



Because everyone needs a back-up plan

Unusual and useful staff retention strategies that won't break the bank

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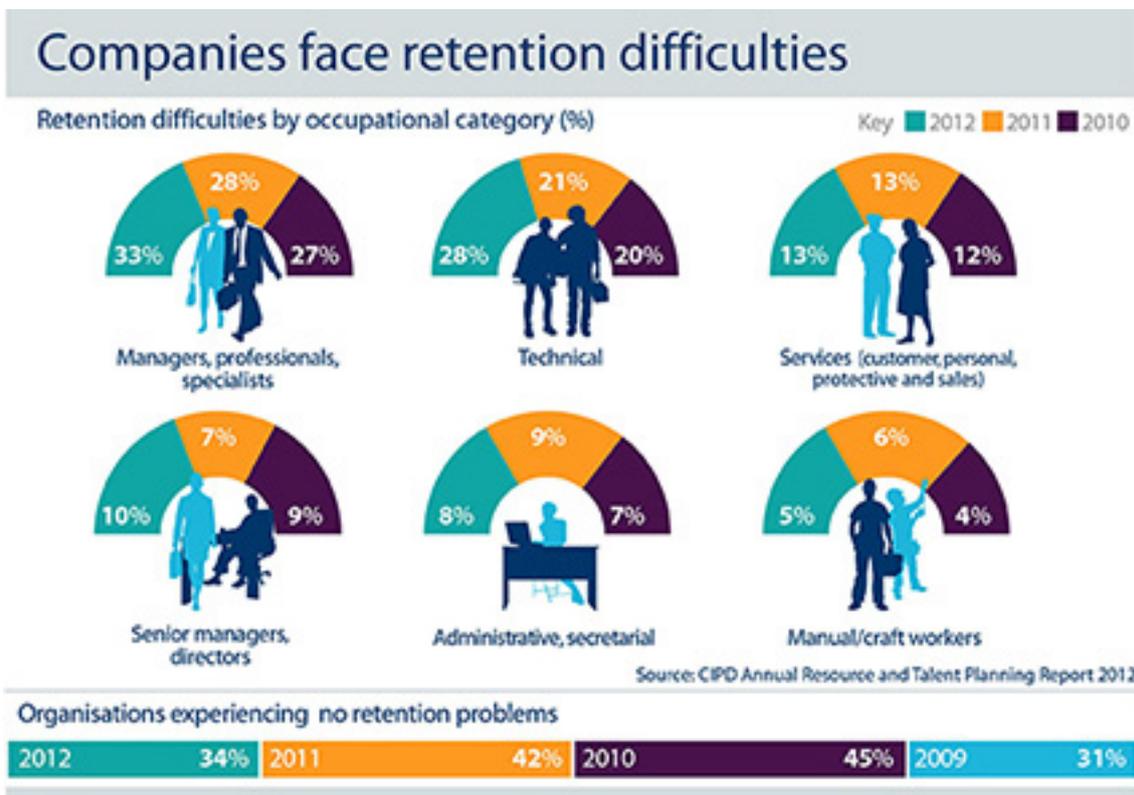
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Why do you need to retain employees?

A growing number of companies are having difficulties recruiting and retaining the best staff. If you don't want skills gaps to appear in your organisation it may be time to take action.

With recent research* showing that a growing number of employees in the UK are opting to look for additional education or training outside their current workplace in order to advance their careers, it's more important than ever for employers to take action to retain their best workers and show them that the grass isn't always greener elsewhere.



*Kelly Global Workforce Index, 2013

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So if you're keen to hang on to your best workers but can't tempt them with extra cash, how are you going to convince them to stay put?

With 81% of companies thinking that benefits are a **good employee retention tool**^{*}, one tactic may be to reassess the employee benefits you offer.

And never fear if your budget won't allow for a vast benefits programme, there are a number of low-cost employee perks which can help improve your employees' working life and, when combined with some more traditional benefits, can help strengthen your employee retention strategy.

In this ebook we'll be taking a look at some of the wackiest ways you can encourage employees to love their job and some of the more conventional benefits which can prove a great investment.

^{*}Employee Benefits 'Benefits Research 2013'

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Because everyone needs a back-up plan

7 unusual staff retention strategies

Examples of the weird and wonderful ways other companies retain their employees and ideas for your company that won't break the bank

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#1 Laughter is the best medicine

If you think **humour** has no place in a working environment, you may want to think again. If corporate environments are too serious it can stifle **creativity** and **innovative thinking** as well as making staff miserable.

Laughter in the workplace can have a huge impact on staff **morale**, helping boost productivity and reduce work-related stress, which is why so many companies are trying to get staff **giggling** as part of their employee retention strategies.



Examples of happy places...

⇒ Hewlett-Packard offers staff **laughter yoga** sessions which, as the name suggests, see people conducting 'laughter exercises' which soon turn into real laughs, releasing mood-boosting endorphins.

⇒ Business psychology company Robertson Cooper gives staff an extra day's leave called a "**happiness day**" with £50 to spend on doing anything they want.

⇒ Sometimes, promoting **laughter** in the workplace is just about setting the scene, employees at Zappos work in cubicles decorated with streamers.

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Ideas for inspiring laughter

Whatever your budget, there are a range of ways you can make your workspace a **happier** place*...

⇒ Hire a **humour consultant**. Yes really. Humour consultants teach employees how to use humour to turn stressful scenarios into something they can laugh at.

⇒ Hosting **theme days** is a great way to put a smile on workers' faces.

After all, who wouldn't laugh out loud at the sight of their boss in fancy dress? You could be tame with themes such as 'ugliest tie' or go all out and have favourite superhero and cartoon character days.

I say... I say...
I say...

Did you hear
the one
about the...

⇒ **Caption competitions** are a quick and easy way of providing some light relief during the working day. Send out a humorous image on a Monday and ask people to suggest captions throughout the week. On Friday, gather staff together and read them, giving a prize to the one voted funniest.

Knock
knock!

Who's
there?

* We know a very good **tablecloth act** you could borrow ;-)

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#2 A free lunch!

The saying goes 'there's no such thing as a free lunch', but a growing number of companies are showing this isn't the case by providing their staff with complimentary food and drinks.



Examples of bite-sized pieces...

⇒ Dropbox offers staff three free meals everyday, while the subsidised canteens at Facebook and Google are the stuff of legends, with pizzas, sushi, hot dinners and mouth-watering desserts on offer.

⇒ Red Frog Events keeps staff fuelled with unlimited free Red Bull. Valve Software Thursdays are company lunch day, where food is provided and the whole company sits down together for a catch-up in the enormous lunch room.

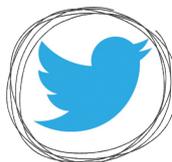
⇒ Free drinks* always go down well. The CEO at Threadless wanted a unique perk for his employees so asked a friend who owned a brewery to make a special Threadless IPA. There's always a keg sat in the kitchen for thirsty workers!



Cheers!

* Not that we advocate drinking on work time. Hic

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Ideas for getting employees' appetites going

Subsidising a round-the-clock canteen is not an option for most small businesses, but there are other ways you can ensure your workers **don't go hungry...**

⇒ **Office fruit baskets** are available for a relatively low cost (small boxes cost between £10-15) and have the added bonus of ensuring your workers get some of their five a day, keeping them fighting fit.

⇒ You don't even have to pay for employees' food – just make it easy for them to get hold of a **snack** when their stomach starts rumbling at 3pm. Set up a table with biscuits and other snacks in a communal area and leave a box nearby so staff can pay on an honesty system.

⇒ One way to feed staff without having to spend a single penny is an office baking rota. Get some keen home bakers to bring in **tasty treats** for their colleagues once a week.



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#3 Credit where credit's due

Everyone likes to be **recognised** for their hard work, and an increasing number of companies are going way beyond simply giving their employees a pat on the back for a job well done.



Examples of winning ideas...

➡ At Zappos employees can nominate a hardworking colleague for the monthly **hero award**. The winner gets to parade around the office while 'I Need a Hero' plays and they also get a covered parking spot for a month, a gift card and a cape.

➡ It's not just managers who get to dole out the rewards at Zappos, all employees get around \$600 a year which they can give to any other employees they think deserve a **bonus**.

➡ Some companies operate a **'boss does the chores'** scheme, where a senior member of staff performs someone on their team's duties for a day as a reward for meeting a target.



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Ideas for helping workers find their job rewarding

Recognising workers who have done a good job doesn't have to cost the earth. A simple **thank you** will often do the trick. Hopefully these ideas will help inspire staff to do their best...

⇒ To make sure you recognise every achievement, without breaking the bank, develop a **points system** which allows employees to build up to a treat like a half day holiday or drinks on the boss.



⇒ It's important to not just recognise staff who have made the biggest financial contribution to your business, staff who contribute to the company in more subtle ways, such as helping new starters or making the best cup of tea, also deserve **praise**.



⇒ Choose an **employee of the month** and give them special privileges like an extra long lunch break or early finishes. Everyone will be clamouring for the honour the next month!

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#4 Furry friends

Having pets in the office may sound like a **barking mad** idea, but it is one a growing number of companies are incorporating into their employee retention strategies.

As well as saving your employees money on pet-sitters or dog walkers, having their furry friend nearby all day can actually help lower their **stress levels**.



Examples of pet projects...

⇒ Staff at Airbnb and Eventbrite get to bring their pets to work everyday, while tech company The Nerdery takes things one step further and hosts **Puppy Fight Club** every Thursday. But don't worry, it's just a place where dogs can be unleashed to frolic, not actually fight!

⇒ The Nerdery will also arrange for a **mobile dog groomer** to visit the office and tend to any overly shaggy pups.

⇒ To show they care about their staff's canine and feline companions, some companies offer to pay for **pet insurance**.

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Ideas for welcoming new additions to the workforce

Here are some ways you can **welcome** furry or scaly friends without making them a full-time employee...

⇒ Why not appeal to the animal lovers among your staff with a **Bring Your Pet to Work Day** once a year? You could even turn it into a Crufts-style competition with prizes for the best-behaved and best groomed animals.

⇒ If the majority of your staff love animals then getting an **office pet** could help boost morale and productivity. The type of pet you opt for will depend on your office, but goldfish are easy to look after and can be easily left alone overnight.

⇒ If physically having a pet in the workplace isn't an option, why not **sponsor a company pet**? Charities such as the PDSA have a sponsorship system and in some cases you can even go and visit your furry friend which would be a great team day out.



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#5 Fighting fit

Health-related **benefits** are becoming an increasingly popular employee retention strategy with companies looking to boost staff wellbeing. And that doesn't always mean a subsidised gym membership.

Examples of healthy options...

⇒ Zappos hosts **WeightWatchers meetings** for staff who want to lose a few pounds while Valve Software has an **on-site gym**.



⇒ Red Frog Events has looked beyond the obvious means of exercise and has a **climbing wall** in the office! Google is kitted out with pretty much an entire sports centre with volleyball courts, **heated swimming pools** and bikes all available at its California headquarters.

⇒ One company which really goes above and beyond to improve its employees' fitness is Van Meter Industrial which awards employees points for taking part in healthy activities such as its **Biggest Loser contest**. Points can then be redeemed against fitness items such as running shoes and golf clubs.



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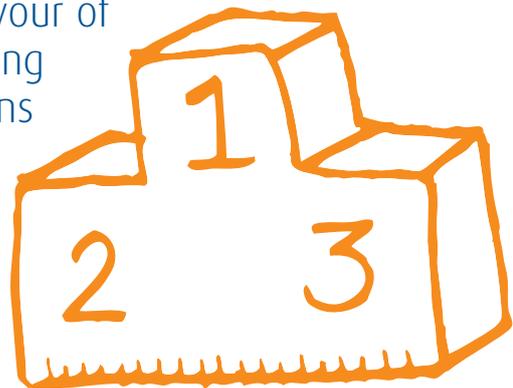
Ideas for encouraging healthy minds and bodies

It's not just your employees' minds you need to be healthy; here are some ideas for ensuring they're in **peak condition**...

⇒ For companies without the cash for a subsidised gym, starting a regular **running club** is a great way to get the whole team exercising together and doesn't cost a thing.

⇒ If regular exercise doesn't appeal, why not have an annual company **sports day**? You can have a mixture of serious races and fun ones such as egg and spoon and potato sack races.

⇒ Playing **team sports** is a great way for employees to get to know one another while getting fit. But why not ditch the usual football and netball in favour of something a bit more unusual? Trying new sports such as dodgeball means that people's skill levels are likely to be similar.



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#6 Stress relief

A good **work-life balance** is becoming increasingly important to workers. This is inspiring employers to help staff out with mundane day-to-day tasks, leaving them with more time to enjoy themselves outside of work.

Examples of relaxation...

⇒ McGraw Wentworth picks up and returns employees' **laundry**, while Intuit offers car oil changes at the office. Alraya goes one step further and sends cleaners to employees' homes every fortnight so they don't have to spend their downtime vacuuming.

⇒ **Concierge services** can help employees with tasks such as booking holidays, ordering shopping or buying gifts. They're a great way to recompense staff for their commitment and can save businesses millions of pounds which are lost each year due to staff sorting out personal issues at work.

⇒ Companies can also help reduce the stress associated with more **serious issues**, by paying for employees' divorces or fertility treatments.



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Ideas for providing stress relief

Whatever job they are in, all workers get **snowed under** and **stressed** from time to time. Here are some suggestions of how to help your staff...

⇒ What better way to unwind than with a **massage***? A growing number of companies are getting masseuses from local beauticians in once a month to help take some of the tension out of staff's shoulders.

⇒ **Yoga** is an amazing stress reliever so why not provide regular classes in your conference room to help teach employees some calming techniques?

⇒ Sometimes just getting away from your desk for an hour each day is enough to help calm stressed workers. So people don't have to eat at their desk, provide a lunch space with **comfy seats** and magazines where people can unwind.



* Sports massages, that is, not Thai ones!

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#7 Playtime!

All work and no play makes for **dull** employees. A growing number of companies are trying to inject a bit of fun into their work environment.

Examples of lightening up...

⇒ Tech companies are leading the way, with a number having dedicated **computer games** rooms where people can blow off steam. Google also has table football, ping pong and a bowling alley.

⇒ Many companies encourage playing outside of work as well: LoadSpring Solutions in the US gives employees \$5,000 if they are holidaying abroad to help expand their horizons, while Groupon workers receive **unlimited days off**.

⇒ Workers at Red Frog Events can embrace their inner child in the adult-sized playground conference rooms, complete with a slide to the ground floor. Music-loving employees at Dropbox can also **'join the band'** in their breaks by heading to the fully-equipped music studio.



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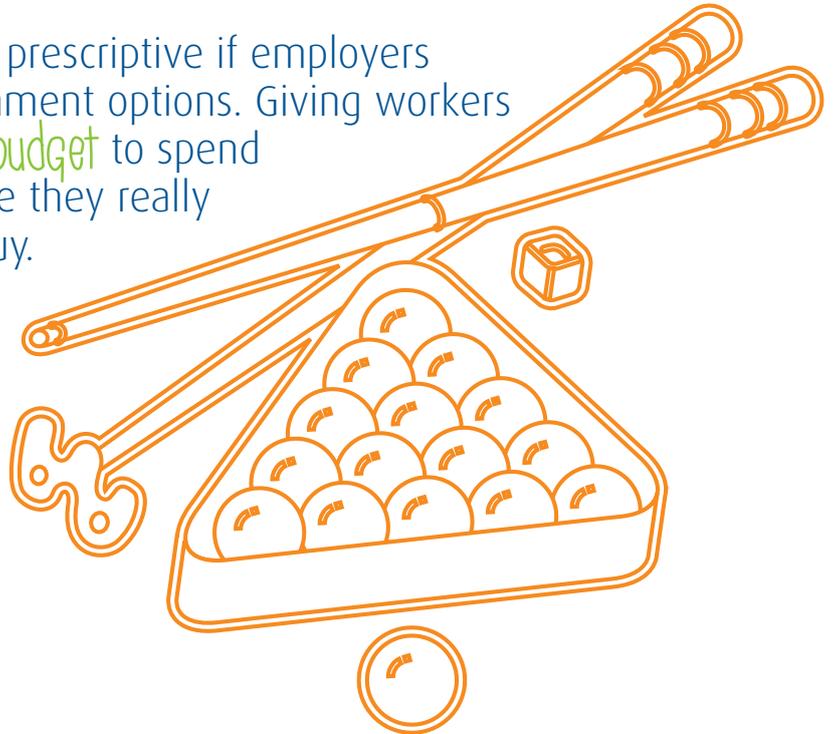
Ideas for injecting a bit of fun

It can be tough to **balance** work and play in the office, but these tips should help you introduce an element of fun without distracting employees too much...

⇒ **Quiz nights** are a great way to have fun together as a team and can be held in the office after hours if everyone brings in a bit of food and drink. Pit different departments against one another to help bring teams together.

⇒ Having a **pool table** or **table football** in the office may seem like too much of a distraction, but some brilliant brainstorming goes on while playing such games. If you are short of space, buy table top versions.

⇒ Play can be a bit prescriptive if employers provide all the entertainment options. Giving workers a **monthly** or **quarterly budget** to spend on fun things will ensure they really appreciate what they buy.



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Case studies : 5 companies getting it right

It's not just multinational companies which can wow their workers. Take a look at some small firms which are putting employee retention strategies to good use...

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If you have any doubts about the benefits of incorporating unusual perks into employee retention strategies; the evidence speaks for itself. The top five companies in the [Sunday Times 100 Best Small Companies](#) all offer a combination of traditional benefits and individual perks which have earned them impressively low staff turnover rates.

No. 1 - Cloudbreach

Cloudbreach's ethos is that people come to work for a company not a salary. Bosses try to ensure that staff are kept happy with company breakfasts and **Cloudy lunches**, which give employees a chance to explore nearby eateries on staff meals out.

Internet consultant

Staff turnover 0%

No. 2 - The Phoenix Partnership

Celebrating is a huge part of The Phoenix Partnership's company culture as demonstrated by their last birthday party. Staff were taken on a trip to York, where they enjoyed dinner, sporting activities and a **mini festival**. Health is also important and the company funds visits from a masseuse and reduced-rate gym membership.

Staff turnover 9%

Healthcare software

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No. 3 - Pertemps Professional Staffing Network

The **social scene** at Pertemps Professional Staffing Network is excellent. Staff regularly get together for quiz nights, bike rides and picnics. Employees also get a say in the various company incentive schemes and can share feedback and ideas through the online "knowledge hub".

Recruitment

Staff turnover
16%

No. 4 - La Fosse Associates

Staff turnover
9%

Recruitment

Rewards for good work are doled out regularly at La Fosse Associates. Beach holidays or spa treatments are bestowed for hard work and good client feedback, rather than for hitting financial targets.

No. 5 - the7stars

Trust is a big part of the7stars' culture. Nobody has to fill in a holiday form and days off aren't counted. The holiday policy is: Take as much time off as you need. The company is also keen to take on board any staff members' ideas to boost engagement, including bake-off competitions and providing funding for evening classes.

Staff turnover
9%

Media agency

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Because everyone needs a back-up plan

More conventional methods

As well as having fun, employees want to know their employer has their financial security and wellbeing at heart. Take a look at some of the ways you can demonstrate this...

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One thing that all the Top 5 small businesses have in common is that they combine the quirky employee perks which make staff smile and create a great working environment with more traditional benefits which can help look after employees' wellbeing and financial futures.

And with research* showing that more than three quarters (77%) of UK employees are worried about their financial security, combining the two different types of perk effectively could make for a great employee retention strategy.

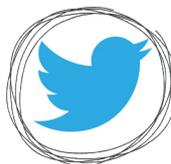
Some of the most popular conventional benefits include:

-  flexible working
-  pensions
-  childcare vouchers
-  income protection

Recent research** found that 51% of employers said their healthcare benefits had improved employee engagement, compared to 33% in 2012

* Research commissioned by Unum from Populus and Economist Intelligence Unit (EIU), 2013

** Employee Benefits Healthcare Research Report, 2013



Flexible working

The ability to get a better **work-life balance** is something which is increasingly appealing to employees and, thanks to technological advances, is becoming an option for more and more companies.

Allowing staff to work flexibly can help them achieve this and also brings a number of benefits to employers.

83% of managers questioned by the ILM said flexible working policies have brought benefits for their business, including **increased productivity**.*

There are a number of flexible working options available including:

- ➔ part-time and/or term-time working
- ➔ job-sharing
- ➔ flexitime and/or compressed hours
- ➔ working from home on a regular basis
- ➔ mobile working/teleworking
- ➔ career breaks

If you're planning to introduce a flexible working policy, consider:

- ➔ establishing a clear process
- ➔ ensuring employees are clear about their role
- ➔ assessing the current levels of support offered
- ➔ investing in communication tools
- ➔ assessing how conducive the culture is to flexible working
- ➔ deciding how flexible working will be evaluated

Need more information? Look at these [flexible working FAQs](#)

* Institute of Leadership and Management (ILM), 2012

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Pensions

Pensions have traditionally been among the most popular benefits employers can offer to help workers secure their **financial future**. But workplace pension law has changed: simply offering a pension is **no longer a way to differentiate yourself** from your rivals.

New auto-enrolment rules introduced last year mean that all UK companies have to help more of their workers save for retirement. Depending on the size of your company, over the next six years, you must automatically:

- ⇒ enrol workers over the age of 22 who earn more than £9,440.
- ⇒ make contributions equivalent to 1% of workers' qualified earnings (rising to 3% in 2018).

The good news is that, even if providing a pension scheme is compulsory, there are still ways you can go **above and beyond**.

Consider **increasing your contributions**: just because the government states you have to add a certain amount to employees' pensions, doesn't mean you can't offer more.

Need more information? Guidance from the [Pensions Regulator](#)

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Childcare vouchers

Working parents now make up more than a third of the UK workforce, so childcare vouchers are becoming an increasingly important part of employee retention strategies.

Childcare vouchers offer parents a **tax-efficient** way to pay for their children's care and can save workers over £1,000 a year.

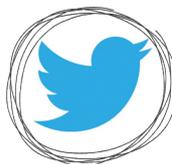
As an added bonus, taking part in the voucher scheme **doesn't cost employers any money**. You even stand to make some cash as you don't pay national insurance on the vouchers which can add up to hundreds of pounds per employee.

Things to check if you're planning to offer childcare vouchers:

- ➡ if you are reducing employees' wages to provide the benefit, make sure they are still receiving at least minimum wage
- ➡ ensure that your employees understand the impact on any benefits they already receive such as tax credits

Need more information? [HMRC's website has a childcare section](#)

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Income protection and life insurance

According to [Which?](#), the one protection policy every working adult in the UK should consider is the very one most of us don't have – income protection.

Income protection pays your employees up to 80% of their salary if they're unable to work due to long-term illness or injury, so you don't have to.

More than 50% of workers would be more likely to take a job if income protection was a benefit offered to them*

And with your employees now **three times more likely to be off work ill than die during their working lives**, it's an employee benefit they may be glad they had.

There are major advantages to workers getting income protection through their employer:

Affordability: it's typically 3 times cheaper than if bought by an individual

Availability: people with previous medical conditions can still get cover

Accessibility: many people don't have an IFA to buy from

Acumen: most employees don't feel well-enough informed to choose income protection, so do nothing. HR professionals and business owners are much better placed – and trusted – to do that for them

If you're interested in offering income protection, but your budget's tight, why not consider tweaking the levels of your existing benefits. For example, reducing the amount of life cover you offer and introducing a foundation level of income protection, which starts at around £17 per employee per month.

*Changing Benefits Survey, Unum, August 2012

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Income protection doesn't just benefit your employees. With 50% of employees** assuming that you would pay them their **full salary** for at least 3-6 months if they faced a period of sickness absence, it's also a benefit your business may be glad it had.

Long-term sickness absence of more than 6 months costs the UK private sector alone more than £3.1bn a year*

Here are some other **business benefits** of income protection:

⇒ you **no longer have to pay Occupational Sick Pay** after six months – the insurer pays

⇒ unlike other employee benefits, for every £100 of income protection premiums paid, businesses get **between £40 and £60 back** in Occupational Sick Pay savings and other indirect costs, depending on their size*

⇒ **helps avoid discrimination**: having to make ad-hoc decisions on sickness payments to staff not covered by your Income Protection scheme could put you at risk of a lawsuit

⇒ you may be eligible to **corporation tax relief**

⇒ **pay direct** options mean you can look after your employee without having to keep them on the payroll

Need more information?

[Video: Why your business needs income protection](#)

* The Centre for Economics and Business Research (Cebr) research carried out on behalf of Unum, 2012

** Research published by Think Tank, Demos, in partnership with Unum, 2012

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Consider your audience

Different benefits will appeal to different employees, so it's important to do your research and get the mix right...

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With so many traditional employee benefits and softer perks on offer, it's important to choose the right ones; otherwise you could end up with a strategy that won't help improve your employee retention.

If you offer softer perks, it's worth consulting with staff about which would bring them the most job satisfaction:



77% of UK employees are worried about their financial security*

When it comes to more traditional benefits, it's worth considering ones that boost your employees' financial security. In tough economic times, people often value this type of benefit over 'nice to have' benefits like gym membership.

* Research commissioned by Unum from Populus and Economist Intelligence Unit (EIU), 2013

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The UK workforce has changed

A [Modern Workforce report](#) prepared by Cass Business School* shows that, compared to 30 years ago, today's UK workforce includes:

- ⇒ almost twice as many older workers (1.4m in 2011, compared to 0.75m in 1993)
- ⇒ 12% more women (66% in 2012, compared to 54.5% in 1982)

The research also shows that employer-provided benefits are not keeping pace with the workforce's changing needs and as a result, today's workforce is **less financially secure than it was 30 years ago**.

So, whether you're looking at reviewing your existing benefits or introducing one for the first time, you may want to consider the demographic of *your* workforce:

- ⇒ **Age:** Traditionally younger workers prefer benefits they can use immediately, while older staff place greater emphasis on longer-term benefits
- ⇒ **Relationship status:** Lone parents may have more to gain from flexible working
- ⇒ **Role within the company:** If staff travel to a lot of meetings, a company car may come in useful
- ⇒ **Dependants:** Workers who don't have any dependants often prioritise different benefits. For example, income protection is likely to have much more value than life insurance

Budget won't stretch any further? Use the [Benefit Balancer](#) to get a feel for how you could change your employee benefits package without necessarily changing your budget

* The Modern Workforce report, Cass Business School on behalf of Unum, 2013

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Communicating your benefits package

So you've got a brilliant benefits package, but now you need to make sure your employees know about it...

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Even the most brilliant **benefits package** in the world won't help retain staff if they're unaware of it, which is why effectively communicating the perks you offer is hugely important.

Research shows that the attitudes displayed by staff who are unaware of the employee benefits on offer are no different from those in workplaces that don't offer these benefits*.

Yet 60% of employers talk to their employees about core financial benefits less than once a year or not at all**, so there's a real opportunity for proactive employers to help their staff understand:

- ➔ the benefits they're providing
- ➔ why they're providing them
- ➔ how they make up the employee's total remuneration package

Doing it successfully could help increase your employee engagement rates (and the associated productivity) by up to 25%***.

Ways to communicate employee benefits

Providing staff with a total reward statement – which outlines an employee's full package including salary, pension, benefits and training – is a great way to remind them that it's not just their salary they're receiving.

Fewer than half (42%) of employees fully understand their benefits package****.

Want a quick and simple way to show your staff what their benefits are worth? Use the Perkulator

* Money Talks – The cost of failing to communicate employee benefits, 2013

** Personnel Today on behalf of Unum, 2012

*** Unum research: "Employee Education and Enrolment Education series," January 2010. Results based on online survey by Harris Interactive

**** Research commissioned by Unum from Populus and Economist Intelligence Unit (EIU), 2013

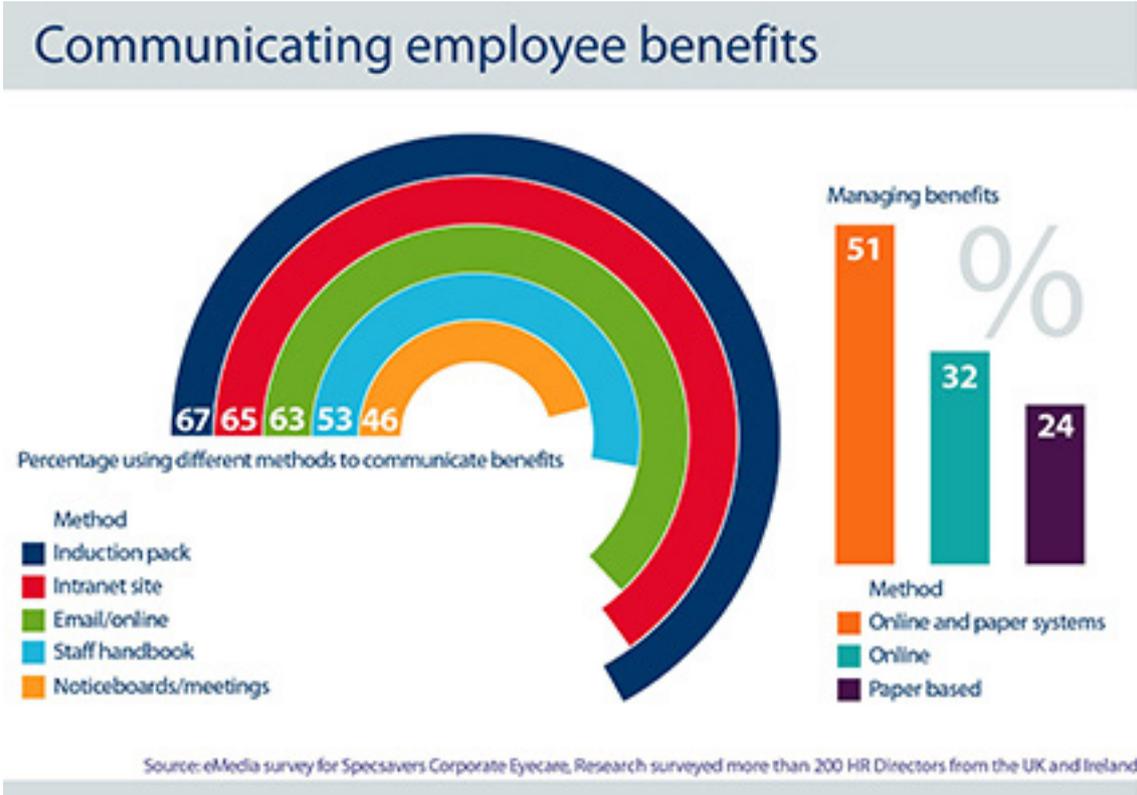
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If a total reward statement isn't an option, there are a variety of other ways to communicate with your staff about their employee benefits, including:

- ➔ face to face - individually or in groups
- ➔ on the intranet
- ➔ online, including email and social media
- ➔ on noticeboards

Which method of communication you choose will depend on your company culture and exactly which employee benefits you are communicating about.



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Whether it's bring your pet to work days, childcare vouchers, subsidised canteens or boss does the chores days, every company should be able to find the perfect combination of benefits to appeal to their staff.

If you want to make income protection part of your overall benefits package, it's best to talk to a financial adviser or employee benefit consultant who can talk you through the different types of income protection and make sure you get the right product and level of cover for your business and budget.

We sell all our products through financial advisers, so you get impartial advice. But if you want to find out more about income protection and how it can help your employees and your business, visit unum.co.uk/employers

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