENTAL CHANGES

Environmental changes can have several adverse impacts on our customers causing additional accidents, hospitalizations, diagnoses of critical illnesses or mental health issues. Each of our products are designed to lessen the financial impact or economic loss from these events occurring through a robust schedule of benefits and covered conditions. The modularity and dual-choice options available within our products give the employer the ability to design a plan that fits any environmental concerns they may have.

Employee Assistance Program services include access to Disruptive Event Management where counseling resources can be deployed to help employees impacted by natural disasters.

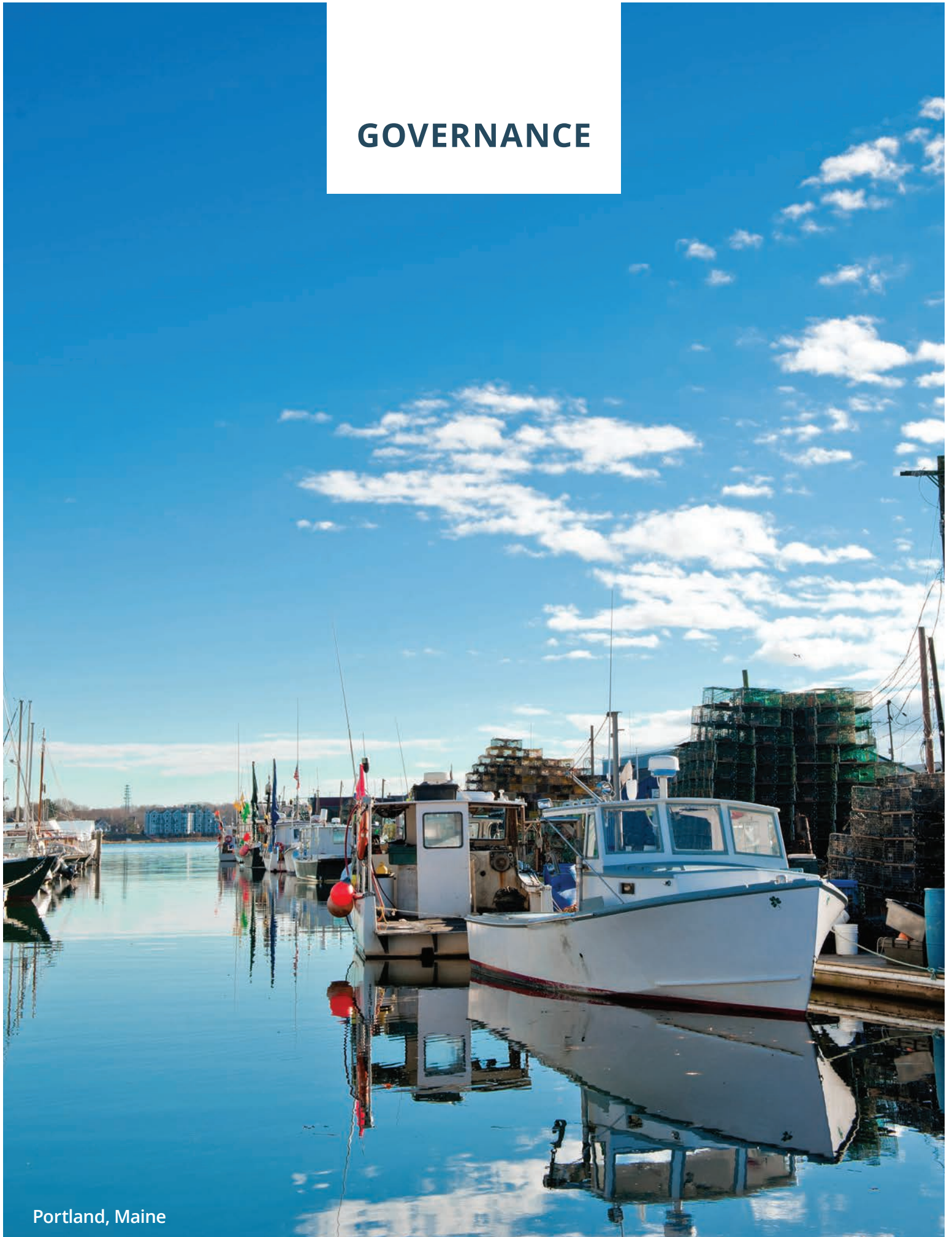
ACCESSIBILITY

Worksite Modification is a standard feature in our long-term disability (LTD) products and is designed to assist disabled employees to return or remain at work. This feature reimburses a portion of an employer's cost to implement worksite modification. Our standard short-term disability and LTD products provide rehabilitation and return to work services.

CUSTOMER EXPERIENCE

At Unum we hold ourselves to the highest standards of excellence in customer satisfaction and set ambitious performance targets to emphasize our customer-centric mindset. We monitor overall satisfaction through our customer relationship surveys conducted once a quarter. Additionally, we measure satisfaction at key touchpoints, surveying customers within days of their interaction with Unum. Unum decision-making leaders and operational teams throughout the company pay keen attention to reviewing and understanding the results of these customer experience surveys, and the insights gleaned are a cornerstone in our process of developing the continuous improvement activities that will allow us to best serve customer needs. We utilize a robust feedback process to broadly assess product-market fit across our portfolio. We rely on frequent touch points with our sales representatives and agents, brokers, clients and customers to capture their insights and perspective about our products. We use these insights to inform future enhancements and improvements. We've also recently created a framework to incorporate inclusion and diversity feedback in our product development process to ensure our products provide meaningful and relevant benefits to our diverse client and customer base.

GOVERNANCE



Portland, Maine

Our leadership

It takes strong leadership to build and maintain a company for 175 years. We're proud of our long record of protecting people, helping businesses and the leadership that makes this possible.

BOARD OF DIRECTORS

The Board of Directors is elected by shareholders to oversee their interests in the long-term health and overall success of our businesses and financial strength. In carrying out this responsibility, the Board understands that Unum's policyholders, employees, business partners and communities are essential to its success. The Board has implemented a corporate governance framework that contributes to Unum conducting business in a manner consistent with legal compliance and ethical conduct. The Board has five standing committees — Audit, Risk and Finance, Governance, Human Capital and Regulatory Compliance — each comprised solely of independent directors.

The Board believes a critical component of its effectiveness in serving the long-term interests of shareholders is to ensure its membership remains diverse, possessing a variety of backgrounds, experiences and skill sets from which to draw. With that in mind, the Governance Committee reviews the composition of the Board to ensure an appropriate balance is represented. This is an ongoing, year-round process.

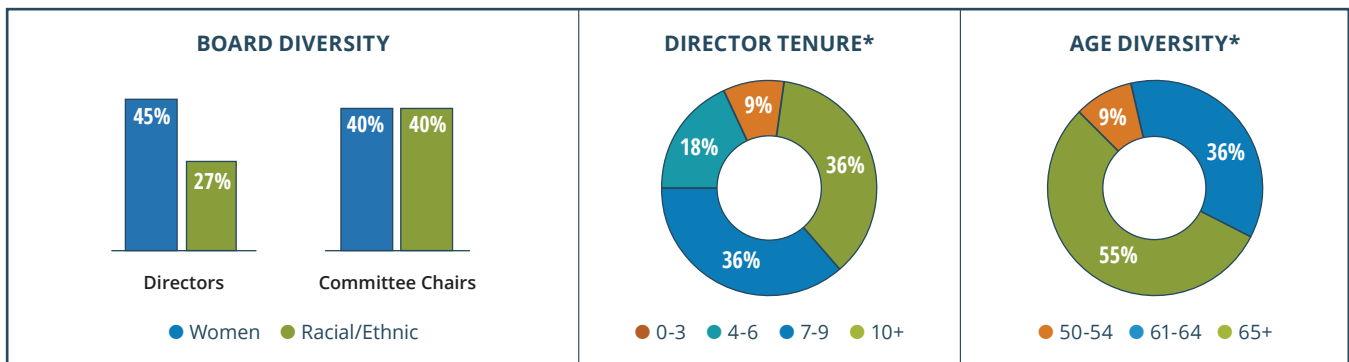
BOARD TENURE

Directors with varied tenure contribute to a range of perspectives and allow us to transition knowledge and experience from longer-serving members to those newer to the Board. We have a mix of new and long-standing directors, with an average tenure of 8.8 years as of the 2023 Annual Meeting.

BOARD DIVERSITY

Our Board is comprised of members with a range of backgrounds and overall experience. More than half are women or represent a minority group.

Diverse representation on the Board, including in positions of leadership, serves to improve dialogue, decision-making and culture in the boardroom. Our Governance Committee focuses on advancing continued diversity on the Board during refreshment activities by requiring that candidate pools include diverse individuals, including women, who meet the recruitment criteria.



*Includes only the 11 director nominees standing for election at the 2023 Annual Meeting. Tenure and age are calculated as of the 2023 Annual Meeting. Tenure is rounded to the nearest year and calculated from date of first election.

Learn more about our Board and review all of our committee charters on our [website](#).



Business resiliency

Unum has a formal business resiliency program that regularly plans and prepares responses to unexpected events and simulated disruptions.

The resiliency program covers business continuity, disaster recovery and incident response.

Four key principles guide the return to normal business operations after an unexpected event or disruption:

- Ensure employee health, safety and wellbeing;
- Remain in legal and regulatory compliance;
- Serve our customers; and
- Protect the company brand and reputation through mitigation of operational and financial impacts.

Unum takes steps to minimize the potential impacts from a business disruption. We also work to minimize potential impacts from loss of technology, including cyber events, to ensure critical business systems are seamlessly available to support our customers. Through routine exercises, we validate our resiliency with a focus on continuous improvement.



Compliance and ethics

We are committed to identifying, mitigating and managing compliance risk in a manner that is aligned to business strategy and ensures our ethical standards are upheld. Our corporate compliance programs are designed to employ best practices in line with the Department of Justice guidelines for abiding by the laws governing our industry and building a culture of integrity and accountability.

LEADERSHIP STRUCTURE AND PROGRAM OVERSIGHT

Our culture of integrity has strong C-Suite and Board engagement, support and commitment to our principles and practices. The Regulatory Compliance Committee of the Board oversees the compliance program and regularly receives reports from the Chief Compliance and Ethics Officer, and the Audit Committee oversees the hotline for accounting and auditing matters. Hotline trends are communicated to the Board on a quarterly basis.

Our management-level Compliance Risk Committee is part of the risk management framework and assists in the oversight and mitigation of compliance, regulatory and legal matters that pose potential risks to the company.

Our Global Ethics Committee is comprised of the Chief Compliance and Ethics Officer, Assistant Vice President, Enterprise Compliance (responsible for

oversight and management of the Ethics Program), representatives from our regional business units outside of the U.S. (i.e., U.K., Poland and Ireland), Internal Audit, Employee Relations, Risk Management, Employment Law and any others deemed appropriate by the Committee.

We take a comprehensive approach to resolving all concerns reported, thoroughly investigating all reports and taking appropriate action. Following investigations, we review policies, trainings or communications, or lack thereof, in order to address issues, identify root causes and update existing resources or add new ones. To ensure our program is operating effectively while meeting regulatory and stakeholder expectations, we complete an independent Compliance Program Assessment every three years.



We are proud that our unwavering commitment to business integrity has earned us a spot on Ethisphere's list of World's Most Ethical Companies in 2021, 2022 and again in 2023.

A CULTURE OF INTEGRITY

Unum's culture of integrity is guided by our Code of Conduct, a roadmap of nine principles for always doing the right thing for our company, customers, colleagues and our world.

Our Code of Conduct guides employees on how to abide by Unum's principles to address ethical issues that may arise.

- Make choices that reflect our values and protect our good name;
- Speak up and report issues or concerns;
- Be honest, fair and trustworthy in all that you do;
- Treat others with respect;
- Keep private information confidential;
- Avoid conflicts of interest — real or perceived;
- Respect company property;
- Maintain a safe and healthy workplace; and
- Be responsible in your communications.

Our Code of Conduct is reviewed annually by the Ethics Office, overseen by the Chief Compliance and Ethics Officer. Our annual review ensures the Code reflects the current environment and evolving industry standards so Unum's key principles can be applied earnestly and in good faith, and so that our compliance programs are empowered to function effectively.

PUTTING OUR CULTURE TO WORK

At Unum, ethics and doing the right thing is the foundation of our culture. All employees (full and part-time) are required to complete training on ethical standards, and certify receipt of and adherence to the Code of Conduct and related policies. Unum’s annual training focuses on the Code of Conduct, which includes topics such as conflicts of interest; anti-harassment; inclusion and diversity; privacy and information security; financial crimes, bribery and corruption and fraud awareness. In addition, we produce regular Code of Conduct awareness campaigns and highlight the Code as part of our Annual Compliance and Ethics Week, which incorporates senior leadership communications, integrity statements from key leaders, contests, games, prizes and employee engagement on multiple internal platforms. Our Speak Up and Tone at the Top videos, accessible from our internal Code of Conduct page, feature our business leaders candidly discussing the importance of integrity and always doing the right thing. These videos provide employees with clear guidelines to further embed compliance and ethics into daily operations and reinforce our corporate commitment to a culture of integrity. We also provide ethical decision trees and FAQs to all employees. All third-party contractors are required to complete certain modules of our compliance training upon starting their engagement with our company, and then on an annual basis. Our contractors are also included in general compliance and ethics communications.



We offer employees a number of programs that support and guide them in living out the Code of Conduct. These programs include:

SPECIALIZED RESOURCES AND SUPPORT FOR MANAGERS

Managers are on the front line of our efforts to foster a culture of integrity. We support them with specialized tools such as our Leading with Integrity handbook and discussions toolkit. We also provide manager culture training on how to lead by example, encourage employees to speak up and raise concerns without fear of retaliation, identify and address concerns that may surface, and appropriately escalate ethical or compliance concerns.

COMPLIANCE AND AMBASSADOR PROGRAM

We believe it is important to extend the reach and impact of Unum’s compliance and ethics initiatives by providing local resources at each of our major campuses to reinforce compliance messaging and promote a positive ethical culture. These ambassadors support the compliance and ethics team by distributing compliance and ethics communications, delivering feedback to program leaders, and localizing policies, procedures and communications based on risk and conditions.

ANTI-RETALIATION PROGRAM

We have an anti-retaliation policy that states if an employee raises a good faith concern or cooperates in the investigation of such a concern, the employee will not be at risk of losing their job or suffering any form of retribution as a result. Six months after an ethics matter has been closed, we reconnect with each reporter to verify that no retaliation has taken place.

REGULATORY COMPLIANCE

We have developed and implemented a robust internal system designed to help us ensure compliance with applicable local, state and national laws and regulations. This system helps us accurately represent our product and service offerings to customers.

WHISTLEBLOWER PROGRAM (24x7 HOTLINE)

We encourage employees to speak up because it’s the best way to foster trust in our culture. We offer employees multiple channels to report ethical concerns, including an ethics hotline that allows reports to be made anonymously.

- We have a 24x7 confidential hotline (telephone and web-based) that’s managed by an industry-leading vendor and allows for anonymous reporting. Employees can find information about the hotline on our intranet, within our Code of Conduct, in our employee newsletters and on our Internet site. The ethics office also advises on the hotline during manager training sessions. Matters reported through the hotline are triaged to the appropriate area for awareness or review, which may include escalation to the Chief Compliance and Ethics Officer or General Counsel. Any concern reported that relates to questionable accounting or auditing matters are reported to the Company’s General Counsel who, in turn, reports the concern to the Audit Committee Chair.
- In addition to the hotline, employees can communicate ethical concerns to their manager, any member of management, the ethics office, directly to the Chief Compliance and Ethics Officer or general counsel, or to individuals on the People and Communications team.

We continue to see healthy use of our confidential reporting hotline with 116 reports received in 2022, in line with hotline benchmarks for reporting.

Reporting included alleged ethical misconduct, claimant fraud reports and customer relations matters.

	2020	2021	2022
Total reports	94	98	116

Reports made through any channel are investigated and remediated in a timely manner and follow-up provided to the reporting employee.

Substantiated reports involved remediation to include documented performance, policy revisions, additional training and disciplinary action up to termination.

CONFLICTS OF INTEREST PROGRAM

Our conflicts of interest program complements our financial crimes program, our [Code of Conduct](#) and our culture of integrity. Our Global Conflicts of Interest policy includes behavior guidance for various types of conflicts of interest and links to topic-specific policies and resources. The Ethics team provides oversight of the conflicts of interest reporting system (which maintains requests and documentation for gifts, entertainment, board membership, outside employment and nepotism), and escalates concerns or potential issues to the Chief Compliance and Ethics Officer as needed. In addition to real-time reporting expectations, employees are required to complete an annual training module about conflicts of interest (both actual, potential and the appearance of a conflict) and sign an annual affirmation. This affirmation requires employees to agree to promptly report conflicts prohibited by the Code of Conduct, affirm to no direct or indirect financial transactions or interests, and affirm to review and comply with the Nepotism or Personal Relationships at Work policy.

PROACTIVE QUALITY ASSURANCE

Our goal is to do more proactively to verify compliance with our Code of Conduct and regulatory risk areas. For example, we conduct regular reviews of internal controls and work to identify gaps or issues that could create risk. In addition, our Quality Audit Center of Excellence audits our operational areas to evaluate adherence to policies and procedures and monitor compliance with applicable laws and regulations. The Compliance department conducts a periodic compliance and ethics risk assessment to identify the company's highest compliance and ethics risks.

FINANCIAL CRIMES COMPLIANCE PROGRAM

Unum has a dedicated Global Financial Crimes Program designed to ensure its compliance with applicable laws and regulations related to money laundering, bribery, corruption, fraud and sanctions violations. This program includes policies that expressly define and prohibit these practices, internal monitoring to detect suspicious activities and mandatory financial crimes compliance training for all employees.

Unum has customer due-diligence processes and underwriting controls to collect and verify customer information and evaluate the nature and purpose of the relationship during onboarding. Additionally, we provide 'Know Your Customer' training to all employees. Unum encourages reporting of any suspicions regarding money laundering, bribery and corruption, OFAC sanction violations or any other financial crimes to the Financial Crimes Compliance Team, the Ethics Office, or Unum's Ethics hotline.

Unum's Anti-Bribery and Anti-Corruption (ABAC) Program is part of the broader Financial Crimes Program. Employees, officers, directors, brokers and agents of Unum must comply with our ABAC Policy, which describes Unum's adherence to and compliance with the U.S. Foreign Corrupt Practices Act (FCPA). This policy is referenced in the company's Code of Conduct and is part of the new hire and annual Code of Conduct certification process. Unum has defined reporting channels, training requirements, and appropriate controls in place to mitigate bribery and corruption risks, including, but not limited to, financial, procurement and contractual controls. Our U.S. ABAC Policy also addresses bribery and corruption as it may relate to our third parties or government officials. Unum does not tolerate any facilitation payments or other payments or transfer of benefits to third parties made for the purpose of obtaining a business advantage or persuading a third party or government official to make a decision they would not otherwise make.

Our investments

Our investment philosophy is to deliver consistent long-term returns while keeping risks at appropriate levels so we can deliver on our promises to policyholders and stakeholders. We strive to be responsible stewards of our assets within a framework of strong governance and transparency while also positively impacting our communities.

ESG INVESTMENT TEAM RESPONSIBILITIES AND INTEGRATION

The integration of ESG factors is important to meeting this objective. Therefore, we have incorporated ESG considerations into our investment policies. The Risk and Finance Committee of our Board of Directors and our internal Investment Committee are responsible for overseeing the implementation and maintenance of our investment policies.

Integration of ESG principles into our responsible investment practices is led by our ESG Investments Team, which is comprised of the Chief Investment Officer and other senior investment professionals, including our dedicated ESG personnel and internal partners from areas such as Enterprise Risk Management and Legal.

Responsibilities of the ESG Investment Team include:

- **Ensure incorporation** of ESG factors into investment process.
- **Remain abreast of developing regulatory** ESG initiatives and provide guidance to internal stakeholders regarding strategic implications.
- **Monitor developing** ESG market trends and internal ESG investment activity.
- **Facilitate integration** within the overall corporate sustainability framework.
- **Enhance communication** with other stakeholders. Partner with Risk Management, Legal, Audit, Government Affairs, Investor Relations, Accounting, Underwriting and others to assist with and ensure ESG integration into the overall corporate strategy.

Our dedicated ESG personnel are responsible for advising the overall investments team regarding ESG topics, developing policies, procedures and trainings, and providing guidance on new and emerging ESG topics.

INVESTMENT POLICY OVERVIEW

We believe the consideration of ESG factors into our investment analysis and underwriting is essential to identifying risks and opportunities, which benefits all our stakeholders. We integrate ESG factors into our investment decision-making, which is documented in our formal investment research process.

Our research professionals consider all relevant factors, including risks due to climate change such as physical and transition risk, that contribute to informed investment decisions. Our analysts use a variety of data and information to identify material ESG factors and assign internal ESG ratings to the securities in which we invest. The ESG Investment Team provides our analysts with frequent updates on ESG topics such as climate change, controversial weapons and human rights. Our analysts are also provided with regular updates on new regulations and data that can be incorporated into their research.

Our internal ESG scores are a key part of our investment risk management process. They are reviewed biannually by the ESG Investment Team and updated dynamically to reflect new information and identify trends in ESG scoring and material factors across the portfolio. Our ESG risk scores work in tandem with our credit underwriting process to inform our investment decisions. We leverage our existing credit scoring system to allow for the input and tracking of our internal ESG risk score. Our investment research process document provides analysts with a framework for scoring the securities in their coverage universe.

Our internal ESG scoring covers approximately 96% of assets under management including our U.S. investment grade and high-yield corporates, U.K. investments, municipal and sovereign bonds, private placements, commercial mortgage loans and mortgage-backed securities.



"The integration and evaluation of ESG factors is an important aspect of our overall credit research investment process. We continue to enhance the integration and impact of these ESG factors as the landscape and data accessibility continues to evolve."

Martha Leiper, Chief Investment Officer

ENGAGEMENT

Engagement is an important element of Unum's investment approach given our belief that ESG factors can have a material impact to investment fundamentals and returns over the short, medium and long term. It is important to leverage our engagement opportunities to advance broader sustainability interests and our bondholder interests. Our investment professionals engage with our investee companies through multiple touchpoints, including meetings with company management teams or discussions with external stakeholders such as credit rating agencies. To advocate for sustainability, we use engagement as our primary tool for influencing investment outcomes.

COLLABORATING WITH OTHER INVESTORS

We are a member of multiple industry groups and associations in order to share best practices on topics such as ESG.

In 2021, we became a signatory to the [UN Principles for Responsible Investment](#). We are committed to incorporating ESG issues into our investment analysis, our decision-making, and our investment policies and guidelines.

GREEN, SOCIAL AND SUSTAINABILITY BONDS AND RENEWABLE ENERGY INVESTMENTS

Sustainable investment opportunities are growing, and we have long invested in these securities to have a positive impact and will continue to do so, provided they continue to meet our underwriting criteria and investment objectives. We invest in green, social, sustainable and sustainability-linked bonds ("ESG bonds") and renewable energy projects. We have invested over \$800 million in ESG bonds and renewable energy projects. Across our portfolios, we have also invested \$2 billion in bonds positively impacting areas such as education, healthcare and affordable housing.

Cybersecurity and privacy

Protecting the information customers entrust to us is one of our key responsibilities. Through our cybersecurity program, we constantly watch for threats to our systems and make real-time adjustments to our defenses to protect customer data and minimize service disruptions.

GOVERNANCE

Unum’s governance includes a Chief Information Security Officer and a Chief Privacy Officer who establish and oversee policies and procedures to protect the security and privacy of the data we hold. Our Global Information Security team reports regularly to the Risk & Finance Committee of the Board. Unum’s Regulatory Compliance Committee of the Board receives updates about privacy compliance and risk. We communicate our commitment to customers through our privacy notices, covering each line of business.

Use of Customer Data

We describe how we collect, share and protect customer data in our notices, available on unum.com/privacy and unum.co.uk/privacy-notice. Our notices include information about the ways customers can communicate privacy concerns and exercise their rights regarding their personal information. Any use of customer data is within legal parameters.

Network Security

At Unum, we employ a ‘defense-in-depth’ strategy that includes pro-active 24x7 monitoring of security tools both internally and externally. Our networks are appropriately segmented to ensure that the most sensitive data receives the highest levels of protection. Networks are managed and controlled to protect information within our environment. We take a multi-layered approach to data security throughout our computing environment, which limits access to sensitive systems and data.

Information and Data Protection

Unum’s integrated information security and privacy approach is designed to detect and timely address cyber threats and other security or privacy

concerns. This allows us to take steps to investigate and remediate the situation, including providing notification of a breach to affected individuals.

Access management

Unum’s approach to access management is based on industry best practices and frameworks such as the NIST Cybersecurity Framework and ISO27001. Key components include user access reviews multiple times each year and upon a change or transfer in responsibilities. Additionally, we employ the “Principle of Least Privilege”, which means we only grant the access necessary for an individual to perform their job function.

Change management

A dedicated team within Unum is responsible for change management. Policies and procedures exist that dictate how, who and to what detail a particular change is reviewed and approved prior to implementation. Industry best practices are followed to ensure proper testing, backout procedures and validation steps are included in each change.

Ongoing effectiveness

The ongoing effectiveness of the Global Information Security Program is reviewed at multiple levels within the company. Monthly reports that include metrics are reviewed by the Chief Technology Officer and the Chief Information and Digital Officer. Each quarter, the Chief Information Security Officer briefs the Risk and Finance Committee of the Board of Directors about security topics that include, but are not limited to, current trends, mitigation activities and operational metrics.

Employee awareness

Our employees and contractors are required to complete information security and privacy awareness training at the time of hire, annually and as needed throughout the year. Training covers topics contained within our information security and privacy policies, as well as information about common threats such as social engineering and phishing. Our comprehensive privacy and security training program is overseen by Corporate Compliance. We have a 100% employee completion rate of annual information security and privacy training.

Regulatory information

Unum is highly regulated by a variety of state and national entities and subject by law to periodic examination by insurance regulators in those jurisdictions where business is conducted.

Threat intelligence

A key component of the Global Information Security Program is our collection, analysis and response to threat intelligence. We employ multiple sources to ensure adequate coverage. These include commercial service providers, public and private partnership organizations like the Financial Services Information Sharing and Analysis Center, and internal dedicated resources. The information gathered is used to evaluate internal controls, inform long-term strategy and direct resources to address specific intelligence findings.

To learn more about how we protect our customers' privacy, visit our [Privacy webpage](#).



Public advocacy

We are committed to working with the government to build strong partnerships that offer innovative solutions that ensure valuable financial protection remains widely accessible and affordable.

We strive to create positive change every day for our customers and communities by raising public awareness for financial protection benefits.

Many employees still lack access to affordable financial protection benefits that help them face the unexpected challenges of illness or injury. Every dollar spent offering these benefits significantly reduces the need for government-funded support and the burden on taxpayers.

We partner with policymakers, as well as public and private institutions, to find ways to help more people gain access to this critical protection. At the same time, we have a responsibility for transparency and political accountability. That's why we're proud that our commitment to disclose public donations and lobbying expenditures has consistently made Unum a trendsetter company in the CPA-Zicklin Index of Corporate Political Disclosure and Accountability. The positions disclosed in our policy statement form the basis of all political spending decisions.

In the U.K., Unum is an authoritative voice on workplace health and wellbeing. We regularly engage with policymakers to raise awareness of our products and the role they play in supporting employees to remain in or return to work. Unum continues to advocate for reform of Statutory Sick Pay to give British workers better protection in the event of ill health. Unum has also led industry efforts to educate employers about the benefits of investing in employee wellbeing.

Read more about our approach to [Public Policy](#) here.



Responsible purchasing and sourcing

Our Supplier Code of Conduct establishes company standards that include ethical business practices and regulatory compliance.

Suppliers are expected to adhere to this Code of Conduct while conducting business with, or on behalf of, Unum. Our Supplier Code of Conduct establishes requirements and expectations of suppliers working with and representing Unum. Unum suppliers are expected to uphold the ethical standards of Unum's Supplier Code of Conduct, as well as act in full compliance with the laws, rules and regulations of the countries, states and localities in which it operates. In 2022, we updated our Supplier Code of Conduct to add additional information on our approach to Human Rights and Fair Labor Practices.

We make every effort to include minority-owned and operated companies in each competitive solicitation and track our overall spend with diverse suppliers. To become the most inclusive, diverse and welcoming company in the area of employee benefits and beyond, we seek to work with suppliers who retain and develop highly qualified, diverse and dedicated individuals at all levels of their organization.



ENVIRONMENTAL

Columbia, South Carolina

Environmental impact

REDUCING OUR CARBON FOOTPRINT

In 2020, work from home and travel restriction policies were put in place to help slow the spread of COVID-19, and we have continued to have impacts from these policies in 2022. With increased office building occupancy and changing emissions factors, we did not meet our target reduction of 3%. To reduce energy use, we have focused on operational excellence, making changes to our building automation system set points and schedules. We continue to encourage the use of electric vehicles and consolidate property usage to reduce emissions. Building utilization from subleasing owned properties also impacted on the decrease in Scope 1 and Scope 2 carbon emissions and the increase in Scope 3 carbon emissions in 2022.

EMISSIONS (MT CO²E) DATA

In 2022, we coordinated with our global team members to obtain data from international locations instead of using estimated data for 2022.

	2019			2020			2021			2022		
	U.S.	Int'l	Total	U.S.	Int'l	Total	U.S.	Int'l	Total	U.S.	Int'l	Total
Scope 1	6,493	193	6,686	4,925	411	5,336	7,170	851	8,022	5,582	691	6,273
Scope 2 Location-based approach	19,299	1,043	20,342	16,043	889	16,932	8,700	670	9,370	8,083	493	8,576
Scope 2 Market-based approach	19,299	1,043	20,342	16,043	1,239	17,282	9,294	1,685	10,979	7,220	309	7,529
Scope 3	33,490	—	33,490	10,177	198	10,375	8,925	194	9,119	13,714	1,097	14,810
TOTAL Location-based approach	59,282	1,235	60,518	31,145	1,497	32,642	24,795	1,716	26,510	27,379	2,280	29,659

■ Revised 2020 Commuting calculation methodology based on percent occupied

	2019			2020			2021			2022		
	U.S.	Int'l	Total	U.S.	Int'l	Total	U.S.	Int'l	Total	U.S.	Int'l	Total
Emissions Per employee ¹	5.929	0.826	5.265*	3.158	1.001	2.874*	2.447	1.147	2.280*	2.567	1.489	2.431*

*Emissions per employee is calculated as the total emissions in each location divided by the total employees in that location. Based on these calculations, the totals in this chart are reflective of a percentage, not a sum.

1. Data used in emissions per employee calculations is accurate as of February 22, 2023 and includes full-time, part-time, remote and international workers.

Every year, we aim to reduce our Scope 1 and 2 emissions by 3% compared to the previous year. In 2021, we reduced our Scope 1 and 2 emissions by over 21%. This was achieved through energy conservation measures, such as adjustments to building automation systems and upgrades to lighting, changes in occupancies of buildings, and continuation of work-from-home and travel restriction policies.

Carbon emission have also changed due to changes in property use. We have consolidated Unum employees and begun leasing out extra space in our office buildings.

In late 2022, we joined ClimateWork Maine, an organization dedicated to helping businesses take action on climate change, to meet its challenges and seize the opportunities it presents to build a more sustainable economy for the future.

In 2022, Unum announced an electric vehicle (EV) salary sacrifice scheme for its 800+ permanent U.K. employees. The new initiative, backed by The Octopus Electric Dreams Car Scheme, is available to all permanent U.K. employees, who can choose from a wide range of EV models with no up-front payment on a 24-, 36- or 48-month lease period. They get a yearly mileage allowance up to 30,000 miles and help choosing the right car from a team of EV experts, who will also help pair them with the right charger.

As staff return to the office, Unum has also increased its Cycle2Work limit through Evans Cycles, helping staff to reach the office in an environmentally friendly manner. Employees can spend the allowance on a new bike, clothing and equipment coupled with savings on tax and National Insurance on the benefit.

In 2021, we began purchasing Renewable Energy Credits at our Unum operations in the U.K.:

	2021	2022
Total non-renewable energy consumption across Unum Group (MWh)	65,478.27	63,843.03
Total renewable energy consumption across Unum Group (MWh)	331.68	857.36

Learn more about our approach to reducing our climate impact within our [CDP reporting](#).

Reducing our waste and water impact

WASTE

Our centralized waste and recycling stations make it easy for our employees to reduce waste and recycle properly. In addition, we securely shred and recycle records and information that is no longer required to be retained. In 2022, this amounted to 222 tons of paper recycled.

Our cafeterias have composted kitchen waste for several years, and in mid-2022, we expanded this program to be accessible for all employees in our major offices. Through this expansion, along with sourcing compostable to-go food containers for our office cafeterias when possible and encouraging employee composting, we diverted approximately 26,000 pounds of waste to commercial composting facilities in 2022.

	2019			2020			2021			2022		
	U.S.	Int'l	Total	U.S.	Int'l	Total	U.S.	Int'l	Total	U.S.	Int'l	Total
Waste produced and not recycled or composted (metric tons)	1,420	232	1,652	1,033	142	1,175	908	89	997	529	448	977
Waste recycled (metric tons)	522	–	522	384	139	523	2,911	99	3,010	289	122	411

WATER

In 2022, we experienced increased office building occupancy due to our hybrid working policies. As a result, water use at our offices increased by 1.3% from 2021 to 2022.

	2019			2020			2021			2022		
	U.S.	Int'l	Total	U.S.	Int'l	Total	U.S.	Int'l	Total	U.S.	Int'l	Total
Total water use (kgal)	51,817	5,411	57,228	33,359	5,411	38,770	31,999	2,132	34,131	30,539	4,524	35,063




100% of paper used in our large-scale print operations, which encompasses 96% of our overall printing, is certified to Sustainable Forestry Initiative (SFI) standards.

PAPER

100% of paper used in our large-scale print operations, which encompasses 96% of our overall printing, is certified to Sustainable Forestry Initiative (SFI) standards.

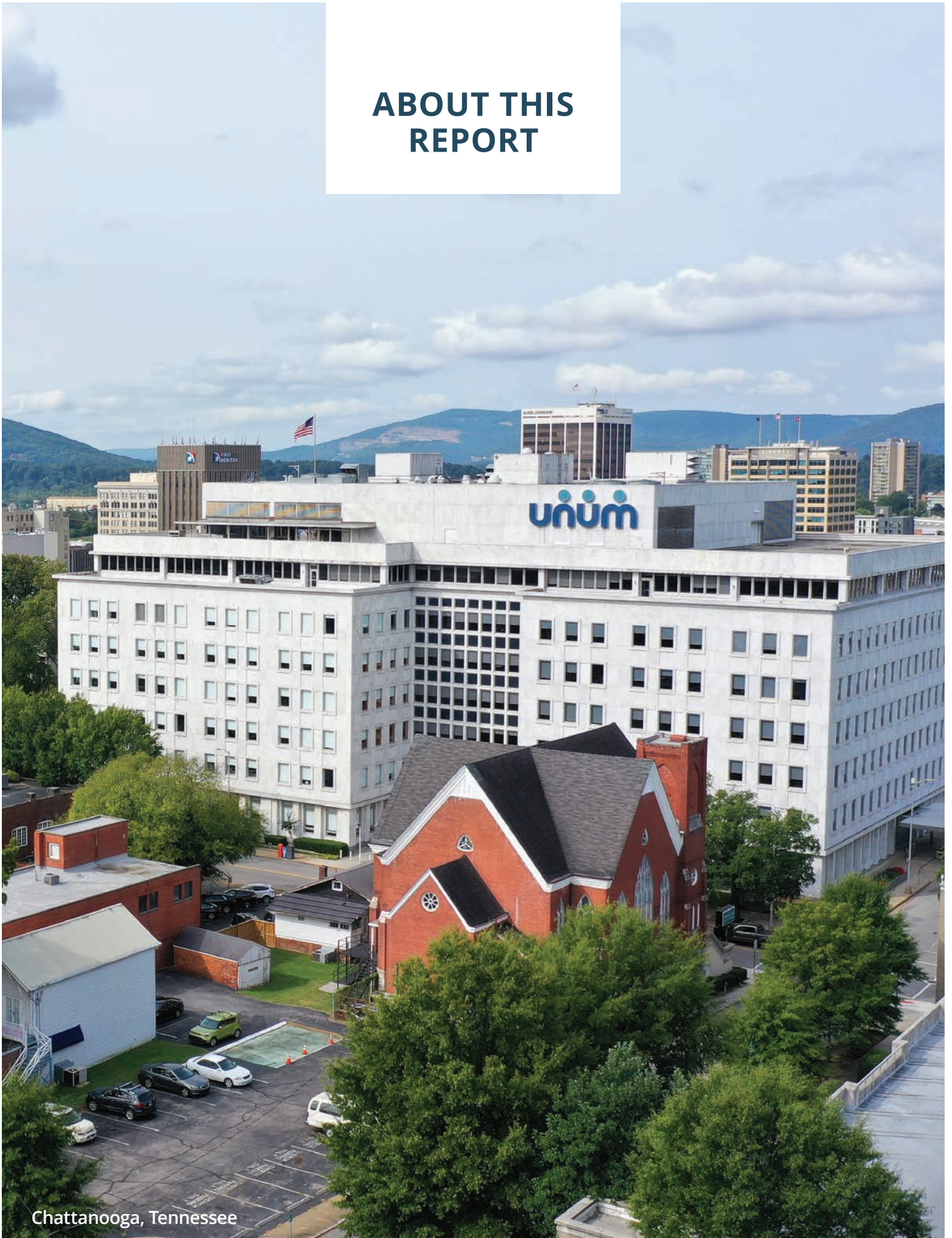
To meet the expectations of our internal and external customers and reduce our environmental impact, we implemented more online self-service and paperless options enterprise wide. In late 2017, we began the transition of our large-scale printing to an external vendor which provided the opportunity to examine all our print jobs and reduce where possible. In addition, over the past several years, multiple business areas invested in paperless initiatives focused on enhanced portal capabilities, efficient electronic communications and targeted customer and consumer digital adoption campaigns. As a result, paper usage declined 35% between 2019 and 2022 (6% in 2022 alone).



35%
Reduction in paper usage since 2019

	2019	2020	2021	2022
Total impressions	132M	103M	93M	88M
Total reduction from previous year	—	22%	9.7%	6%

ABOUT THIS REPORT



Chattanooga, Tennessee

Environmental, Social and Governance Report

We use our ESG report to share how we measure and manage the impact our company has on our customers, communities and the environment. It also highlights how we're creating a workplace where each employee is valued and respected.

This report includes data collected from January 1 to December 31, 2022. Some data has been rounded. Monetary figures are in U.S. dollars unless otherwise noted. For information concerning the current calendar year, please refer to the company's latest quarterly reports and other filings with the Securities and Exchange Commission (SEC). These documents are available online at investors.unum.com.

Information in this report has been reviewed by the Governance Committee of the Unum Group Board of Directors and reflects the company's operations and facilities in the U.S., U.K., Poland and Ireland for which Unum holds the majority financial stake.

For more information regarding the contents of this report, contact Unum's Corporate Communications department at corpcomm@unum.com.

UNUM GROUP

1 Fountain Square, Chattanooga, TN 37402

PRIMARY PHYSICAL LOCATIONS

United States

1 Fountain Square
Chattanooga, TN 37402
(423) 294-1011

1200 Colonial Life Boulevard
Columbia, SC 29210
(803) 798-7000

2211 Congress Street
Portland, ME 04122
(207) 575-2211

United Kingdom

Milton Court
Dorking, Surrey RH4 3LZ
+011 44-1306 887766

Ireland

2nd Floor Merchant House
Shamrock Plaza
Tullow Street, IRE1A
Carlow, Ireland
+353 (059) 9178100

Poland

Unum Życie Towarzystwo
Ubezpieczeń i Reasekuracji Spółka
Akcyjna, al. Jana Pawła II17, 00-854
Warsaw, Poland
+48 22 329 30 00

FORWARD-LOOKING STATEMENTS

Certain information in this report constitutes “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements are those not based on historical information, but rather relate to our future operations, strategies, financial results, or other developments and speak only as of the date made. You can find many of these statements by looking for words such as “will,” “may,” “should,” “could,” “believes,” “expects,” “anticipates,” “estimates,” “plans,” “assumes,” “intends,” “projects,” “goals,” “objectives,” or similar expressions in this report or in documents incorporated herein. Forward-looking statements are not guarantees of future results and are subject to numerous assumptions, risks and uncertainties, many of which are beyond our control. The following factors, in addition to other factors mentioned from time to time, may cause actual results to differ materially from those contemplated by the forward-looking statements: (1) Fluctuation in insurance reserve liabilities and claim payments due to changes in claim incidence, recovery rates, mortality and morbidity rates, and policy benefit offsets due to, among other factors, the rate of unemployment and consumer confidence, the emergence of new diseases, epidemics, or pandemics, new trends and developments in medical treatments, the effectiveness of our claims operational processes, and changes in governmental programs; (2) sustained periods of low interest rates; (3) Unfavorable economic or business conditions, both domestic and foreign, that may result in decreases in sales, premiums, or persistency, as well as unfavorable claims activity or unfavorable returns on our investment portfolio; (4) The impact of pandemics and other public health issues, including COVID-19, on our business, financial position, results of operations, liquidity and capital resources, and overall business operations; (5) changes in, or interpretations or enforcement of, laws and regulations; (6) our ability to hire and retain qualified employees; (7) a cyber attack or other security breach that could result in the unauthorized acquisition of confidential data; (8) the failure of our business recovery and incident management processes to resume our business operations in the event of a natural catastrophe, cyber attack or other event; (9) investment results, including, but not limited to, changes in interest rates, defaults, changes in credit spreads, impairments and the lack of appropriate investments in the market which can be acquired to match our liabilities; (10) increased competition from other insurers and financial services companies due to industry consolidation, new entrants to our markets or other factors; (11) changes in our financial strength and credit ratings; (12) our ability to develop digital capabilities or execute on our technology systems upgrades or replacements; (13) actual experience in the broad array of our products that deviates from our assumptions used in pricing, underwriting and reserving; (14) Ineffectiveness of our derivatives hedging programs due to changes in forecasted cash flows, the economic environment, counterparty risk, ratings downgrades, capital market volatility, changes in interest rates, and/or regulation; (15) Availability of reinsurance in the market and the ability of our reinsurers to meet their obligations to us; (16) Ability to generate sufficient internal liquidity and/or obtain external financing; (17) Damage to our reputation due to, among other factors, regulatory investigations, legal proceedings, external events, and/or inadequate or failed internal controls and procedures; (18) The use and reliance on third-party vendors, including vendors providing web and cloud-based applications, may disrupt our business, and impact our ability to leverage data; (19) Recoverability and/or realization of the carrying value of our intangible assets, long-lived assets, and deferred tax assets; (20) Effectiveness of our risk management program; (21) Contingencies and the level and results of litigation; (22) Fluctuation in foreign currency exchange rates and (23) Our ability to meet environment, social, and governance standards and expectations of investors, regulators, customers, and other stakeholders.

For further discussion of risks and uncertainties which could cause actual results to differ from those contained in the forward-looking statements, see Part 1, Item 1A of our Annual Report on Form 10-K for the year ended December 31, 2022. The forward-looking statements in this report are being made as of the date of this report, and we expressly disclaim any obligation to update or revise any forward-looking statement contained in this report, even if made available on our website or otherwise.

Greenhouse gas emission statement of assurance

Apex Companies, LLC (Apex) was engaged to conduct an independent verification of the greenhouse gas (GHG) emissions reported by Unum Insurance (Unum) for the period stated below. This verification opinion declaration applies to the related information included within the scope of work described below.

The determination of the GHG emissions is the sole responsibility of Unum. Unum is responsible for the preparation and fair presentation of the GHG emissions statement in accordance with the criteria. Apex's sole responsibility was to provide independent verification on the accuracy of the GHG emissions reported and on the underlying systems and processes used to collect, analyze and review the information. Apex is responsible for expressing an opinion on the GHG emissions statement based on the verification. Verification activities applied in a limited level of assurance verification are less extensive in nature, timing, and extent than in a reasonable level of assurance verification.

BOUNDARIES OF THE REPORTING COMPANY GHG EMISSIONS COVERED BY THE VERIFICATION

- Operational Control
- Worldwide
- Exclusions: Scope 3 – Category 6 Business Travel emissions for Poland and Ireland sites

TYPES OF GHGs

CO₂, N₂O, CH₄, HFCs

GHG EMISSIONS STATEMENT

- **Scope 1:** 6,273 metric tons of CO₂ equivalent
- **Scope 2 (Location-Based):** 8,576 metric tons of CO₂ equivalent
- **Scope 2 (Market-Based):** 7,529 metric tons of CO₂ equivalent
- **Scope 3 – Category 5, Waste Generated in Operations:** 375 metric tons of CO₂ equivalent
- **Scope 3 – Category 6, Business Travel:** 4,385 metric tons of CO₂ equivalent
- **Scope 3 – Category 7, Employee Commuting:** 3,586 metric tons of CO₂ equivalent
- **Scope 3 – Category 9, Downstream Leased Assets:** 6,464 metric tons of CO₂ equivalent

Data and information supporting the Scope 1, Scope 2, and Scope 3 GHG emissions statement were in some cases estimated rather than historical in nature.

PERIOD COVERED BY GHG EMISSIONS VERIFICATION

- January 1, 2022 to December 31, 2022

CRITERIA AGAINST WHICH VERIFICATION WAS CONDUCTED

- World Resources Institute (WRI)/World Business Council for Sustainable Development (WBCSD) Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard (Scope 1 and 2)
- WRI/WBCSD Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (Scope 3)

REFERENCE STANDARD

- ISO 14064-3 Second Edition 2019-04: Greenhouse gases – Part 3: Specification with guidance for the verification and validation of greenhouse gas statements

LEVEL OF ASSURANCE AND QUALIFICATIONS

- Limited
- This verification used a materiality threshold of $\pm 5\%$ for aggregate errors in sampled data for each of the above indicators.
- Qualification – Energy and waste-related emissions from sites in Poland are included in the GHG Emissions Statement but were not verified because not all the requested primary data was provided. In 2022, GHG emissions from sites in Poland were estimated to represent 5% of Scope 1, 3% of Scope 2 (location- and market-based), and 4% of Scope 3 – Waste Generated in Operations.

GHG VERIFICATION METHODOLOGY

Evidence-gathering procedures included, but were not limited to:

- Interviews with relevant personnel of Unum and their consultant;
- Review of documentary evidence produced by Unum;
- Review of Unum data and information systems and methodology for collection, aggregation, analysis and review of information used to determine GHG emissions; and
- Audit of sample of data used by Unum to determine GHG emissions.

VERIFICATION OPINION

Based on the process and procedures conducted, there is no evidence that the GHG emissions statement shown above:

- is not materially correct and is not a fair representation of the GHG emissions data and information; and
- has not been prepared in accordance with the WRI/WBCSD GHG Protocol Corporate Accounting and Reporting Standard (Scope 1 and 2), and WRI/WBCSD Greenhouse Gas Protocol Corporate Value Chain Accounting and Reporting Standard (Scope 3).

It is our opinion that Unum has established appropriate systems for the collection, aggregation and analysis of quantitative data for determination of these GHG emissions for the stated period and boundaries.

STATEMENT OF INDEPENDENCE, IMPARTIALITY AND COMPETENCE

Apex is an independent professional services company that specializes in Health, Safety, Social and Environmental management services including assurance with over 30 years history in providing these services.

No member of the verification team has a business relationship with Unum, its Directors or Managers beyond that required of this assignment. We conducted this verification independently and to our knowledge there has been no conflict of interest.

Apex has implemented a Code of Ethics across the business to maintain high ethical standards among staff in their day-to-day business activities.

The verification team has extensive experience in conducting assurance over environmental, social, ethical and health and safety information, systems and processes, has over 20 years combined experience in this field and an excellent understanding of Apex’s standard methodology for the verification of greenhouse gas emissions data.

ATTESTATION

Sincerely,
Apex Companies, LLC



CODY LORENTSON
Lead Verifier
Project Manager
Apex Companies, LLC
Denver, Colorado



DAVID REILLY
Technical Reviewer
Senior Project Manager
Apex Companies, LLC
Santa Ana, California

March 30, 2023

SASB Index

Disclosures are influenced by IFRS Foundation’s SASB Insurance Standards. This report covers the 2022 calendar year results and includes data collected from January 1, 2022 to December 31, 2022.

For information concerning the current calendar year, please refer to our latest quarterly reports and other filings with the SEC. These documents are available online at unumgroup.com.

TRANSPARENT INFORMATION & FAIR ADVICE FOR CUSTOMERS

SASB Accounting Metric	Code	Response
Total amount of monetary losses as a result of legal proceedings associated with marketing and communication of insurance product related information to new and returning customers	FN-IN-270a.1	Unum discloses all material legal proceedings in accordance with the Securities and Exchange Commission (SEC) requirements. Please see Part II, Item 8, Note 14 (page 202) in Unum’s Form 10-K for the year-ended December 31, 2022.
Complaints-to-claims ratio	FN-IN-270a.2	Unum does not disclose this.
Customer retention rate	FN-IN-270a.3	Unum does not disclose this.
Description of approach to informing customers about products	FN-IN-270a.4	We offer group, individual, voluntary, and dental and vision products as well as provide certain fee-based services. These products and services, which can be sold stand-alone or combined with other coverages, help employers of all sizes attract and retain a stronger workforce while protecting the incomes and livelihood of their employees. We believe employer-sponsored benefits are the most effective way to provide workers with access to information and options to protect their financial stability. Working people and their families, particularly those at lower and middle incomes, are perhaps the most vulnerable in today’s economy yet are often overlooked by many providers of financial services and products. For many of these people, employer-sponsored benefits are the primary defense against the potentially catastrophic result of death, illness or injury.

INCORPORATION OF ENVIRONMENTAL, SOCIAL AND GOVERNANCE FACTORS IN INVESTMENT MANAGEMENT

SASB Accounting Metric	Code	Response
Total invested assets, by industry and asset class	FN-IN-410a.1	<p>Unum discloses information about total invested assets within the company's 10-K.</p> <p>For information on stock and bond investments, see Part II, Item 8, Note 3 in the 10-K (page 145).</p> <p>At December 31, 2022, our open derivatives were primarily comprised of forward benchmark interest rate locks, foreign exchange interest rate swaps, and foreign currency forwards. Forward benchmark interest rate locks are used to hedge the anticipated purchase of fixed maturity securities. The total fair value of the forward benchmark interest rates locks at December 31, 2022 was (\$46.8 million). Foreign exchange interest rate swaps are used to hedge the currency risk of certain foreign currency-denominated fixed maturity securities owned for portfolio diversification. Under these swap agreements, we agree to pay, at specified intervals, fixed rate foreign currency denominated principal and interest payments in exchange for fixed rate payments in the functional currency of the operating segment. The total fair value of the foreign exchange interest rate swaps of December 31, 2022 was \$58.0 million. Foreign currency forwards are used to hedge the foreign currency risk arising from foreign-currency denominated investments. The total fair value of the foreign currency forwards at December 31, 2022 was \$3.9 million.</p> <p>For information on mortgage loans on real estate, see Part II, Item 8, Note 3 in the 10-K (page 149-153).</p> <p>Our real estate balance as of December 31, 2022 is \$71.6 million or 0.16% of total invested assets, thus it is deemed immaterial. See Part II, Item 8, Note 3 in the 10-K (page 153).</p> <p>For information on our exposure to industries by monetary amount, see Part II, Item 7, MD&A, Investments in the 10-K (page 86).</p> <p>For information on our exposure by credit quality, see Part II, Item 8, Note 3 in the 10-K (page 151).</p>
Description of approach to incorporation of environmental, social and governance (ESG) factors in investment management processes and strategies	FN-IN-410a.2	Please refer to pages 10, 43-45 of this report.
Net premiums written related to energy efficiency and low carbon technology	FN-IN-410b.1	This topic is not relevant for Unum.

POLICIES DESIGNED TO INCENTIVIZE RESPONSIBLE BEHAVIOR

SASB Accounting Metric	Code	Response
Discussion of products and/or product features that incentivize health, safety and/or environmentally responsible actions and/or behaviors	FN-IN-410b.2	<p>See pages 51-54 for information on Unum’s work to reduce emissions from an operational perspective.</p> <p>Unum’s core products offer financial safety, through disability, accident, critical illness, dental and vision insurance. Unum also offers several products and services that are designed to incentivize health and safety, such as:</p> <p>Work-life Balance Employee Assistance Program Unum’s work-life balance Employee Assistance Program can help employees prepare for the unpredictable — and keep small struggles from turning into major issues.¹ With this program, employees can receive guidance and support for issues that take their attention away from business. And that means they can be more productive, both at work and at home.</p> <p>Emergency travel assistance Even the most thorough itinerary can’t prevent lost medication, accidents or sudden illnesses. Help your employees prepare — with Unum’s worldwide emergency travel assistance.² This service is available 24x7 to employees when they travel 100 or more miles away from home, whether for work or pleasure.</p> <p>HRBenefitsAnswersNow® and BenefitsAnswersNow™ Plan administrators and managers have a responsibility to stay current on employment laws and insurance guidelines. HRBenefitsAnswersNow and BenefitsAnswersNow³ puts all the answers in one place. These two online libraries contain HR compliance and benefits information.</p> <p>Coverage of routine examinations and preventive testing Annual benefit for routine examinations or other preventive testing encourages responsible health management. This is only available in select states.</p> <p>Return to Work and Stay at Work Programs Unum’s Vocational Rehabilitation Consultants (VRC) and Certified Disability Management Specialist (CDMS) helps clients determine eligibility for a Rehabilitation and Return to Work Assistance program. These personalized services include activities such as resume preparation and job development. Unum’s VRCs and CDMSs can also help develop an individualized return-to-work plan that may include coordinating services with employers or exploring adaptive equipment and job accommodations. Unum also offers occupational exploration services, to help individuals get back to a productive lifestyle, in a career that matches up with capabilities.</p> <p>Paid Leave benefit Our Paid Leave benefit is offered in select states and provides wage replacement when individuals need to stop working for items such as child bonding, care for a loved one and one’s own health issues.</p> <p><small>1 The Work-life balance employee assistance program, provided by LifeWorks, is available with select Unum insurance offerings. Terms and availability of service are subject to change. Service provider does not provide legal advice; please consult your attorney for guidance. Services are not valid after coverage terminates.</small></p> <p><small>2 Worldwide emergency travel assistance services, provided by Assist America, Inc., are available with select Unum insurance offerings. Terms and availability of service are subject to change and prior notification requirements. Services are not valid after coverage terminates.</small></p> <p><small>3 HRAnswersNow and BenefitAnswersNow, provided by CCH, are available with select Unum insurance offerings. Terms and availability of service are subject to change. Service provider does not provide legal advice; please consult your attorney for guidance. Services are not valid after coverage terminates.</small></p>

ENVIRONMENTAL RISK EXPOSURE

SASB Accounting Metric	Code	Response
Probable Maximum Loss (PML) of insured products from weather-related natural catastrophes	FN-IN-450a.1	This topic is not relevant for Unum.
Total amount of monetary losses attributable to insurance payouts from (1) modeled natural catastrophes and (2) non-modeled natural catastrophes, by type of event and geographic segment (net and gross of reinsurance)	FN-IN-450a.2	This topic is not relevant for Unum.
Description of approach to incorporation of environmental risks into (1) the underwriting process for individual contracts and (2) the management of firm-level risks and capital adequacy	FN-IN-450a.3	Unum identifies and assesses the financial impact and probability of risks, including climate change, natural disasters, epidemics and related risks. We consider these risks as part of our economic capital calculation, and we utilize stress testing and scenario analysis for risk management and to shape our business, financial and strategic planning activities. These are key components of our risk appetite framework and play an important role in monitoring, assessing, managing and mitigating our primary risk exposures. We also incorporate environmental risks into our group underwriting process by setting concentration thresholds related to several factors, including natural disaster risks. Learn about our approach to assessing our climate-related financial risks in our TCFD-aligned disclosure on pages 69-76 .

SYSTEMIC RISK MANAGEMENT

SASB Accounting Metric	Code	Response
Exposure to derivative instruments by category: (1) total potential exposure to noncentrally cleared derivatives, (2) total fair value of acceptable collateral posted with the Central Clearinghouse, and (3) total potential exposure to centrally cleared derivatives	FN-IN-550a.1	For information, please refer to Unum's 10-K, including Risk Factors contained in Part I, Item 1A; "Critical Accounting Estimates" and the discussion of investments in "Management's Discussion and Analysis of Financial Condition and Results of Operations" contained in Part II, Item 7; "Quantitative and Qualitative Disclosures About Market Risk" in Part II, Item 7A; and Notes 1, 2, 3, and 4 of the "Notes to Consolidated Financial Statements" contained in Part II, Item 8 for information on our investments and derivative financial instruments.
Total fair value of securities lending collateral assets	FN-IN-550a.2	For information, see Part II, Item 8, Note 3 in the 10-K (page 154).
Description of approach to managing capital and liquidity-related risks associated with systemic non-insurance activities	FN-IN-550a.3	Our products have minimal disintermediation risk and we generally hold excess capital at our holding company to meet unexpected events or liquidity needs. We have minimal exposure to systemic non-insurance activities, such as repo or securities lending. We had no repurchase agreements outstanding as of December 31, 2025, we held \$88.5 million of cash collateral from securities lending agreements, and we had \$69.8 million of off-balance sheet securities lending agreements which were collateralized by securities that we were neither permitted to sell nor control. Generally, our reinvestment guidelines are very conservative, primarily the 7-day gap restriction, which limits the size of our securities lending program.

ACTIVITY METRIC

SASB Accounting Metric	Code	Response
Number of policies in force, by segment: (1) property and casualty, (2) life, (3) assumed reinsurance	FN-IN-000.A	Through businesses in the U.S., U.K. and Poland, Unum Group protects more than 43 million people and their families with our financial protection and workplace benefits.

Global Reporting Initiatives (GRI) Index

Unum Group has reported the information cited in this GRI content index for the period January 1, 2022 to December 31, 2022 with reference to the GRI Standards (GRI 1: Foundation 2021).

GENERAL DISCLOSURES		RESPONSE
Organizational profile		
102-1	Name of the organization	Unum Group
102-2	Activities, brands, products and services	See the "About Unum" section on page 5 of this report.
102-3	Location of headquarters	1 Fountain Square, Chattanooga, TN U.S. 37402
102-4	Location of operations	Unum has over 130 office locations across four countries.
102-5	Ownership and legal form	Unum is publicly listed on the NYSE as UNM.
102-7	Scale of the organization	Unum has over 10,000 employees. Business highlights can be found on page 1-22 of the 2022 10K report.
102-8	Information on employees and other workers	See the "Workforce representation" and "Employee engagement" sections on page 6 and page 21 of this report.
102-9	Supply chain	N/A
102-10	Significant changes to the organization and its supply chain	There have been no significant changes during the reporting period.
102-11	Precautionary Principle or approach	Unum has a comprehensive approach to managing risks, but has not formally adopted the Precautionary Principle. See "Risk management" section on page 11-12 of this report.
102-12	External initiatives	See the "Community giving and employee contributions" section on pages 17-20 of this report.
102-13	Membership of associations	See our Public Policy Website .
Strategy		
102-14	Statement from senior decision-maker	See the "CEO letter" on page 4 of this report.
Ethics and integrity		
102-16	Values, principles, standards and norms of behavior	See the "Compliance and ethics" and "A culture of integrity" sections on pages 38-42 of this report.
102-17	Mechanisms for advice and concerns about ethics	See the "Whistleblower program" section on page 41 of this report.
Governance		
102-18	Governance structure	See the "Our leadership" section on page 36 of this report.
Stakeholder Engagement		
102-40	List of stakeholder groups	See the "Assessment and engagement" section on page 13-14 of this report.
102-41	Collective bargaining agreements	Unum does not report about collective bargaining because we consider the terms (i.e., wages) to be confidential.
102-42	Identifying and selecting stakeholders	Our recent materiality assessment drew feedback from internal and external stakeholders, including investors, clients, employees and non-governmental organizations.
102-43	Approach to stakeholder engagement	See the "Assessment and engagement" section on page 13-14 of this report.

DISCLOSURE		RESPONSE
Reporting practice		
102-44	Key topics and concerns raised	See the "Assessment and engagement" section on page 13-14 of this report.
102-45	Entities included in the consolidated financial statements	See Unum's Form 10-K filing.
102-46	Defining report content and topic boundaries	See the "Assessment and engagement" section on page 13-14 of this report.
102-47	List of material topics	See the "Assessment and engagement" section on page 13-14 of this report.
102-48	Restatements of information	Unum has not restated any information.
102-49	Changes in reporting	There were no significant changes in scope or boundary during the reporting period.
102-50	Reporting period	This report covers 2022 calendar year results and includes data collected from January 1, 2022 to December 31, 2022.
102-51	Date of most recent report	Our last report was published in 2020.
102-52	Reporting cycle	We report on our sustainability progress annually.
102-53	Contact point for questions regarding the report	To contact Unum in relation to our sustainability efforts or this GRI Index, email us at corpcomm@unum.com .
102-54	Claims of reporting in accordance with the GRI Standards	Unum is reporting in accordance with the GRI Standards: Core option.
102-55	GRI content index	See the "GRI Index" section on page 65-68 of this report.
102-56	External assurance	See the "Statement of Assurance" section on page 58-60 of this report.

GRI Standard Disclosures		RESPONSE
--------------------------	--	----------

Economic standards

Material topic: Governance, compliance and ethics

103-1	Explanation of the material topic and its boundary	See the "Our leadership" section on page 36 of this report.
103-2	The management approach and its components	See the "Our leadership" section on page 36 of this report.
103-3	Evaluation of the management approach	See the "Our leadership" section on page 36 of this report.

Environmental Standards

Material topic: Facility environmental management

103-1	Explanation of the material topic and its boundary	See the "Environmental impact" section on pages 51-54 of this report.
103-2	The management approach and its components	See the "Environmental impact" section on pages 51-54 of this report.
103-3	Evaluation of the management approach	See the "Environmental impact" section on pages 51-54 of this report.
303-3	Water withdrawal	See the "Environmental impact" section on pages 51-54 of this report.

DISCLOSURE		RESPONSE
Environmental Standards		
Material topic: GHG emissions		
103-1	Explanation of the material topic and its boundary	See the "Reducing our carbon footprint" section on page 51-54 of this report.
103-2	The management approach and its components	See the "Reducing our carbon footprint" section on page 51-54 of this report.
103-3	Evaluation of the management approach	See the "Reducing our carbon footprint" section on page 51-54 of this report.
305-1	Direct (Scope 1) GHG emissions	See the "Reducing our carbon footprint" section on page 51-54 of this report.
305-2	Energy indirect (Scope 2) GHG emissions	See the "Reducing our carbon footprint" section on page 51-54 of this report.
305-3	Other indirect (Scope 3) GHG emissions	See the "Reducing our carbon footprint" section on page 51-54 of this report.
305-4	GHG emissions intensity	See the "Reducing our carbon footprint" section on page 51-54 of this report.
305-5	Reduction of GHG emissions	See the "Reducing our carbon footprint" section on page 51-54 of this report.
Social Standards		
Material topic: Employee attraction, retention and development		
103-1	Explanation of the material topic and its boundary	See the "Employee engagement" section on page 21 of this report.
103-2	The management approach and its components	See the "Employee engagement" section on page 21 of this report.
103-3	Evaluation of the management approach	See the "Employee engagement" section on page 21 of this report.
Material topic: Inclusion and diversity		
103-1	Explanation of the material topic and its boundary	See the "Inclusion and diversity" section on pages 22-23 of this report.
103-2	The management approach and its components	See the "Inclusion and diversity" section on pages 22-23 of this report.
103-3	Evaluation of the management approach	See the "Inclusion and diversity" section on pages 22-23 of this report.
405-1	Diversity of governance bodies and employees	See the "Our leadership" and "Employee engagement" sections on pages 36 and 21 of this report.
Material topic: Communities		
103-1	Explanation of the material topic and its boundary	See the "Community giving and employee contributions" section on pages 17-20 of this report.
103-2	The management approach and its components	See the "Community giving and employee contributions" section on pages 17-20 of this report.
103-3	Evaluation of the management approach	See the "Community giving and employee contributions" section on pages 17-20 of this report.
Material topic: Socially responsible supply chains		
103-1	Explanation of the material topic and its boundary	See the "Responsible purchasing and sourcing" section on page 49 of this report.
103-2	The management approach and its components	See the "Responsible purchasing and sourcing" section on page 49 of this report.
103-3	Evaluation of the management approach	See the "Responsible purchasing and sourcing" section on page 49 of this report.

DISCLOSURE		RESPONSE
Material topic: Cybersecurity & privacy		
103-1	Explanation of the material topic and its boundary	See the “Community giving and employee contributions” section on pages 17-20 of this report.
103-2	The management approach and its components	See the “Community giving and employee contributions” section on pages 17-20 of this report.
103-3	Evaluation of the management approach	See the “Community giving and employee contributions” section on pages 17-20 of this report.
Social Standards		
Material topic: Product social impact		
103-1	Explanation of the material topic and its boundary	See the “A business for good” and the “Responsible Products” sections on page 5 and page 33 of this report.
103-2	The management approach and its components	See the “A business for good” and the “Responsible Products” sections on page 5 and page 33 of this report.
103-3	Evaluation of the management approach	See the “A business for good” and the “Responsible Products” sections on page 5 and page 33 of this report.
Material topic: Human rights		
103-1	Explanation of the material topic and its boundary	See the “Compliance and ethics” and “A culture of integrity” sections on pages 38-42 of this report.
103-2	The management approach and its components	See the “Compliance and ethics” and “A culture of integrity” sections on pages 38-42 of this report.
103-3	Evaluation of the management approach	See the “Compliance and ethics” and “A culture of integrity” sections on pages 38-42 of this report.

Task Force on Climate-Related Financial Disclosures

To ensure our business actions accurately reflect our climate-related risks, Unum recently completed a Task Force on Climate-Related Financial Disclosures (TCFD) analysis in partnership with an external firm.

This assessment and scenario analysis provided a meaningful view of our current inclusion of climate-related opportunities and risks and will serve as inputs to our planning going forward. The assessment confirms our determination that risks related to climate change are not material to Unum today, as we believe we can effectively manage the impacts of these risks as they materialize over time. We have addressed several short-term disclosure gaps identified in the assessment within our ESG report and in this climate change section.

EXPLANATION OF TCFD ASSESSMENT

The TCFD is the leading global framework for assessing climate risk and will help Unum quantify risks and opportunities of climate change within various warming scenarios. The TCFD is referenced and largely aligns with requirements from the U.K. Prudential Regulatory Authority. The recommendations of the TCFD represent these four thematic areas that represent core operational elements, including: (1) governance, (2) risk management, (3) strategy and (4) metrics and targets.

The approach:

Unum has completed the TCFD assessment in partnership with an external firm which included the following:

- Review of current TCFD gaps with comparison to leading insurance industry practices and TCFD guidelines.
- Comparison of UK PRA expectations against TCFD recommendations.
- Qualitative risk assessment across all of Unum’s business functions with insights into largest drivers of impacts including magnitude.
- Quantitative scenario analysis of the transition risk in Unum’s investment portfolio modeling the climate change impacts at < 2°C and > 2°C scenarios across multiple time horizons.
- Quantitative scenario analysis of Unum’s underwriting practices modeling the climate change impacts under < 2°C and > 2°C scenarios across multiple time horizons.

OUR CORE OPERATIONAL ELEMENTS



governance



risk management



strategy



metrics and targets



GOVERNANCE

Our [sustainability governance](#) is highlighted in the ESG report.

The executive risk management committee is responsible for overseeing our enterprise-wide risk management (ERM) program. The Chief Risk Officer, who is a member of the Executive Risk Management Committee, has primary responsibility for our ERM program and is supported by management committees and other governing bodies.

Senior management who sit on the ERM committee, are updated quarterly on all current and emerging risks including climate change. A sustainability working council of leaders across key functions and business areas throughout the enterprise was established to recommend and oversee sustainability issues, including climate change. As climate-related risks materialize, “risk owners” are identified and charged with providing the relevant committees with regular updates about changes to the inherent risk level and the status of mitigating initiatives.

Additionally, the Board is updated quarterly about all current and emerging risks including climate change. As part of their oversight of the company’s strategic direction and risk management, Board members monitor progress of Unum’s ESG strategies and initiatives. Discussions with senior management focus on the rapidly changing landscape, opportunities for leadership, and execution against strategic goals and priorities. The Board and committees are regularly engaged on issues related to corporate social responsibility, public policy, inclusion and diversity, corporate culture and climate change.

Each of these groups work to develop and review the company’s ESG strategy, review important environmental, social and governance topics on a quarterly basis and help guide the strategic sustainability focus and initiatives.



RISK MANAGEMENT

Effectively taking and managing risks is essential to the success of our company. To facilitate this effort, we have a formal ERM program with a framework comprising the following key components:

Risk appetite

Unum maintains a risk appetite policy which not only describes the risks we are willing to take, but also defines the amount of enterprise risk exposure we deem acceptable in pursuit of our goals. It highlights boundaries, tolerances and limits within which the Unum Group is to operate. The policy forms the foundation upon which the Unum Group’s Enterprise Risk Management (ERM) program is based. The policy summarizes the most significant risk categories, the

- Risk appetite
- Risk-aware culture and governance
- Risk identification and prioritization
- Risk modeling and controls
- Risk reporting and communication

risk strategy and the principles embedded in the risk management strategy. Climate risk is determined to be within our risk appetite and not currently a principle risk to Unum over our planning horizons. However, management and the Board recognizes the importance of responsibly managing climate-related risks to both shareholders and the future of Unum and its operating businesses.

Risk-aware culture and governance

We employ a risk management model under which risk-based decisions are made daily on a local level. To achieve long-term success, risk management must be the responsibility of all employees. The individual and collective decisions of our employees play a key role in successfully managing our overall risk profile. Our culture is reinforced by our system of risk governance. Unum developed a Corporate Sustainability Steering Council and Working Council to advise and develop strategic initiatives and implement key initiatives under our ESG strategic framework. The Board Governance Committee oversees Unum's strategy, reputation and activities concerning corporate sustainability. It regularly reviews and discusses ESG developments, including the advancement of Unum's ESG program and key initiatives. We have increased ESG disclosures and used a materiality assessment and international frameworks to guide these disclosures.

In addition, our Board has an active role, as a whole and through its committees, in overseeing management of our risks, including climate change.

Risk identification and prioritization

Risk identification and prioritization is an ongoing process, whereby we identify and assess our risk positions and exposures, including notable risk events. ERM and other second-line bodies rely on the collective observation, acumen and diligence of the entire enterprise to identify new and emerging risks related to climate change. Knowing our potential risks allows us to monitor and manage their possible effects by adjusting our strategies as appropriate.

In addition, Unum seeks additional inputs and perspectives from various outside parties like trade groups, consultants, business periodicals and networks. The risks identified through these channels are generally introduced in risk committees

The Board is responsible for the oversight of strategic risk and regularly reviews information regarding our capital, liquidity and operations, as well as the risks associated with each. The risk and finance committee of the Board is responsible for oversight of our risk management process, including financial risk, operational risk and any other risk not specifically assigned to another board committee. The Finance Committee also oversees risks arising under our business resiliency programs, including disaster recovery and business continuity risks. The Regulatory Compliance Committee of the board is responsible for oversight of risks related to regulatory, compliance, policy and legal matters, both current and emerging, and whether of a local, state, federal or international nature. While each committee is responsible for evaluating certain risks and overseeing the management of such risks, the entire Board is regularly informed through committee reports about such risks in addition to the risk information it receives directly.

to leverage the subject matter expertise in assessing the potential impacts of identified risk to Unum's operations. As part of our climate risk identification process, we engaged with a consultant to complete a formal TCFD assessment.

Climate risks can manifest themselves in different ways and in different combinations depending on how climate change scenarios materialize.

For example, a warming scenario of <math><2^{\circ}\text{C}</math>, which is aligned with the Paris Agreement track for net zero carbon emissions by 2070, would potentially result in transitional climate risks for Unum over the next 20 years:

TCFD RISK	RISK MANIFESTATION	TIME HORIZON	POTENTIAL IMPACT TO UNUM
Change in customer behavior	Customer preferences shift toward sustainable products/companies, and demand for Unum products reduces if climate strategy is not adequately integrated into business processes.	10 years	Increase in lapses and reduction in premiums leads to reduced profitability.
Contraction of market demand	Loss of group business in impacted sectors, e.g. oil and gas; decline in value of fossil fuel-based investments.	20-30 years	Loss of group business; Increased volatility/potential for losses in investment portfolio.

By contrast, a warming scenario of >math>2^{\circ}\text{C}</math>, which incorporates today's policy intentions and targets that have already been announced, would potentially result in physical climate risks for Unum over the next 20 years:

TCFD RISK	RISK MANIFESTATION	TIME HORIZON	POTENTIAL IMPACT TO UNUM
Extreme weather events	Extreme events lead to increasing mortality/incidence rates and impacts to reinsurance market; decrease in real estate values and economic instability.	10-20 years	Assumptions used in pricing/valuation are incorrect and cause a deficiency in reserves, earnings and capital impacts; unable to rely on reinsurers to pay claims as expected; investment portfolio experiences volatility, interest rates depressed.
Extreme variability in weather patterns	Higher rain, wind and flooding, and extreme hot and cold temperature events lead to increasing mortality/incidence rates.	30 years	Assumptions used in pricing/valuation are incorrect and cause a deficiency in reserves, earnings and capital impacts.
Rising mean temperatures	Rising temperatures cause increasing heat-related deaths and vector-borne diseases, increasing the likelihood and severity of pandemics.	30 years	Assumptions used in pricing/valuation are incorrect and cause a deficiency in reserves, earnings and capital impacts.
Decreased air quality	Decreasing air quality causes diminishing health outcomes.	30 years	Assumptions used in pricing/valuation are incorrect and cause a deficiency in reserves, earnings and capital impacts.

Once a portfolio of relevant risks has been established, "risk owners" are identified. These can be Risk Committee members with first-line knowledge of a specific risk, charged with identifying inherent risk levels, mitigating activities and risk indicators,

and providing the committees with regular updates about changes to the inherent risk level and the status of mitigating initiatives. Through these regular reports, the second-line can monitor residual risk levels and ensure appropriate management of the risks.

Risk modeling and controls

Unum recognizes the long-term inherent risks of climate change, but we believe we have the ability to manage these risks such that the residual risk is immaterial over our planning horizons and currently not a significant risk to our corporate strategy or our solvency.

For transition risk related to climate change, we believe our disciplined approach to providing financial protection products at the workplace puts us in a position of strength. In contrast to many multi-line peer companies, we do not offer retirement savings, traditional medical benefits, or property and casualty insurance. Our corporate strategy is focused on providing group, individual and voluntary benefits, either as stand-alone products or combined with other coverages, that create comprehensive benefits solutions for employers. We have market leadership positions in the product lines we offer and believe this combination of focused expertise and experience is a competitive advantage forming the foundation of our approach to risk management. The products and services we provide have never been more important to employers, employees and their families, especially given the emergence of the COVID-19 pandemic. Our strategy remains centered on growing our core businesses through investing and transforming our operations and technology to anticipate and respond to the changing needs of our customers, expanding into new adjacent markets through meaningful partnerships and effective deployment of our capital across our portfolio.

For physical climate-related risks, certain geographies and demographics are more likely to be affected by extreme weather and temperature variability. Our business is well-diversified by geography, industry exposures and case size, and we continue to analyze and employ strategies that we believe will help us navigate the current environment. Our business is concentrated in group contracts, which can be repriced based on experience, and the group business is centered around the working

age population, which significantly reduces the vulnerability of our block of business to climate change impacts. Furthermore, many of our products have offsetting mortality and morbidity impacts from climate change that further diminish the impact to Unum. For example, rising mean temperatures can lead to an increase in vector-borne diseases, increasing the likelihood and severity of pandemics. This would lead to unfavorable life and short-term disability claims, while long-term care, long-term disability and individual disability insurance are likely to see favorable claims behavior.

At the core of our climate risk management strategies is our prudent underwriting with effective risk selection, pricing discipline, sound reserving practices and high-quality claims management. We manage concentration risk so that individual exposures will not threaten our solvency. We monitor our concentration exposures against internally established limits, and we make conscious efforts to diversify our earnings sources to reduce potential volatility. We have underwriting guidelines to restrict writing high levels of coverage on any individual which has limits on the volume of coverage we will write on an employer/group. We also have various reinsurance treaties that cap our exposure. These agreements include capping individual exposure on life and accidental death and disability coverage along with maintaining a catastrophic reinsurance program that protects the surplus from a major natural or man-made disaster. In addition, we can leverage our existing economic models and scenario testing to help us better understand our business and related exposures to climate change, monitor our risk limit and tolerance levels, contribute to preemptive and contingent action planning, and influence our strategic choices and decision-making.

We use a 1-in-20 stress to simulate an extreme but plausible event to get a better understanding of the potential volatility in distributable earnings we could experience over our planning horizon.

An infectious disease pandemic is part of our annual scenario process. The analysis for this scenario incorporates all the impacts from short- and long-term claim behavior, sales and premium impacts, and the general economic slowdown both under our historical assumptions and new assumptions developed specifically during the COVID-19 pandemic.

To assess concentration of risk and keep our exposure within our risk appetite, Unum developed underwriting and pricing protocols to review any policy that could potentially lead to a large loss event and track in-force cases.

We manage our asset and liability cash flow match and our asset and liability duration match to manage interest rate risk. Asset and liability portfolio modeling is updated on a quarterly basis and is used as part of the overall interest rate risk management strategy. The majority of our liabilities related to insurance contracts are not interest rate sensitive, and we therefore have minimal exposure to policy withdrawal risk.

Our ability to reprice many of our products significantly reduces interest rate and incidence risk related to climate change. Group products, such as Long-Term Disability and Group Life, can be repriced after the expiration of rate guarantee periods. These rate guarantee periods are typically three years or less, allowing reflection of higher incidence rates in future pricing, if needed. Pricing rates on new sales are updated annually, reflecting updated assumptions on interest rates and other insurance risks, and our management teams have regular meetings about both renewal and new business pricing. Individual voluntary benefits products, other than life insurance, are offered on a guaranteed renewable basis which allows us to reprice in-force policies, subject to regulatory approval. Group voluntary benefits products are offered primarily on an optionally renewable basis which allows us to reprice or terminate in-force policies.

We have formal investment policies and guidelines that include overall quality and diversification objectives and establish limits by asset class, investment rating and single issuer. Our investment policies and guidelines require integration of ESG factors into our credit risk assessment making, ESG a key part of our investment decision-making process.

Our investment research analysts use a variety of ESG data to assign an ESG Risk rating to substantially all the securities in our portfolio on at least a semi-annual basis. Climate risk assessment is intrinsic to the environmental pillar, and analysts consider both physical and transition risk in relation to climate change.

Annually, we apply a stress test to our asset portfolio using historical default rates and downgrade patterns similar to what occurred during the 2008-2010 recession. Doing so not only ensures that we can withstand a credit shock but tracks evolving credit quality of the portfolio over time, including the impacts of climate change.

While ERM monitors potential disruptions to our business operations from climate change, such as rising temperatures and health crises, our business continuity, facilities and crisis management teams prepare for such eventualities. Our business continuity and crisis management programs prepare and respond to climate-related incidents that may impact our services and operations. We implement site-specific risk mitigation and action plans, and have local crisis management teams to manage incidents at each of our offices.

Risk reporting and communication

ERM reports are a standard part of our quarterly senior management and Board meetings. The reports summarize our existing and emerging risk exposures, as well as report against the tolerances and limits defined by our risk appetite policy. Climate change is currently identified as an emerging risk and opportunity in our quarterly risk reporting. Within this report, we monitor the increasing pressure on Unum to disclose climate-related information and confirm levels of integration of climate change into business processes. Furthermore, we monitor shifting customer preferences and demand for Unum products. As climate change contributes to increased spread of infectious or contagious diseases and increases demand for our products, Unum is responding by including additional diagnoses covered in our

products, allowing for modularity in benefits selection and plan design across various geographies, and continuing to build our support around return-to-work services and overall employee wellbeing. In addition, while climate change introduces a risk of higher lapse rates in industries most impacted, it also presents an opportunity for Unum to expand into new sectors (e.g. renewable energy) that may see more value in the products that we offer.

Annually, we file our Own Risk and Solvency Assessment summary report with the applicable insurance regulators for our U.S. insurance subsidiaries. We will continue to consider the emergence and potential impacts of climate change in our ORSA.



STRATEGY

Our sustainability strategic framework is designed to support our corporate strategy and is closely linked to our purpose and our values. Our framework contains three focus areas: responsible investments, inclusive products and practices, and reducing environmental impact.

As part of understanding the potential impacts of climate change on our business, we conducted a qualitative risk assessment across all of our business functions. Using International Energy Agency (IEA) scenarios, we also modeled transition risks within Unum's investment portfolio and climate change impacts to Unum's underwriting practices in <2 degree C and > 2 degree C scenarios across multiple time horizons.

The underwriting scenario supports our belief that we can effectively manage the impacts of

climate risks, both transitional and physical, as they materialize over time. We analyzed the sensitivities of our key insurance risk factors, e.g. morbidity, mortality, persistency and longevity of policyholders, to climate change impacts under different warming scenarios across multiple time horizons. Our ability to reprice group contracts is a significant mitigant against climate change-related risks. Furthermore, our business is diversified across geographies and we perform regular concentration risk studies to limit the impacts from hurricanes, wildfires, extreme heat and flooding. Our exposure to higher risk industries is relatively limited and we have the ability to replace any lost business with new sectors that are likely to emerge. While climate change could potentially lead to unfavorable life and short-term claims under certain scenarios due to increased mortality and incidence, in these scenarios the impacts would not

be universally adverse across our diverse product portfolio, and under other scenarios some claims experience may be favorable based on changing customer behavior and technological advances.

The quantitative analysis for underwriting scenarios supports our perspective about financial impacts ranging from negative to positive depending on the scenario, with significant ability within our business to mitigate and manage emerging impacts. We evaluated the long-term impacts of certain broad climate-related scenarios on our inforce business over a 30-year time horizon, capturing the impacts to each material product with long-term risk exposure. Certain products like Group Life and Disability were excluded from this analysis given our ability to react and manage the exposure and pricing of the business. For the quantitative analysis, we modeled each scenario's financial impact relative to baseline expected cash flows for claims incidences and recoveries, mortality and lapses. Additionally, we evaluated the impacts of scenarios related to operating expenses relative to our

baseline expenses, and the impact of interest rate scenarios to the extent that we have investment risk underlying products in our portfolio. We considered the renewability features for the contracts underlying each product segment, and determined the extent to which future rate increases might be a further mitigant to emerging financial pressures from adverse impacts by product.

The quantitative scenario analysis for investments supports our decision to integrate climate change analysis into our overall ESG risk assessment process to help us better understand and monitor the changing landscape.

We have identified the Energy and Utilities sectors as having more risk associated with climate change. We believe our portfolio is well-positioned. We will continue to monitor climate risk exposure. There are a few sectors that have emerged which may present investment opportunities. We continue to evaluate the risks and merits of these investment opportunities seeking to maximize the benefits to our customers and all stakeholders.



METRICS AND TARGETS

Our primary focus for climate-related targets is reducing our carbon footprint. This is an area that we are currently monitoring and will continue to explore. We track our [carbon footprint](#) with the target of a three percent reduction from the prior year.

Other environmental metrics and reports are shown in the ESG report including:

- Disposition and waste reduction
- Water use
- GHG Emission statement of assurance including Scope 1 and 2 emissions

We invest in renewable energy and green bonds and actively monitor climate change factors so that our disclosures are consistent with industry standards. Analyzing the impact of climate change to our portfolio is embedded into our investment research process and included in our [ESG factors](#).

We continue to evaluate climate risk data as well as the need for additional disclosures and targets in accordance with regulatory requirements, stakeholder expectations and sound business practices.



1 Fountain Square
Chattanooga, TN 37402
unumgroup.com