

Sustainability Report

Bringing our Purpose to life

2019

Welcome

At Sun Life, our Purpose is to help our Clients achieve lifetime financial security and live healthier lives. Sustainability is a priority for us. Our approach to sustainability directly aligns to our business priorities and brings our Purpose to life.

We believe that the actions we take today will lay the foundation for generations to come. By focusing our efforts on what we know best, we can maximize our contribution to society while creating competitive advantage for our business.

In this report, you can read about our sustainability commitments and progress in 2019.

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FORWARD-LOOKING STATEMENTS

Certain statements made in this report are forward-looking statements, including statements relating to our plans, targets and priorities and statements that include words such as “achieve”, “aim”, “ambition”, “anticipate”, “aspiration”, “assumption”, “believe”, “could”, “estimate”, “expect”, “goal”, “initiatives”, “intend”, “may”, “objective”, “outlook”, “plan”, “project”, “seek”, “should”, “strategy”, “strive”, “target”, “will” and similar expressions. The forward-looking statements represent our current expectations, estimates and projections regarding future events and are not historical facts. These forward-looking statements are not a guarantee of future performance, involve inherent risks and uncertainties and are based on key factors and assumptions, all of which are difficult to predict. Future results may differ materially from those expressed in forward-looking statements due to, among other factors, the matters set out in the Company’s Annual Information Form for the year ended December 31, 2019 under the heading “Risk Factors” and other factors detailed in the Company’s annual and interim financial statements and management’s discussion and analysis and any other filings with Canadian and U.S. securities regulators made available on www.sedar.com and www.sec.gov, respectively.

The forward-looking statements contained in this report describe our expectations as at December 31, 2019 and accordingly, are subject to change after such date. The Company does not undertake any obligation to update or revise its forward-looking statements to reflect events or circumstances after the date of this document or to reflect the occurrence of unanticipated events, except as required by law.

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REPORTING SUITE

The following resources complement our Sustainability Report:

[2019
Annual Report
\(PDF\)](#)

[Sustainability
Website](#)

[GRI Index
\(PDF\)](#)

[Management
Information
Circular
\(PDF\)](#)

[Sustainability
Highlights
\(PDF\)](#)



2019 Sustainability Highlights



+2

increase in our Client experience index score



Met
20%
by 2020

GHG emissions intensity reduction target



36%

of Sun Life's Board of Directors are women



\$2.3
billion

invested in projects that contribute to resilient, safe and sustainable cities



85%

employee engagement score, exceeding the global financial services norm



\$17.4
billion

gross claims and benefits paid



\$5.2
billion

portfolio value of renewable energy projects



\$31
million

committed to diabetes initiatives since 2012



Message from the President and CEO



Sustainability remains a key priority at Sun Life, and we're pleased to see that we're being recognized by a number of groups globally. This year, we took a significant step forward on our sustainability journey by launching a new sustainability plan that will have greater impact, with clearer targets that are better aligned to our business strategy and Purpose.

Our new sustainability plan focuses on three areas where we have the greatest opportunity to drive meaningful change: increasing **financial security**, fostering **healthier lives**, and advancing **sustainable investing**. Underlying all of this is our continued commitment to be a **trusted and responsible business**. This includes fostering diversity and inclusion, maintaining strong corporate governance, heightening our focus on Clients to deliver exceptional experiences and managing our environmental impact.

In 2019, we took steps to boost the financial resilience of our Clients, employees and communities. In Canada, we created more nudges from our digital coach Ella to ensure our Clients are getting the right advice at the right time. In the Philippines, we significantly increased the number of Clients we serve to over 5 million, increasing insurance penetration. We did this in part through technology that makes it easier for underserved Filipinos to get access to good, low-cost insurance. In the United States, we used our Sun Life + Maxwell Health platform to help more Americans enroll in the protection coverages they need for themselves and their families.

We're also sharpening our focus on helping people live healthier lives. For example, we completed a pilot project for disability management services with the University of Regina. The pilot tested the effectiveness of delivering mental health treatment through an online cognitive behavioural therapy program that included weekly virtual touchpoints with a health professional.

This past year, we again saw dramatic climate change-related events. It's one of the biggest risks facing our planet. In 2019, we conducted climate change-related stress testing that advanced our understanding of economic risks, as well as potential responses and mitigating actions. Through our investment portfolio, we're supporting the transition to a low-carbon and more inclusive economy. We're also proud to be the first life insurance company globally to issue a sustainability bond, and the \$750 million in capital raised from institutional investors will support projects that offer positive environmental or social results.

These are just a few ways we're contributing to creating a more sustainable world while delivering for our Clients, employees and communities. Our refreshed sustainability plan is an ambitious roadmap paving the way for the next chapter of Sun Life's story. It's integral to our strategy, and who we are as a company.

Dean A. Connor

President & Chief Executive Officer

About Sun Life

Sun Life is a leading international financial services organization providing insurance, wealth and asset management solutions to individual and corporate Clients. Sun Life has operations in a number of markets worldwide, including Canada, the United States, the United Kingdom, Ireland, Hong Kong, the Philippines, Japan, Indonesia, India, China, Australia, Singapore, Vietnam, Malaysia and Bermuda.



OUR PURPOSE:

To help our Clients achieve lifetime financial security and live healthier lives

OUR AMBITION:

To be one of the best insurance and asset management companies in the world

OUR FOUR PILLAR STRATEGY:

Our strategy is focused on four key pillars of growth, where we aim to be a leader in the markets in which we operate.

CAN

A leader in insurance and wealth solutions in our Canadian home market

US

A leader in U.S. group benefits

AM

A leader in global asset management

ASIA

A leader in Asia through distribution excellence in higher growth markets

Sun Life's strategic areas of focus

Client: Our Clients are at the centre of everything we do and we are focused on building lasting and trusted Client relationships and deepening the value we provide our Clients.

Distribution Excellence: We continue to invest in our distribution capabilities, through digital channels and by enabling our advisors, agents, partners and brokers to deliver great Client experiences and focus on meeting Client needs.

Digital, Data & Analytics: We continue to invest in new capabilities to reach our Clients more effectively, drive efficiencies and explore new business opportunities.

Financial Discipline: Our continued financial and risk management prudence, efficient use of capital and strong execution will support our medium-term financial objectives.

Talent and Culture: Delivering on our strategy will require that we maintain our focus on attracting, retaining and developing the best talent, while also continuing to evolve our talent and culture.

We provide a diverse range of insurance, wealth and asset management solutions to individuals and corporate Clients, including:



Asset Management

- Pooled funds, institutional portfolios and pension funds – provided through MFS Investment Management and SLC Management



Investments

- Mutual funds, segregated funds, annuities and guaranteed investment products



Insurance

- Life insurance, including term life and permanent life
- Health insurance, including personal health, critical illness and disability



Financial Advice

- Financial planning and retirement planning services through licensed professionals

MORE ONLINE:



[2019 Annual Report](#)

Managing Sustainability

Sustainability Governance

Our governance and oversight of sustainability reflects its priority to Sun Life.



Executive Sponsor

Our Executive Vice-President, Chief Legal Officer & Public Affairs serves as Executive Sponsor of Sustainability. She chairs our International Sustainability Council (ISC) and promotes global initiatives that help foster a sustainable business model.



Global Sustainability Team

This team acts as a central resource and expert for all sustainability activities. The team manages the sustainability plan, its implementation and reporting of our global sustainability progress. Supporting the team's efforts is a network of sustainability champions from business units and regions in which we operate.



International Sustainability Council

The ISC is composed of senior executives from each of our businesses, key functions and regions. ISC members are responsible for implementation of our sustainability plan, through the areas of focus with which their business aligns. ISC members champion, influence and drive action. This group meets at least four times per year, and starting in 2020, ISC members will also meet regularly in smaller groups to focus on specific areas of our new sustainability plan.



Board of Directors

The Governance, Nomination & Investment Committee of the Board of Directors provides oversight of our sustainability program, including approving our annual Sustainability Report.

“The world around us is changing. And so has our sustainability plan, which I believe will drive a positive impact by aligning our efforts with our Purpose – helping our Clients achieve lifetime financial security and live healthier lives.”



Melissa J. Kennedy,
Executive Vice-
President, Chief
Legal Officer &
Public Affairs and
Executive Sponsor
of Sustainability

Refreshing Our Sustainability Strategy

Sustainability is a priority for Sun Life and is essential to our business success. We want to contribute to a healthier, more financially resilient, environmentally secure and economically prosperous world. There are also growing expectations for companies from Clients, investors and other stakeholders to provide transparent and reliable insights into their environmental, social and governance impacts. To achieve our ambition and respond to these evolving expectations, in 2019 we refreshed our sustainability strategy.

To shape our new sustainability plan, we conducted an extensive development process. This process culminated in the approval of the new plan by the Governance, Nomination & Investment Committee of our Board of Directors.

The plan builds on the work we've done in recent years to integrate sustainability into our organization and focuses our efforts on what we know best. We're in the business of helping our Clients achieve lifetime financial security and live healthier lives. Our sustainability plan supports us in achieving our Purpose.

Process to define new sustainability plan



AREAS OF FOCUS

Our sustainability plan focuses on our greatest opportunities to have a positive impact on society while creating competitive advantage for our business:

- increasing financial security,
- fostering healthier lives, and
- advancing sustainable investing.

These efforts build from our foundation as a trusted and responsible business.

In 2020, we'll continue to define goals and priorities for the new plan.



FINANCIAL SECURITY

We provide our Clients and employees with innovative products and services to help increase their lifetime financial security. We're committed to improving financial resiliency in society by advocating for and expanding access to products and services to close insurance coverage gaps and build long-term wealth.



HEALTHIER LIVES

We're focused on improving health and wellness in society. We offer our Clients and employees products and tools to help them live healthier lives. And we invest in community health and improving access to health and disability insurance.



TRUSTED AND RESPONSIBLE BUSINESS

We commit to being a responsibly managed business that is Client-focused, competitive, forward-thinking, financially and environmentally resilient, and sustainable for the long term.



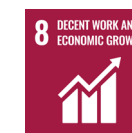
SUSTAINABLE INVESTING

We manage capital with sustainability embedded in our investment processes. We offer our Clients and employees sustainable investing opportunities. And we invest our assets to encourage a low-carbon and more inclusive economy.

ALIGNING WITH THE SUSTAINABLE DEVELOPMENT GOALS

Creating a sustainable future is a matter of global importance, requiring collective international action. That's why Sun Life supports the Sustainable Development Goals (SDGs) developed by the United Nations. The SDG framework – composed of 17 goals and 169 underlying targets – aims to end poverty, advance human rights and protect the planet. For Sun Life, the SDGs embody many opportunities to offer innovative, sustainable solutions for a better world. They serve as a compass to better our own operations.

As we refreshed our sustainability strategy during 2019, we considered how Sun Life could best support specific SDGs through our new plan. This led us to refine our approach to the SDGs. While we contribute indirectly and directly to many of the SDGs, we've prioritized three where we believe we can have the greatest influence and impact:



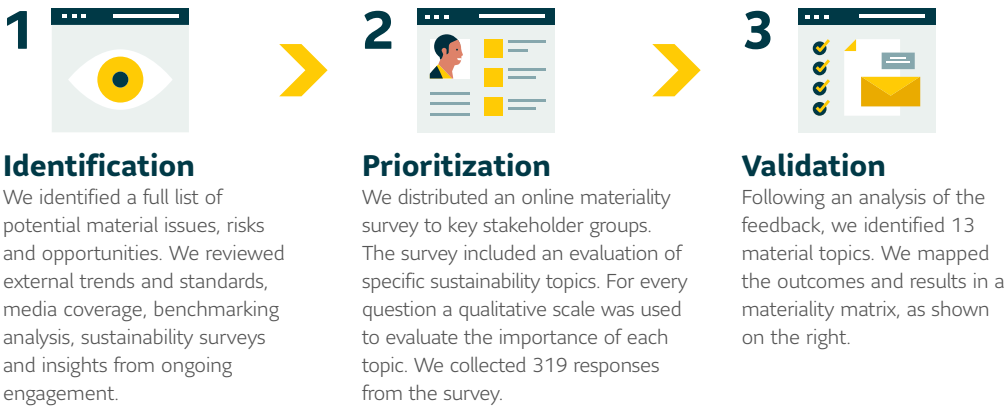
Refer to [Appendix 2](#) for details on the ways Sun Life is contributing to these SDGs.

Stakeholder Engagement and Materiality

MATERIALITY PROCESS

Our sustainability programs and reporting focus on the social, economic and environmental topics that matter most to our stakeholders. Our key stakeholders are: Clients, employees/ advisors, governments and regulators, industry associations, shareholders, investors, ESG analysts, suppliers, community organizations and members. To ensure we act and report on the right topics, we review and evaluate them through a process that includes assessing our stakeholders’ needs. Under the Global Reporting Initiative (GRI) Standards for Sustainability Reporting, this overall process is called a materiality assessment.

In 2019, we conducted a new, more detailed assessment that followed best practices set out by the GRI Standards. An independent third party managed the three-step process:



From this exercise, we verified and refined our list of topics that we address in this report. We’ve grouped the topics under the four focus areas of our sustainability plan. Issues that were material in our previous assessment were mostly unchanged.

Labour practice and human rights are among the new, material topics identified through this process. We cover aspects of these topics in our reporting and aim to expand on these topics in future. In this report, we grouped some topics into broader themes.

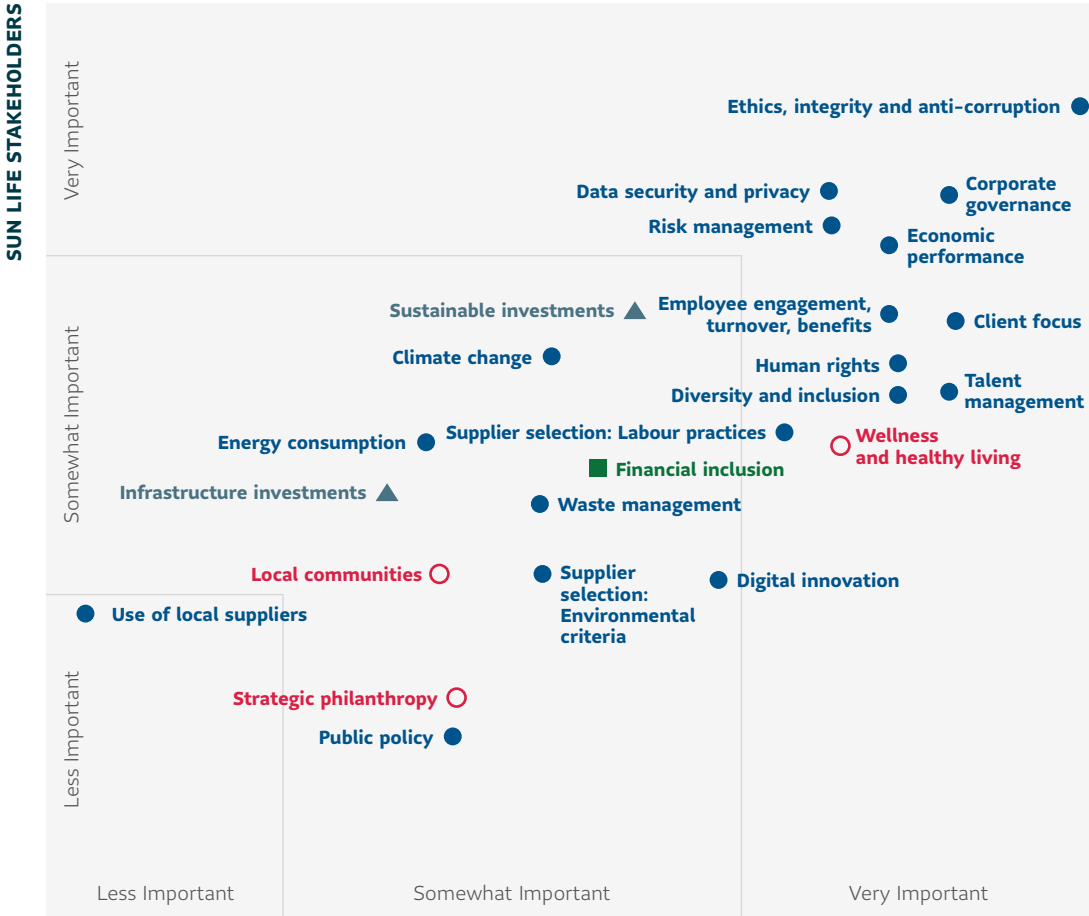
MORE ONLINE:

[GRI Index](#)



SUN LIFE MATERIALITY MATRIX

Views on importance of topics for Sun Life



Legend

■ Financial Security

▲ Sustainable Investing

○ Healthier Lives

● Trusted and Responsible Business

SUN LIFE EXECUTIVES



Financial Security

As a large insurer and asset manager, we have the opportunity and responsibility to make a positive difference to the financial well-being of our Clients. It's core to our Purpose.

Through our new sustainability plan, we're widening our efforts to boost the financial resilience of our Clients, and of our employees and communities. It's about creating a brighter future, for the benefit of all. We're advancing financial security through innovative products, proactive education and improved access for underserved groups.

Our work in these areas supports Sustainable Development Goal 8: Decent Work and Economic Growth.



AWARDS



Recognized with the Gold Award for Financial Education Leadership from the Institute of Financial Planners in Hong Kong.





Financial Security

Around the world, we see first-hand the importance of developing financial security.

The need to help people create more stable and secure financial futures is growing:

- Longer life expectancy is today's reality. However, the World Economic Forum says retirees around the world will outlive their savings by a decade.¹ It also says that women will fare worse.
- Close to half (47%) of working Canadians believe there's a serious risk they could outlive their retirement savings.²
- Many people around the world are underinsured or not insured at all.

Our Approach

We're dedicated to helping our Clients achieve lifetime financial security. We do this in many ways:

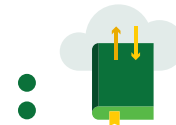
- Through life and health insurance, we help people protect themselves and their families in moments that matter. Our coverage provides a financial safety net.
- Our wealth solutions, such as mutual funds and guaranteed investment certificates, enable Clients to build savings and invest for their future.
- We help small and large businesses and associations protect their employees through our benefit solutions and prepare for the future with retirement savings and income solutions.
- Through our public policy and business activities, we advocate for ways to improve financial resilience in society.

¹ World Economic Forum. "Investing In (and for) Our Future". June 2019.

² Sun Life. "Counting pennies: the frugal facts of retirement". November 2019.

³ Bain. "Making the Most of Asia-Pacific's Insurance Boom". May 2019.

Directly in line with our Purpose, we aspire to create new opportunities to increase financial security. This is a key pillar of our new sustainability plan. And it's an area where Sun Life can make a real difference. To maximize our impact, we're building on our strengths and focusing on:



Proactive education and engagement

Our experience shows that with greater knowledge and confidence, people can make better financial decisions. Across our regions, we're increasing our financial education campaigns for Clients and community members. We use social media as a key platform to reach new segments and amplify the importance of being financially secure. We're also growing our network of advisors. They educate Clients about the importance of insurance, savings and investments and help them build a financial plan to prepare for their future.



Increasing access to affordable insurance

In some countries where we operate, life insurance penetration is low. In fact, it's as low as 2%.³ The opportunity to help people gain access to affordable insurance represents huge growth potential for any insurer that can help bridge this significant coverage gap. We're launching new microinsurance solutions and distribution channels to support underserved and low-income people. In Malaysia, for example, our microinsurance product, GOLIFE, helps consumers access affordable insurance.



Driving positive financial action

We're using new technologies and innovative products to drive better financial habits and decisions. One example in Canada is our digital coach, Ella. She inspires our Clients and employees to take advantage of opportunities to save and prepare for the future. In the U.S., we have introduced the ability for plan sponsors to auto-enroll their employees for disability coverage.

2019 Highlights

DRIVING POSITIVE FINANCIAL ACTION

- Introduced offerings in the U.S. to help employers provide fully-insured and self-insured paid family and medical leave programs. Sun Life U.S. has been a leader in this area of growth. We're working with various states on a law-making foundation for paid leave.
- Advocated for the federal government to expand retirement income security options to help Canadians obtain a more secure, predictable retirement income as they age. The government included these measures in Budget 2019.

18.6 million
digital nudges from Ella
drove an additional
\$360 million
of in-plan deposits

PROACTIVE EDUCATION AND ENGAGEMENT

- Enhanced our sales and planning tools for Sun Life advisors worldwide. These enhancements help advisors better identify and meet Clients' insurance and savings needs. In many of our Asian markets, we continued to expand our sales engagement digital platform to enable our advisors to do a financial needs analysis and e-applications for coverage.
- Hosted the SINAG Students and Teachers Summit in the Philippines. The event focused on financial literacy, with interactive games, financial tools and talks on how to achieve financial freedom. We also sponsored the #LetsSaveTogether campaign by GCash. The program encouraged Filipinos to improve their saving habits.
- Delivered educational activities in Canada throughout Financial Literacy Month. Our Group Retirement Services businesses published various resources including newsletters for Clients with tips on planning and saving for retirement.



CASE STUDY

Providing an extra layer of income protection

The U.S. Social Security Administration shared some sobering information. More than a quarter of people who enter the workforce can expect a disabling condition to put them out of work for at least 12 months before retirement.¹

Our auto-enrollment solution, introduced in 2019, increases the likelihood of employees having disability coverage when they need it. Sun Life disability members receive money to replace a portion of their income if they become unable to work. This helps them maintain financial security when they have to take time off work due to a disabling illness or injury. They can also get help with workplace accommodations or job retraining, providing a path to return to work.



A recent Sun Life survey showed that employers and employees value the safety net of automatic enrollment. Without automatic enrollment, some employees may wish they had chosen disability coverage when they had the opportunity.

“Most people in America are underinsured. Offering an auto-enrollment option for disability insurance will increase coverage among workforce populations. It will also help ease financial burdens for people dealing with a major health event.”



David Healy,
Senior Vice-President of Group Benefits,
Sun Life U.S.

¹ Sun Life. "Sun Life helps employers auto-enroll employees in disability insurance". May 2019.

- Hosted financial wellness webinars and delivered wellness content through a digital platform to help Clients in Canada manage financial, physical and mental health.

INCREASING ACCESS TO AFFORDABLE INSURANCE

- Collaborated with the non-profit organization, Dompot Dhuafa in Indonesia, to create a life insurance product that people can donate to the poor. The campaign aims to give insurance coverage to one million Indonesians.



Imam Rulyawan (Executive Director, Dompot Dhuafa), Prof. Dr. Fathurrahman Djamil (Chairman, Indonesia Syariah Council) and Zee Zee Shahab (celebrity) at the Salam Proteksi Amanah product launch - a Sun Life x Dompot Dhuafa collaboration.

- Teamed up with GCash and MyPhone in the Philippines to make insurance easier to buy. Filipinos can protect themselves with one-year personal accident coverage offered through mobile phones.

86,000+
microinsurance policies
issued since 2018



Key Performance

For key performance indicators on financial security, refer to [ESG Performance Tables](#).



Improving financial inclusion in Asia

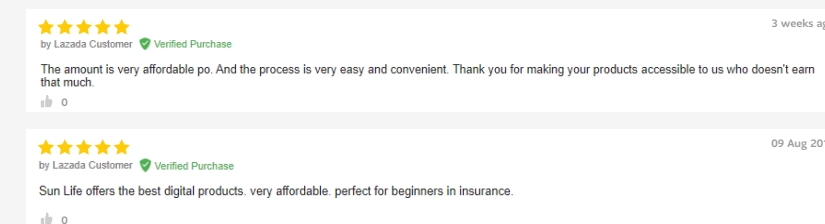
According to the [World Bank Global Financial Inclusion Database](#), two billion adults have no access to regulated financial services. This renders half the world's adult population financially vulnerable. Improving financial inclusion through basic financial products can reduce poverty and boost financial resilience.

At Sun Life, we're committed to helping more people get access to good and low-cost insurance. We believe insurance is an essential need and protecting against risks is necessary for financial security. We're forming partnerships and harnessing digital innovations to reach underserved, low-income populations in Asia.

Here are two examples:

Our partnership with Lazada in the Philippines:

We offer [personal accident insurance](#) to Lazada customers through its online shopping platform. The short-term, low-cost solution makes it easier for Filipinos to get insurance digitally.



Using post offices in Indonesia for distribution:

Sun Life set up post office payment gateways in rural areas. This makes it easier for Clients to settle payments so they don't risk losing their coverage. We also have a Waqf feature for Shariah insurance products in Indonesia. This allows Sun Life to offer a solution for better financial planning and protection, while fulfilling the needs of Clients to serve religious beliefs.

2019 GOALS

- Work with governments and regulators to ensure that Canadians have the necessary tools to plan and save for their retirement and long-term financial security

RESULTS

✓ Achieved

2020 GOALS

- Use digital platforms to encourage the use of tools and services to generate positive financial outcomes for plan members in planning for their retirement
- Support financial education among our Clients, employees and communities
- Continue to help plan members close coverage gaps
- Continue to advocate in support of Paid Family & Medical Leave legislation in the U.S.
- Continue to expand wellness program to help Clients manage financial and physical health



Healthier Lives

At Sun Life, helping people live healthier lives is an important part of our Purpose. That's why it's one of three key focus areas of our new sustainability plan.

Health issues are growing around the world. We're committed to providing our Clients and employees with the tools and education they need to live healthier lives. At the same time, we're working to improve health and wellness in society. We do that by improving access to health and disability insurance and investing in community health and thought leadership.

Our work in these areas supports Sustainable Development Goal 3: Good Health and Well-being.



AWARDS



Recognized with the 1851 YMCA of Greater Boston Legacy Award for Corporate Citizenship, for our community programs (Fit to Win, #SunLifeDunk4Diabetes) that promote healthy living and prevent diabetes.



Lumino Health network was the 2019 winner for PwC Canada's Vision to Reality Awards in the reinventor category.





Client Health

As a company that offers life, health and disability insurance, we know that good health is central to well-being. The health-care needs of our Clients continue to grow. In 2019, we paid \$17.4 billion in claims and benefits to help our Clients live healthier lives.

Our Approach

We're committed to helping our Clients throughout their health journey. With fresh thinking, enabled by new technologies, we're expanding our health solutions for Clients. We offer a growing suite of resources to inspire and incentivize healthier living. These include innovative apps, voice technology powered by artificial intelligence and health education. These resources help Clients make better decisions about the products, services and providers they choose.

Mental health is a priority across many of our businesses and regions. In Canada, for instance, nearly 60% of working adults have experienced a mental health condition at some point in their life.¹ Treatment options, cost and stigma can be some of the barriers people face when managing their mental health challenges. We focus on removing barriers to effective treatment and recovery and collaborating with renowned leaders in the field.

Many of our solutions centre on making it easier to access care – such as local specialists, diagnostic tools and the latest treatment options. We also help people get back to productive work after illness or injury. Examples include:



Virtual doctor on demand service

We help Canadians get immediate care through a virtual visit with a doctor by video, telephone or text. An Ipsos survey found that almost seven in ten Canadians avoid seeing a doctor when they are sick.² This is because of long wait times, limited hours and physical barriers to care. Virtual health care is a convenient option that helps solve some of those issues.



Mobile app

Sun Life Malaysia helps Clients live healthier lives by embedding digital health through a mobile app experience. The app encourages Clients to stay active and live healthy lives, ultimately creating a more health-conscious society.



Workplace accommodation consultative service

This service helps injured or ill U.S. Clients who are members of an employer disability plan remain productive at work or return to work when appropriate. It provides resources to assist with medical limitations and is part of our Work is Healthy philosophy. It also helps employers comply with U.S. disability law and manage productivity.



Health-care navigation service

Available through Medical Confidence Inc. in Canada, this service helps Clients on disability leave overcome obstacles in accessing physician specialist care and treatment within the Canadian health-care system.

¹ Sun Life. "Breaking barriers: helping Canadians on disability leave get back to work". Oct 2019.

² Ipsos. "Seven in ten Canadians (68%) have skipped seeing a doctor due to long wait times, timeliness or other barriers". Jan 2017.

2019 Highlights

IMPROVING ACCESS

- Expanded the Lumino Health network to help more Clients and other Canadians get access to the health-care resources they need, when and how they need them. The network also helps Clients reduce their health-care costs by pointing them to lower cost services and providers. Refer to [Community Wellness](#) for details.
- Completed a pilot project for disability management services in Canada in partnership with the University of Regina. The pilot tested the effectiveness of delivering mental health treatment through an online cognitive behavioural therapy (CBT) program. The program also included weekly virtual touchpoints with a health professional. Pilot results were very positive and we are now rolling out a similar online CBT program to our Clients. This will lead to faster and easier access to mental health care, especially for Clients who have difficulties obtaining treatment due to their remote location, symptoms, limited time or concerns about privacy.
- Continued to leverage data to lower health-care costs for Clients.

For example, we negotiated agreements with providers to reduce the price of certain medical products. Ultimately, this was a benefit not only to our Clients but also other consumers in the market.

- Teamed up with EQ Care in Canada to launch virtual independent medical examination services. This solution helps Clients on disability leave take an examination without leaving the comfort of their own home.

ENHANCING CLIENT OUTCOMES

- Published two Bright Paper reports in Canada to give our group Clients insights on supporting and managing a healthier workforce. These reports were [Powerful Innovations in Absence and Disability Management](#) and [Bending the Benefits Cost Curve](#).
- Collaborated with CVS Pharmacy in the U.S. to encourage 60,000 individual life Clients to get a flu shot. We promoted the CVS flu shot coupon as an incentive. We also posted flu shot reminders on our web portals for our group insurance Clients.

11.8 million
digital nudges from Ella drove an additional
\$650 million
in insurance coverage and helped Clients make more informed choices about their health-care providers,
600,000
times

- Established a claims innovation lab in our U.S. disability business to identify emerging clinical trends for specific medical conditions. The lab will use predictive indicators to develop new approaches to help



Key Performance

For key performance indicators on Client health, refer to [ESG Performance Tables](#).



those Clients who are able to return to work overcome challenges they may face in the workplace related to their injury or illness.

- Expanded our collaboration with Fitness First, the largest fitness brand in Asia. Our Clients and employees in the Philippines will get more club benefits and preferential rates. For example, they can get a free health assessment and a discounted gym membership.

CONTRIBUTING TO PUBLIC POLICY

- Advocated for changes to the Patented Medicines Regulations in Canada. The updated regulations were published in August 2019

and will better protect Canadians from excessive prices. The updated regulations also make patented medicines more affordable.

- Continued to advocate for measures that will enhance the affordability and accessibility of health care across Canada. For example, as the federal government considers a national pharmacare initiative, we're advocating for changes that close gaps in coverage.
- Advocated for providing employers with flexibility to either meet or exceed government Paid Family & Medical Leave programs in the U.S.

2019 GOALS	RESULTS
• Work with federal and provincial governments on health innovation initiatives that will bring value to Canadians	✓ Achieved
• Continue to participate in discussions with U.S. lawmakers regarding the value of leveraging private insurers in government-mandated paid family and medical leave programs	✓ Achieved
2020 GOALS	
• Continue to focus on expanding virtual health solutions to help Clients live healthier lives	
• Expand our mental health footprint by offering innovative solutions to help Clients on their road to recovery	
• Increase engagement in U.S. prescription drug pricing reforms by offering ideas that will reduce the costs for Clients	
• Continue to advocate in support of Paid Family & Medical Leave legislation in the U.S.	



Employee Wellness

Employee wellness underpins our ability to deliver excellent service to Clients and to attract and retain top talent. It also helps to enhance our high performance culture.

Research shows that companies with the most effective health and productivity programs have improved financial results.¹ They also save 1.5-1.7 days of absenteeism per employee each year.²

Our Approach

GLOBAL WELLNESS STRATEGY

We help our Clients achieve lifetime financial security and live healthier lives and we want the same for our employees. Through our Global Wellness Strategy, we aim to drive a culture of health and well-being for employees worldwide. In line with Sun Life's Purpose, the global strategy centres on three pillars of employee health:



Physical



Mental



Financial

We invest in programs and services to promote these three areas of wellness. These programs help our employees identify health risks, prevent serious diseases and lead healthier lifestyles.

Our core program offerings include:

- retirement and savings plans to help employees build financial security for the future,

- benefit programs to support the health of employees and their families,
- vacation and other paid and unpaid leave programs to promote mental health and work/life balance,
- Employee Assistance Program (EAP), with free, 24/7 access to third-party confidential advice and help for employees and their families,
- flexible work options to allow employees choice on where, when and how they work. Options include job sharing, compressed work weeks, staggered hours, and working from home, and
- a Benevolent Fund to help employees facing unforeseen financial difficulties.

REGIONAL PROGRAMS

The design of our wellness programs varies by region, recognizing local needs, Sun Life products and priorities.

Where possible, we offer flexibility to allow employees to choose programs that meet their unique needs. In North America, for instance, through our digital wellness platforms employees earn incentives for building healthy habits.

This technology allows employees to:

- complete a comprehensive health risk assessment,
- identify risk factors,
- set goals,
- access resources, and
- track and measure their progress toward their personalized physical, mental and/or financial goals.

Other regional initiatives include:

- enhanced coverage for mental health practitioners and other health-care professionals,
- workstation assessments for fit and setup, a self-service workstation assessment program and sit-stand desks to help employees improve productivity and comfort,
- paid maternity/paternity leave exceeding minimum legal requirements,
- access to day-to-day and emergency back-up child care,
- sabbatical programs to allow employees to recharge, take care of family or pursue personal development, and
- on-site gyms and/or discounted gym memberships.

¹ Willis Towers Watson. "2017 Global Benefits Attitudes Survey". 2017.

² Sun Life Financial and Ivey Business School. "Sun Life-Ivey Canadian Wellness Return on Investment (ROI) Study, Phase 1". 2016.



“Offering generous paid family and medical leave is the right thing to do for our employees and their families. It allows them to be together in the moments that matter. This program aligns with our inclusive work culture, our Company's Purpose and our desire to recruit – and keep – top talent in today's diverse workforce. When people are able to take paid leave when there is a personal or family crisis, they're much more likely to come back to work, and be more focused and productive when they do.”

Dan Fishbein, President of Sun Life U.S., on the benefits of the new paid family and medical leave program.

2019 Highlights

This section covers a few highlights of our 2019 physical, financial and mental wellness programs for our workforce. Please refer to the [Client Health](#) and [Community Wellness](#) sections for a more complete picture of Sun Life's health and wellness programs.

- Rolled out EAP for employees across Asia. Across Sun Life, all employees and their families can now get access to free, confidential support to help them with a range of needs.
- Launched a sabbatical program for Canadian employees, after a successful 2018 launch in the U.S.
- Announced a new paid family and medical leave program for our own employees in the U.S., setting an industry-leading example in this area. The program provides paid leave for employees in moments that matter. That includes bonding with a new child or caring for a family member who is ill. Unique to the program is an inclusive definition of family to address the needs of a modern workforce. We're also advocating for the expansion of paid family and medical leave legislation across the country.
- Increased our efforts on growing awareness of mental health issues. For example, we:
 - > Delivered a mental health webinar series for North American employees and held mental health education seminars for employees across Asia.

- > Added cognitive behavioural therapy (CBT) as an eligible mental health benefit for Canadian employees. CBT helps people develop resilience and coping skills. Refer to [Client Health](#) for more details on how we're making it easier for our Clients to get access to this therapy.



Cinnamon Gilpin is Director of Leads Operations and Engagement at Sun Life. Cinnamon used our sabbatical program to recharge, and shared her experience in an [online post](#).



- > Focused our annual 30-day wellness challenge in Canada on mental well-being. More than 2,800 employees participated.
- Introduced a new health benefit to help address a top health risk factor in our U.S. employee population. Employees who enroll get a blood pressure cuff that uploads data to a secure online account. The service also includes free coaching, anywhere, anytime.
- Introduced defined contribution plan auto-enrollment and a discounted share purchase program in the U.S. to help our employees achieve lifetime financial security.

2019 GOALS	RESULTS
<ul style="list-style-type: none"> • Evaluate global wellness challenge for improvement opportunities • Expand successful regional wellness programs to other jurisdictions 	<ul style="list-style-type: none"> ✓ Completed. Local regions to tailor wellness initiatives to meet their needs. ✓ Completed. Launched sabbatical program in Canada modelled after our U.S. program. EAP is now accessible to all employees.
2020 GOALS	
<ul style="list-style-type: none"> • Implement defined contribution plan auto-enrollment in Canada for new hires • Increase flexibility in employee benefits in select Asia countries • Develop targeted programs in Canada to support employee mental well-being 	

For **key performance indicators** on employee wellness, refer to [ESG Performance Tables](#).



Community Wellness

We have a vested interest in contributing to the well-being of communities we serve. Our Clients, employees and their families live and work in these communities. That's why we're committed to supporting their development and fostering healthier, sustainable communities.

Our Approach

Sun Life has a long-standing focus on improving the health of our Clients and communities through health and wellness programs. Our subsidiaries, MFS and BentalGreenOak, are also strong supporters of community wellness.

Since 2012, Sun Life has focused its efforts on diabetes with the goal of improving the lives of Clients and communities globally living with or at risk of the disease. Sun Life made its first donation towards diabetes research in 1925.

Diabetes is a leading health challenge. Higher levels of physical inactivity and unhealthy diets have contributed to a mounting health crisis.

The good news is that type 2, the most common form of diabetes, can be managed or even prevented through lifestyle choices.

Sun Life is committed to slowing the advance of diabetes and its related complications. Through our Team Up Against Diabetes platform, we focus on diabetes awareness, prevention, care and research across our global footprint. Our efforts include diabetes education campaigns, online health checks and funding for community groups dedicated to combatting the disease. We also invest in other philanthropic programs that address important health issues like mental health and cancer treatment.

We support employee involvement in bettering local communities and enable

employees to have a meaningful impact in various ways, depending on local needs. In North America for example, we match employees' charitable contributions. We also pay their registration fees to participate in health-related charitable events.

Sun Life supports community wellness in other ways, beyond philanthropic investments. We make some of our services like the Lumino Health network available to both Clients and the broader community (refer to [case study](#)). We conduct research and publish reports, surveys and articles. These resources equip our community leaders and Clients with the latest insights on pressing health issues. And we take part in community forums and other events to share health-related ideas and solutions.

HEALTHIER LIVES / Community wellness

Community wellness

WHY DIABETES?

Diabetes now affects over 463 million people worldwide.¹ That's one person in 11 and the numbers are expected to double in the next 20 years. Diabetes is a chronic health condition that can lead to even worse health problems. It can cause diseases of the heart, blood vessels, kidneys, eyes and limbs. Diabetes even influences our cancer risk and mental health.

A global crisis¹



463 million adults worldwide have diabetes.



4.2 million estimated deaths from diabetes and its complications in 2019.

¹ International Diabetes Federation. "IDF Diabetes Atlas Ninth edition 2019". 2019.



\$1.31 trillion USD total global estimated cost of diabetes in 2015.



\$760 billion USD spent on diabetes.



90% of diabetics have type 2 diabetes.

2019 Highlights

- Donated \$15.6 million to community organizations globally.
 - > \$5 million was donated by MFS and BentallGreenOak.
 - > Of the \$10.6 million Sun Life donated, 41% was directed to the fight against diabetes.
- Worked closely with charitable partners to measure public awareness of diabetes. We learned that diabetes continues to be the second most recognized disease among Canadians.

\$15.6 million
donated to community organizations globally

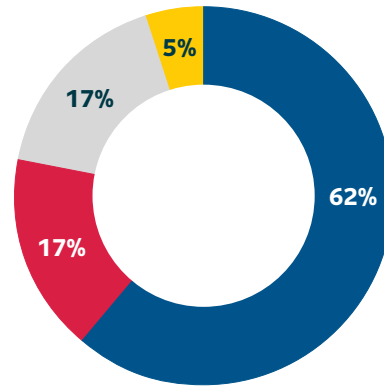
- Engaged our people in community service, with more than 18,000 hours volunteered.
- Raised more than \$2.2 million for charities across North America through our employee giving campaign.

MORE ONLINE: 

[Donations and partnerships](#)



SUN LIFE DONATIONS BY FOCUS AREA*



● Health ● Social Services
● Culture ● Education

* Excludes MFS and BentallGreenOak



Named to the Boston Business Journal's Top Charitable Contributors List.



Helping Canadians find the right health-care matches online

When it comes to a person's health, finding the right health-care provider or solution could make all the difference. But it's not always easy. That's why we created the [Lumino Health network](#).

Lumino Health network is a digital platform that connects users with health-care professionals, innovators and resources to help them live healthier lives.

The network allows Canadians to search for and instantly connect with health-care providers.



Lumino Health network offers:

- Ratings on more than 150,000 health providers across Canada, including dentists, speciality therapists, chiropractors and more. Ratings criteria include cost, star rating based on patient experience, location and languages spoken.
- The latest apps, products and resources to address common health problems.
- Insights from experts in Canada's health industry on how to live a healthier life.

We have collaborated with over 80 medical clinics as well as leading health organizations, including Diabetes Canada and the Centre for Addiction and Mental Health (CAMH), to raise awareness of the platform. Canadians have submitted 14 million ratings for the health-care providers on the network.

Helping prevent diabetes worldwide in 2019

HEALTHIER LIVES / Community wellness

Canada

Sun Life Dunk for Diabetes

The six-week program engaged approximately 2,000 kids at 37 Boys and Girls Clubs of Canada in fitness and nutrition activities. Physical fitness testing among participants demonstrated an average performance improvement of 13.7%. In addition, post-program evaluations showed a 12% increase in knowledge of diabetes prevention facts.

JDRF

A record-high 3,100 employees and advisors participated in the Sun Life Walk to Cure Diabetes for JDRF and the Sun Life Ride to Defeat Diabetes for JDRF.

Right to Play

We continued to support the health pillar of the Promoting Life-skills in Aboriginal Youth (PLAY) program. PLAY equips Indigenous children and youth across Canada with resources needed to make healthy lifestyle choices and protect against diabetes and other chronic diseases.



United States

YMCA of Greater Boston's Diabetes Prevention Program

Sun Life and the Boston Celtics donated \$1,000 USD for every dunk made by a Celtics player during Diabetes Awareness Month in November. They also donated \$1 for every #SunLifeDunk4Diabetes share on social media. In 2019, the campaign raised \$105,000 USD bringing the total raised to \$497,000 USD since it launched in 2014.

Fit to Win

Partnered with the Boston Celtics and engaged 257 children across New England in fitness activities and health education.

Strikeout Diabetes

Teamed up with the Kansas City Royals to support the YMCA of Greater Kansas City's Diabetes Prevention Program. For each strikeout thrown by a Royals pitcher, we donated \$21 USD, for a total of \$21,000 USD in 2019.

American Diabetes Association's 'Call to Congress'

Sun Life was the exclusive supporter of this initiative. Diabetes advocates informed Congress and key decision-makers about the need to support legislation for life-saving diabetes treatments. The hope is that these efforts will help find a cure.

Asia

Sun Life Resolution Run (Hong Kong, Indonesia, Malaysia, Philippines, Vietnam)

A record turnout of 16,000 people in five countries ran a combined total of over 110,000 km. The run raised \$250,000 for charities focused on diabetes prevention.

Free blood glucose screening (Malaysia)

We teamed up with community organizations to roll out a nationwide diabetes screening program. 20,000 Malaysians participated.

Diabetes campaign (Indonesia)

Offered community members in Jakarta free blood glucose tests and a pre-diabetes management program.

Diabetes in Asia report

Asian countries now account for more than 60% of the world's diabetic population.² We shone light on this illness and raised awareness by publishing a white paper. The report emphasizes a community-based approach to counter this health problem.

² Nanditha A, Ma RC, Ramachandran A, Snehalatha C, Chan JC, Chia KS, Shaw JE, Zimmet PZ. "Diabetes in Asia and the Pacific: Implications for the Global Epidemic". March 2016.

Boosting community efforts against diabetes

In 2019, Sun Life U.S. awarded \$250,000 USD to five community organizations through our Team Up Against Diabetes grant program. These organizations are all making a local difference when it comes to diabetes and healthier living.

A panel of employees, partners and health experts select the grant recipients. They evaluate the community organizations' innovative ways of supporting:

- diabetes prevention,
- diabetes management and education, and
- healthy living and nutrition activities for local communities in need.

Western Maryland Health System in Maryland, U.S., is using its \$100,000 USD grant to fight diabetes through food security. Poor access to healthy, nutritious foods puts adults at a 50% higher risk for developing diabetes. Western Maryland Health System's food security program aims to prevent this risk by assessing and streamlining a sustainable approach to combating the problem.

With our funding, the program will be able to screen 2,400 people at risk. It will assess their need for cooking equipment, healthy food vouchers and access to wellness programs. Additionally, the food security program will offer community events, such as cooking demonstrations and physical activities.



Representatives from Sun Life and Western Maryland Health System during the grant presentation.

Learn about our other 2019 grant winners: [Boston Children's Hospital](#); [Mama's Kitchen](#); [NOVA ScriptsCentral, Inc](#); and [Sansum Diabetes Research Institute](#).



Key Performance

For key performance indicators on community wellness, refer to [ESG Performance Tables](#).



Community engagement across Asia



Sun Life Foundation in the Philippines, in partnership with Children's Hour Philippines rebuilt 120 classrooms in areas heavily hit by natural disasters, under Project 120 Classrooms.



In Vietnam, students play basketball at new courts built with Sun Life funding.



In India, Sun Life Asia Service Centre ran a voluntary Grain Bucket Challenge. We collected 3,005 kg of dry food materials for people who are less fortunate.

2019 GOALS

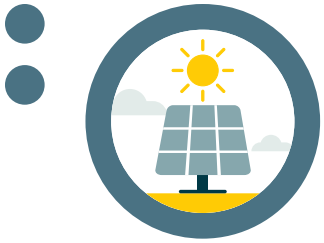
- Enhance transparency and reporting of metrics related to community wellness

RESULTS

✓ Continuing this work in 2020

2020 GOALS

- Standardize measurement and reporting of programs we support and our efforts to raise awareness of key issues
- Continue to focus our community giving to support our Purpose, in particular helping people live healthier lives



Sustainable Investing

Sustainable investing is a priority for Sun Life. We're focused on managing capital with sustainability embedded in our decision making. We think about sustainable investing in three ways: We integrate environmental, social and governance (ESG) considerations in our investment processes, to identify both risks and opportunities. We invest in projects that will support the transition to a low-carbon and more inclusive economy. And we offer sustainable investing products to our institutional and retail Clients.

Our work in these areas supports Sustainable Development Goal 7: Affordable and Clean Energy.



AWARDS AND RECOGNITION



For nine years in a row, GRESB ranked Bentall Kennedy (now BentallGreenOak) among the top firms in the world for its commitment to sustainability.

Signatory of:



Sun Life businesses MFS and BentallGreenOak received top grades from the United Nations-supported Principles for Responsible Investment annual assessments.



At a glance: Sustainable investing across Sun Life

We are one of the largest asset managers in the world with \$1.1 trillion¹ in total assets under management (AUM). These assets include public equity, public fixed income, private fixed income, real estate and infrastructure. We often have a large amount of influence across the assets we invest in. We commit to using this position to drive sustainable outcomes. Here's a snapshot of our asset management businesses:

- **SLC Management**² is our institutional asset manager that offers investors traditional, alternative and yield-oriented investment solutions across public and private fixed income markets, as well as global real estate equity and debt. SLC Management's real estate equity and debt division is BentallGreenOak.

- **MFS Investment Management**³ is our global asset management business. Based in the U.S., MFS manages public equity, fixed income and multi-asset registered funds and segregated accounts for retail and institutional investors.

- **Sun Life Global Investments** (SLGI) manages a broad range of investment solutions for retail investors in Canada, including both in-house managed asset allocation solutions and sub-advised stand-alone mandates. SLGI also delivers innovative investment solutions to the Canadian institutional marketplace through Sun Life Group Retirement Services.

MORE ONLINE: 

[Sustainability Bond Framework](#)
[Sustainability Bond Use of Proceeds Report](#)
[MFS Sustainable Investing Annual Report](#)



SUSTAINABLE INVESTING ACTIVITIES ACROSS OUR ASSET MANAGEMENT BUSINESSES

	SLC Management	MFS	Sun Life Global Investments
BUSINESS PROFILE	Based in Canada and the U.S.; \$226 billion AUM; alternative fixed income and real estate solutions	Based in the U.S.; \$527 billion USD AUM; pension plans, equity and fixed income products	Based in Canada; \$29 billion AUM; diverse lineup of managed solutions and mutual funds through various sub-advisory relationships
ESG INTEGRATION	ESG plus program (SLC Management) ESG incorporated in analysis and management (BentallGreenOak)	ESG considered in all investment decisions	ESG considered in fund manager selection and oversight
INVESTMENT PRODUCTS FOR CLIENTS	Top rankings from GRESB for three funds (BentallGreenOak) Sustainability bond (issued by Sun Life)	All portfolios considered sustainable	Sustainability-themed renewable resource strategy incorporated in managed solutions
SUSTAINABLE INVESTMENTS	\$19.3 billion sustainable real estate and infrastructure AUM \$773 million green and sustainability bond AUM	\$445 million USD green bond AUM	\$270 million ESG AUM

Mapping is not comprehensive.

¹ Comprises general fund assets, segregated funds, mutual funds, managed funds and other AUM.

² SLC Management (formerly Sun Life Investment Management) is the brand name for Sun Life Capital Management (Canada) Inc. and Sun Life Capital Management (U.S.) LLC. On December 31, 2019, Sun Life merged the former affiliates of Ryan Labs Asset Management Inc. and Prime Advisors, Inc. with Sun Life Capital Management (U.S.) LLC. Sun Life also transitioned the investment division managing its general account into SLC Management on January 1, 2020. BentallGreenOak is also part of SLC Management and includes BentallGreenOak (Canada) Limited Partnership, BentallGreenOak (U.S.) Limited Partnership and the real estate and commercial mortgage investment groups of certain of their affiliates, all of which comprise a team of real estate professionals spanning multiple legal entities.

³ For more information on MFS Investment Management's sustainable investing practices, please visit www.mfs.com/sustainability



ESG Integration

We believe in integrating financial and non-financial factors into our investment process and decisions. Incorporating an ESG lens helps us manage sustainability risks in our investment portfolios. It also helps us identify opportunities. Research shows that embedding ESG factors into investment decision-making has a positive effect on investment returns.¹

Our Approach

Sun Life is committed to ESG integration. Each of our businesses takes a unique approach based on the underlying asset management business and the asset classes they invest in.

SLC MANAGEMENT

SLC Management's process analyzes quantifiable ESG concerns and combines this with a heightened awareness of non-financial risks, which are often harder to quantify and continually evolve. This information helps our team to be defensive in avoiding investments that are less sustainable, such as tobacco. It also helps us to be offensive in identifying investments that have potential for strong financial returns, in addition to sustainability features. Examples include renewable energy projects, green bonds or access to essential services.

We integrate ESG into investment decision-making in the following ways:

- ESG plus, sustainable investing program: ESG plus increases our efforts to identify and manage both financial and non-financial risks related to our investments. The "plus" refers

to our heightened awareness of non-financial risks outside of typical ESG factors. ESG plus also includes investing in the right opportunities to achieve higher returns. As part of the program, we develop modules on specific sectors/topics. We require all investment analysis on deals in those sectors/topics to assess the relevant ESG factors in their recommendations. This applies to our public and private asset class portfolios.

In our public bond portfolio, we include ESG considerations based on qualitative factors such as (but not limited to):

- carbon footprint,
- clean tech,
- labour practices,
- corporate social responsibility,
- product safety and quality,
- governance, and
- green initiatives (for example, green bonds).

We complement these considerations with more quantitative ESG data.

- Negative screens: For Sun Life's General Account, we do not invest in tobacco and cluster munitions. In 2019, we divested the last of our tobacco-related fixed income investments that SLC Management directly manages.

SUN LIFE GLOBAL INVESTMENTS

Sun Life Global Investments (SLGI) considers ESG factors to be an increasingly important component of the investment manager selection and oversight process. SLGI believes that ESG factors may materially affect the financial performance of individual securities. Comprehensive active investment management therefore needs to consider ESG factors across all dimensions of the investment process. This includes security and industry analysis, portfolio construction and risk management.



¹ SLC Management. "Pension plans in Canada: the state of the ESG nation". June 2019.

MFS

The MFS investment team relies on deep fundamental research, a long-term view and risk awareness to generate value for Clients. MFS believes that skilled active managers must consider ESG factors throughout the investment process because they often affect the sustainable value of businesses. MFS analysts and portfolio managers integrate each issuer's key ESG risks and opportunities into security analysis and portfolio construction to the extent they believe that such factors are likely to have an economic impact on shareholder or bondholder value.



WATCH VIDEO

MFS was invited to participate in a documentary series highlighting organizations around the world that contribute positively to the Sustainable Development Goals. MFS has a long history of integrating sustainability into all aspects of its investment process. In this video, the firm shares its views on the role investment managers play in contributing to sustainability.

2019 Highlights

- Continued to meet our commitments as signatories to PRI. Once again, Sun Life businesses received high marks from PRI in its annual assessment.² BentallGreenOak scored an "A+" for strategy and governance and an "A" for property investing.³ MFS received an "A+" for six out of seven scored modules.⁴

SLC MANAGEMENT

- Applied ESG screening to 100% of Sun Life's General Account assets during both initial and ongoing reviews.
- Continued to build out our ESG plus program, which included publishing eight ESG plus analysis modules to provide targeted sustainability metrics when screening investments in the following sectors: banking, cannabis, chemicals, oil and coal, real estate, health care, pharma and utilities.

MFS

- Published a wide variety of ESG research and thought leadership⁵ throughout the year. Topics included engagement, governance reform in Japan, data privacy regulation in India, social impacts of the gig economy, diversity, and many more.
- Named ESG/SRI Provider of the Year at the 8th annual Irish Pensions Awards.

SLGI

- Formalized our philosophy, objectives, implementation and governance for SLGI's approach to ESG.
- Expanded and continued to factor ESG considerations into manager selection and oversight.
- Analyzed ESG considerations of all sub-advised investment strategies using proprietary analysis and third-party data.

PRINCIPLES FOR RESPONSIBLE INVESTMENT

Sun Life and its asset management businesses are signatories to the Principles for Responsible Investment (PRI):

SLC Management

- Sun Life Capital Management
- BentallGreenOak

MFS Investment Management

Sun Life Assurance Company of Canada

This applies to Sun Life's General Account and includes SLGI. Sun Life is one of the few insurance companies in North America to adopt the PRI as an asset owner.

2019 GOALS

SLC Management

- Conduct a climate change scenario analysis on the General Account portfolio
- Assess current disclosure and develop a plan for implementing the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD)
- Continue the roll-out of the ESG plus process across our asset classes

RESULTS

- ✓ Completed
- ✓ Completed – Assessed current state, determined gaps and developed proposed roadmap for reporting in line with TCFD recommendations. Continuing to refine roadmap.
- ✓ Continuing – refer to ESG plus analysis modules and 2020 goals

2020 GOALS

- Complete ESG plus analysis modules on remaining sectors (SLC Management)
- Using the ESG dashboard built in 2019, assign proprietary ESG scores on all corporate issuers covered (SLC Management)
- Develop sustainable investing policy (SLC Management)
- Engage managers to support implementation and evolution of ESG best practices in investment strategies (SLGI)

² For additional information, please visit <https://www.unpri.org/signatories/reporting-for-signatories>. ³ For copies of BentallGreenOak's 2019 PRI Assessment and Transparency reports, please contact Sustainable Investing (sustainableinvesting@bentallgreenoak.com). ⁴ For copies of MFS' 2019 PRI Assessment and Transparency reports, please contact Mason Gregory (mgregory@mfs.com). ⁵ Available at www.mfs.com/sustainability.



Sustainable Investments and Products

We believe in creating long-term value for our Clients using our role as an asset owner and global asset manager.

More and more, institutional Clients and the broader investment community are seeking sustainability-themed investments. In addition, demand for essential infrastructure investment continues to grow. By 2040, it's estimated the world will need \$94 trillion in funding to upgrade, replace or build essential infrastructure.¹

Our Approach

We aim to offer Clients sustainable investing opportunities. We also commit to investing our own assets to support the transition to a low-carbon and inclusive economy.

SLC MANAGEMENT

SLC Management has a long track record of investing in sustainable infrastructure around the world. In Canada, we are one of the biggest financiers of private sustainable infrastructure. Through our private investment platforms (which include private fixed income, commercial mortgages and direct real estate), we provide long-term private capital to support sustainable infrastructure construction, operation and maintenance.

There's an enormous societal need for infrastructure spending to improve everything from hospitals to transportation to power generation. As such, collaboration and co-financing among private and public partners is essential to build large-scale sustainable projects. We work with governments, other businesses, local communities and Clients to help bring such projects to fruition and ensure they achieve strong sustainable value.

We focus our sustainable real estate and infrastructure investments on the following six categories:

- renewable energy,
- energy efficiency,
- green buildings,
- clean transportation,
- sustainable water management, and
- access to essential services.

These are the same focus areas as our sustainability bond, reflecting our aim to maximize our impact.

Sun Life also actively buys green bonds and other forms of social finance lending across the globe. We have \$773 million in green and sustainability bond holdings across North America and Asia. As well, we have invested in a private equity mandate focused on clean energy in China. The Fund invests in clean energy and green businesses identified as helping to address environmental pollution in the country.

MFS

MFS has a long-standing formalized responsible investing policy and is a signatory to the Principles for Responsible Investing. MFS is primarily focused on building robust and consistent ESG integration capabilities across its global investment platform to ensure that all material ESG information is effectively influencing investment decisions for the benefit of all Clients.

SUN LIFE GLOBAL INVESTMENTS

Sun Life Global Investments (SLGI) continuously evolves its product offering to reflect changing investor preferences, opportunities and risks, including those arising from changing regulation and industry disruption. SLGI's approach centres on providing choice and long-term sustainable value to help investors meet their financial objectives.

¹ Global Infrastructure Hub. "Global Infrastructure Outlook: Infrastructure investment needs 50 countries, 7 sectors to 2040". July 2017.

2019 Highlights

SUN LIFE

• Became the first life insurance company globally to issue a sustainability bond. Sun Life will allocate an amount equal to the net proceeds from the \$750 million offering to projects that produce positive environmental or social results. Examples of sustainable investments that may be eligible include investments in renewable energy, energy efficiency, green buildings, clean transportation, sustainable water management and access to essential services. Refer to [case study](#) for more details.

SLC MANAGEMENT

• Continued to rebalance Sun Life's General Account investment portfolio to include more ESG assets and exclude certain sectors. For example, we have divested all tobacco-related fixed income investments that SLC Management directly manages, totalling \$304 million. As well, as of December 31, 2019, we have divested \$564 million of coal-related investments. This activity included decreasing exposure to coal-related issuers

by 16% in Malaysia. We aim to continue reducing our exposures to coal-fired plants in Malaysia in 2020.

\$5.3 billion
total value of green-certified²
real estate investments
(North America)

\$773 million
total value of green
and sustainability bond
investments (North America
and Asia)

- Invested \$322 million in renewable energy projects, bringing our total portfolio value to approximately \$5.2 billion. These investments help the growing low-carbon economy.
- Continued to invest in clean energy in Asia, mostly through green bonds. A portion of our investments will support projects such as:
 - > a large scale solar photovoltaic power plant project in Malaysia.

The project is part of the Malaysian government's goal of achieving a 20% renewable energy mix by 2025; and
> a hydropower plant and water supply management project in Vietnam.

- Made 42 new investments in sustainable real estate and infrastructure, including 14 investments in access to essential services. For example, we funded:
 - > an investment with a large non-profit to provide temporary emergency shelter and services to families experiencing homelessness; and
 - > two hospitals focused on mental health and fighting the opioid crisis.
- Collaborated with others to better understand the landscape for sustainable investing and raise awareness of ESG issues. For example, Bentall Kennedy (now BentallGreenOak), the United Nations Environmental Programme Finance Initiative and REALPAC (Real Property Association of Canada) conducted an ESG survey

of global real estate investors and fund/asset managers representing over \$1 trillion USD of assets under management.

This survey was one of the largest ever conducted of its kind, and it revealed a near consensus view on the importance of weighing ESG

criteria in real estate investment decision-making. Among the findings, 93% include ESG criteria in real estate investment decisions and 85% are highly or very highly motivated to use ESG criteria to lower risk.

Sustainable Real Estate and Infrastructure Investments			
Category of Investment	2019* (\$ millions)	2018* (\$ millions)	New investments in 2019
Renewable energy	\$5,155	\$5,230	8
Energy efficiency	\$648	\$450	5
Green buildings	\$3,684	\$2,775 ¹	9
Clean transportation	\$1,914	\$1,650	5
Sustainable water management	\$431	\$340	1
Access to essential services	\$7,428	\$5,020	14
TOTAL	\$19.3 billion	\$15.5 billion¹	42 new investments² worth \$2.3 billion
* Portfolio at December 31 (General Account and third parties, except BentallGreenOak third party green buildings)			
¹ Restated to include mortgages and adjustments to historical values to reflect 2018 full-year data and proportional share of jointly-owned properties.			
² Examples of typical new investments include solar, wind and hydro renewable energy investments, rolling stock rail, hospitals, long-term care facilities and other public infrastructure in Canada, the U.S. and the UK.			

² Includes all certification levels for LEED, BOMA BEST and IREM.

SLGI

- Continued to evolve product offerings to provide long-term value to our investors. Two areas of focus have been energy transition and resource scarcity. As a result, we restructured our former infrastructure fund into the Sun Life Real Asset Fund, adding dedicated exposure to

water, agriculture and renewable energy through companies that are advancing sustainability in these areas. Examples include efficient irrigation, battery storage and precision agriculture techniques.



Key Performance

For key performance indicators on sustainable investing refer to [ESG Performance Tables](#).



2019 GOALS	RESULTS
<ul style="list-style-type: none"> Manage our real estate portfolios to support greenhouse gas reduction targets Increase data and analytics related to tracking and managing our sustainable portfolio 	<ul style="list-style-type: none"> ✓ On track ✓ Complete
2020 GOALS	
<ul style="list-style-type: none"> Seek opportunities for integrating sustainable investment options within group retirement savings plans 	



CASE STUDY

Sun Life issues its first sustainability bond

In 2019, Sun Life issued its inaugural sustainability bond in Canada. The \$750 million, 10-year bond is the first of its kind by a life insurance company globally.

The financial market has a key role to play in the transition to a sustainable global economy. We’re pleased to play a leadership role in driving this transition, and our new sustainability bond directly supports this commitment.

We’ll use an amount equal to the proceeds from the offering to finance or refinance new and/or existing assets that meet environmental and social criteria outlined in our [Sustainability Bond Framework](#). The framework meets best practices – including the ICMA Green Bond Principles, the ICMA Social Bond Principles and the ICMA Sustainability Bond Guidelines. Sustainalytics confirmed this through an [external second-party opinion](#).

Sun Life established a Sustainability Bond Council composed of members of senior management. SLC Management¹ identifies and proposes assets to the Council, which reviews and confirms all investments meet the criteria in our Sustainability Bond Framework. For example, to test the eligibility of social assets the Council will consider the assets’ potential positive social outcomes for target populations. These populations can include low-income or marginalized communities and vulnerable groups as well as the general public.

¹ SLC Management was formed subsequent to publishing our Sustainability Bond Framework and is fulfilling the role attributed to Sun Life’s investment team in the Framework.



“For years, Sun Life has been a leading investor in infrastructure projects, such as renewable energy, that help to reduce emissions and enhance the long-term health of communities. With the sustainability bond, we’re broadening the opportunities for sustainable investments in Canada, while contributing positively to society and advancing technologies that enable a healthier future.”

Randy Brown,
Chief Investment Officer,
Sun Life



Trusted and Responsible Business

Our sustainability plan builds from our foundation as a trusted and responsible business. At the core of this foundation is our commitment to being a responsibly-managed business that is Client-focused, competitive, forward-thinking, financially and environmentally resilient, and sustainable for the long term.

Operating ethically, treating our Clients and employees with utmost respect, investing in communities and reducing our impact on the environment are all vital components of maintaining the longevity and resiliency of our business.

AWARDS



Voted the Most Trusted Brand of Life Insurance Company according to the 2020 Reader's Digest Trusted Brand™ Survey¹ in Canada.



Named Insurance Company of the Year at the 10th annual BENCHMARK Wealth Management Awards in Hong Kong.

¹™Trusted Brand is a registered trademark of Reader's Digest.





Client Focus

For more than 150 years, we have proudly served Clients around the globe. Our relentless focus on Clients has helped us earn their trust and increase our success. In a competitive global marketplace, people and organizations have more choice in products and providers. That’s why our focus on Clients is more critical than ever.

For us, being Client-focused means listening and understanding what Clients need from us – at every touchpoint. It’s not just about selling insurance, benefits, or investment products. It’s about delivering the best outcomes for our Clients.

Our Approach

OUR CLIENT FOCUS STRATEGY

We put Clients at the centre of everything we do. Our caring approach, optimistic outlook and relevant advice help to shape every Client interaction. We continue to modernize and humanize our business, emphasizing three themes that reflect our Client focus:

- ✓ Easy to do business with
- ✓ Proactive contact
- ✓ Problem resolution

Easy to do business with

We are committed to making it easy for Clients to do business with us. We’re making our products more accessible. We’re creating more opportunities to help Clients make informed decisions. And we’re improving the way we communicate with Clients. Plain language is our priority because we want Clients to easily understand our materials, plans and products. We want to help empower them to make the right choices by offering the clear, concise information they need.

Proactive contact

We are both increasing and personalizing our outreach so that we interact with our Clients more often. We do that in ways that make the most sense to each Client. That could be through an advisor, in person, or by phone, video-conference, email, digital apps, text or social media.

Problem resolution

We view any issues that Clients may have as opportunities to create positive experiences. Across Sun Life, we have processes to handle concerns and complaints. For example, in Canada we have a four-step problem resolution process. Our goal is to resolve Client problems in the first step. However, when this isn’t possible, Clients can contact our internal Ombudsman’s Office, an independent complaint resolution body or regulator. Our social media team also tracks online comments and complaints. This team engages the proper Client Services representatives to respond directly to Clients within one business day. We have processes in place to ensure we also learn and improve when Clients raise concerns through these channels.

¹ Net Promoter, Net Promoter System, Net Promoter Score, NPS and the NPS-related emoticons are registered trademarks of NICE Systems, Inc., Bain & Company, Inc., and Fred Reichheld.

MEASURING THE CLIENT EXPERIENCE

We measure our success in delivering a great Client experience through several metrics:



Client experience index

This index measures our service delivery performance, based on Client ratings on various service channels.



Business performance outcomes

Each business is responsible for improving the Client experience.


These two factors make up 25% of our annual incentive compensation. We also continue to track Net Promoter Score¹. This globally recognized methodology measures the likelihood that Clients will continue doing business with us.

2019 Highlights

EASY TO DO BUSINESS WITH

Continued to improve and simplify the way we communicate with Clients and write our plan member materials. We:

- Introduced job aids to help our employees improve their daily writing practices. These aids included a writing style guide, plain language guiding principles and a digital plain language tool. The tool flags complex words, long sentences and more. It also offers suggestions on how to improve readability. Over the year, 2,888 users registered with the tool and analyzed 9.1 million words in 32,000 pieces of content.
- Provided plain language training and education to 2,795 employees.



Recognized with awards in Hong Kong* and Indonesia** for our Sun Life Client app.

Launched two new benefits administration platforms to improve the experience for employers and their employees:

- The Sun Life + Maxwell Health benefits administration platform in the U.S. It delivers a seamless integration of all benefit plans. Employers on the platform selected nearly three times as many Sun Life products compared with our typical employee benefits Clients. This means their employees have access to more options, as well as the support and education they need to make the right benefits decisions. This helps them cover the financial gaps in their insurance.
- A new digital experience in collaboration with Rise People Inc. The platform brings HR, payroll and benefits administration into a single, integrated system for Canadian employers.

\$17.4 billion
gross claims and benefits paid

Continued to certain harness technology to give our Clients seamless access to Sun Life when, where and how they want. For example, we:

- Created enhanced content and tools on our Sun Life Hong Kong corporate and other regional sites to help our Clients discover, learn and assess their needs with greater ease.
- Launched a new Client app in Malaysia. This completed the rollout of mobile apps for Clients across all seven of our local markets in Asia. As a result, Clients have a more efficient self-serve option to access their policy information.

PROACTIVE CONTACT

Continued to engage Clients through online forums in Canada and the U.S. and insights communities in Hong Kong and the Philippines. These forums and communities help us gather real-time input and feedback to guide our work, and Clients highly appreciate them.

Reached out to certain Clients affected by severe weather and other events in 14 U.S. states. Our teams came together to assist Clients in need, help with claims and provide extra time for Clients to make premium payments.

Leveraged the power of advanced analytics in our Philippines office to identify a Client's next possible product need. This enabled our advisors to offer targeted and relevant advice and product solutions. Ultimately, we're deepening the conversation and fulfilling the role of advisors as partners for life for Clients.

2019 GOALS	RESULTS
Continue to bring our Client focus themes (easy to do business with, proactive contact, problem resolution) to life across all of our business lines	✓ Achieved
Continue to implement plain language initiative with a focus on training and tools that support employees	✓ Achieved
2020 GOALS	
Continue to make Sun Life easier to do business with by using new technology platforms and capabilities	
Work with regulators to implement regulation focused on fair treatment of consumers	

+2
increase in our Client experience index score

PROBLEM RESOLUTION

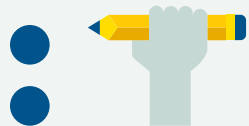
Experienced a 4% decrease in complaints investigated by our internal Ombudsman's Office in Canada. That's an improvement from 160 cases in 2018 to 153 in 2019.



Key Performance
For key performance indicators on Client focus, refer to [ESG Performance Tables](#).



*Mob-Ex Awards 2019: Silver Award for Best App – Insurance Services and Bronze Award for Best App – Financial Services **2019 Indonesia Life Insurance Innovation Award for Top 3 Most User Friendly & Satisfying Application



Talent Management

We're a global business with more than 40,000 employees. Talent and culture is one of Sun Life's five strategic areas of focus.

It's about hiring people with the right skills and investing in their development. It's about making their jobs meaningful, rewarding and engaging. We also want our employees to feel motivated in their work. When they are, we believe they'll be more productive and passionate in delivering on our Purpose.

Our Approach

We're committed to creating inclusive, sustainable and empowering workplaces where employees can be themselves and reach their potential. Our culture requires collaboration, integrity and treating Clients and colleagues with dignity and respect.

Over the past few years, we've updated our workplaces to encourage new and diverse ways of working. We recognize there is no "one-size-fits-all" approach. Our new model of open, bright and agile workspaces at many Sun Life locations reflects this thinking. We're rolling out new collaboration technologies and flexible learning approaches too.



TRAINING AND DEVELOPMENT

Developing our people is a top priority. We offer in-house training and leadership development for junior managers to senior executives. We also offer job rotation and tuition help. We have an e-learning portal that contains more than 5,000 courses, tools and resources. All employees must complete yearly training on a range of topics. For the most effective learning, we use both traditional

methods and emerging technologies. These include virtual classrooms, simulation/ gamification and social learning.



INVESTING IN THE NEXT GENERATION OF SUN LIFE EMPLOYEES

There is a pressing need to find and nurture next-gen employees and leaders. They are the future of our business and they inspire us with fresh ideas to meet Client needs.

We have a number of programs to help us ensure a strong pipeline of talent:

- practical learning opportunities for people still in school (co-op and work-study arrangements),
- Rotational Leadership Development Program: gives new grads the opportunity to explore different roles at Sun Life,
- experience leadership program: fast tracks the development of top talent Directors into roles that are more senior,
- millennial think tank: enables leader-nominated millennial employees to network, offer insight and collaborate,

- yearly talent reviews: identifies future senior leaders across Sun Life, and
- succession planning for all critical roles at Sun Life.



LISTENING TO EMPLOYEES

We encourage open, two-way dialogue with our employees and seek their input through various channels. These include a 360-degree feedback program, performance reviews, career planning sessions, our social media platforms, and surveys on specific topics including engagement.

MORE ONLINE: 

[Careers at Sun Life](#)



2019 Highlights



- Achieved an 85% score in our 2019 Global Employee Engagement Check-in Survey, which is above the global financial services norm.¹ This survey measures key factors that contribute to employee performance and their overall experience. Almost 80% of our employees participated in the survey.
- Introduced a digital platform that combines our previous five learning management systems into a one-stop resource. The online platform provides personalized learning for employees based on their needs

and choices. It also allows for social learning with colleagues who can follow each other's educational paths. Employees can rate, review and share their favorite lessons with each other. By year-end, 76% of our workforce were using the system to access learning programs and tools.

\$43 million
invested in employee training and development

- Matched 55 mentor pairs across Asia to help employees and managers better connect and focus on career development.

- Increased training opportunities for employees across Asia. For example, we:

- > Ran a five-month practical program to develop mid-level managers more quickly. The program's objectives included creating a versatile learning experience, empowering risk-taking and building confidence. It helped deliver real business outcomes and aligned with our diversity and inclusion priorities.
- > Delivered 14 manager effectiveness workshops and webinars to 336 managers to help build leadership skills. We developed these in response to feedback from our Global Engagement Survey.



Key Performance

For key performance indicators on talent management, refer to [ESG Performance Tables](#).



2019 GOALS	RESULTS
<ul style="list-style-type: none"> Continue to measure the engagement of our employees Continue to invest in employee development 	<ul style="list-style-type: none"> ✓ 85% ✓ Achieved
2020 GOALS	
<ul style="list-style-type: none"> Continue to remain above the financial services industry benchmark¹ for employee engagement Continue to invest in employee development 	

¹ Based on Willis Towers Watsons benchmark of Global High Performance Companies and Global Financial Services.



Named one of the Top-Rated Workplaces in Canada for 2019, by Indeed.



Recognized as one of the Most Innovative Workplaces at The Elevated Awards.



Named one of Universum's 2019 Top 100 Most Attractive Employers for students in Canada.



Recognized for the fifth consecutive year as one of Canada's Top Employers for Young People.



Named one of the Top Places to Work in Massachusetts by the Boston Globe.



Diversity and Inclusion

Fostering diversity and inclusion (D&I) is the right thing to do and studies show a strong business case for it.¹ Companies with inclusive cultures and diverse teams are more likely to be innovative and agile. They're also more likely to outperform their peers.

Our ambition to be one of the best insurance and asset management companies depends on active and sincere efforts to embrace diverse perspectives. We seek to understand and embrace all that makes every Sun Life employee and Client unique.

Our Approach

Across Sun Life, our practices reflect a promise to be an inclusive business. We support diversity of all kinds – gender, race, religion, age, country of origin, sexual orientation, neuro and physical ability – and encourage diverse perspectives and beliefs. These all help drive a respectful and inclusive workplace for our colleagues, better service to our Clients and engagement with our communities.

We are committed to increasing the representation of women in senior management to 40% globally and visible minorities in senior management to 25% in North America.

We track our progress over time and identify areas for improvement by benchmarking against external best practices and monitoring various indicators of D&I. We also provide data on the diversity of our workforce to leaders across Sun Life. This data includes how we are progressing on representation, and engagement survey results related to inclusive behaviours that contribute most to company culture.

AREA OF FOCUS	GOAL	KEY ACTIONS	Commitments & Memberships	
COLLEAGUES	Build the foundation for a respectful workplace through inclusive policies, practices, awareness and education	<ul style="list-style-type: none">• Developing inclusive policies and practices and monitoring outcomes• Development and mentoring programs for diverse talent• Training on unconscious bias, human rights and respect in the workplace• Grassroots employee engagement initiatives driven by our inclusion networks	<ul style="list-style-type: none">• Providing ergonomic solutions and assistive technologies• Commitments to increase representation of women globally and visible minorities in North America at executive levels• Using D&I metrics to gauge progress• Making our offices and technologies more accessible, including for people with disabilities	 
	Better reflect and understand the unique needs of our Clients across all lines of business and locations	<ul style="list-style-type: none">• Reflecting diverse cultures/interests in marketing and advertising• Training employees on serving diverse needs• Offering multilingual information materials and services• Using our internal inclusion networks to better understand and serve a diverse Client base	<ul style="list-style-type: none">• Offering inclusive products (for example, gender affirmation benefits and virtual access to mental health care)	 
COMMUNITIES	Promote more inclusive communities	<ul style="list-style-type: none">• Donating to/sponsoring diversity causes and charities• Collaborating with community groups in support of building awareness and capability (e.g., Right to Play and Canada Learning Code)	<ul style="list-style-type: none">• Embedding supplier inclusion practices and policies• Collaborating with non-profits focused on D&I	 

MORE ONLINE:



[Diversity and inclusion at Sun Life](#)



¹ Examples include the Deloitte Review, "The diversity and inclusion revolution", 2018 and Forbes, "New Research: Diversity + Inclusion = Better Decision Making at Work", 2017.

2019 Highlights

EMPLOYEES

- Increased representation of women in Vice-President (VP) roles and above to 35%.



- Increased representation of visible minorities in VP roles and above in North America to 13.5%.
- Developed a D&I hiring manager toolkit to support leaders in ensuring that their talent acquisition practices are inclusive and avoid bias.
- Supported International Women's Day across Sun Life locations worldwide. We held speed mentoring events and fireside chat sessions with leaders.
- Held over 50 employee-led internal inclusion network events, building awareness, appreciation and knowledge of the diversity of our workforce.

- Launched a new group, diverseAbility, to empower differently-abled employees.

CLIENTS AND COMMUNITIES

- Extended health coverage for Canadian group benefits plan members to include gender affirmation. Refer to case study on the right.
- Heightened efforts to address gender diversity challenges in technology and connect more women with opportunities in the field. For example, we teamed up with six insurers to launch the Women in Insurance STEM program in Canada. This program offers Information Technology internship opportunities to Canadian, female university students in science, technology, engineering and mathematics (STEM) programs.
- Supported Pride Month in all of our locations in North America. Employees participated in eight Pride marches and festivals in various cities.

Sun Life's
INCLUSION
networks

MOSAIC
network

Sun Life
PRIDE
network

HOLA Hispanic Organization for Leadership and Advancement
AAHA Asian American Heritage Association
BEA Black Excellence Alliance

BRIGHTWOMEN
DIVERSEABILITY



Named to the 2020 Bloomberg Gender-Equality Index.



Named among the "Best Places to Work for LGBTQ Equality" in the Human Rights Campaign's 2020 Corporate Equality Index, for the 12th year in a row.



Received Parity Certification by Women in Governance for our strong commitment to gender equality in the workplace. Sun Life was one of eight organizations in Canada to achieve platinum level.



CASE STUDY

TRUSTED AND RESPONSIBLE BUSINESS / Diversity and inclusion

Inclusive products: New coverage for transitioning Canadians

In 2019, Sun Life launched gender affirmation coverage to help Canadians through their transition so they can be their authentic selves.

As part of the Extended Health Care benefit, our offering provides financial support to plan members by reimbursing expenses covered by their workplace plan. Employers can offer core or enhanced coverage:

Core coverage: coverage for basic surgical procedures not covered under the individual's provincial or territorial health-care plan. For example, the reduction of the Adam's apple and/or voice surgery.

Enhanced coverage: additional coverage for surgical procedures to align feminine or masculine features to the transitioned gender. For example, facial bone reduction and/or cheek augmentation.

We continue to evolve and diversify our health plans and other products to help meet the diversity of Canadians.



"We know there can be a significant impact on an individual's mental, emotional and physical well-being when they do not feel connected to their gender. Gender affirmation procedures and hormone therapies can help a person feel empowered to align their body with their gender expression."

Marie-Chantal Côté,
Vice-President, Market Development,
Sun Life

Diversity and
inclusion

35

2019
Sustainability Report
Sun Life

Equal pay – A guiding principle

Achieving gender parity is an important part of being a truly inclusive and equitable organization. One of Sun Life’s five guiding principles for compensation is to support fairness for all employees and reward top performance. We’re committed to ensuring managers make unbiased, performance-driven pay decisions and regularly review pay by gender.

In 2019, we analyzed total average pay by gender, for roles within the same levels in Canada. We found no difference in pay at the Vice-President and Senior Vice-President levels and less than 2% difference among management and professional roles. The small differences were mainly due to differences in roles and demographic factors such as geographic location, as the cost of talent varies across Canada.

To monitor and address even small pay gaps, every year we review by gender:

- base salary increases
- individual performance incentive awards
- long-term incentive grants

We found no systemic gender bias in the proportion of women and men who received annual and long-term incentives, or in the performance-based values of those incentives.

ROLE ¹	FEMALE % RELATIVE TO MALE AVERAGE TOTAL PAY ²
Vice-President, Senior Vice-President	100%
Management – Seasoned Professional	98%
Professional, Administrative and Operational	99%

¹ Calculated for full-time, Canadian-based employees only, excluding those in front-line sales or participating in specialized incentive plans.

² Includes base salary, annual incentive awards and long-term incentive grants (where applicable).

We also introduced a new tool in 2019 for managers to use during the annual compensation cycle. The tool shows managers how their decisions compare across women and men for performance distribution, salary adjustments, annual incentive awards and long-term incentive grants. As data becomes available, we are expanding this pay analyses for other diverse groups.



Key Performance

For key performance indicators on diversity and inclusion, refer to [ESG Performance Tables](#).



2019 GOALS	RESULTS
<ul style="list-style-type: none"> • Accelerate leadership commitment, accountability and visibility both internally and externally • Reinforce inclusion behaviours through talent and development • Enhance inclusion capability at all levels globally through education 	<ul style="list-style-type: none"> ✓ Achieved – refer to commitments ✓ Achieved - developed D&I hiring manager toolkit and data-driven hiring approach ✓ Achieved - piloted learning app that delivers content to inspire inclusive behaviours
2020 GOALS	
<ul style="list-style-type: none"> • Increase representation of women in Vice-President roles and above globally • Increase representation of visible minorities in Vice-President roles and above in North America • Expand internal inclusion networks to our businesses in Asia 	



Climate Change and the Environment

We face a changing climate and an increasingly resource-constrained world. We recognize the impacts that these challenges can have on our business, Clients and communities. We know from our Client, consumer and employee research that environmental responsibility is an important part of how people form their opinions of businesses.

Slowing climate change must be a global focus and we have an important role to play.

Our Approach

Amid many environmental challenges, climate change is a growing global threat. The United Nations calls climate change the defining issue of our time. We're tackling climate change on several fronts. We are committed to reducing our greenhouse gas (GHG) emissions, building climate resilience and investing in the transition to a low-carbon economy.

To drive success, our goals are to reduce our global GHG emissions intensity 20% by 2020 and 30% by 2030 (based on tonnes of carbon dioxide equivalent per square foot, relative to a 2014 baseline). These goals apply to our corporate and investment real estate portfolios. In 2019, we met our 20% by 2020 goal one year ahead of schedule.

In our asset management businesses, the non-financial risks we consider include physical and transition risks that climate change poses. We're also working to better understand and address potential risks and costs to our business overall due to a changing climate.

Sun Life's Corporate Real Estate group together with our building owners and property managers proactively examines ways to improve the ability of our buildings to withstand the effects of climate change. We assess the potential effects of climate change-related hazards on our office locations and real estate investment properties. These hazards include tornados, flash floods, ice storms and coastline flooding. Each year, we update our business continuity plans to build in current and developing climate risks.

ENERGY EFFICIENCY AND GREEN BUILDINGS

Building operations are a significant aspect of our environmental footprint. Buildings account for about one-third of GHG emissions worldwide and consume 40% of global energy.¹ We work to responsibly manage our impact and improve the eco-efficiency of our business operations. Our environmental management framework guides our efforts in both our corporate real estate and real estate investment portfolios.

BentallGreenOak, our real estate investment management advisor, is a global leader in sustainable investing. They also manage a tenant engagement program that focuses on:

- energy efficiency and reducing GHG emissions,
- waste diversion,
- water conservation, and
- maintaining a healthy working environment.

We continue to improve the efficiency of our resource, energy and water use. We have established sustainability design standards for our offices and we use a sustainability scorecard to assess a site before entering a lease.

In North America, Sun Life owns and leases over 21 million square feet of green-certified space. All of our major corporate sites in Canada are Leadership in Energy and Environmental Design (LEED®)² or BOMA BEST³ certified. Many properties in our investment portfolio worldwide are certified as well.

¹ UNEP Finance Initiative, Bentall Kennedy (now BentallGreenOak) and REALPAC. "Global ESG Real Estate Investment Survey Results". 2019.

² LEED®—an acronym for Leadership in Energy and Environmental Design.™ It's a registered trademark of the U.S. Green Building Council®. The Canada Green Building Council is the sole license holder for the LEED® trademark in Canada.

³ BOMA BEST Sustainable Buildings certification (BEST Sustainable Buildings in the United States) recognizes excellence in energy and environmental management and performance in commercial real estate. The Building Owners and Managers Association of Canada (BOMA Canada) manages the program and delivers it in conjunction with eleven local BOMA Associations throughout Canada.

BUSINESS TRAVEL

Business travel is another main source of Sun Life's emissions. With offices in 27 markets, reducing the need for corporate travel remains a challenge. We encourage the use of virtual meetings and online collaboration tools and we promote green transportation options like carpooling, public transit, bicycling and walking. In some locations, we also facilitate the use of hybrid or electric vehicle taxi services. Sun Life also offers flexible work-from-home arrangements.

PAPER AND WASTE

We have made great progress in practising responsible paper use. Our aim is to be a paperless company in our internal operations by 2030. We promote recycling with our employees and with tenants in buildings in our investment portfolio. In addition, all of our major office sites in Canada have waste diversion programs in place. In Asia, we're taking an increasing role to encourage people to use less plastic. In addition, across Sun Life, our employees engage in environmental cleanups that make a difference in their communities.

PROCUREMENT

We expect our suppliers to follow our standards for environmental, social and governance (ESG) performance. Our [Supplier Code of Conduct](#) outlines these standards. As part of our procurement process, we evaluate potential new suppliers on their ESG performance. We issue a mandatory sustainability questionnaire that guides the evaluation.



MEASURING AND REPORTING ON OUR ENVIRONMENTAL PERFORMANCE

We track and report on key environmental indicators including our GHG emissions. This helps us manage emissions and ensure progress in line with our targets.

Stakeholders want to learn about our climate risks and actions. That's why we are committed to improving our climate-related reporting. We need to better understand the ways climate change may have an impact on our insurance and investment portfolios longer-term. We're taking steps in the right direction. For example, we have been conducting climate change stress testing. As well, a group of our senior executives is involved in planning

for reporting in line with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

We reward performance on goals related to our GHG reduction targets and other environmental achievements. For example, asset managers in some asset classes within our Real Estate Investments group have energy intensity reduction and related goals included in their performance management plan. Performance management plans are a component in determining the annual incentive plan component of compensation.

Commitments and memberships

To support our progress in achieving our environmental commitments, we engage in external programs and forums.



2019 Highlights

Achieved our 20% by 2020 global GHG emissions intensity reduction target⁴⁻⁷



IMPROVING OUR CLIMATE PERFORMANCE

- Achieved decreases in energy use and GHG emissions intensity in part due to continuing energy efficiency and conservation programs and a complementary tenant engagement program within our BentallGreenOak portfolio. The decreases are across our combined corporate real estate and real estate investment portfolios in 2019 compared to 2018.

- > Decreased GHG emissions intensity by 3.8% vs. 2018. This means we have met our 20% by 2020 GHG emission intensity reduction target one year ahead of schedule and remain on track to meet our longer-term 30% by 2030 target.⁵⁻⁷
- > Decreased absolute energy use by 2% and absolute GHG emissions by 3.2%.

- Experienced an 8.5% decrease in GHG emissions from corporate travel in 2019 compared to 2018. This is as a result of efforts aimed at reducing the need for travel. In addition, employees claimed 200,000 km of travel in low-emission (hybrid or electric) vehicles, effectively avoiding 21 tCO₂e of emissions.
- Formed a senior executive steering committee to guide our TCFD efforts. The committee oversaw a project to develop a roadmap of steps we need to take to implement TCFD-recommended disclosures. A project team developed the roadmap based on insights from:
 - > analyzing our current activity to incorporate climate change in business activity, and
 - > studying peer, investor and regulator practices and expectations.

- Reviewed our risk exposures to climate change using Dynamic Capital Adequacy Testing (DCAT). Refer to [case study](#) and [Risk Management](#).
- Moved our 1,800 Asia Service Centre employees in India to a greener building. This has led to a 30% reduction in electricity use compared to the previous building. The materials and products used to construct the office are carbon neutral and can contribute to getting the project LEED-certified in the future. These products include carpets, furniture, special filters for air purification and carbon-neutral flooring. We also installed living walls throughout the common areas. This feature introduced 30% more indoor plants than the previous facility. As well, our daily employee shuttle service only uses electric vehicles.



Key Performance

For key performance indicators on climate change and the environment, refer to [ESG Performance Tables](#).



⁴ Tonnes of carbon dioxide equivalent per square foot.

⁵ GHG emissions resulting from energy, water, and waste (where weight data exists), and normalized to remove the impact of changing weather, occupancy and exceptional loads, for Canada, United States and International Real Estate Investment properties where Sun Life has financial control, and global corporate real estate properties >40,000 ft² where Sun Life has financial control.

⁶ We calculate year-over-year reductions annually. We report cumulatively vs. the 2014 baseline.

⁷ Reported reductions account for the purchase of renewable energy credits (RECs) and carbon offsets (net, market-based reporting).



CASE STUDY

BUILDING RESILIENCE

- Conducted assessment surveys for 16 of Sun Life's corporate real estate properties across North America. The surveys included climate-related considerations – refer to case study on the right.

- Conducted a study entitled the "Impact of Environmental Interventions on Corporate Real Estate Operations" (BentallGreenOak). Academic researchers looked at 15 years of sustainability performance data across BentallGreenOak's managed North American office portfolio. The results showed compelling evidence that buildings with environmentally-focused programs use less energy and cost less to operate.



For the ninth year in a row, the U.S. Environmental Protection Agency (EPA) awarded BentallGreenOak with the ENERGY STAR® Partner of the Year–Sustained Excellence award. This award recognizes our leadership in energy management and achievements in reducing the Company's environmental footprint.

Assessing the climate resiliency of our buildings

Climate change has serious implications for buildings and cities. We're addressing the physical risks of climate change to our properties. We continue to research and evaluate ways to adapt our buildings. Our goal is to improve preparedness and better withstand extreme weather events.

In 2019, we conducted a study on property risk at 16 of our offices in North America. The study involved on-site surveys and examined a variety of potential risks to our office buildings. These included structural elements, geographic implications, security and safety, and hazardous conditions related to extreme weather events and natural disasters.

Among the findings, the 16 buildings are overall operationally adequate under typical occupancy conditions. However, we identified a number of risks, with the highest-rated being from weather-related impacts. For each site there is a list of recommended improvement upgrades and retrofits.

In 2020, we'll work on updating and/or closing these risks. We'll use the findings to improve preparedness and business continuity, as well as ensure employee safety.

Community environmental engagement in 2019



Avoided the use of 14,000 plastic bottles and aluminum cans during the Sun Life Stanley International Dragon Boat Championship 2019 in Hong Kong. As title sponsor, we worked with a local social enterprise and an environmental group to set up free water refill stations and recycling bins at the event.



Over 130 students from seven markets took part in the International STEMathon 2019 in Hong Kong. During the 30-hour challenge, participants generated innovative solutions to help protect the ocean.



Throughout 2019, we placed sustainability bicycles at all of Sun Life Malaysia's roadshows in shopping malls and at key events. More than 7,000 Malaysians pedalled to produce 2,500 kWh of green energy.



In Canada, employees joined an Earth Day trash pickup. Employees in Waterloo also participated in a month-long carpool challenge. Sun Life came 4th out of 38 companies in the region participating in the challenge.

REDUCING WASTE

- Launched a pilot program designed to improve waste diversion rates. We will further monitor the program and collect results in 2020.
- Decreased total paper use in our North American operations by 18%, year-over-year. This decrease is after achieving our 2020 target of a 30% reduction in paper use relative to a 2014 baseline in 2018.
- Reduced use of 20 litre plastic water bottles by 53% compared to 2018 in our Asia Service Centre in India. They achieved this result by installing a reverse osmosis water system.



Recognized with the TravelWise Leadership and Innovation Award by Sustainable Waterloo Region and the Region of Waterloo for our success in providing and promoting sustainable transportation options.



Awarded the Certificate of Excellence at the Hong Kong Sustainability Awards. The Certificate of Excellence recognizes our demonstrated outstanding achievements in sustainability.



CASE STUDY

Modelling climate change impacts to our General Account

Climate change risk is uncertain in time horizon, scale and scope. This makes it a critically important risk to monitor. In 2019, we enhanced the stress testing on our General Account portfolio after undertaking our first climate-related stress test in 2018. We used DCAT¹ to run climate scenarios across all asset types, over a five-year projection period. We tested:

- potential physical damage to our real estate investments under different climate outcomes, and
- possible financial impacts from the transition to a low-carbon economy.

Physical damage to our real estate investments continued to be modest. For transition-related impacts, this year we tested larger asset price reductions for carbon-intensive sectors. This led to more of an impact on income, but overall, the Company remained on solid financial footing with strong capital positions. The stress testing advanced our understanding of economic risks, as well as potential responses and mitigating actions.

We will continue building our research on potential climate change impacts on industries in which we invest. As part of our effort towards implementing TCFD recommendations, we will also work on developing climate risk metrics.

Please also refer to [Risk Management](#).

¹ In 2020 the Canadian Institute of Actuaries will replace DCAT with Financial Condition Testing (FCT). FCT, similar to DCAT, will continue to act as a key stress testing technique for the organization. FCT's testing is broader than DCAT and allows for alignment with Sun Life's Own Risk Solvency Assessment.

2019 GOALS	RESULTS
<ul style="list-style-type: none">• Continue working to lower GHG emissions intensity⁸ by 20% by 2020 and 30% by 2030 (2014 baseline)⁹⁻¹¹	✓ On track
2020 GOALS	
<ul style="list-style-type: none">• Identify ways to further increase environmental efficiency within Sun Life operations• Improve Sun Life's Sustainable Procurement Program• Update or close risks identified in our 2019 property risk assessments	

⁸ Tonnes of carbon dioxide equivalent per square foot.

⁹ Composed of GHG emissions resulting from energy, water, and waste (where weight data exists), and normalized to remove the impact of changing weather, occupancy and exceptional loads, for Canada, United States and International Real Estate Investment properties where Sun Life has financial control and global corporate real estate properties >40,000 ft² where Sun Life has financial control.

¹⁰ We calculate year-over-year reductions annually. We report cumulatively vs. the 2014 baseline.

¹¹ Reported reductions account for the purchase of renewable energy credits (RECs) and carbon offsets (net, market-based reporting).



Risk Management

As a large insurer and asset manager, Sun Life manages various external and internal risks. Identifying and mitigating these risks is critical to our competitiveness, long-term sustainability and ability to meet financial obligations to Clients.

In an ever-changing world, risks are always present and continually evolving. More recently, businesses face increasing environmental, social and governance (ESG)-related risks. These include a changing climate, rising cyberattacks and an ageing population. Many stakeholders – especially investors, governments and international organizations – want to understand our exposure to ESG issues and how we are managing them.

Our Approach

RISK MANAGEMENT FRAMEWORK

Our Risk Management Framework is a comprehensive set of protocols and programs for conducting our business activities. We manage the risks that arise when providing Clients with products and services within these protocols and programs. The Framework spans all areas and geographies of our organization and includes:



Our risk culture

Risk culture relates to how we behave and respond as an organization, ensuring we consider risk in everything we do. We have a Risk Culture Statement supported by key principles, including tone from the top, transparency, effective challenge and communication, incentives and accountability. These principles are designed to embed a strong, unified risk culture throughout Sun Life. We encourage discussions on risk decisions and urge employees to speak up about potential concerns.



Risk-related training

Everyone at Sun Life is responsible for identifying and managing risks when making business decisions. Our mandatory training program ensures employees are “risk ready” by educating them on how to spot, minimize and report risks that could affect our business. This training covers topics such as emergency preparedness, health and safety, business continuity, financial crime awareness and data protection.



A suite of risk management policies

Our Risk Appetite Policy is one example. It outlines specific constraints that define the total level of risk that Sun Life is willing to accept. Our risk appetite seeks to balance the needs, risk and reward perspectives and investment horizons of key stakeholders.



Management control and accountability

Our three lines of defence model outlines specific duties related to risks, oversight and reporting.

Sun Life's three lines of defence model

1st

Line of Defence



Business segments

Represented by the business segment management team who owns the risks that are intrinsic to the business and have the primary responsibility to identify, measure, manage, monitor and report risks.



2nd

Line of Defence



Chief Risk Officer (CRO) and various functional heads

- Provide independent oversight of company-wide risk management programs.
- CRO develops our Risk Framework, Risk Appetite Policy and risk management strategies.



3rd

Line of Defence



Internal Audit

Provides independent assurance to management, the Risk & Conduct Review Committee and our regulator on the design and effectiveness of risk management practices.



MORE ONLINE:



[2019 Annual Report \(pages 47-67\)](#)



MANAGING ESG RISKS

We face growing risks around ESG issues. One in particular is climate change.

Climate risk mitigation and management is a priority amid the increasing threat of climate-related impacts. We continue working to better understand and address the potential risks and costs of:

- the changing climate's impact on our business and on our stakeholders,

- adapting our business to a low-carbon, climate-resilient economy, and
- potential new environmental regulations such as carbon legislation.

We are pleased to be a supporter of the Task Force on Climate-related Financial Disclosures (TCFD). The TCFD recommendations provide a framework for consistent, effective financial disclosures across industries. This will help our asset management businesses assess potential impacts of climate change on investee

companies. As noted in [Climate Change and the Environment](#) we are also working towards implementing the TCFD recommendations in our own reporting.

One of the ways we assess risk and the effectiveness of our internal controls is through stress testing. This exercise analyzes Sun Life's resiliency under extreme scenarios. These scenarios consider the impact of a severe economic shock, a health pandemic, a cyber breach, extreme weather events

like flooding, and more. Conducted annually, Dynamic Capital Adequacy Testing (DCAT)¹ is one example of Sun Life's stress testing programs. On an annual basis, we update our business continuity plans to better integrate evolving risks and the findings of our stress testing programs.

We discuss how we manage other ESG-related risks throughout this report.

¹ In 2020 the Canadian Institute of Actuaries will replace DCAT with Financial Condition Testing (FCT). FCT, similar to DCAT, will continue to act as a key stress testing technique for the organization. FCT's testing is broader than DCAT and allows for alignment with Sun Life's Own Risk Solvency Assessment.

2019 Highlights

- Received a “strong” rating and positive scores for our enterprise risk management (ERM) practices from a leading credit-rating agency. They viewed Sun Life’s ERM culture as positive due to our:

- > well-staffed, independent ERM function,
- > active Board participation,
- > formal risk appetite statement, and
- > obvious ties between risk and compensation.

 **94%**
of employees completed risk-related training

- Reviewed our risk exposures to climate change using DCAT. This review considered risks to our life and health insurance businesses, as well as our proprietary investments. Overall the Company remained on solid financial footing with strong capital positions. For more detail on climate change impacts to Sun Life’s investment portfolio, refer to [Climate Change and the Environment](#).

- Established a working group to develop a roadmap for implementing and reporting against the recommendations of the TCFD.

- Ran a risk awareness campaign during Fraud Prevention Month. It highlighted the growing problem of benefits fraud and how to recognize and prevent it.



CASE STUDY

Fighting benefits fraud: A growing risk

Fraud risk management is an ongoing focus. We’re seeing the sophistication and scope of benefits fraud schemes escalate. We want to reduce the risk of fraud and ensure group benefits plans remain sustainable.

Sun Life plays a leading role in educating public and private stakeholders on the significant risk that fraud represents to the costs and sustainability of benefit plans. Benefits fraud driven by collusion schemes could be costing businesses hundreds of millions of dollars annually from the payment of false claims.

Sun Life continues to invest in employees, data science and investigative techniques to identify and stop fraudulent schemes. Sun Life also actively seeks out opportunities to raise awareness of the issue and to improve collaboration to reduce the risk.

Examples of ongoing efforts include:

- Developing educational material and campaigns to raise awareness of the risks and consequences with members and sponsors of benefit plans.

- Publishing articles through social media and industry trade magazines on our experience in identifying and preventing fraud.

- Presenting to numerous local, provincial and national policing organizations to increase understanding of the scope of the issue. This also helps identify opportunities for improved collaboration.

- Educating provincial regulators on fraud risk issues and discussing ideas to improve the current governance framework.

2019 GOALS

- Continue to perform climate-related stress testing on our General Account portfolio to gain a deeper understanding of related risks
- Profile sustainability risks within our long-term strategic plan
- Continue to raise sustainability-related risks with executive management committees and forums

RESULTS

- ✓ Completed
- ✓ Completed
- ✓ Our Executive Risk Committee received an update on climate change risk in early 2019

Presented to the Risk & Conduct Review Committee of the Board of Directors quarterly, the Chief Risk Officer’s view of the emerging and top risks included reference to climate change

2020 GOALS

- Continue to work towards implementing the recommendations of the Task Force on Climate-related Financial Disclosures
- Continue to profile sustainability risks within our long-term strategic plan
- Continue to raise sustainability-related risks with executive management committees and forums



Data Security and Privacy

Across Sun Life, we increasingly use data to be more personal, predictive and proactive to help Clients reach their goals. Our Clients trust us with their information, and it's critical we take a leadership role when it comes to managing Client data safely and responsibly.

There's not a day that goes by without a news headline about how personal data is being used, and in some cases, misused. All businesses must be vigilant and guard against all types of cyber threats.

Our Approach

DATA SECURITY

Cybersecurity is a top priority for Sun Life and protecting our Clients' data is critical to how we conduct business. We continue to evolve our cyber defences to ensure they are effective against the changing threat landscape.

We've developed a global security awareness program at Sun Life to educate all employees on their security responsibilities and to help protect our Clients. The program includes required security training and regular global and targeted communications. We also offer resources to help employees deliver on their security responsibilities. All awareness activities work together to strengthen security literacy and our resilience to data threats.

We follow the three lines of defence model for risk governance including the management of security risks (refer to [Risk Management](#)). We incorporate a "defense-in-depth" strategy and use multiple control layers to protect all data. These include denial-of-service mitigation, web application firewalls, intrusion monitoring, endpoint detection and response technology, anti-malware software and encryption. We also follow leading standards such as the Cybersecurity Framework of

the National Institute of Standards and Technology (NIST). This framework outlines best practices to help organizations better understand, manage and lower their cybersecurity risks.

We subscribe to several cyber intelligence services to track, assess and defend against the latest cyber threats. Sun Life also participates in industry committees to share intelligence and best practices for guarding against cyberattacks. Committees include:

- the Cyber Security Specialists Group organized by the Canadian Bankers Association,
- Canadian Life and Health Insurance Association's Monthly Information Security Sharing Group, and
- the Canadian Cyber Threat Exchange.

On a quarterly basis, we report on cyber risk and cybersecurity to the Risk & Conduct Review Committee of the Board of Directors (the Board).

PRIVACY

Our Global Privacy Program is part of Sun Life's enterprise-wide risk management framework and includes various standards and processes. Clients entrust us with their information, and our Global Privacy Commitment explains how we protect the personal information in our care.

We use privacy by design in our product development. For new or changed initiatives, we conduct Privacy Impact Assessments (PIAs), which help us identify and manage risks. We also include privacy and security clauses in contracts with third parties that handle Client data. All employees receive privacy training and guidance through our privacy policies. This helps them fulfill our corporate privacy commitments and understand relevant regulations.

On a quarterly basis, we report significant privacy matters to the Board.

2019 Highlights

ENHANCING OUR GLOBAL PRIVACY GOVERNANCE

- Developed and internally launched new Client Data Privacy Principles, reviewed by our Board.
- Updated and streamlined our Company-wide PIA process and tools. Employees use PIA's to evaluate and appropriately manage privacy impacts before implementing new projects.
- Participated in several conferences and community events to educate industry peers and the public about evolving privacy and security issues.
- Played a leading role in the Business Council of Canada's "Data Driven" initiative. This initiative aims to deliver policy recommendations to the federal government to help modernize Canada's data policies to benefit individuals and businesses.
- Experienced one substantiated privacy complaint from a regulatory body in 2019. The regulator found the complaint to be well-founded and resolved.

BUILDING OUR CYBER DEFENSES

- Completed more than a dozen projects to improve our cybersecurity capabilities. Several projects focused on improving our security incident response procedures to better align with the Office of the Superintendent for Financial Institutions' Incident Response Guidance.

- Conducted more than 430,000 phishing simulation tests over the year, reaching every Sun Life employee and contractor globally and Career Sales Force advisor in Canada. We used real-world scenarios, customized for different business areas, and have seen improvements in test results over time.

- Provided targeted and custom awareness sessions, presentations and resources to employee groups.

INVESTING IN CYBERSECURITY TALENT

- Helped develop the curriculum for a new Cybersecurity and Threat Management graduate certificate program at Seneca College. The program will grow the talent pool of cybersecurity professionals needed to address evolving cyber challenges.




Sun Life's Chief Digital Technology Officer, Alice Thomas, was named "Advocate of the Year" at the 2019 Women in IT Awards in Toronto. The award recognized her efforts to increase women participating in technology-focused careers.

MORE ONLINE: 

[Our Global Privacy Commitment](#)
[How we protect Client information](#)

Our Client Data Privacy Principles

These principles serve as internal guardrails for how we use Client data to deliver on our Purpose: helping our Clients achieve lifetime financial security and live healthier lives. We know it is a privilege to have Client data, and we have a big responsibility when we use it. Going forward, Sun Life will take steps to more formally incorporate these principles into our governance policies and business practices. We will share the following key principles with our Clients:

-  **We use Client data to deliver on our Purpose**
-  **We do not sell Client data**
-  **We inform Clients about why we collect and use their data**



Key Performance

For key performance indicators on data security and privacy, refer to [ESG Performance Tables](#).



2019 GOALS	RESULTS
• Finalize and roll out new global privacy impact assessment process and tools	✓ Completed
• Enhance enterprise-wide practices to embed ethical considerations in the development of innovative new digital capabilities	✓ Included in revised PIA process
• Continue to focus on centralization and automation of security functions	✓ Implemented initiatives such as automated threat detection and a vulnerability and risk intelligence platform
• Conduct cyber resiliency preparation and simulation	✓ Completed
2020 GOALS	
• Use cybersecurity analytics to improve monitoring, investigation, reporting and response capabilities	
• Continue to improve practices throughout Sun Life to embed ethical considerations in the development of innovative new digital capabilities	
• Begin global roll out of Sun Life's new Client Data Privacy Principles introduced in 2019	
• Work with the federal and provincial governments in Canada on public policy related to data privacy, portability and innovation	



Governance and Ethics

Good governance and behaviour are essential for any sustainable business. This is especially important for financial services companies like ours, which depend on public trust. It's about acting responsibly, doing the right thing and instilling confidence in the way we manage our business.

At the same time, Sun Life is a publicly listed company in a highly regulated sector. We therefore must meet extensive legal requirements and industry standards. This is important to ensure we're advancing the interests of shareholders and stakeholders in a responsible way.

Our Approach

Integrity is a touchstone for how we define ourselves. We've built our success on a foundation of rigorous governance practices. We're transparent in our business dealings and we maintain an ethical culture.

CORPORATE GOVERNANCE

We're committed to best-in-class practices in corporate governance. We balance the interests of Company management, the Board of Directors (the Board), shareholders, Clients and other stakeholders. Our approach starts at the top with our Board. Ten of our 11 Board members, including the Chairman of the Board, are independent. This helps to ensure that we address the long-term interests of our stakeholders. The Board strives for continuous improvement and regularly reviews its governance practices. This practice is to ensure Sun Life stays on top of changing regulatory and market expectations.

Our Board Diversity Policy considers multiple aspects of diversity, including gender, age, ethnicity, sexual orientation, disability and geography. The Policy includes a target of

having at least 30% women directors, and we will aim to increase this percentage when recruiting candidates. To learn more about our diversity efforts, refer to [Diversity and Inclusion](#).

The Board also oversees our sustainability agenda. Refer to [Sustainability Governance](#) for details of our oversight and management of sustainability.

ETHICS AND COMPLIANCE

Acting ethically is an integral part of the Sun Life culture. We set strict guidelines and rules about how we do business. We expect everyone representing Sun Life¹ to behave responsibly. And we expect them to take accountability for their actions and comply with applicable laws wherever we operate.

Our [Code of Business Conduct](#) (the Code) sets out clear standards for proper behaviour. The Code helps and empowers our employees to do the right thing. We have a robust framework of controls, policies and programs to support the Code and to help prevent and detect all forms of corruption. This helps us protect our business and our Clients, as well as

meet legal and regulatory requirements. Each year, we review our Code and make any necessary updates. This helps us stay relevant with emerging topics and reflect evolving industry standards. All employees and Board members must complete an annual declaration of compliance. The annual declaration includes a demonstration of their knowledge of the Code.

We're committed to complying with the letter and the spirit of anti-corruption and anti-bribery laws in the countries where we operate. It's our policy to never engage in any form of bribery or corruption and to report potential violations immediately.

Our Code promotes speaking up and outlines our commitment against retaliation. Our Code also requires employees and Board members to report all known and suspected breaches. Our Employee Ethics Hotline empowers our employees to play an active role in protecting the organization. They can seek guidance and report misconduct anonymously. Our global compliance team monitors and investigates reports to the Employee Ethics Hotline.

¹ All employees, all Directors of Sun Life and their subsidiaries and controlled joint venture companies, and third parties acting on our behalf or representing us.

RESPONSIBLE SALES AND MARKETING

The fair treatment of Clients is an integral part of our ethical culture. We, and our third-party representatives, are committed to keeping Clients top of mind. That's true for all aspects of our business operations and activities, including designing, marketing, selling and delivering our products and services. Our compensation, commission and incentive structures help encourage good sales practices. Our advertising and sales materials, including prospectuses and point of sale materials, are accurate, clear and offer full disclosure. We all have a responsibility to consider our Clients' interests at all stages of the product life cycle and we're committed to offering products and services that provide fair value.

ADVOCACY AND PUBLIC POLICY

We engage with governments and regulators in public policy discussions to share our views and the perspectives of our Clients, employees and communities on issues relevant to our business. We do this both directly and through our participation in industry associations, such as the Canadian Life and Health Insurance Association, the American Council of Life Insurers and the Hong Kong Federation of Insurers. You will find 2019 highlights of our public policy activities throughout this report.

Wherever we operate, we comply with local lobbying laws and regulations and are committed to being transparent about our public policy positions and activities. Our Compliance Risk Management Framework and Prevention of Bribery and Corruption Operating Guidelines, supported by our Code, set out clear rules and restrictions for engaging with politicians and government officials.

MORE ONLINE: 

[Charter of the Board of Directors](#)

[Director Independence Policy](#)

[Management Information Circular](#)



2019 Highlights

- Continued to meet our target of at least 30% women directors, with four women among the Board's eleven directors (36%). Also, three out of our four Board committee chairs (75%) are women.

 **36%**
women on Board of Directors

- Held 23 education sessions in conjunction with Board and Committee meetings. These sessions give directors a deeper understanding of our business and operating environment. Refer to the 2020 Management Information Circular for a full list of education sessions completed in 2019.
- Amended the Board Diversity Policy to broaden the list of diversity factors considered when recruiting Board candidates.
- Continued to streamline and enhance our annual Code training and declaration to strengthen Sun Life's culture of ethics and compliance.
- Raised employee awareness on the importance of speaking up by promoting our Whistleblower Program.



For the 11th consecutive year, Sun Life ranked in the top 10 in The Globe and Mail Report on Business' Board Games review of corporate governance practices of Canada's largest companies.



Key Performance

For key performance indicators on governance and ethics, refer to [ESG Performance Tables](#).



2020 GOALS

- Continue to target at least 30% women on our Board of Directors
- Review and update our Code of Business Conduct

About this Report

Every year, we publish our Sustainability Report to provide an update on the progress we've made on our sustainability commitments and programs around the world.



GLOBAL REPORTING INITIATIVE

The content of this report focuses on the most relevant environmental, social and governance issues to our business and our stakeholders. We determined these issues through a materiality assessment and strategy development process conducted in 2019. We have prepared this report in accordance with the Global Reporting Initiative (GRI) Standards: Core option. Refer to our [GRI Index](#) for related disclosures.



OUR PROCESS

We strive to provide an accurate and balanced account of our sustainability performance. To achieve this, several groups review the content of this report:

- internal subject-matter experts,
- senior management,
- members of our International Sustainability Council,
- our internal Disclosure Committee, and
- the Governance, Nomination & Investment

¹ Applies to data for years 2017 and 2018. 2019 data is scheduled for verification in May, 2020.

² Additional details on BentallGreenOak's assurance activity is available at <https://www.bentallgreenoak.com/>.



REPORT SCOPE

This Sustainability Report is for Sun Life Financial Inc., and where applicable, its subsidiaries, joint ventures and associates. It covers the fiscal year January 1 to December 31, 2019. Unless otherwise noted, we presented all information in this report as at and for the year ended December 31, 2019. All dollar amounts are in Canadian currency, unless otherwise stated. References to "we", "our", "us", "the Company", and "Sun Life" mean Sun Life Financial Inc. and, where applicable, its subsidiaries, joint ventures and associates.

Committee of our Board of Directors, which also approves the report for publication.

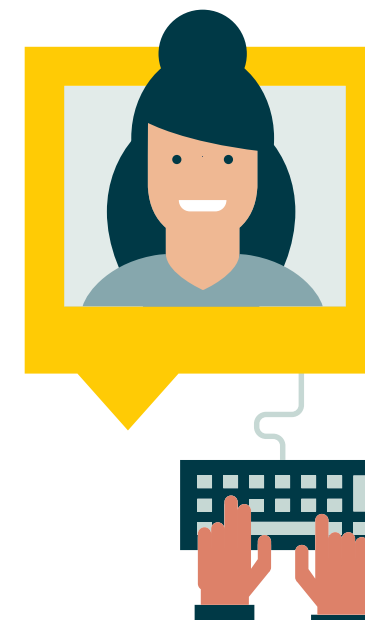
We did not seek an external, independent review of our whole report. However, our real estate asset management company, BentallGreenOak, engages in third-party verification of selected environmental indicators.¹ This includes a substantial portion of Sun Life's real estate investments energy and emissions.²



Feedback

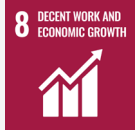




We'd like your feedback on our report.


Send your comments to
sustainability@sunlife.com





Supporting the Sustainable Development Goals

Through our global sustainability initiatives and priorities, Sun Life is contributing to the United Nations Sustainable Development Goals (SDGs). We focus on three in particular. The chart below offers examples of how our activities align with the specific SDG targets where we believe we can make the largest contribution.

SDG	RELEVANT SDG TARGETS	SUN LIFE'S CONTRIBUTION		
	8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.	 Financial security <ul style="list-style-type: none">Supporting job creation and the growth of small- and medium-sized enterprises through our supply chain and procurement.Providing and expanding access to insurance coverage and wealth solutions for all people.	 Talent management <ul style="list-style-type: none">Investing in building technology skills among current and future workers.Offering progressive employment practices and a wide range of career opportunities for all people. That includes women, young people and persons with disabilities.	
	8.4 Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programmes on sustainable consumption and production, with developed countries taking the lead.	 Climate change and the environment <ul style="list-style-type: none">Reducing greenhouse gas emissions intensity 20% by 2020 and 30% by 2030. These targets are based on tonnes of carbon dioxide equivalent per square foot, relative to a 2014 baseline.Reducing paper use by 30% by 2020. This target is based on North American operations, relative to a 2014 baseline.Diverting waste in our major office sites.	 Diversity and inclusion <ul style="list-style-type: none">Mentoring, training and resource groups for diverse employees supported by a dedicated diversity and inclusion strategy.	
	8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.			
	8.10 Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all.			
		Click on each topic above for 2019 examples.		

SDG	RELEVANT SDG TARGETS	SUN LIFE'S CONTRIBUTION
	7.1 By 2030, ensure universal access to affordable, reliable and modern energy services.	 <p>Sustainable investing</p> <ul style="list-style-type: none"> Issuing a sustainability bond. Eligible assets include investments in renewable energy, energy efficiency, green buildings and clean transportation projects. Investing in sustainable real estate and infrastructure, and green and sustainability bonds, with \$20 billion invested as of December 31, 2019.  <p>Climate change and the environment</p> <ul style="list-style-type: none"> Continuing actions to improve energy conservation and eco-efficiency in our office locations. Transitioning our office spaces to reflect our eco-friendly and energy efficient standard. Close to 50% of our office spaces in North America follow this standard and we are targeting 75% within five years. <p>Click on each topic above for 2019 examples.</p>
	7.2 By 2030, increase substantially the share of renewable energy in the global energy mix.	
	7.3 By 2030, double the global rate of improvement in energy efficiency.	

SDG	RELEVANT SDG TARGETS	SUN LIFE'S CONTRIBUTION
	3.4 By 2030, reduce by one-third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being.	 <p>Healthier lives</p> <ul style="list-style-type: none"> Supporting broader awareness-building of mental health issues in society. Supporting diabetes research, care and prevention with \$31 million committed since 2012. Offering products and services that provide coverage of essential health services and risk protection. Focusing on mental wellness as one of Sun Life's three areas of employee well-being.  <p>Climate change and the environment</p> <ul style="list-style-type: none"> Tackling climate change and setting targets for reducing GHG emissions intensity. <p>Click on each topic above for 2019 examples.</p>
	3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.	
	3.d Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks.	

ESG Performance Tables

FINANCIAL SECURITY	2019	2018	2017
Number of microinsurance policies issued	48,463	38,284	N/A
Number of positive decisions taken by Clients towards financial security as a result of a nudge from our digital coach Ella	95,000	94,000	N/A

CLIENT HEALTH	2019	2018	2017
Number of positive decisions taken by Clients towards health and wellness as a result of a nudge from our digital coach Ella	66,800¹	2,000	N/A

¹ Reflects the fact that Ella is proposing new health/wellness opportunities to Clients.

EMPLOYEE WELLNESS	2019	2018	2017
Total spent on compensation and benefits globally (\$ millions)	\$4,046	\$3,667	\$3,631
Percentage of qualified employees in North America voluntarily contributing to Sun Life's defined contribution plan			
Canada	83%	83%	83%
U.S.	85%	81%	81%
Percentage of qualified employees in North America participating in Sun Life's share purchase plan			
Canada	62%	63%	62%
U.S.	16%	N/A	N/A
Absentee rate ¹ (% of total days scheduled)	4.6%	4.3%	—
Data coverage (% of employees)	74%	75%	—

¹ Total days not worked due to unplanned absence (e.g., sick days, short and long-term disability, personal emergency days) as a percentage of total planned days of work (standard work days minus scheduled or approved time off for holidays, vacation, sabbatical, study time, maternity or paternity leave, etc.).

COMMUNITY WELLNESS	2019	2018	2017
Total corporate giving (\$ millions)	\$15.6	\$16	\$15
Sun Life	\$10.6	\$11.0	\$11.4
BentallGreenOak	\$0.5	\$0.5	\$0.5
MFS	\$4.4	\$4.5	\$3.1
Total giving to diabetes (\$ millions)	\$4.4	\$4.5	\$4.6
Employee volunteer hours	18,000	20,000	31,700
Number of employees and community members that took part in walks, runs and bike rides in support of community causes	22,300	15,900 ¹	3,800

¹ Number restated to include participants in Sun Life Resolution Run events.

SUSTAINABLE INVESTING	2019	2018	2017
Total value of green and sustainability bond investments (North America and Asia) (\$ millions)	\$773	\$480	\$111
Total value of green-certified ¹ real estate investments (North America) (\$ millions)	\$5,335	\$5,354	\$5,000
Square feet of green-certified space (real estate investments in North America) (millions)	21.7	22.2	22.8

¹ Includes all certification levels for LEED, BOMA BEST and IREM.

CLIENT FOCUS	2019	2018	2017
Change in Client experience index score from previous year	+2	+2	+4
Change in Net Promoter Score from previous year	+2	+5	+6
Dollars paid in claims and benefits (\$ millions)	\$17,421	\$15,986	\$15,353
Problem resolution in Canada:			
Cases investigated by Sun Life's Ombudsman's Office	153	160	173
Cases investigated by an independent complaint resolution body or regulator ¹	45	25	20
Cases investigated ¹ that resulted in a recommendation different from Sun Life's position	2	0	2

¹ Represents cases investigated by OmbudService for Life and Health Insurance, Ombudsman for Banking Services and Investments, or Autorité des marchés financiers.

TALENT MANAGEMENT	2019	2018	2017
Employee engagement score	85%	85%	N/A ¹
Voluntary turnover rate	9.8%	10.5%	9.6%
Average employee tenure (years)	8.4	8.1	8.5
Total invested in training and development (\$ millions)	\$43	\$39	\$41
Percentage of director level and above roles filled from within Sun Life	62%	70%	67%

¹ We didn't conduct our Global Engagement Survey in 2017.

DIVERSITY AND INCLUSION	COMMITMENT	2019	2018	2017
Percentage of women in Vice-President roles and above (global)	40%	35%	34%	33%
Percentage of visible minorities in Vice-President roles and above (North America)	25%	13.5%	12%	11.7%

DATA SECURITY AND PRIVACY	2019	2018	2017
Number of substantiated privacy complaints from a regulatory body	1	0	1
Number of phishing simulation tests delivered	432,027	417,186	288,453

GOVERNANCE AND ETHICS	2019	2018	2017
Number of Board members	11	12	11
Number of independent members on the Board	10	11	10
Percentage of women on the Board	36%	33%	36%

ENVIRONMENT AND CLIMATE CHANGE

GLOBAL GHG EMISSIONS ASSOCIATED WITH REAL ESTATE (tCO ₂ e)	2019	2018	2017
Corporate Real Estate (Sun Life occupied space)¹			
Scope 1 (Sun Life paid ⁵ natural gas, oil)	2,448	2,664	2,459
Scope 2 (Sun Life paid ⁵ electricity, steam, chilled water)	11,376	11,561	11,507
Scope 3 (water, landlord paid utilities)	7,981	8,508	8,343
Total location-based ²	22,246	23,303	22,737
Total market-based ³	21,804	22,732	22,309
Market-based emissions intensity ³ (kgCO ₂ e/ft ²)	5.3	5.6	5.5
Real Estate Investments (Sun Life owned properties)			
Scope 1 (Sun Life paid natural gas)	21,446	21,071	20,755
Scope 2 (Sun Life paid electricity, steam, chilled water)	38,175	40,019	39,604
Scope 3 (water, waste ⁴ , tenant paid ⁶ electricity)	9,383	9,895	9,063
Total location-based ²	70,941	72,997	71,590
Total market-based ³	69,004	70,984	69,422
Market-based emissions intensity (kgCO ₂ e/ft ²)	2.5	2.6	2.6
Total			
Carbon offsets	-1,371	-1,308	-1,689
Total net⁷ emissions (market-based)	89,437	92,409	90,042
Overall market-based emissions intensity³ (kgCO₂e/ft²)	2.9	2.9	2.8

¹ Some corporate real estate offices are located in Real Estate Investment properties. Energy/water/emissions are counted under only one of the Real Estate Investment or Corporate Real Estate portfolios in these cases to avoid double-counting.

² Location-based electricity emissions reflect the grid-average emission intensity (gCO₂e/kWh) for the region in which a property is located.

³ Market-based electricity emissions reflect contractual instruments implemented with respect to electricity purchases, i.e. renewable energy credits (RECs).

⁴ Emissions resulting from waste are reported for Real Estate Investment properties, where available. Emissions from waste used to produce energy at Waste to Energy facilities are not considered to be in scope.

⁵ Utilities billed directly to Sun Life by the utility vendor, or submetered by the landlord and recovered from Sun Life based on actual consumption.

⁶ Submetered utility use for which costs are recovered from tenants based on actual consumption.

⁷ Net emissions account for carbon offsets purchased to offset property emissions.

GLOBAL ENERGY USE ASSOCIATED WITH REAL ESTATE	2019	2018	2017
Corporate Real Estate (Sun Life occupied space)¹			
Heating fuels			
Natural gas (eMWh)	26,960	28,216	27,005
Distillate oil (eMWh)	131	160	97
Steam (eMWh)	3,578	3,564	2,975
Total heating fuel use (eMWh)	30,669	31,941	30,077
Chilled water use (eMWh)	499	580	601
Electricity			
Standard grid electricity (eMWh)	58,608	61,314	62,033
Renewable electricity purchases (eMWh)	4,265	4,133	2,854
Total electricity use (eMWh)	62,873	65,447	64,887
Total energy use (eMWh)	94,040	97,967	95,565
Energy use intensity (ekWh/ft ²)	22.1	23.3	22.7
Real Estate Investments (Sun Life owned properties)			
Heating fuels			
Natural gas (eMWh)	115,864	113,826	112,110
Distillate oil (eMWh)	0	0	0
Steam (eMWh)	1,183	1,154	1,074
Total heating fuel use (eMWh)	117,048	114,980	113,184
Chilled water use (eMWh)	374	347	286
Electricity			
Standard grid electricity (eMWh)	156,361	161,003	162,402
Renewable electricity purchases (eMWh)	22,532	22,676	22,211
Total electricity use (eMWh)	178,893	183,679	184,612
Total energy use (eMWh)	296,315	299,006	298,083
Energy use intensity (ekWh/ft ²)	10.8	10.9	11.0
Total energy use (eMWh)	390,355	396,973	393,647
Overall energy use intensity (kWh/ft²)	12.3	12.5	12.6

Refer to additional notes on page 55.

GHG EMISSIONS ASSOCIATED WITH CORPORATE TRAVEL (tCO ₂ e)	2019	2018	2017
Car	2,588	2,908	2,993
Air	7,693	8,304	7,515
Rail	37	40	28
Total	10,318	11,252	10,536

Travel emissions data accounts for materially all corporate travel by air, rail, car rental for business purposes and employee-claimed mileage (employee-owned car travel) for Sun Life's North American operations, and by employees based in the following office locations: India, the Philippines, the United Kingdom, Hong Kong, Ireland and Vietnam.

Refer to additional notes on the right.

PAPER CONSUMPTION (TONNES) IN NORTH AMERICA ¹	2019	2018	2017
Office paper (internal) ²	166	202	248
Business forms (external) ³	540	664	796
Total	706	866	1,044

¹Approximate total volumes from operations in Canada and the U.S., excluding subsidiaries.

²Copy paper printed from networked printing devices.

³Marketing, direct-mail and statements.

GLOBAL WATER USE ASSOCIATED WITH REAL ESTATE	2019	2018	2017
Corporate Real Estate (Sun Life occupied space)¹			
Water use (m ³)	290,260	314,133	299,714
Water use intensity (L/ft ²)	68.1	74.7	71.3
Real Estate Investments (Sun Life owned properties)			
Water use (m ³)	1,559,517	1,636,030	1,658,822
Water use intensity (L/ft ²)	56.7	59.6	61.4
Total water use (m³)	1,849,777	1,950,163	1,958,536
Overall water use intensity (L/ft²)	58.2	61.6	62.7

Refer to additional notes on the right.

¹Some corporate real estate offices are located in Real Estate Investment properties. To avoid double-counting, energy/water/emissions are counted under the Real Estate Investment portfolio in these cases.

The following notes apply to GHG emissions, energy and water consumption associated with real estate, and GHG emissions associated with corporate travel, as reported on pages 54 and 55.

- GreenOak corporate offices are excluded from the 2019 reporting cycle.
- Energy, water and GHG values are calculated based on the GHG Protocol Scope 2 Guidance of the World Resources Institute.
- Sun Life has chosen the financial control approach for determining the scope of its GHG and energy use reporting. Properties partially owned by Sun Life are accounted for based on Sun Life's equity share in the properties.
- All GHG values are listed in tonnes of carbon dioxide equivalents (tCO₂e); all energy use values are in equivalent kilowatt hours (ekWh); both are reported for the calendar year (January 1 to December 31).
- Emission factors are taken from publicly available sources, including National Inventory Report 1990-2017: Greenhouse Gas Sources and Sinks in Canada (Environment and Climate Change Canada); Emissions & Generation Resource Integrated Database (eGRID)

(United States Environmental Protection Agency, eGRID2016); CO₂ Emissions from Fuel Combustion (International Energy Agency, 2019); UK Government GHG Conversion Factors for Company Reporting (GOV. UK Department for Business, Energy & Industrial Strategy).

- Global warming potentials are taken from the Climate Change 2007: Synthesis Report. Contribution of Working Groups I, II and III to the Fourth Assessment Report of the Intergovernmental Panel on Climate Change.
- Historical results have been restated to reflect property acquisitions and dispositions, updated emission factors, the addition of reporting by more Sun Life offices (for travel and energy use), and updates to historical data, in keeping with the principles of the GHG Protocol.

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