Sustainability Report

2025 PERFORMANCE

We are building impact-focused solutions that help to close health gaps, promote lasting financial security, and deliver innovation where it matters most, so our Clients, employees, communities and business can thrive in a changing world.

Cautionary statement regarding forward-looking statements and other matters

Forward-looking statements

Certain statements made in this report are forward-looking statements within the meaning of certain securities laws, including the "safe harbour" provisions of the United States Private Securities Litigation Reform Act of 1995 and applicable Canadian securities legislation. Forward-looking statements contained in this report include statements relating to our sustainability and environmental (including climate), social (including inclusion) and governance (ESG)-related strategies, plans, activities, risks, opportunities, goals (including our interim and long-term net zero greenhouse gas (GHG) emissions reduction goals and sustainable investment goals), metrics and targets, commitments and priorities that are predictive in nature or that depend upon or refer to future events or conditions (collectively, our "Sustainability Objectives"); and 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 in this report represent our current expectations, estimates and projections regarding future events and are not historical facts, and remain subject to change. 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. In particular, because of the limitations and uncertainties inherent in climate science, risk analysis and sustainability and climate reporting, we have relied upon various market practices, taxonomies, methodologies, criteria and standards, and made reasonable approximations and assumptions, in establishing our Sustainability Objectives. However, there are many factors that we may not foresee or be able to accurately predict which may impact our ability to maintain or achieve our Sustainability Objectives or otherwise achieve the results anticipated by such forward-looking statements. The factors and assumptions which may impact the forward-looking statements in this report include the following: the absence of a standardized taxonomy regarding sustainability-related terms (including in meaning and scope), the availability of comprehensive, comparable and high-quality GHG emissions data, the need for active and continued participation of stakeholders (including enterprises, financial institutions and governmental and non-governmental organizations), the establishment and fulfilment of climate adaptation and mitigation activities and goals (including net zero and interim goals) by governments and companies, the assumptions underlying third-party decarbonization scenarios, the development and deployment of new technologies and industry-specific solutions (including in hard-to-abate sectors), evolving social views and stakeholder expectations on sustainability-related topics, international cooperation and standard-setting, changes in government, political or regulatory approach or treatment in relation to sustainability disclosures, reporting and other requirements, and our ability to gather and verify data and successfully implement various initiatives (including decarbonization initiatives) under expected time frames, among other unforeseen events or conditions.

The terms "sustainability", "net zero", "sustainable investing", "ESG", "climate-related", "decarbonization", "transition" and similar terms, taxonomies, methodologies, criteria and standards are evolving in terms of both meaning and scope. As a result, our use of such terms may vary over time to reflect such evolution. Any references to such terms in this report are intended as references to internally defined criteria and not to any jurisdiction-specific regulatory definition or voluntary standard that may exist.

Our Sustainability Objectives described in this report rely on currently available science, and on assumptions and estimations based on internal and third-party data. Although we believe these sources are reliable, we have not independently verified or assessed all the assumptions or estimations or the underlying data, and we cannot guarantee the accuracy of such third-party assumptions, estimations or data. Moreover, the quality, consistency and reliability of data used in connection with our Sustainability Objectives may vary across the sectors that we focus on, and in some cases may not exist. We caution that there are inherent limitations and uncertainties with available data and methodologies that may impact our underlying assumptions and estimations. Our ability to maintain or progress towards our Sustainability Objectives may be impacted if their underlying assumptions or estimations prove to be incorrect or if regulatory, economic, technological and other external factors necessary to enable their achievement fail to evolve. These factors and related uncertainties could have a material effect on our Sustainability Objectives and our ability to meet them.

We anticipate that our Sustainability Objectives and the methodologies and scenarios we use in connection with those objectives (including to measure our operational and financed GHG emissions) may need to be revised to reflect improvements in data quality and methodologies, the evolution of best practices, regulations, standards and science and changes in our business practices or strategies. In addition, our reporting on progress towards achieving our Sustainability Objectives relies on market practices and various external frameworks, methodologies, taxonomies, criteria and other standards, which may change over time (or in some cases may not yet exist), resulting in changes to, or restatements of, our reporting processes and results.

Within the Sun Life general account, we consider financial and other material risks, including climate-related risks, with the goal of improving our risk-adjusted returns. We instruct our asset managers to integrate sustainability factors into our investment process where relevant and material, and as practical and feasible within varied asset classes and investment strategies. Our investment policies, guidelines and strategies are subject to change and addressing climate-related risks is one of many factors that may be taken into consideration in making and managing an investment. Sun Life's goal to achieve net zero GHG emissions by 2050 for our investments does not include investments of our third-party clients, which are managed by our asset management businesses.

We may need to or elect to purchase carbon and clean energy instruments, including carbon offset and removal credits and renewable energy certificates, to meet sustainability-related goals. The market for these instruments is still developing and their availability may be limited. Some of these instruments are also subject to the risk of invalidation or reversal, and there can be no assurance of the treatment of any such instruments in the future. There may also be changes to applicable regulations and standards that impact the market for carbon and clean energy instruments. The maturity, liquidity and economics of this market may make it more difficult for us to achieve our Sustainability Objectives.

Other factors that may cause actual results to differ materially from those expressed in or implied by the forward-looking statements in this report include the matters set out in the Annual Information Form of Sun Life Financial Inc. for the year ended December 31, 2025 under the heading "Risk Factors" and other factors detailed in Sun Life Financial Inc.'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.sedarplus.ca and www.sec.gov, respectively.

The forward-looking statements in this report are presented for the purpose of assisting our stakeholders in understanding the ways we intend to address our Sustainability Objectives and may not be appropriate for other purposes. Sun Life 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.

Additional disclaimers

This report is not required to be prepared or filed by Sun Life under Canadian or U.S. securities laws and is intended to provide information from a different perspective and in more detail than is required to be included in mandatory securities filings. The information contained herein should not be read as necessarily rising to the level of materiality of disclosure required in our securities law filings and should not be considered to be incorporated by reference into any such filings. This report is being provided solely for informational purposes and not for the purposes of promoting, either directly or indirectly, any business or business interest.

The information contained in this report is not intended to provide specific financial, tax, investment, insurance, legal or accounting advice and should not be relied upon and does not constitute a specific offer to buy and/or sell securities, insurance or investment services. This report may contain examples of our internal ESG research processes and is not intended to represent any particular product's or strategy's performance or how any particular product or strategy will be invested at any particular time.

The recipient is solely liable for any use of the information contained in this report, and neither Sun Life nor any of its affiliates nor any of their respective directors, officers, employees or agents shall be held responsible for any direct or indirect damages arising from the use of this report by the recipient. The addresses or hyperlinks to third-party websites in this report are provided for the recipient's convenience and the content of such websites are not in any way included or incorporated by reference into this report. Sun Life takes no responsibility for such websites or their contents, or for any loss or damage that may arise from their use. If you decide to access any of the third-party websites linked to this document, you do so at your own risk and subject to the terms and conditions of such websites.

KPMG LLP (KPMG) has performed a limited assurance engagement of scope 1, 2, and select scope 3 metrics for our GHG emissions in this report, as set out in KPMG's Independent Practitioner's Limited Assurance Report. Other information contained in this Report not identified by this symbol ✪ was not subject to any independent limited assurance engagement.

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Sun Life is a leading international financial services company providing a diverse range of asset management, wealth, insurance and health solutions to individual and institutional Clients. Our countries of operation include Canada, the United States, the United Kingdom, Ireland, Hong Kong, the Philippines, Japan, Indonesia, India, China, Australia, Singapore, Vietnam, Malaysia and Bermuda. Learn more about who we are in our 2025 Annual Report and at www.sunlife.com.

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Appendices

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Reporting suite

The following resources complement our Sustainability Report:

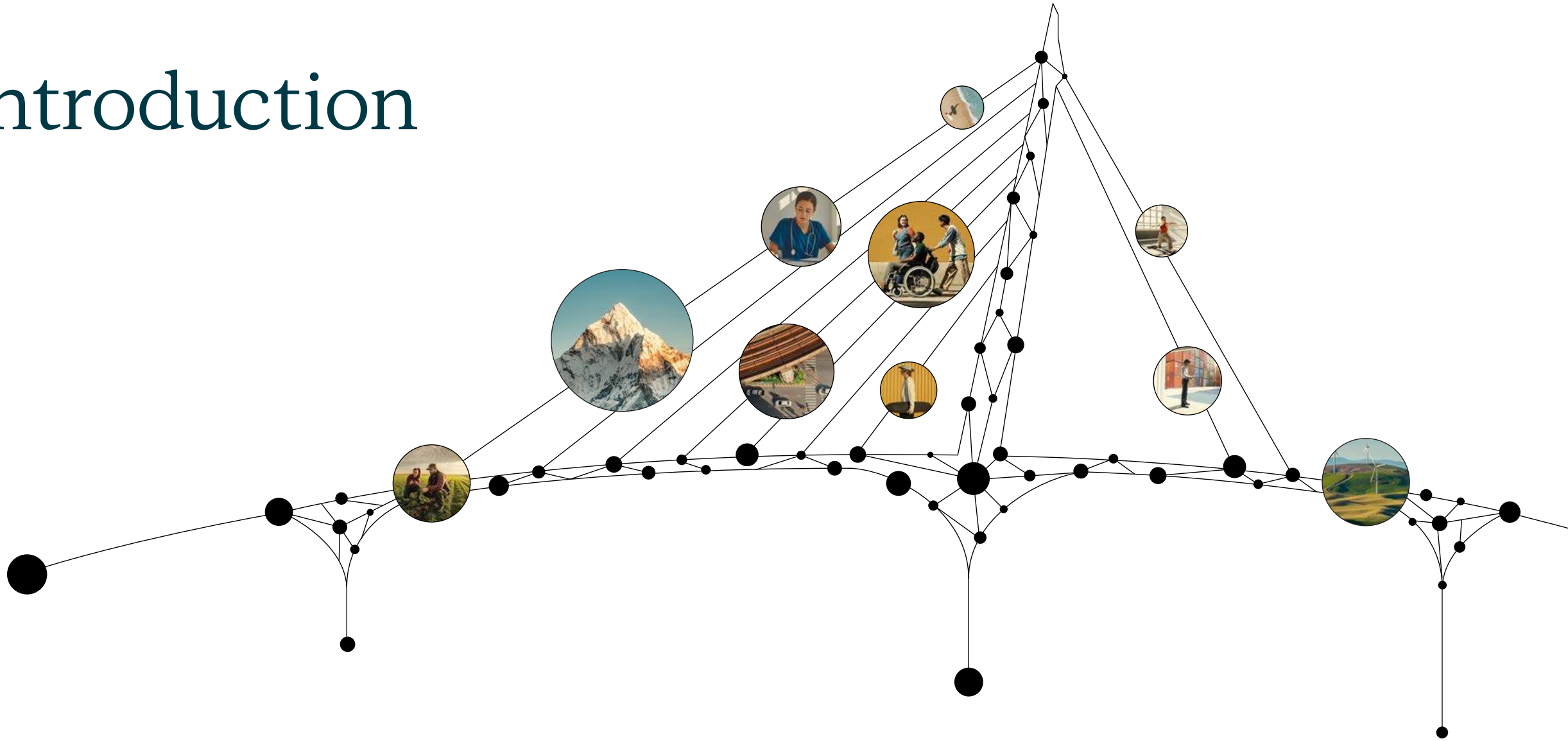
- Sustainability webpage
- 2025 OSFI B-15 Climate Risk Management Report (PDF)
- GRI Index and SASB Index (PDF)
- Sustainability Highlights (PDF)
- Supporting the Sustainable Development Goals (PDF)
- Public Accountability Statement (PDF)
- Annual Report (PDF)
- Management Information Circular (PDF)

Visit our Data and Reports hub for more resources.

FEEDBACK

We'd like your feedback on our reporting. Send your comments to sustainability@sunlife.com.

Introduction



About this report

Our Sustainability Report provides an annual update on our sustainability governance and strategy, and progress we've made on key sustainability topics

Overview

This Sustainability Report ("Report") presents our strategic approach to sustainability and the most relevant sustainability matters to our business. This year, we launched a new sustainability plan, the Brighter Futures blueprint. Information about our material topics is disclosed in the material topics section of this report.

Reports from recent years are available on our website.

Reporting frameworks

We have followed the Global Reporting Initiative (GRI) framework since 2014 to guide our reporting. This report was prepared with reference to the GRI Standards for the period from January 1 to December 31, 2025. We also report on select disclosure topics identified in the Asset Management and Insurance standards developed by the Sustainability Accounting Standards Board (SASB) and connect our disclosures to the UN Sustainable Development Goals (SDGs).

- GRI Index
- SASB Index
- SDG Index

Our process

We have designed a robust process that involves several groups who develop and review the content of this report:

- internal subject-matter experts and leaders
- senior management responsible for key sustainability-related activities
- the Executive Sustainability Council
- the Governance Committee of our Board of Directors.

We obtained external and independent limited assurance of our scope 1, 2 and select scope 3 GHG emissions. Refer to KPMG's Independent Practitioner's Limited Assurance Report and Sun Life's 2025 GHG Emissions Reporting Methodology for more information. We did not seek an independent review of our full report.

"Emissions" refers to GHG emissions in this report unless otherwise indicated.

Scope and reporting period

This report includes information about Sun Life Financial Inc. and certain of its subsidiaries and joint ventures, as applicable and as stated herein. It covers the fiscal year January 1 to December 31, 2025. Unless otherwise noted, we presented all information in this report as at and for the year ended December 31, 2025. 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 and joint ventures.

This Report reflects the data that is available to Sun Life for each of the disclosed metrics. The scope for disclosures in this Report reflects the following Sun Life operations (collectively, the "Core Data Group"): SLC Fixed Income (the fixed income business of SLC Management, which is comprised of Sun Life Capital Management (Canada) Inc. and Sun Life Capital Management (U.S.) LLC), Canada (includes Individual Insurance and Wealth, Sun Life Health and Group Retirement Services), U.S. (includes Group Benefits, Dental and In-force Management), Asia (includes ASEAN Markets, Hong Kong, High Net Worth and Regional Office) and Corporate Support.

Exceptions based on data availability and reporting scope are reflected in footnotes and disclaimers throughout the Report and, where indicated, vary from the Core Data Group as follows:

NOTE 1: Includes MFS Investment Management, Asia Joint Ventures and asset management affiliates (BGO, InfraRed, Crescent and Advisors Asset Management)

NOTE 2: Includes Asia Joint Venture (Malaysia)

NOTE 3: Includes MFS Investment Management

Sun Life at a glance

A leading global financial services organization

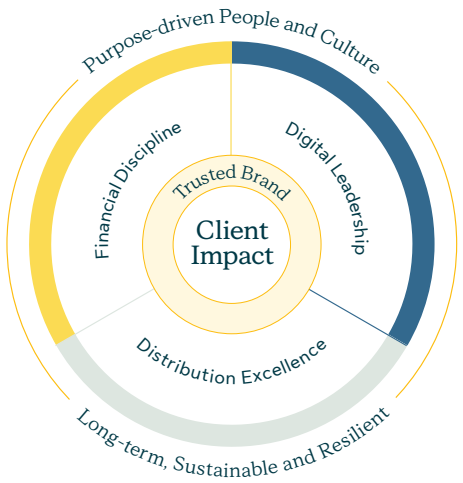
Enterprise Strategy

Our Purpose

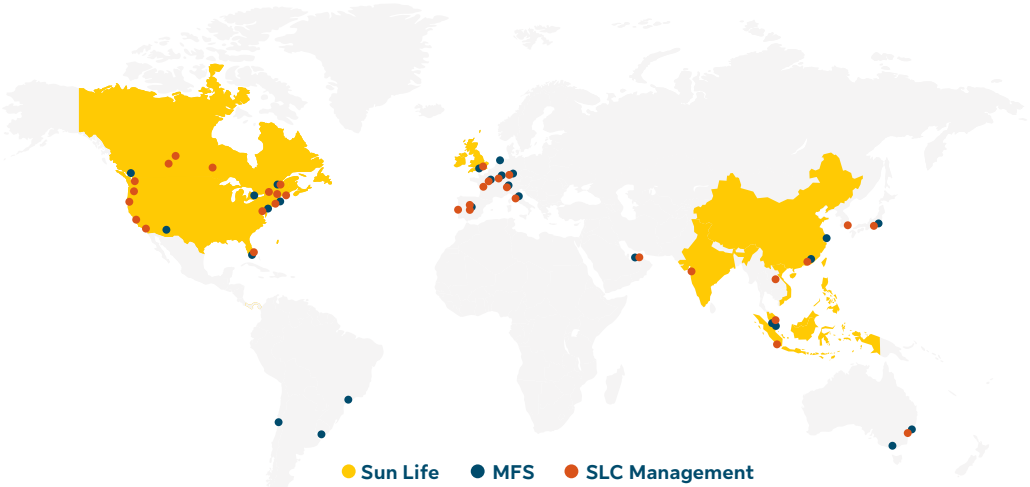
To help our Clients achieve lifetime financial security and live healthier lives. Our Purpose shapes our strategy, structure, and people and culture.

Our Ambition

To be the best asset management and insurance company in the world[1].



85M+ Clients[2]	**68,800** Employees[3,4,5]	**99,600** Advisors[3]	Offices in **28** markets	**1.60T** Assets Under Management (AUM)[6]	**$47.4B** Market cap



Includes Asia joint ventures.

Balanced & diversified business model[7]

- **43%** Asset Management & Wealth[8]
- **27%** Group - Health & Protection
- **30%** Individual - Protection[9]

1 For more information, refer to our 2025 Annual Report.
2 Clients are those who have access to our professional services including insurance policyholders, investment account holders, group plan members and their dependents, members of government-funded public health insurance programs and members of Sun Life owned health services companies..
3 Rounded to the nearest hundred.
4 Represents full-time equivalent employees and includes 32,151 regular employees, 323 temporary employees and employees in Asia joint ventures 35,880 regular employees and 481 temporary employees).
5 Refer to Report Scope - Note 1.
6 Represents a Non-IFRS financial measure; Refer to the Non-IFRS Financial Measures section in our MD&A for the period ended December 31, 2025.
7 Business Mix based on underlying net income, excluding Corporate expenses and other. Asset management & wealth includes MFS Investment Management, SLC Management, Canada Individual Wealth, Group Retirement Services, Asia Asset management & Individual wealth. Group - Health & Protection includes Canada Sun Life Health, U.S. Group Benefits (Employee Benefits and Health and Risk Solutions) and U.S. Dental. Individual - Protection includes Canada Individual Insurance, U.S. In-force Management, Asia Individual protection and Asia Regional Office.
8 Effective Q1'25, the Wealth & asset management business type was renamed to Asset management & wealth.
9 Effective Q1'25, Regional office expenses & other was moved to the Individual - Protection business type, reflecting a reporting refinement. Prior period amounts reflect current presentation.

Highlights

3.7 million Clients in Canada
have access to virtual health solutions for themselves and their dependents[1], compared to 3.5 million in 2024

Reached
28.8 million[2] Clients
through our solutions that target the need of an underserved group[3], compared to 29.9[4] million in 2024

Family leave products offered to employers in
31 U.S. states through statutory and voluntary programs

Partnered with Empathy in Canada and Wellthy in the U.S. to provide
comprehensive bereavement support
to help eligible life insurance beneficiaries and their families manage losing a loved one

Improved our global Client Satisfaction (CSAT) score by
3 points[5]

A new group insurance program by Sun Life Grepa in the Philippines available to
more than 2 million women
that provides affordable and accessible life and family insurance coverage

Launched a GenAI-powered Notes Assistant Tool that saves up to 30 minutes of administrative work per meeting
so advisors can focus on their Clients

$64.9 million
committed to the fight against diabetes globally since 2012, including $7.0 million in 2025

$33.1 million
cumulative donations since 2023 to causes that support underserved groups[6] (Goal: $75 million by 2030)

46%
of electricity consumption at our global offices from renewable sources such as solar and wind[7]

79% of employees
told us they feel it's safe to speak up at Sun Life[8], compared to 80% in 2024, a reflection of our ethical workplace

91% of employees
say that their immediate supervisor/manager supports their well-being[8], consistent with 2024, a reflection of our focus on whole person health

Joined
the new G7 Infrastructure Investment Council to help mobilize private capital at scale for sustainable infrastructure in emerging markets

General account reached
$29.1 billion
in sustainable investments[9,10]

First Canadian insurer to achieve
Bronze-level certification
in the Partnership Accreditation in Indigenous Relations

1 Includes Clients with access to Dialogue's virtual primary care, mental health and employee assistance programs. In the context of this metric, "Clients" refers to the primary account holder. An account holder can enable access to these solutions for their dependents.
2 Includes products and services that aim to address the unique needs of underserved groups. Excludes SLC Fixed Income, U.S. (In-force Management), Asia (High Net Worth, Regional Office) and Corporate Support. Includes Asia Joint Venture (Malaysia).
3 Refer to page 18 for the definition of underserved groups.
4 Figure restated to reflect additional data provided after year-end.
5 Excludes SLC Fixed Income, U.S. (In-force Management), Asia (High Net Worth and Regional Office) and Corporate Support. Includes Asia Joint Venture (Malaysia).
6 Includes Asia Joint Ventures (Malaysia and India).
7 The percentage of global electricity consumption from renewable sources includes on-site renewables, participation in green utility programs, and the purchase of renewable energy certificates (RECs) or other environmental attributes. These allow Sun Life to claim the environmental benefits of renewable energy, regardless of whether the electricity is directly drawn from the grid by Sun Life properties. Refer to Sun Life's 2025 GHG Emissions Reporting Methodology for more information.
8 Based on the Q3 global employee engagement survey. 78% of employees surveyed participated. Refer to Report Scope - Note 2.
9 Portfolio at December 31.
10 Reflects assets managed for the general account. More information on AUM methodology, including criteria included in the calculation, is available upon request. Asset values included represent a non-IFRS financial measure. Sustainable investments meet one or more of the criteria for investments based on ICMA Green Bond Principles, ICMA Social Bond Principles, ICMA Sustainability Bond Guidelines, GRESB Real Estate Benchmark, and/or PRI Impact Investing Market Map. Where issuers do not obtain a third-party opinion or provide an internal opinion on their issuance, our investment professionals apply judgment to assess whether the use of proceeds meets the standards set out in the ICMA principles. Assets included may not align with criteria in Sun Life's Sustainability Bond Frameworks. Does not include all holdings in companies that may be defined as sustainable under other taxonomies.

Message from our President and CEO

Navigating change with Purpose and resilience

For 160 years, Sun Life has demonstrated unwavering resilience and a steadfast commitment to delivering long-term value for our Clients and stakeholders around the globe. Our history reflects the strength of our Purpose: helping Clients achieve lifetime financial security and live healthier lives. This Purpose keeps us focused as we accelerate our ambition to become the best asset management and insurance company in the world.

We are living in a truly transformative time. GenAI, geopolitics, and shifting economic environments are reshaping how people live and how businesses operate. For a global company like Sun Life, navigating this environment requires clarity, conviction, and a deep understanding of the diverse markets and communities we serve.

While the external environment has often been unpredictable, what remains constant is "who we are" and our commitment to our Purpose. Sustainability is central to that commitment—driving innovation, building resilience, and ensuring we deliver health and wealth outcomes for Clients, colleagues, and communities today and for generations to come.

Turning Purpose into action

Our Purpose comes to life through tangible actions that make a difference. This year Sun Life became the first major group insurance carrier in the U.S. to offer fully insured Family Leave Insurance for employers across 24 states. We now offer family leave products in 31 states through statutory and voluntary programs. These initiatives give families the financial security and flexibility they need during life's most important moments.

We also advanced access to health care through our Bridges Initiative and we announced free virtual health care services for more than 10,000 underserved Canadians. Delivered in partnership with Families Canada, United Way Greater Toronto, and Centraide of Greater Montreal, this initiative provides no-cost access to care through Dialogue, Canada's leading virtual health-care and wellness platform.

Across our global footprint, we continue to innovate through strategic partnerships. In Asia, our investment in Bowtie, Hong Kong's first virtual insurer, is helping to expand access to medical insurance and scale preventive health care. Since our partnership began, digital distribution and sales have grown steadily, supporting our shared goal of making health insurance more accessible and affordable.

Growing across borders

Sun Life's global presence plays a critical role in delivering long-term value. We began expanding internationally over 130 years ago, and today more than two-thirds of our income comes from outside Canada. This diversification strengthens our resilience and sharpens our ability to understand local market dynamics and climate risks while anticipating global trends. Our new sustainability strategy, the Brighter Futures blueprint, reflects where we're headed - fully integrating sustainability into our business and unlocking long-term resilience.

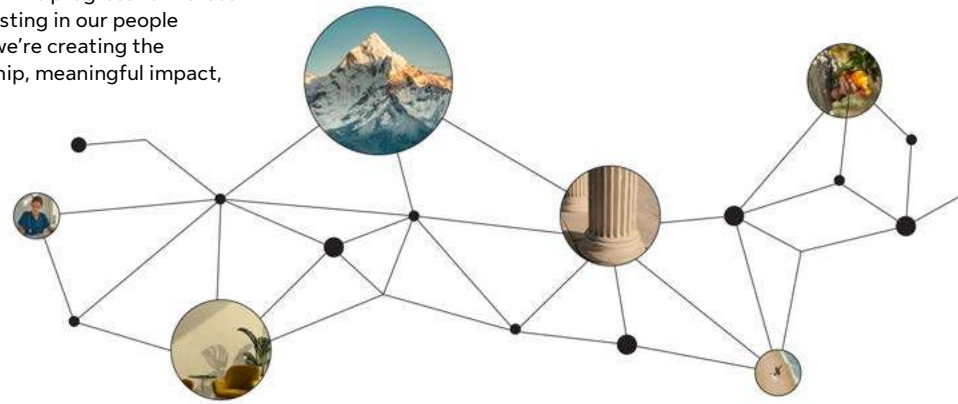
Building a culture where people and communities thrive

Finally, strong leadership has always been central to Sun Life's success and it's something I've experienced personally throughout my career here. In 2025, Sun Life was re-certified as a Great Place to Work® across multiple countries, a recognition that highlights the strength of our global culture and positions us as an employer of choice. We also achieved Bronze-level certification in the CCIB PAIR program, reinforcing our commitment to building strong Indigenous relations in Canada . This progress reinforces what I've long believed - by investing in our people and strengthening our culture, we're creating the conditions for enduring leadership, meaningful impact, and long-term success.

Looking forward

As we look forward, we know that thinking sustainably and supporting our people will help us build a stronger business. We will continue to turn change into opportunity and accelerate the impact we can make for Clients, colleagues, and communities. As an example, we are a founding member of the new G7 Infrastructure Investment Council, working to mobilize private capital at scale to support sustainable infrastructure in emerging markets. With our Purpose as our guide, Sun Life is ready to lead with resilience and shape a healthier, more financially secure future for our Clients for generations to come while delivering long-term value for our shareholders and the communities we serve.

Kevin D. Strain
President and Chief Executive Officer



Message from our Chief Sustainability Officer

Advancing sustainability to deliver on our Purpose

Our Purpose isn't an aspiration, it's our foundation. The way we translate our Purpose to impact, makes us truly unique. We've made the deliberate choice to integrate sustainability throughout our business strategy, embedding it into how we operate and deliver for our Clients. By bringing together sustainability, business strategy and Purpose, we can drive innovation, better understand and address our Clients' evolving needs, and inspire our employees.

Built the fundamentals

We have made tremendous progress over the past few years, investing in the fundamentals and achieving significant milestones since launching our first standalone sustainability plan in 2019. For example, we facilitated capital to support sustainable investments through a goal of delivering $20 billion in new sustainable investments between 2021 and 2025, alongside launching three sustainability bonds. We also made progress toward our interim greenhouse gas emissions reduction goals for our general account investments and operations. In 2025 we reached 28.8 million Clients worldwide with solutions that target the need of an underserved group through our Bridges Initiative.

New strategic direction for sustainability

We recognize the world is changing. Physical impacts from extreme weather are increasing, social inequalities are growing, access to healthcare remains challenging, all while expectations from Clients, employees and communities are evolving. These shifts require us to stay agile and focused, ensuring our approach to sustainability delivers meaningful impact where it matters most while staying grounded in our business.

To respond to these changes with intent, we have developed a new strategic direction which reflects who we are now and where we are headed next.

> "Our Brighter Futures blueprint is our vision and roadmap for navigating this complex world."

Reporting on our progress

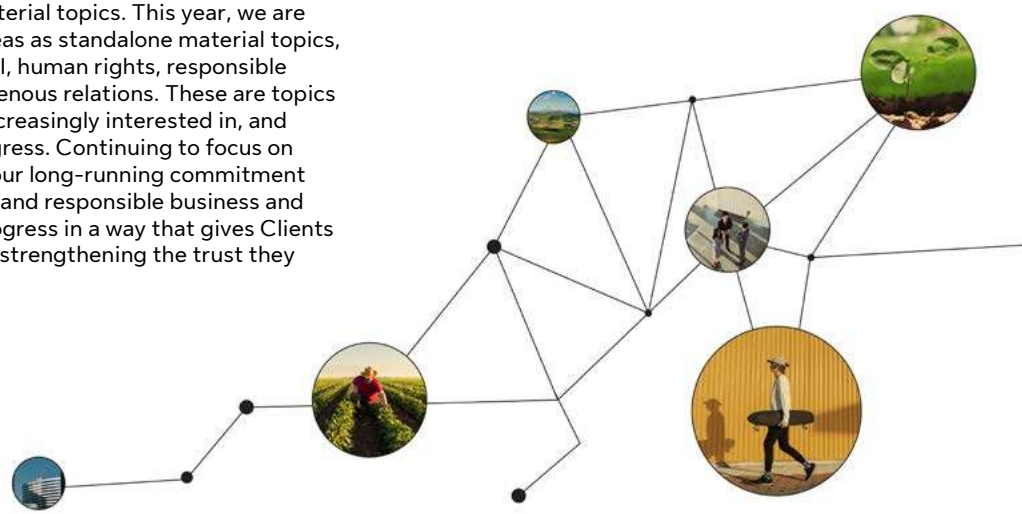
I'm pleased to present this year's Sustainability Report. It provides detail on where we are heading with our Brighter Futures blueprint and captures 2025 progress against 16 material topics. This year, we are spotlighting several areas as standalone material topics, including responsible AI, human rights, responsible procurement and Indigenous relations. These are topics our stakeholders are increasingly interested in, and we're proud of our progress. Continuing to focus on these topics supports our long-running commitment to operate as a trusted and responsible business and we aim to share our progress in a way that gives Clients clarity and confidence, strengthening the trust they place in us.

The road ahead

Sun Life has been weathering storms and seizing opportunities for 160 years. The future isn't something we wait for, it's something we create together. With the Brighter Futures blueprint as the next chapter in our story, the future is bright. We are acting boldly with a relentless focus on our Purpose: helping our Clients achieve lifetime financial security and live healthier lives.

Let's keep pushing forward together, shaping brighter, more sustainable futures. For Sun Life, that's how we're working to build a strong business that will last for generations to come.

Alanna Boyd
Senior Vice-President and Chief Sustainability Officer



Sustainability governance

How we govern sustainability at Sun Life

From our Board of Directors to our front-line business teams, we continue to drive sustainability strategies, deepen our expertise and skills and monitor sustainability performance at all levels.

Board of Directors

The Board and select Board Committees provide ultimate oversight of Sun Life's enterprise approach to sustainability-related matters. The Board uses reports from the Board Committee Chairs and presentations by management and external experts to decide on the nature and extent of its input and to provide challenge, advice and guidance to senior management on the enterprise approach to managing sustainability-related risks and opportunities.

The Governance Committee of the Board assists the Board with oversight of sustainability matters, including Sun Life's Sustainability Policy, Sustainability Strategy, Sustainability Report and the report addressing disclosure expectations under the Office of the Superintendent of Financial Institutions (OSFI) Guideline B-15: Climate Risk Management (OSFI B-15 Climate Risk Management Report).

The Risk Committee of the Board assists the Board with enterprise-wide oversight of the management of current and emerging risks, which may include climate-related risks and, broadly, environmental risks. Refer to Sun Life's 2025 Annual Report for more details on our risk management approach.

The Audit Committee of the Board reviews non-financial disclosures required to be included in Sun Life's financial disclosure documents and requires management to implement and maintain appropriate systems, processes and controls with respect to Sun Life's sustainability reporting. The Committee ensures that appropriate action is being taken to address any material control deficiencies and reviews any assurance provided in respect of Sun Life's sustainability reporting.

Executive Sustainability Council

Our Executive Sustainability Council (ESC) is composed of senior executives from Sun Life's Global Leadership Team. Members include the: Chief Sustainability Officer (Chair), Chief Executive Officer, Chief Financial Officer, Chief Client and Innovation Officer, Chief People and Culture Officer, Chief Legal Officer, Chief Strategy and Enablement Officer, Chief Risk Officer and Chief Investment Officer. The ESC is the decision-making body for the approval of sustainability goals and progress oversight and approval of cross-enterprise sustainability programs and issues management. The ESC also reviews and approves the annual Sustainability Report and 2025 OSFI B-15 Climate Risk Management Report prior to review and approval by the Governance Committee.

Global Sustainability Leadership Team

Our Global Sustainability Leadership Team (GSLT) is composed of senior management from each of our business groups and key corporate functions who have sustainability mandates. The GSLT advises on and drives execution towards our sustainability objectives and ensures strategic alignment where appropriate.

Chief Sustainability Officer

The CSO has overall accountability for sustainability across the enterprise. This accountability includes setting the strategy and governance framework for our organization with respect to sustainability matters. The CSO chairs our ESC and GSLT.

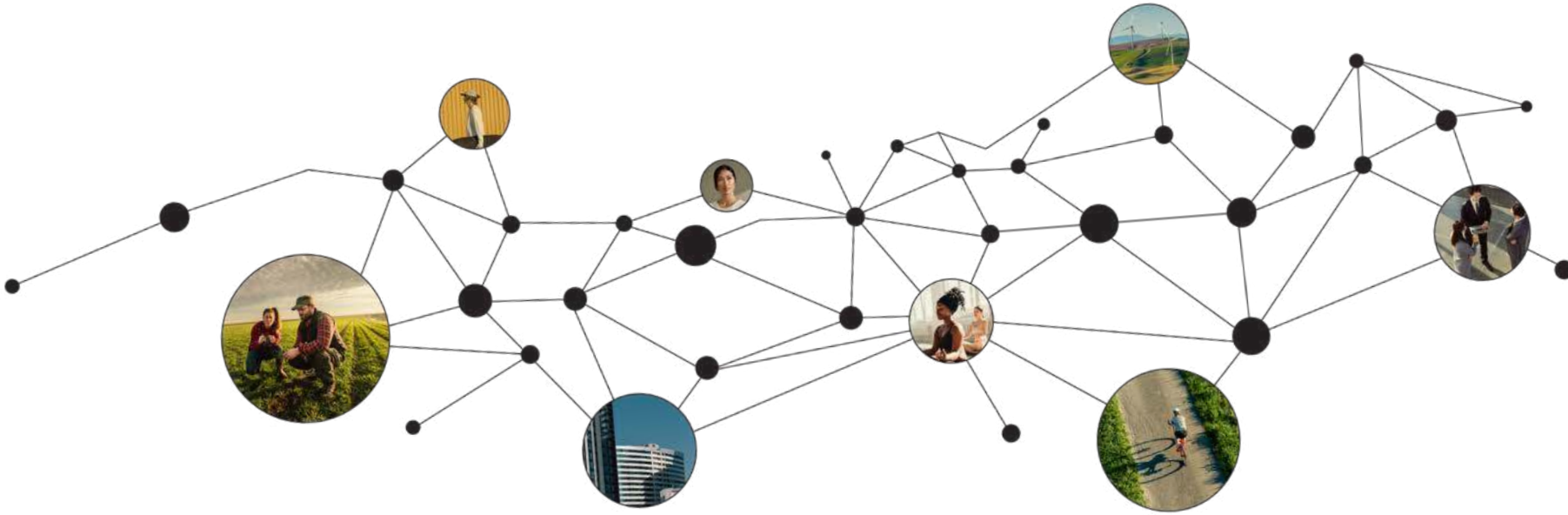
At the leadership level, our CSO reports to our Executive Vice President, Chief Client and Innovation Officer, ensuring the sustainability strategy is closely connected to our core business operations and Client-focused initiatives. This reporting structure reflects our commitment to treating sustainability as a business enabler.

Global Sustainability Team

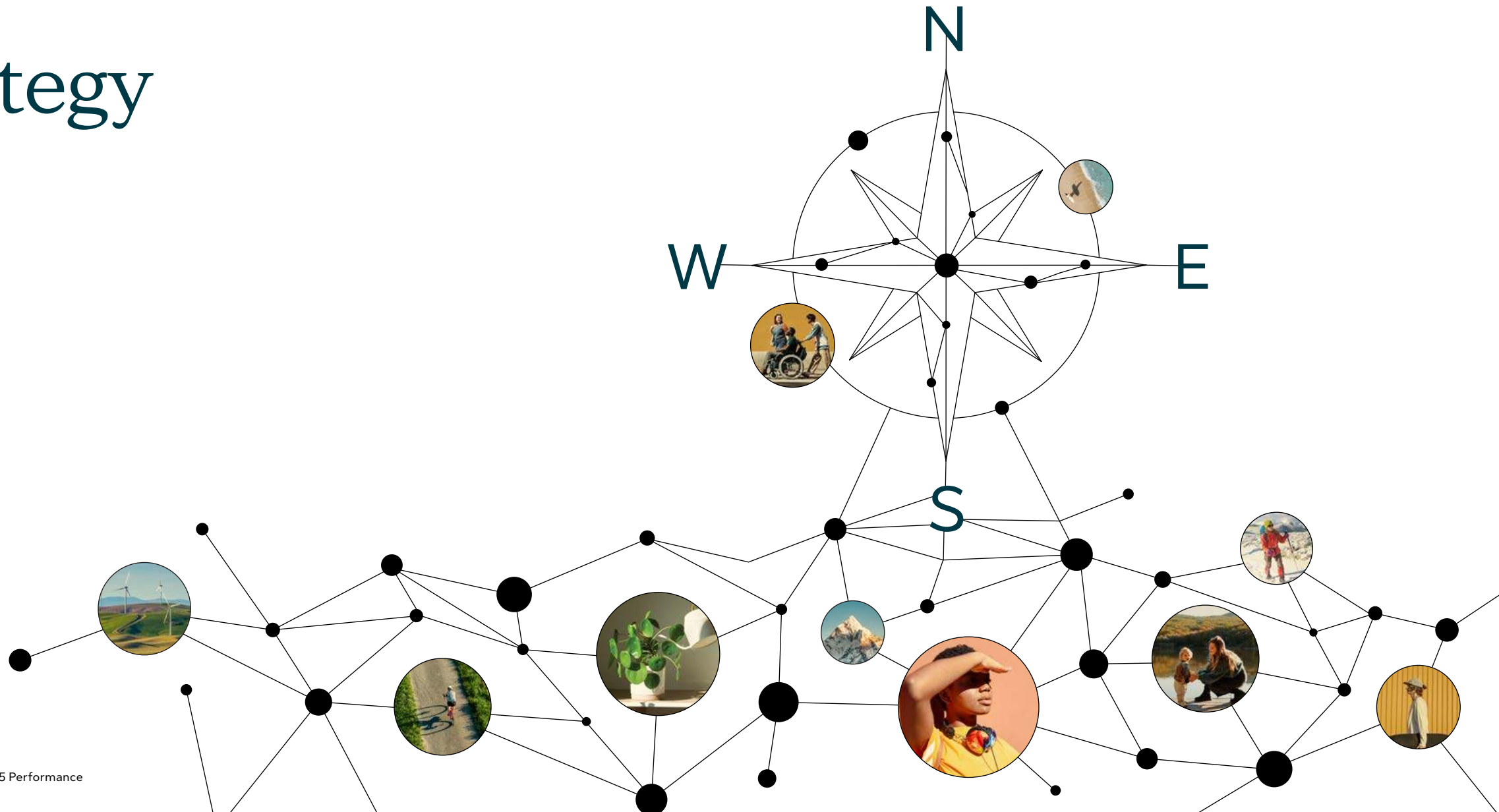
The Sustainability Team serves as a global centre of sustainability expertise and central resource for all sustainability activities. It is responsible for the sustainability strategy and sustainability-related disclosures, as well as other sustainability-related matters as needed. The team provides subject matter expertise to ESC and GSLT members and teams across Sun Life, and provides support in project management, metrics development and accountability. The team also leads and collaborates on engagement and communications related to sustainability internally and externally.

Business Groups and Functional Sustainability Teams

Business Groups and relevant corporate functions provide dedicated resources to support the implementation of the sustainability strategy. This distributed approach helps integrate sustainability considerations into business unit strategies, operational decisions, and Client interactions.



Strategy



A new strategy for brighter futures

Against a backdrop of change, we're transforming our approach to sustainability to unlock new growth opportunities, drive innovation and amplify Client impact

The Brighter Futures blueprint

Reimagining sustainability as a driver of innovation and growth:

The **Brighter Futures blueprint** is our plan to help Clients, communities and businesses thrive in changing times. It reflects where we are now, how we serve our Clients and communities, and where we're headed: fully integrating sustainability into our business and unlocking long-term resilience.

Building on a strong foundation

Since launching our first Sustainability Plan in 2019, we've made great progress on our sustainability journey. Over this time, we have:

- embedded long-term, sustainable and resilient thinking into the way we do business,
- enhanced our understanding and management of sustainability risks, impacts and opportunities and
- delivered benefits to our Clients, employees and communities[1].

Milestones along our journey:

- integrated sustainability into our enterprise strategy and hired our first Chief Sustainability Officer,
- built dedicated sustainability teams at the global and business group level with over 50 full-time employees embedded across the enterprise,
- launched our Bridges Initiative to address the needs of underserved groups[2],
- issued $2 billion of Sustainability Bonds (three separate issuances) since 2019[3], and delivered $27.4 billion[4,5,6] in new sustainable investments since 2021, and
- surpassed $64.9 million in support for the fight against diabetes.

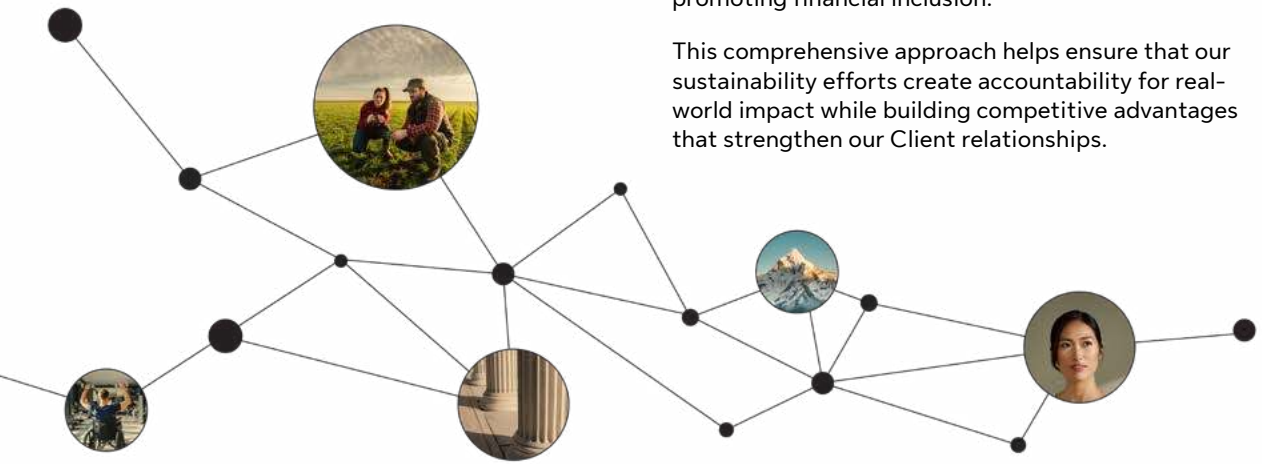
Outcomes like these have inspired the next stage in our journey. Our **Brighter Futures blueprint** sets out our plan to create authentic business value, and to help our Clients, communities and businesses thrive.

[1] In regards to 'Clients' this refers, for example, to the work reported in the 'Access to our solutions' and 'Client experience' sections. For employees, this refers to, for example, activities reported under 'Employee well-being' and 'People and culture'. For communities, this refers, for example, to our philanthropy and community wellness efforts which we provide further details on in this report under 'Community wellness'.
[2] Refer to page 18 for the definition of underserved groups.
[3] Refer to Sun Life's 2025 Sustainability Bond Use of Proceeds Report for more information.
[4] General account and certain third-party Clients. More information on AUM methodology, including asset managers and criteria included in the calculation, is available upon request. Client asset values included represent a non-IFRS financial measure. Sustainable investments meet one or more of the criteria for investments based on ICMA Green Bond Principles, ICMA Social Bond Principles, ICMA Sustainability Bond Guidelines, GRESB Real Estate Benchmark, and/or PRI Impact Investing Market Map. Where issuers do not obtain a third-party opinion or provide an internal opinion on their issuance, our investment professionals apply judgment to assess whether the use of proceeds meets the standards set out in the ICMA principles. Assets included may not align with criteria in Sun Life's Sustainability Bond Frameworks. Does not include all holdings in companies that may be defined as sustainable under other taxonomies.
[5] Values are as at transaction date. Figures may be adjusted year-over-year due to rounding. Client asset values included represent a non-IFRS financial measure.
[6] Examples of investments included in this figure are solar, wind and hydro renewable energy investments, energy efficiency projects, affordable housing and long-term care facilities.

The three pillars of our Brighter Futures blueprint

The blueprint's interconnected pillars provide a framework to focus our efforts on driving value, and deepen our ability to innovate, reach new Clients and double-down on targeted impact. Together, these pillars help us build bold, impact-focused solutions that help to close health gaps, promote lasting financial security and deliver innovation where it matters most.

We're not chasing every sustainability trend. Instead, we're focusing on areas where Sun Life's core capabilities in health, wealth and risk management can create the most meaningful impact. We're building solutions that authentically reflect who we are as an organization, and the role we can play in helping address real-world challenges.

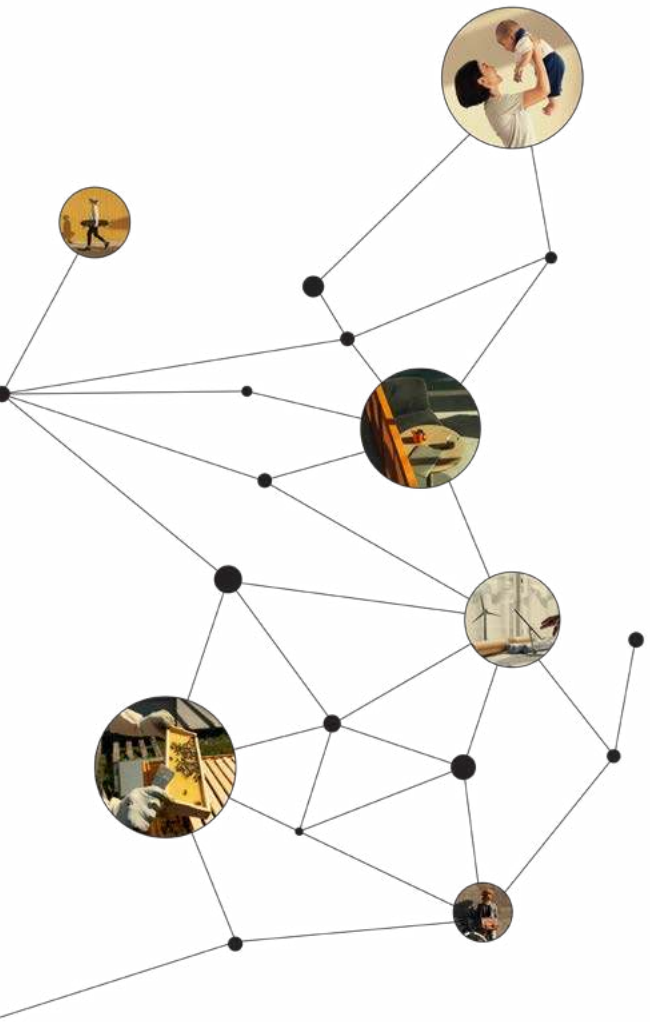


Client impact: The heart of our strategy

Client impact sits at the centre of our Brighter Futures blueprint because we believe the most powerful and sustainable way to create positive change is by helping our Clients achieve their goals.

This approach distinguishes our strategy by integrating it into our core business and the way we serve Clients. When we develop insurance products that incentivize healthy behaviors, we're helping individuals live better lives while reducing our own risk exposure. When we create pathways for underserved communities to access financial services, we're expanding into new markets while promoting financial inclusion.

This comprehensive approach helps ensure that our sustainability efforts create accountability for real-world impact while building competitive advantages that strengthen our Client relationships.



Purpose

Advancing Sun Life's Purpose

We are committed to embedding an impact-focused and long-term view into Sun Life's capabilities and solutions. Purpose as a blueprint pillar drives us to ask fundamental questions. How can we help more people achieve lifetime financial security? How can we make healthy living more accessible? What are the effects of climate on the health of our Clients and communities?

Our approach includes sustainability from the start: It's about developing impactful solutions – from seeking to address health and wealth gaps in Canada to expanding financial literacy in Asia. We aim to look beyond conventional market segments to develop solutions that create pathways to greater health and wealth for underserved groups. It means creating solutions for the real problems people face today and growing our business.

Blueprint in action

In Canada, the following are just a few examples of work we launched in 2025 that was designed with women and under-represented groups in mind.

Research: Advancing women's health and wealth

To understand how to advance women's health and wealth outcomes, Sun Life conducts research and surveys to gather insights. For example, our Group Retirement Service Member mindsets, motivations and metrics report examined women's beliefs, motivations and perceptions about their workplace savings plans. This report provided survey insights from more than 1,900 Sun Life workplace plan members to help understand the gap between perception and reality in workplace savings plans and retirement planning. One insight revealed that confidence matters more than financial education itself. Surveyed members with high confidence saved 64% more than those with low confidence. Women, who on average report lower confidence, are therefore at a significant disadvantage. Insights enable us to identify enhancements that we can make to our products and solutions so we can promote better outcomes for women and underserved groups.

Advisor training: Meeting Clients where they are

Sun Life Canada partnered with The Trauma of Money Institute to deliver advisor training introducing the emotional and psychological aspects of money and how they might impact a Client's relationship with money and advice. Approximately 450 advisors completed the introductory training with 80%+ reporting the content will support them with Client interactions, particularly their holistic financial well-being.

Supporting parent-advisors at Sun Life

Sun Life Financial Distributors (Canada) Inc. advisors are independent business owners who don't have access to the same parental leave benefits as corporate employees. In 2025, we started our journey by connecting with advisors and district managers tobetter understand the current experience with our parental leave process for advisors. We conducted research to determine gaps, pain points and opportunities. We implemented several enhancements, including enhanced benefits communications and new parental leave guides for advisors and field leaders.

Our Bridges Initiative is a key example of advancing our Purpose

Better understanding the needs of underserved communities represents a significant opportunity to increase positive health outcomes and improve financial security. Under our **Bridges Initiative**, our business is adapting and testing new models and ways of working to better address underserved groups and their needs through three integrated areas of focus that work together to enable meaningful impact:

1. Product and Service Innovation: Developing tailored solutions and product enhancements for underserved groups.
2. Philanthropy: Making strategic investments in community organizations that support underserved populations, with a commitment to donate $75 million by 2030.
3. Advocacy and Thought Leadership: Promoting a more inclusive industry and producing research to understand the unique needs of underserved groups.

In 2024, alongside the launch of our Bridges Initiative, we piloted an innovation accelerator that prioritized data and insights and building core capabilities across our businesses, cross business collaboration, and impact measurement, while aiming to prioritize long-term value for multiple stakeholders (e.g., plan members, plan sponsors and those that are part of the health care system).

In 2025, we made significant progress in building the foundation for consistent, long-term impact. The Bridges Accelerator moved from concept to reality, funding multiple high-impact projects across our global businesses that strive to showcase how prevention-focused, Client-centered approaches can deliver value for both Clients and our business.

The Bridges Initiative aims to close gaps and create paths for greater health and wealth for groups that have been historically excluded from or deprioritized in the financial industry. Learn more about the Bridges Initiative.

Making insurance more accessible in the Philippines through the Bridges Initiative

In the Philippines, less than 30% of the population have life insurance coverage[1], with underserved groups like women disproportionately affected. To help close this gap in 2025, Sun Life Grepa Financial Inc. (SLGFI) expanded its mission to make affordable life insurance solutions more accessible by partnering with the ASA Philippines Foundation[2] (ASA), a leading non-profit microfinance organization dedicated to uplifting underserved women and their families. Through this partnership, SLGFI now provides customized individual and family life insurance solutions to more than 240,000 ASA members[3], helping to increase the financial security of women and their families across the Philippines.

Virtual healthcare for over 10,000 low-income Canadians

Sun Life has partnered with Families Canada, United Way Greater Toronto, and Centraide of Greater Montreal to deliver comprehensive virtual healthcare solutions to underserved communities. Through Canada's leading virtual healthcare platform, Dialogue, the program provides no-cost access to on-demand quality care for program participants. Beyond healthcare access, Sun Life is contributing $500,000 in funding to support community-led programming including nutrition education, physical activity initiatives and money management resources specifically designed for low-income women and families.

More online:

- Bridging the care gap: Virtual healthcare access for underserved Canadians

What are underserved groups to Sun Life?

Groups of people that have been historically excluded from or deprioritized in the financial industry, including underinsured or uninsured populations. Underserved groups will differ across countries but generally include low-income individuals, the emerging middle-class in developing economies, people with chronic health issues and disabilities, women, LGBTQ+ individuals, underrepresented ethnicities, religious groups, immigrants, and those living in rural communities.

[1] Insurance Commission Philippines. "Key statistical data 2019-2023". January 2025.
[2] ASA Philippines Foundation, Inc. ("ASA Philippines") is a non-profit, non-stock corporation specializing in microfinance.
[3] As of November 2025.

Clients

Delivering value as a trusted partner

Our Clients pillar recognizes an opportunity in the market. Our corporate and institutional Clients are increasingly seeking not just suppliers, but strategic partners. They are looking for collaboration with organizations that can deliver integrated solutions, innovative thinking and measurable outcomes aligned with their long-term goals. We see significant opportunity to position ourselves as a trusted partner by offering capabilities that go beyond traditional expectations. Through the Clients pillar of our Brighter Futures blueprint, we aim to strengthen these capabilities and expand the ways we support our Clients in achieving their strategic priorities.

Blueprint in action

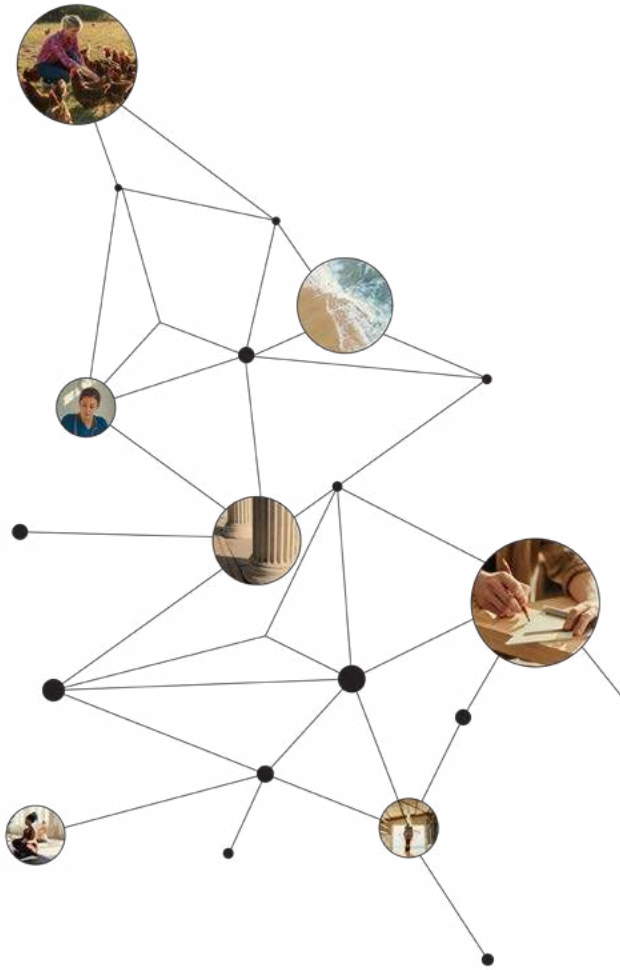
The Government of Canada, Tribal Wi-Chi-Way-Win Call Centre Services (TWCC) and Sun Life partner for dental care

The Government of Canada rolled out the new Canadian Dental Care Plan (CDCP) to help make the cost of dental care more affordable. So far, six million eligible Canadians are signed up. Sun Life's role with the CDCP is to provide dental claims processing services.

In 2024, Sun Life and TWCC, a 100% Indigenous-owned corporation established in 1993, formed a three-year partnership to provide Contact Centre services to the CDCP.

Partnering with TWCC supports the Government of Canada's Indigenous procurement goals. The partnership aims to support Indigenous communities through economic development, with a commitment that at least 33% of employees will identify as Indigenous. This collaboration is representative of Sun Life's commitment to Indigenous Nations, organizations and Peoples.

CDCP has already shown significant benefits, with more than six million Canadians approved for CDCP coverage so far and over 3.7 million receiving oral health care.



Resilience

Enhancing Sun Life's long-term resilience

The resilience pillar of our strategy is about ensuring our sustainability efforts create lasting, competitive advantages while building the capabilities to continue to deliver on our promises to Clients over the long-term. That means taking thoughtful approaches to climate risk management, respect for human rights and other areas critical to being a trusted and responsible business.

Climate resilience is central to this pillar to mitigate potential challenges to our business. As an insurer and investor of our general account assets, we need to understand how chronic and acute physical and transition risks affect our general account portfolio companies, our physical asset holdings, our insurance exposures and our operations.

Respecting human rights helps build organizational resilience by minimizing operational disruption and building trust with our stakeholders. We focus on identifying human rights risks relevant to the nature of our operations, products and services and relationships and embedding accountability into our practices and processes.

This enables us to mitigate impacts on our Clients and communities.Our philosophy is that true resilience means not just managing risk but adapting to change and seizing emerging opportunities.

Blueprint in action

Sun Life's general account and physical risk review

Climate-related risks could have significant impacts on financial institutions. Building financial resilience against intensifying climate-related risks requires institutions to address vulnerabilities in their business model, their operations, and on their balance sheet.

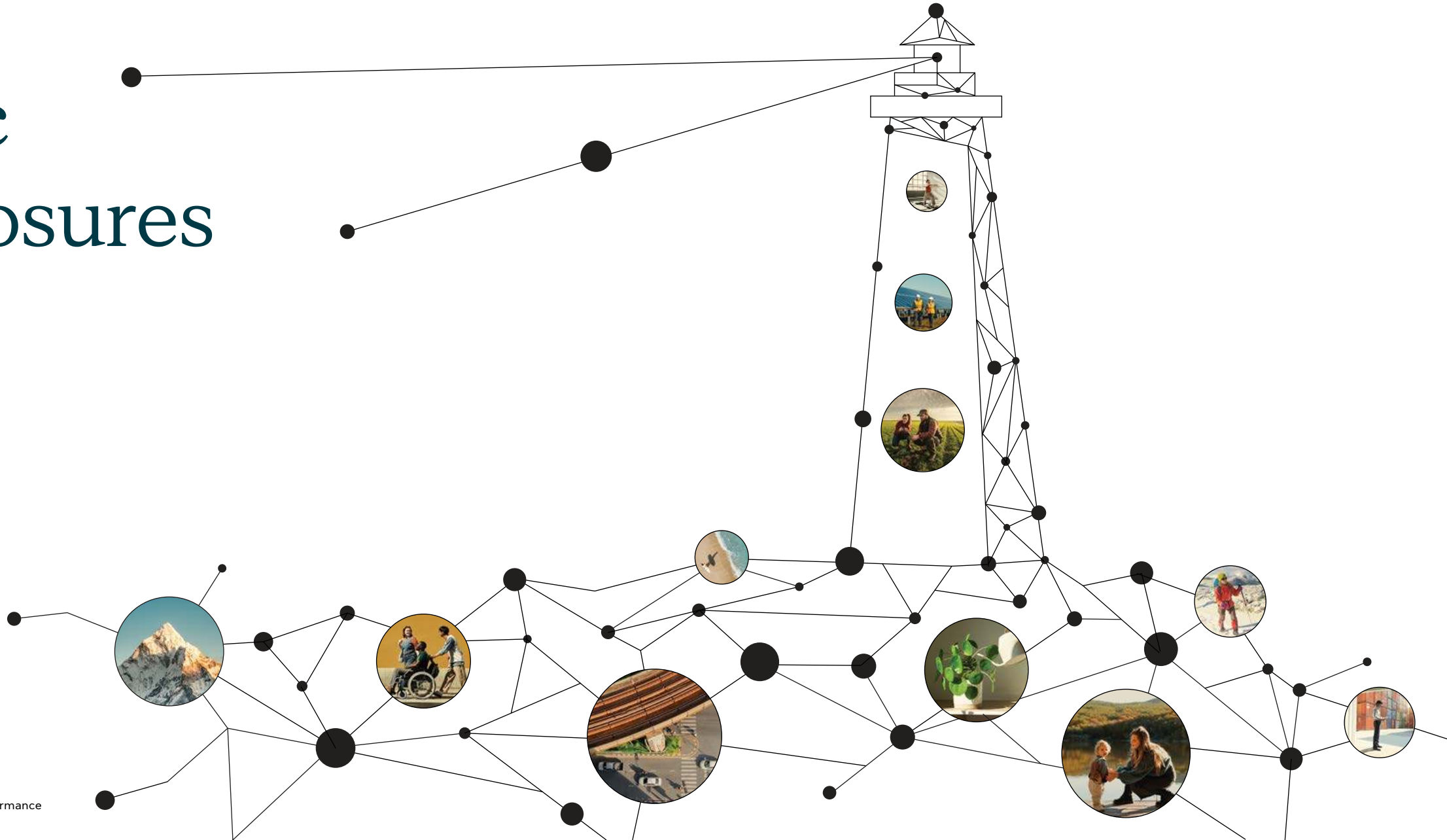
Scenario analysis is a tool that can be used to explore the financial outcomes given different possible future states. Our aim is to identify climate risks that are not reflected using traditional risk quantification techniques.

In Sun Life's general account investments, climate-related risk management continues to be a priority, with a focus on the impacts of physical risks. We have started utilizing a third-party tool to conduct physical climate scenario analysis at the asset level.

Looking Forward: Our commitment to building impact-focused solutions

The Brighter Futures blueprint represents our evolution from building sustainability capabilities to fully integrating them into our business model. The strategy aims to enable thriving outcomes across multiple stakeholder groups - Clients, employees and communities - as well as our business operations, all within the context of a changing world. This strategy helps position Sun Life for the next 160 years, indicating our long-term commitment to sustainable business practices and innovation. We are committed to sharing more in the years ahead about efforts to build from the blueprint we have set out.

Topic disclosures



Stakeholder materiality

Materiality assessment[1]

Listening to our stakeholders and ensuring we understand what matters most to them is important to the success of our business. One of the ways we check in with stakeholders, both external and internal, is through periodic materiality assessments that help identify the most material sustainability impacts, risks and opportunities to prioritize. We consider our key stakeholders to be Clients, employees and advisors, governments and regulators, industry associations, shareholders, investors, suppliers and community organizations.

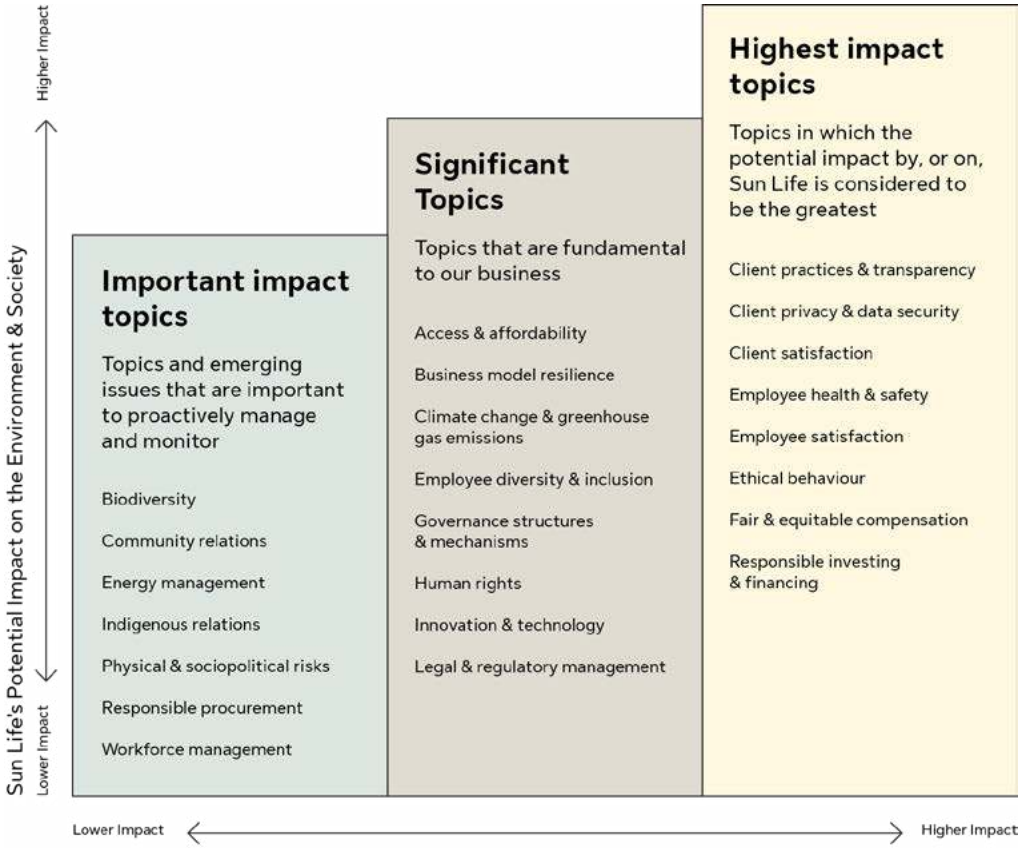
In 2024, we completed a materiality assessment using a methodology consistent with our last comprehensive review in 2021. To conduct our assessment, we:

- used Datamaran's platform which tracks and evaluates the relative importance of sustainability risks and opportunities in real time,
- used a combination of AI data-driven analysis and a stakeholder survey,
- took a double materiality approach, informed by the (potential) impacts of relevant sustainability risks and opportunities on our business, as well as impacts that our business has on the environment, society and the economy, and,
- continued to follow best practices recommended by the Global Reporting Initiative (GRI).

Through this process, we identified 23 sub topics considered relevant to our business and stakeholders. For more detailed information on the 2024 materiality assessment, please see the 2024 Sustainability Report and our companion GRI Index.

In 2025, we reviewed the materiality assessment to ensure that topics continued to accurately reflect sustainability matters most relevant to our business. For the purpose of 2025 reporting, we have covered all 23 sub topics across 16 overarching material topics discussed in this report. These material topics reflect stakeholder expectations and areas deeply connected to our business and Purpose.

2024 materiality assessment results



The Potential Impact of the Environment & Society on Sun Life

[1] The information contained in this section should not be read as necessarily rising to the level of materiality of disclosure required in our securities law filings. Refer to the Cautionary Statement Regarding Forward-Looking Statements and Other Matters for more information.

Material topics overview

Access to our solutions

We believe in removing barriers to access by designing targeted and inclusive solutions, leveraging digital capabilities and providing personalized support.

Client experience

When Clients feel truly understood and supported in personal areas such as finances and health, trust is built – strengthening relationships, driving loyalty and reinforcing confidence in every interaction.

Climate resilience

Building long-term organizational resilience to climate impacts will enable us to deliver on our Purpose to help Clients achieve lifetime financial security and live healthier lives.

Community wellness

Through focused philanthropic investments, we can help bridge gaps and contribute to stronger, healthier and more financially resilient communities.

Employee well-being

When employees feel supported, we can maintain high performance, deliver excellent service to Clients and strengthen the resilience of our company.

Governance and ethics

Having strong governance practices and behaving ethically at all levels of our organization is critical to Sun Life's reputation. These practices ensure we operate – and are recognized – as a trusted and responsible business.

Human rights

We strive to uphold human rights in our decisions regarding solution design, employee treatment, supply chain governance and general account investment management.

Inclusion and belonging

Inclusion and belonging are essential to our culture, core to our values and connected to long-term business objectives. We aim to deliver clear value for our colleagues, Clients and communities as we align with local needs and expectations.

Indigenous relations

We are on a path to build trusting and authentic relationships with Indigenous communities to better serve Indigenous Clients, employees and communities across Canada.

Innovation and technology

Through Client-driven innovation based on feedback and listening, and leveraging 160 years of expertise, our role can shift from service provider to lifelong partner.

People and culture

Our focus on 'Purpose, Performance and People' aims to cultivate a workplace where our people feel inspired to do their best work. When our people are engaged and well-supported, everyone wins.

Privacy and data security

Our approach to privacy and data security is comprehensive and proactive, enabling Clients to confidently use our products and services without hesitation, when and where they need it.

Responsible AI

Sun Life is embracing the opportunities presented by AI to create personalized Client experiences, enhance operations and boost productivity, while enabling safe and responsible innovation.

Responsible procurement

We apply a multi-pronged approach to responsible procurement that sets ethical expectations for suppliers and supports risk management throughout our supply chain.

Risk and resilience

Proactively identifying, measuring, managing, monitoring and reporting risk is key to making our business more resilient. A risk management mindset helps us meet our financial commitments to Clients and protects our competitiveness over time.

Sustainable investing

Sustainable investing can help us deliver on our Purpose of helping Clients achieve lifetime financial security and live healthier lives, while strengthening the resilience of our general account portfolio.

Access to our solutions

Helping more people achieve lifetime financial security and live healthier lives

We recognize that financial security and health are deeply personal. Unique barriers shaped by individual circumstances and local realities may prevent people from accessing the protection and guidance they need.

To help address barriers to access, we design targeted and inclusive solutions, leverage digital capabilities and provide personalized support. This approach aims to make it possible for Clients across locations, income levels and situations to benefit from the protection and guidance we offer. Additionally, it supports expanding our services, drives innovation of our solutions and helps deliver on our Purpose. When designing solutions for our Clients, we consider the unique challenges and opportunities of each market.

In Canada, we enhance access by delivering unique solutions across various Client segments. For example, we have a strategic focus on supporting access to oral care as the claims administrator of the Canadian Dental Care Plan (CDCP)[1]. The CDCP is a Government of Canada program designed to ease financial barriers by providing dental care coverage for Canadians who meet all of the eligibility requirements[2].

In the U.S., Sun Life is driving change by targeting three dimensions of access: availability, awareness and affordability. Our approach works to make access to health and benefits easier by combining product innovation, public policy advocacy and philanthropy to address access barriers and help strengthen the health-care system. We are focusing on innovative market solutions like paid leave, family planning and health navigation support through complex diagnoses and treatments. We are also the largest Medicaid dental benefits provider in the U.S.[3], bringing essential dental care to millions of individuals who may lack access to commercial health insurance due to income or other factors.

In Asia, our focus is on designing inclusive insurance products and services that address the unique needs of underserved groups[4]. Initiatives focus on leveraging data-driven insights and outreach tailored to the Client to create simplified, affordable solutions that remove traditional barriers to coverage. Improving financial literacy through customized programming also plays a critical role in enhancing the effectiveness and uptake of our solutions.

At the enterprise level, the Bridges Initiative is Sun Life's strategic commitment to helping underserved groups achieve lifetime financial security and live healthier lives. We do this by addressing the unique needs of underserved groups. The Bridges Initiative aims to close gaps and create paths to greater health and wealth for groups that have been historically excluded from or deprioritized in the financial industry. For more information, refer to the Brighter Futures blueprint.

Our Group Benefit offerings are designed for whole-person health, filling critical gaps in traditional health insurance and ensuring more holistic coverage for our members' unique needs. We are also embracing digital transformation and leverage advanced technologies. For example, technology solutions can streamline enrollment and create more seamless experiences. In addition, we use data insights to support earlier intervention and to support coordinated care that benefits individuals, plan sponsors and health systems. Refer to Client experience to learn about how we help Clients better connect to products and solutions.

Learn more

About our approach

Data tables

[1] Sun Life's role with the CDCP is to provide dental claims processing services.
[2] Refer to the eligibility requirements listed on the Government of Canada website.
[3] Based on membership as of September 2025. Ranking compiled by Sun Life using publicly available data from the September 2025 Medicaid & CHIP Enrollment Data Highlights, state Medicaid agencies and other sources, and information disclosed by competitors.
[4] Refer to page 18 for the definition of underserved groups.

2025 Performance: Access to our solutions

In 2025, we continued to move beyond the limitations of one-size-fits-all solutions by extending our financial and health offerings. We did this through innovation, partnerships and public policy advocacy with a focus on market-specific needs.

Boosting workplace support for women's health in Canada

We created the Organizational Health program to boost support for women's health in Canadian workplaces. This offering provided organizations with guidance, tools, leader training and employee education specific to women's health on issues ranging from menopause to migraines. We piloted the program with seven plan sponsors in 2025, accounting for 14,000 plan members. Participating employers got a data snapshot showing the current state of women's health within their organization, and insights highlighting areas of opportunity for employers to raise awareness and tailor benefits. All (100%) of plan sponsors agreed the session increased their awareness of resources, with 76% of people leaders reported improved understanding of women's health and 73% felt more comfortable checking in with women on their team on such topics.

Affordable oral care for Canadians

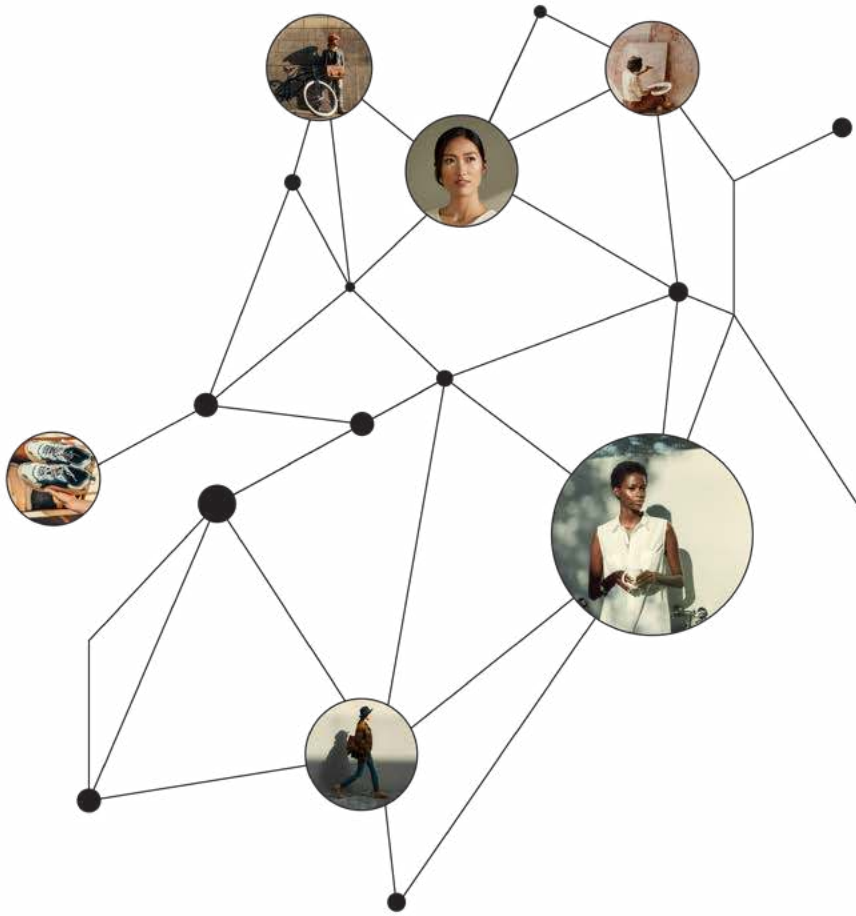
Since the CDCP launched on May 1, 2024, more than six million members have been enrolled, and close to 98% of oral health providers across the country are billing to the CDCP[5].

Helping Canadians living with diabetes find accessible and affordable protection

Sun Life Term Insurance for Diabetes (TID), a first of its kind solution, offers Canadians living with diabetes better access to life insurance through higher approval rates, competitive premiums and valuable diabetes management resources. In 2025, our increased marketing efforts and community engagement resulted in 4,301 Canadians living with diabetes applying for life insurance with us. Of these individuals, 68% received an insurance product offer – with 33% of these applicants receiving a specialized offer for a TID product, leading to a 91% acceptance rate.

Personalized care when Americans need it most

The U.S. health-care system is complex, making it challenging for people to find the right care at the right time. In 2025, Sun Life continued to expand our Health Navigator offering which leverages dedicated Care Advisors for personalized guidance on diagnoses, providers and treatments. This offering is available to employer Clients of all sizes. We also launched the Expert Cancer Review service, which provides members facing a cancer diagnosis with access to an objective, documented second opinion from an independent oncology specialist through the clinical expertise of Sun Life's health care navigation and advocacy service. Second opinions have the potential to avoid misdiagnoses, spare people from unnecessary treatments, uncover tailored therapies and reduce medical costs.



[5] Sun Life's role with the CDCP is to provide dental claims processing services. Oral health providers refers to active dentists, denturists, dental hygienists, and dental specialists in Canada, including those in educational institutions.

Innovating on traditional insurance in the U.S.

Sun Life continued to improve core U.S. insurance offerings in 2025. We added new benefits and riders (optional add-ons) to our supplemental health benefits plans to ease the burden of family planning, including for same-sex couples. We also expanded our existing Workday partnership to help simplify benefits management, streamline enrollment, enhance leave administration and reduce administrative burdens for employers.

Empowering underserved Filipino women through financial protection

Together with the ASA Philippines Foundation[6], Sun Life Grepa launched a new group microinsurance program that offers the Foundation's more than two million women members, many of whom are mothers, affordable and accessible life and family insurance coverage. Microinsurance is a type of insurance tailored to low-income individuals and populations, enabling economic security and resilience against financial shocks. With this collaboration, we hope to empower underserved women to secure their own futures and ensure financial protection for their loved ones while creating a safety net for entire households. By the end of 2025, more than 240,000 members had signed up for the program.

Expert insights on holistic financial well-being

Sun Life's Bright Talk Series, conducted in partnership with Indonesian media platform Kumparan, connected Sun Life experts and guest speakers to discuss financial planning, health and holistic wellbeing. One edition was a Ramadhan special focusing on financial management during the holy month.

Tools for teachers to help secure financial futures

Sun Pera-Aralan (a flagship project of Sun Life Financial-Philippines Foundation, Inc.) in collaboration with AHA! Behavioral Design, reached its target of 130,000 teachers in 2025. The project, launched in 2018, helps public school teachers secure their finances through the Peso Sobre budgeting tool, Basic Money Management Lessons and Advanced Financial Learning Sessions.

Key Performance Indicators

Number of Clients reached through standalone solutions that target the need of an underserved group[7]

28.8 million

U.S. stop-loss[8], Clinical 360[9] savings for Sun Life and Clients

US$68.4 million

[6] ASA Philippines Foundation, Inc. ("ASA Philippines") is a non-profit, non-stock corporation specializing in microfinance.
[7] Includes products and services that aim to address the unique needs of underserved groups. Excludes SLC Fixed Income, U.S. (In-force Management), Asia (High Net Worth, Regional Office) and Corporate Support. Includes Asia Joint Venture (Malaysia).
[8] Insurance that reimburses self-funded health plans for claims over a predetermined amount.
[9] Clinical 360 combines claim data with clinical experts who review claims to identify cost savings and opportunities to optimize care. The program leverages relationships with preferred partners to implement these solutions, delivering value for both Sun Life and client organizations.

Changing the family and medical leave landscape for U.S. workers

Paid family and/or medical leave ("PFML/PFL") is a rapidly developing concept in the U.S. These programs allow employees working in certain states to take paid time off from work for a variety of employee medical or family-related reasons.

For more than eight years, Sun Life has been a leading advocate in the insurance industry for PFML for workers in America at federal, state and employer levels. While there is a federal unpaid leave program available to many U.S. workers, and mandatory or voluntary paid leave programs in 14 U.S. states and jurisdictions[10], there is no consistent approach across all states and employer sizes to support workers and their families with partial income protection during critical time away from work.

Over 80% of employers that offer paid family leave and personal illness time report positive effects on employee retention[12].

PFML matters to employers and employees

Paid leave for bonding with a new child or for family care reasons reduces turnover costs by encouraging a return to work with the same employer[11]. Over 80% of employers that offer paid family leave and personal illness time report positive effects on employee retention[12]. Paid family leave also has significant health benefits for young children and their caregivers[13], creating a public health impact that resonates far beyond the initial bonding time.

Recognizing the importance of making it easier for employees to meet family health needs, Sun Life was the first major group insurance carrier in the U.S. to offer fully-insured Family Leave Insurance (FLI). Sun Life's FLI gives small and mid-size employers the option to provide sought-after benefits to all of their employees, regardless of the state, and without the risk of self-funding.

We expanded our FLI product to 17 new states in 2025, making it easier for small and mid-size employers to help their employees meet family care needs. Sun Life now offers family leave products to employers in 31 states through statutory and voluntary programs that represent approximately 67% of the U.S. population.

FLI and Short-Term Disability (STD) complement each other to enhance employer benefits: FLI covers family care and bonding leaves while STD covers employee medical leaves. Together, they fill gaps in states without mandatory programs, supplement income for higher earners where state PFML exists, and provide comprehensive and consistent coverage, helping employers attract and retain talent.

Integrating product and policy interventions supports PFML expansion

To make PFML a reality for all American workers, we believe products and policy must complement each other. We have worked with multiple state legislatures over the last several years to include a private plan option alongside mandated programs. We also championed the federal paid leave tax credit for employers, which was made permanent in tax legislation in 2025.

The tax credit expands eligibility to more employers while rewarding those who go beyond statutory paid leave requirements. This will help businesses reduce costs and increase paid leave coverage for millions of Americans, helping to strengthen their financial security and improve health outcomes.

[10] As of January 1, 2026.
[11] National Partnership for Women & Families. "Paid Family and Medical Leave is Good for Business." 2025.
[12] World at Work. "Paid Time Off Programs and Practices." 2019.
[13] National Partnership for Women & Families. "The Child Development Case for a National Paid Family and Medical Leave Program." 2023.

Client experience

Harnessing the power of our people, technology, data and insights to keep Client experiences relevant and impactful

In an increasingly competitive marketplace where financial and health needs are complex and evolving, the way we engage with our Clients and prospective Clients impacts our business success. It also helps support the financial security and health management goals of individuals and families.

Several market trends intensify the importance of exceptional Client experiences. These include rising digital expectations, increased demand for personalized, convenient services, growing financial complexity, and regulatory developments that continue to emphasize consumer protection and transparency.

When Clients feel truly understood and supported in personal areas such as finances and health, trust is built – strengthening relationships and driving loyalty. In today's competitive financial services landscape, Client experience becomes a powerful differentiator. By combining personalized support with comprehensive digital solutions, organizations can create meaningful connections that attract and retain Clients while reinforcing confidence in every interaction.

Our focus on Client experience empowers Clients to make informed health and financial decisions, plan for retirement and protect themselves from unexpected events. By supporting both health and wealth needs, we can reduce the burden on public support systems and help build stronger, more resilient communities.

Client experience is integrated throughout our operations, from product development to service delivery. We strive to provide personal and tailored communication through preferred channels using plain language across all materials and commit to responsible marketing practices focused on transparency. We also provide a clear complaint resolution process. By connecting Client satisfaction to compensation, we help ensure Client experience is top of mind at Sun Life.

When we encounter pain points in the Client experience, we see these as valuable opportunities to connect with our Clients and improve our service. We set our standards at "exceptional", and aim to establish new industry benchmarks, creating a competitive advantage. With a focus on technological innovation, coupled with responsible marketing approaches and effective issues resolution processes, we are able to navigate a crowded marketplace while building stronger, more meaningful relationships with those we serve.

As we strive to improve the Client experience, Access to our solutions becomes more seamless and supports our strategic Bridges Initiative.

Learn more

About our approach

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2025 Performance: Client experience

Responding to evolving market trends, in 2025 we continued to adapt our business to meet Client needs and deliver better experiences and outcomes. For example, we invested in digital innovations, service improvements and strategic partnerships that help us to be there for our Clients where and how they need us. We harnessed Client data and learnings gained through our feedback channels to enhance our products, communications and processes. As well, this past year saw the launch of new educational tools, designed to empower Clients to make informed financial and health decisions and build confidence in managing their Sun Life benefits, plan for retirement and protect against unforeseen circumstances.

New bereavement support

A recent survey showed that Canadians who have experienced a loss say they feel unprepared to navigate the bereavement process. In 2025, Sun Life became the first Canadian partner of Empathy, a bereavement support platform, to offer assistance to those navigating a loved one's passing. Eligible Canadian life insurance beneficiaries and their families can access emotional and practical support provided by Empathy. For example, care managers can provide one-on-one guidance for settling estates. Similarly, in the U.S., we partnered with Wellthy, a personalized care concierge platform, to make it easier for life insurance members and their families to navigate the complex challenges associated with bereavement and end-of-life care.

Expanded virtual care through Lumino Health

We transitioned our Medical Second Opinion services into the Lumino Health Virtual Care platform offered by Dialogue, expanding our virtual care offering and delivering a more integrated experience to Clients in Canada. The expanded service offers plan members and their families access to expert reviews and second opinions of diagnoses and treatment plans for both physical and mental health conditions. Available via mobile app, web or a phone line, the service ensures timely, confidential and personalized support during critical health decisions. In addition, we launched the Disability Care Manager Tool through Lumino Health provider search. The tool provides a custom view for Sun Life's disability case managers to help individuals on disability find care quicker and more easily.

Faster, smoother and more reliable claims experiences for Clients in the Philippines and Hong Kong

In the Philippines, the claims process was streamlined by consolidating all product claim types into a single claims form. This resulted in a three-point improvement in our Claims Event-based Listening[1] (EBL) Customer Satisfaction (CSAT) score,[2] which reached 73% by the end of 2025. The CSAT score indicates the proportion of Clients who rated their overall experience as "5-Very Satisfied."

Sun Life Hong Kong Life and Health introduced a Claims Status SMS Notification feature to proactively inform Clients when claims processing exceeds the standard turnaround time due to incomplete information or other factors. This feature aims to enhance transparency and manage Client expectations during extended review periods, ensuring Clients are informed that their claims are still being processed. The Claim EBL CSAT score for Sun Life's Hong Kong and Life and Health also hit record high at 75% in December 2025 since the start of the EBL program in February 2025.

Key Performance Indicators

Change in Client Satisfaction (CSAT) score[3] from previous year (Goal: +2)

+3

[1] Sun Life sends a brief survey to clients who have undergone any client journeys where EBL is implemented, such as Purchase, Servicing and Claims.
[2] Comparison based on 2025 September Year-to-Date (YTD) versus 2024 Year-End (YE) figures.
[3] Excludes SLC Fixed Income, U.S. (In-force Management), Asia (High Net Worth and Regional Office) and Corporate Support. Includes Asia Joint Venture (Malaysia).

Easier access to portfolios for Clients in Hong Kong

Sun Life Hong Kong Wealth and Pension launched the MPF Navigator[4] in 2024 which uses advanced tokenisation technology to safeguard user privacy. The technology allows members to access personalized portfolios without having to submit sensitive personal information, simplifying the user experience. In 2025, the number of Clients using MPF Navigator rose from about 1,900 in January to approximately 65,000 in December. Hong Kong Wealth and Pension had a 52% increase in monthly active app users by September 2025.

Upgrades to my Sun Life for a better Client experience

We improved our mobile app, my Sun Life, to elevate the digital experience for our Clients in Canada. The significant update included quick actions to services making it easier for members to do key tasks like filing claims. A redesigned Health Shelf improved visibility to the suite of health services that include virtual care and e-pharmacy. There's also a new in-app chat feature for personalized support regarding employer-sponsored benefits and savings plans. More enhancements are in the works as we address Client feedback and pain points.

Data-driven insights help Clients manage health plans

In Canada, we launched Sun Life Benefits Explorer, an advanced analytics tool that helps plan sponsors better understand and manage their employee health plan. The digitally-powered platform provides interactive dashboards and visualizations that give users deeper insights on trends and patterns over time.

Claims made easier for Clients with long-term disabilities

At Sun Life, we're always evolving to better understand and support our Clients. By listening to their ideas and concerns, we have uncovered Client pain points and opportunities where we can improve. Client feedback revealed that because filing a disability claim is often a unique and unfamiliar experience, many individuals find the process stressful and overwhelming. These findings indicated a need for more comprehensive guidance and proactive support throughout their journey.

Over the past couple of years, Sun Life has taken steps to address this pain point by improving our Long-Term Disability (LTD) services, making it easier for Clients to submit and process claims. LTD coverage provides income replacement for individuals who are unable to work for an extended period of time due to illness or injury.

The improvements are the result of feedback gathered through our CSAT Client Experience Program. CSAT surveys are sent to all Clients who have filed an LTD claim, specifically after an initial liability decision has been made on their claim. Our aim is to collect meaningful insights from LTD claimants regarding their experience with the claim process.

The Client Experience program benefits Clients by providing a platform to voice their perspectives. This valuable feedback paves the way for Sun Life to refine our processes and enhance the management of ongoing LTD claims.

The program, which tracks overall Client experience scores as well as more specific insights, is having a tangible, positive impact on Client service and satisfaction as well as business results. Client satisfaction went from 54% from January 2023, when the program was launched, to 73% as of September 2025.

[4] MPF Navigator (AQUMON platform) and its services are independently operated and provided by Magnum and are not related to Sun Life Hong Kong Limited or its affiliates ("Sun Life"). Any recommended portfolio(s) or information on the AQUMON platform is strictly for reference only. Investment involves risks and past performance is not indicative of future performance. Investment decision should not be solely based on fund performance. Other factors (e.g. fund's investment objective, fees and charges, fund risk level, service level should also be considered.

Climate resilience

Managing climate-related risks and opportunities to build long-term resilience

Climate-related impacts can influence the resilience of our life and health insurance businesses, our general account investments (funds from insurance policy premiums) and our operations. We assess how climate-related risks could emerge in these areas, and we integrate these risks into our risk management processes to inform our strategy and enhance resilience. We also seek to identify and capitalize on opportunities related to climate. These include solutions that help us and our Clients adapt to climate and health risks, and operational efficiencies gained through more resilient practices, for example.

We recognize there are broader environmental considerations interconnected with climate, such as those related to nature. Those considerations could impact our Clients and our business. We are working to develop a better understanding of these emerging impacts, and have started to leverage public data sets to assess nature-related considerations in our general account portfolio.

Our approach to climate resilience aims to strengthen our ability to deliver on our Purpose of helping Clients achieve lifetime financial security and live healthier lives.

In our life and health insurance businesses, we have established a multi-year program focused on data analysis and research to understand how climate-related extreme weather affects our Clients' health. The program is designed to provide insights to help strengthen our existing risk management practices and help identify potential climate and health opportunities.

To support the resilience of our general account investments, we manage material climate-related risks that may impact our investment portfolio. Through our policies, data, insights and instructions to asset managers, we aim to bolster the resilience of our portfolio and the risk-adjusted returns of our investments. Please refer to the Sustainable investing section for more information about the management of our general account.

In our own operations, we manage climate-related risks by identifying and mitigating physical risks across our global offices, and we pursue efficiency and emissions-reduction initiatives that support both our resilience and our Clients' sustainability goals.

Our governance structure aims to appropriately embed climate-related considerations across the organization. This structure includes oversight of climate-related matters at the Board and management levels. Governance of sustainability-related matters is detailed in the Governance and ethics section of this report. Further detail on governance of climate resilience-related matters is included in our 2025 OSFI B-15 Climate Risk Management Report.

We aim to embed climate-related considerations in strategic planning, risk appetite and general account investment decision-making across the enterprise. Climate-related risk is one of the risks we address through our risk management approach. Like with other risks, we identify, assess and monitor material climate risks through our enterprise Risk Management Framework, supported by business and strategic planning processes.

2025 Performance: Climate resilience

In 2025, we continued to make progress against our strategy for climate resilience. For more details on our performance, including on select highlights below, please refer to our 2025 OSFI B-15 Climate Risk Management Report which details our approach regarding our climate governance, strategy, risk management and metrics.

Life and health insurance businesses

In 2025, we initiated a collaborative research program with a leading Canadian university to identify the impacts of extreme temperatures and wildfires on the health of our Clients. In addition, we published a research report: "How climate and extreme weather are impacting workplace health in Canada: Creating a climate-resilient workforce with group benefits." This research was conducted in flood affected regions in partnership with Environics Research. The report highlights how group benefits plans can be the foundation of climate-related health resilience in Clients' organizations.

Learn more

- 2025 OSFI B-15 Climate Risk Management Report
- Data tables

General account investments

We made progress toward our 2030 greenhouse gas emissions reduction goals for select asset classes in our general account. For details, refer to the Metrics and Targets section of our 2025 OSFI B-15 Climate Risk Management Report. In addition, we completed our first nature risk assessment pilot to identify nature impacts and dependencies within a subset of our global corporate bond investments. The pilot leveraged tools such as ENCORE, World Wildlife Fund's Biodiversity Risk Filter and the World Resources Institute's Aqueduct Water Risk Atlas to guide our analysis. Please refer to the Sustainable investing section for more information about the management of our general account.

Climate resilience in our offices in Asia

In support of climate resilience across our global office portfolio, Sun Life's operations have been undergoing a climate resilience assessment leveraging a roadmap exercise, which was expanded into select Asian markets in 2025. This roadmap includes a detailed evaluation of historical data on operational emission sources, current and future space-related strategies, feasibility assessments and analysis of external factors that could impact emissions trajectory. In addition, we completed a physical climate risk assessment of our office portfolio across our Asian markets. A critical outcome from this assessment is the measurement of the relative risks each property faces from major climate-related hazards across varying time horizons.

We leveraged the insights from this exercise to produce a time-bound, actionable set of recommendations to help enable each operational team to embed sustainability into their decision making (e.g., real estate site selection processes). We are laying the groundwork for measurable progress toward our operational GHG emissions reduction goal and at the same time enhancing climate risk management through deeper property-level analysis.

Improving energy efficiency in our corporate real estate portfolio

One example of how we can make progress on resiliency roadmaps is through building upgrades. By 2025, 44 sites were converted to LED lighting including Waterloo King, which is Sun Life's largest office building in North America.

Our Corporate Real Estate team is committed to advancing initiatives such as energy efficiency, water conservation, waste management, use of ecological cleaning agents and utility data transparency. While these requirements are prioritized during lease negotiations, we continue to seek opportunities to further strengthen collaboration with landlords and property managers to enhance climate resilience of our spaces, recognizing that capabilities and opportunities vary in each local market.

Key Performance Indicators

Enterprise greenhouse gas emissions (tCO_2e)

Scope 1

- 2023: 43,555
- 2024: 45,567
- 2025: 47,057

Scope 2 Location-based[1]

- 2023: 35,612
- 2024: 35,870
- 2025: 36,823

Scope 2 Market-based[2]

- 2023: 31,641
- 2024: 36,764
- 2025: 37,166

Scope 3 Location-based

- 2023: 8,972,429
- 2024: 15,972,459
- 2025: 17,565,265

Scope 3 Market-based[3]

- 2023: 8,972,820
- 2024: 15,968,137
- 2025: 17,559,936

The emissions data presented in these tables are excerpts from our 2025 OSFI B-15 Climate Risk Management Report. For a comprehensive overview of our measurement approach and detailed disclosures, please refer to the 2025 OSFI B-15 Climate Risk Management Report and our 2025 GHG Emissions Reporting Methodology.

[1] Scope 2 location-based electricity emissions reflect the grid-average emission intensity (gCO_2e/kWh) for the region in which a property is located.
[2] Scope 2 market-based electricity emissions reflect contractual instruments implemented with respect to electricity purchases at Sun Life owned properties, i.e., renewable energy certificates (RECs). Refer to Sun Life's 2025 GHG Emissions Reporting Methodology for more information on RECs and residual mix emissions factors.
[3] Scope 3 market-based electricity emissions reflect contractual instruments implemented with respect to renewable electricity purchases at global leased offices, i.e., RECs.

Community wellness

Supporting communities through focused philanthropy, deeper partnerships and enhanced measurement

Supporting communities to live healthier lives and increase lifetime financial security is how we translate our Purpose into meaningful impact. We invest in community initiatives and organizations that address critical global health challenges. Examples include rising rates of type 2 diabetes and barriers to accessing care for mental and oral health. We are also focused on improving financial outcomes for underserved groups[1] like in Asia, where we invest in increasing financial literacy.

Even as broader health systems advance, communities with poor health outcomes often experience economic instability. The result is preventable illness or a reduced quality of life and higher long-term costs for individuals, employers and society[2].

Through focused philanthropic investments, we can help bridge gaps and contribute to stronger, healthier and more financially resilient communities. Underserved communities tend to be disproportionately affected by barriers to health and financial well-being. By focusing on the needs of these communities, we can build partnerships, create impact in the space in which we operate and help deliver on our Purpose.

Our investments in community wellness through philanthropy are connected to our Bridges Initiative. We have made a commitment to donate $75 million by 2030 to causes that support underserved groups.

Measuring outcomes helps ensure our approach to partnerships remains responsive to evolving challenges and community needs.

Through Sun Life's You Give We Give program in North America and Ireland, we encourage and reward our people to actively engage with local communities where we operate. This program supports employees and advisors in giving back to the causes important to them by providing matching dollars to registered charities for the time they volunteer or donations they make to these organizations. Our Inclusion Networks further deepen our community relationships by leveraging employees' authentic connections and cultural insights to identify meaningful charitable partnerships.

Community wellness is integrated into our governance structure through our Donations Committee and approval framework, with oversight from our Executive Team and Governance Committee of our Board.

2025 Performance: Community wellness

In 2025, we shifted towards fewer, deeper partnerships with community organizations to drive more meaningful impact through our philanthropic investments. These closer partnerships enabled the co-creation of community programs and improved data collection and measurement of program impacts. This approach will help us better demonstrate the value of our philanthropic investments over time and ensure that resources are targeted to drive meaningful outcomes in our communities.

Hoops + Health program inspires youth across Asia

In partnership with global sport for social change foundation Beyond Sport, we successfully completed the second year of the Hoops + Health program. The program encourages active and healthy lifestyles among young people across Asia through basketball. Overall youth participation increased by 250% compared to 2024, impacting more than 48,000 people across six markets in Asia[3] in 2025. Additionally, 87% of young people engaged across Asia learned new strategies to improve their health. We increased our investment to $1.5 million, up from $1 million in 2024, to drive impact across three areas: improving access to physical activity, deepening engagement with local communities, coaches and Sun Life employees and inspiring young people to lead more active lifestyles through free, regular basketball sessions.

Learn more

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[1] Refer to page 18 for the definition of underserved groups.
[2] The growing global diabetes epidemic is projected to affect 1.3 billion people by 2050. Just under half of U.S. adults say it is difficult to afford health care costs, with about one-third (36%) saying that in the past 12 months they have skipped or postponed getting health care they needed because of the cost. Gaps in access and outcomes cost approximately $320 billion annually in the U.S., with estimates that by 2040 the figure could surpass $1 trillion if not addressed.
[3] Hong Kong, Indonesia, Malaysia, the Philippines, Vietnam and Singapore.

TeamSmile partnership in U.S. helps underserved kids get dental care

Sun Life U.S. and DentaQuest, part of its Dental business, renewed their support for TeamSmile, a non-profit organization that helps underserved children in the U.S. get oral health-care and education. With a US $825,000 donation over three years, this partnership will help reach even more children through the following two initiatives:

- TeamSmile's flagship free dental clinics: Sun Life U.S. and DentaQuest have partnered with TeamSmile for the last 15 years, expanding access to oral health care through free, large-scale dental clinics at sports stadiums and arenas. This partnership renewal aims to expand and strengthen these efforts to ultimately double the number of children served over the next several years.
- The Dental Home Project: Powered by DentaQuest project aims to connect children in need at TeamSmile programs with a local primary dentist to provide care for each child as they grow. Nearly half of all attendees since the program launched were without a dental home. In 2025, 92% of children who attended a TeamSmile Clinic and were in need of a primary dentist were placed with one.

Digital tools and in-person workshops for financial empowerment

Brighter Financial Futures is a regional philanthropy program in Asia created in partnership with the NGO Aflatoun International to improve financial literacy among local and foreign domestic workers across Hong Kong, Indonesia, Malaysia, the Philippines, Singapore and Vietnam. The program focuses on providing access to financial education through a digital interactive toolkit, engaging facilitators with appropriate training and empowering domestic workers in their financial journey by organizing free in-person workshops. The partnership agreement and donation were finalized in 2025 with program activities set to begin in January 2026. This program is part of Sun Life Asia's sustainability ambition to empower members of the sandwich generation – people supporting both their children and aging parents, grandparents or other elderly relatives – with knowledge and solutions to achieve lasting financial well-being.

Key Performance Indicators

Total corporate giving[4]

$29.6 million

Cumulative donations since 2023 to causes that support underserved groups[5]
(Goal: $75 million by 2030)

$33.1 million

Committed to the fight against diabetes across our markets since 2012, including $7 million in 2025

$64.9 million

Total number of people impacted through Sun Life-funded programming across our markets[6]

182,964

Survey respondents who participated in Sun Life-sponsored community programs believe they're living healthier lives as a result of their involvement[7]

87%

[4] Corporate giving amounts reflect giving towards registered charities and non-profit organizations. Includes Dialogue, MFS Investment Management and asset management affiliates (BGO and Crescent).
[5] Includes Asia Joint Ventures (Malaysia and India).
[6] Impacts on people through Sun Life-funded programming may include, for example, participation in programs that can lead to increased levels of physical activity, improved nutrition habits, increased financial literacy, and increased access to care for mental and oral health.
[7] Calculated as an equally-weighted average of program survey results.

Building financial foundations for Malaysian students

In support of our InsureLit Campaign 2.0 to promote financial literacy, we launched InsureLit Youth Programme to engage with university students through financial talks and interactive board game sessions – reaching over 800 university students to date. Beyond youth engagement, we extended our efforts to the wider community through a series of InsureLit roadshows, educating Malaysians on the importance of financial literacy and providing personalized financial consultations to more than 800 people.

Promoting diabetes prevention in Malaysia

For the sixth consecutive year, we conducted a 3-month nationwide blood glucose screening program in Malaysia. From August to October, we screened over 6,000 people, with 591 joining our free health coaching program. Since 2019, we've screened over 45,000 Malaysians, promoting diabetes prevention through early detection.

Canadian Lung Association partnership helps Canadians living with lung disease

We contributed $200,000 to the Canadian Lung Association (CLA) in 2025 to expand and enhance its digital offerings to help Canadians better manage chronic lung disease from the comfort of home. In particular, our funding supports the CLA's Breathe Better – Stay STRONG initiative, a 10-week home education and exercise program, with additional opportunities for community connections and online support. Sun Life and the CLA also work collaboratively to offer practical and educational resources related to the health risks of extreme weather, such as poor air quality during wildfires and extreme temperatures, for individuals living with respiratory conditions such as asthma and chronic obstructive pulmonary disease (COPD). This partnership complements Sun Life's own Respiratory Care Program, which supports individuals in their management of lung health, including through online access to pharmacists trained in respiratory care.

Finding new and better ways to tackle diabetes in Canada

As a major health insurance and health benefits provider, Sun Life is well positioned to play a role in tackling global health challenges like diabetes, which is widely considered a global epidemic affecting millions of people worldwide. In Canada, for instance, nearly one in three people are living with diabetes or prediabetes[8]. Higher levels of physical inactivity and unhealthy diets have contributed to a mounting health crisis.

Diabetes has been Sun Life's global philanthropy program focus for more than a decade. Since 2012, Sun Life has committed $64.9 million to the fight against diabetes across our markets, including $7 million in 2025. Our investments have supported organizations dedicated to combatting the disease and a variety of awareness and prevention initiatives, including education campaigns and physical activity programs in schools, community centres and recreational facilities.

Researchers, health organizations and communities are finding better ways to support people living with diabetes, including through guided lifestyle interventions like nutrition and exercise. Sun Life is committed to investing in these fresh approaches, and in Canada we dedicated $3.2 million in 2025 to support this important work.

Through the ongoing collaboration with William Osler Health System Foundation, we have supported the Sun Life | Osler Healthy Active Living Initiative since 2017. Available to children and adults, the program provides free workshops led by health professionals on healthy eating and portion sizes, cooking classes and exercises like aerobics and strength training. In 2025, the program served 1,130 participants and achieved the following health-related outcomes:

- 84% of participants reported an increase in their average amount of daily physical activity
- 89% of participants reported an increase in their knowledge of how healthy lifestyle changes can reduce their risk of developing type 2 diabetes

Additionally, Sun Life is investing $300,000, over three years, to the YMCA of Three Rivers Diabetes Fit program. The 12-week initiative for adults offers education and tools for diabetes prevention and management through healthy lifestyle promotion. In 2025, the program supported 197 people and produced strong impact results, including:

- 81% of participants reported improvements in their healthy eating habits
- Participants reported engaging in an average of 45 minutes of daily physical activity

Through these investments, we are building and deepening relationships with our community partners, allowing us to amplify our collective efforts to create positives health outcomes in the fight against diabetes.

[8] Diabetes in Canada 2024 Backgrounder (Diabetes Canada, 2024).

Employee well-being

Investing in whole person well-being

At Sun Life, employee well-being is directly connected to our Purpose of helping Clients achieve lifetime financial security and live healthier lives. When we actively support our employees across multiple dimensions of their lives, we can maintain high performance while also ensuring that our workforce feels valued, healthy and ready to bring their best selves to work every day. For our Clients, their families, and prospective Clients, this can translate into higher service quality and more empathetic support and reinforces our credibility as a health and benefits partner.

Our well-being approach is centered on three interconnected pillars – mental, physical and financial well-being – all contributing to an employee's overall health. We refer to this approach as whole-person well-being. Improving one area often positively impacts others: better mental health can enhance physical well-being, while financial security supports mental health. Investing in whole person well-being creates a healthy workforce that is productive, innovative and resilient to challenges. It attracts and retains talent but also builds organizational resilience more broadly.

For mental health, we focus on prevention, illness management and positive outcomes, including reducing absentee rates. We promote physical wellness through providing safe work environments and encouraging healthy lifestyles. We also support financial well-being, recognizing that financially secure employees tend to be happier, healthier and more productive. To help employees achieve better financial health, we offer comprehensive retirement and savings plans to help build financial security for the future, inclusive paid family and medical leave programs and financial literacy resources, and more.

By measuring and refining our initiatives through key performance indicators, industry benchmarking and trend analysis, we're not only enhancing our internal practices but also setting standards. The insights we gain can help us learn and guide our employer Clients in creating healthier, more resilient workforces of their own, contributing to broader societal efforts in supporting mental health and holistic well-being.

We integrate our global well-being approach into policies and long-term plans for the organization. This encompasses leadership commitment, policy updates, strategic planning, targeted initiatives, and measurement and communication, to holistically support employee well-being and sustained organizational success.

The increasing global focus on mental health, the evolving nature of work and growing societal expectations for employers highlights the value and urgency of a thoughtful approach to employee well-being. As a company at the forefront of health benefits, we are uniquely positioned to lead in this area.

2025 Performance: Employee well-being

In 2025, we advanced employee well-being at Sun Life through continued refinement and expansion of initiatives across the three pillars of mental, physical and financial well-being. Initiatives varied by region and focused on increasing the quality and accessibility of health benefits, giving employees more wellness services and flexibility to choose what's best for them and further building an environment where employees feel safe and secure. This year, we worked to raise awareness about women's health in the workplace, creating safe spaces for open conversations, breaking down stigmas and fostering understanding.

Empowering employees to proactively manage their health and safety is more important than ever in today's complex world, and education is key to understanding and accessing available resources. To increase engagement and effectiveness, we ran health and safety awareness campaigns, and delivered extra training in areas like emergency response and mental health first aid (MHFA). Implemented globally, MHFA is a voluntary program where trained employees provide initial support to colleagues experiencing mental health challenges, similar to physical first aid, until professional help can be accessed. Additionally, we broadened our employee health and safety programs in both scope and geographic coverage, and by setting a consistent global baseline for health and safety practices across all Sun Life operations, we ensure a truly enterprise-wide approach.

Learn more

About our approach | Data tables

Benefit upgrades empower employees

Based on our own assessments and employee feedback, we introduced benefits changes in Canada that include providing more affordable medical and dental benefits, increasing company paid life insurance protection and modernizing our disability programs. We believe these upgrades will better empower employees to proactively manage their overall well-being.

Expanded well-being services for employees in Asia

Reflecting Sun Life's longstanding focus on championing mental health, we re-launched our Employee Assistance Program (EAP) in Asia with expanded services. The EAP provides 24/7 access to third-party confidential advice and help for employees and their families. The new services include free well-being assessments along with a chat tool, making it easier for employees to seek support when needed.

Broader health coverage and support

In the U.S., we introduced new initiatives to broaden health coverage and support for employees. The measures include fertility support featuring comprehensive treatment coverage and access to top fertility specialists; and menopause support with access to nutrition and sleep advice, mental health services and screenings for chronic conditions. Additionally, we refreshed our U.S. myMental Health Guide with new information for parents and caregivers, and created the women's health guide as a one-stop shop for wellness resources. After our first full year of Hinge Health[1], members reported positive outcomes in pain reduction, a decrease in depression and anxiety, and members who indicated they may need surgery had a 33% reduction in their intent to have surgery.

Medical accommodations

In Canada, we introduced an enhanced medical accommodations service in 2025 that helps employees with medical conditions receive tailored workplace adjustments so they can continue to thrive at work. This initiative is led by our new accommodation team, featuring specialists who collaborate with affected employees and their leader to develop personalized accommodation plans. Examples of accommodations include equipment and workspace modifications, specialized technology, accessible environments, and modified duties and/or hours. We offer equipment modifications at our physical office locations to support hybrid employees who may not have suitable accommodations in their home offices.

Responding to women's health issues

The gender health gap can impact women negatively at work, with economic and societal implications. As women are a critical talent base, it is smart business to ensure we maximize all the human capital available in this population. In 2025, we focused on building awareness and providing resources for our people related to women's health. We launched the Thrive Hub which includes women's health resources for all employees globally and held employee sessions on topics like fertility, endometriosis and polycystic ovarian syndrome. To help raise awareness about women's health inside and outside of our organization, we launched a World Menopause Day campaign to raise awareness about how we are taking steps to change the narrative for women's health in the workplace. Alongside partner the Menopause Foundation of Canada, Sun Life was recognized with Catalyst's inaugural Breakout Program Award for being the first company to join the Menopause Works Here campaign. This campaign aims to help workplaces better understand menopause and supports companies in harnessing women's complete professional potential.

Key Performance Indicators

Total spent on compensation and benefits[2]

$6.9 billion

Percentage of employees who say that their immediate supervisor/manager supports their well-being[3]

91%

[1] Hinge Health is a mobile platform that connects people virtually with expert clinical and convenience care.
[2] Refer to Report Scope - Note 1.
[3] Based on the Q3 global employee engagement survey. 78% of employees surveyed participated. Refer to Report Scope - Note 2.

Helping employees tackle student loans to boost their financial health

Many adults carry the financial burden of student loan debt for years. The financial strain can carry over into the workplace, creating mental distress and impacting job performance[4]. Helping employees build financial security and resilience is a cornerstone of employee well-being at Sun Life. In 2024, we enhanced our Stock Ownership Program in Canada to provide employees with increased value to benefit their financial well-being.

Among the new features, we introduced a student loan repayment option, which allows employees to direct their Stock Ownership Program contributions and company match to pay down their government issued student loan faster. We also increased the maximum company match. We made savings more accessible: the waiting period to receive the employer match was removed and we removed the suspension rules on withdrawal. Once the student loan is paid off, the contributions are automatically deposited into a Tax Free Savings Account within the Stock Ownership Program to help build their emergency savings.

Employees who are eligible for the program are optimizing the upgrades, including the student loan repayment benefits. By the end of 2025, participation in the enhanced Stock Ownership Program had grown to 72%, up from 62% in 2023.

Ultimately, the program is a win-win for employees and Sun Life. Aligned with our Purpose, we recognize that supporting employees' financial health is integral to their overall well-being, and helps to reduce stress and enhance performance. Supporting financial health is also a way to retain and attract top talent, aligned with our top employer strategy.

"The student loan program helped me pay off a debt that I wouldn't have prioritized, and that would've accumulated interest for years to come. Overall, taking advantage of this opportunity was definitely one of the best financial decisions I have made, and Sun Life made it possible."

- Tabitha F., Sun Life employee.

[4] Government of Canada. "Infographic: calculating the cost of employee financial stress on productivity". 2025.

Governance and ethics

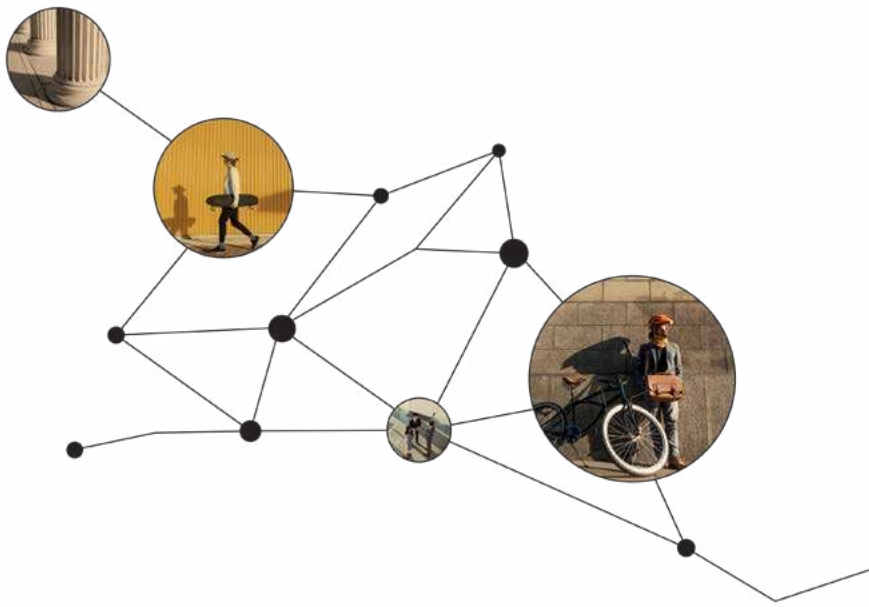
Building long-term business resilience

Sun Life is committed to maintaining robust governance practices and high standards of ethical behaviour. These principles are fundamental to maintaining stakeholder trust, supporting a resilient business and delivering long-term value.

Strong governance practices provide a framework for responsible decision-making, while our ethics support these practices. Acting with integrity, transparency and accountability in all aspects of our business enables us to identify and manage risks and opportunities, make informed decisions and adapt effectively to changing market conditions, stakeholder expectations and evolving industry standards. By acting responsibly and ethically, we protect our reputation; foster credibility; and maintain the confidence of our Clients, shareholders, investors, employees and regulators.

We have a comprehensive governance framework that includes an independent Board of Directors (Board), robust risk management processes and a strong, Purpose-driven culture in which our Code of Conduct (the Code) guides ethical behaviour.

As the governance landscape evolves, influenced by shifting regulatory and stakeholder expectations, we remain committed to continuous improvement. This includes ongoing Board renewal, director orientation and development, annual evaluation of board, committee and director performance, as well as ongoing engagement with stakeholders to ensure their perspectives are considered in our governance approach. Regular education sessions covering a wide range of topics, from operational risk and resilience to competitive market trends are also an important element of our comprehensive governance strategy.



Learn more

About our approach

Data tables

2025 Performance: Governance and ethics

Throughout 2025, we maintained best practices in our governance policies and frameworks, led by a strong Board. Sun Life's Code of Conduct serves as the cornerstone of our ethical framework, guiding our actions and shaping our decisions.

Keeping ethical practices top-of-mind

We kept ethical practices top of mind by delivering regular communications and refreshed training to employees throughout the year. In 2025, 99% of our employees completed Sun Life's annual Code Training and Declaration[1] (2024: 98%). Along with messages from our Executive Leadership team, the training also includes new content. By regularly reinforcing the Code, our employees and leaders are able to foster an environment centered around ethical decision-making.

In addition to English and French, the Code is now available in Bahasa, Chinese Simplified, Chinese Traditional, Hindi, Spanish, Tagalog, and Vietnamese upon request. Offering the Code in multiple languages supports our commitment to inclusion across the organization.

Employees have access to a full library of policies, training and support materials on ethics topics through our intranet. This includes guidance on "speaking up" if employees witness or suspect ethical violations.

We encourage open communication and want employees to feel safe, supported and empowered to do the right thing. Through employee surveys, we measure our progress in achieving an ethical workplace. In 2025, 79%[2] of employees said they feel it's safe speaking up at Sun Life (2024: 80%). This result exceeds the global financial services benchmark of 74%[3].

The Code Office develops and supports on various communications throughout the year that focus on reinforcing ethical principles and addressing emerging issues. This helps embed ethical practices across our global workforce and connects Sun Life's values and standards to employees' daily work.

Key Performance Indicators

Number of independent directors on the Board

11

Percentage of employees who feel it is safe to speak up at Sun Life

79%

[1] Training completion rates are as at January 15 since annual training assigned during the reporting year may be completed after year-end.
[2] Based on the Q3 global employee engagement survey. 78% of employees surveyed participated. Refer to Report Scope - Note 2.
[3] Based on Willis Towers Watson's Benchmark of Global Financial Services.

Human rights

Committing to human rights in our operations, products and services and relationships

Our products and services intersect deeply with people's lives, supporting their health, financial security and ability to plan for the future. We strive to uphold human rights in our decisions regarding solution design, employee treatment, supply chain governance and general account investment management. This supports Sun Life's long-term organizational resilience while reducing operational and supply chain risks.

Our approach is guided by the United Nations Guiding Principles on Business and Human Rights and our commitment to respecting human rights is reflected in four core principles[1].

Our core human rights principles

1. We commit to respecting human rights across our business
2. We are all accountable for respecting human rights
3. We seek to understand and address our human rights impacts
4. We are committed to transparency on our human rights approach

These principles are supported by policies and practices addressing topics such as fair and ethical employment practices, health and safety, harassment and discrimination and procurement across our global operations. We have integrated oversight of human rights in our regular governance processes as follows:

- The Governance Committee of the Board of Directors assists the Board with oversight of sustainability matters, which may include material issues relating to human rights.
- Our Chief Sustainability Officer has responsibility for strategic initiatives to further our human rights practices.
- Our approach to identifying and managing environmental and social risks, including human rights risks, is embedded within our enterprise Risk Management Framework. As such, human rights risks are integrated into our risk governance processes, which are overseen by the Risk Committee of the Board of Directors.

Learn more

About our approach | Data tables

[1] For Sun Life Financial Inc., inclusive of Sun Life Canada, Sun Life US, Sun Life Asia, and investments in Sun Life's general account, the management approach to respecting human rights is reflected in human rights principles. These principles do not apply to the Corporation's asset managers. Sun Life's asset managers have their own approaches to human rights, given the unique nature of each asset manager.

In addition to our governance structure, our approach encompasses various mechanisms to identify, assess and address potential human rights impacts. Those key mechanisms include:

- **Due Diligence** - Assessing potential human rights risks across our operations and value chain to identify and prioritize the most salient human rights issues for our business.
- **Products and Services** - Ensuring all products comply with applicable legislation, respecting the privacy of our Clients and being guided by Sun Life's Client Data Privacy Principles while expanding access to insurance and wealth products designed to empower and educate Clients.
- **Employees** - Promoting equal opportunity, maintaining fair compensation, and striving to enhance employee well-being.
- **Supply Chain** - Outlining expectations for suppliers through our Supplier Code of Conduct and conducting annual assessments of critical suppliers to gauge their alignment.
- **Investments** - Integrating relevant and material human rights considerations into the investment decision-making process for Sun Life's general account assets, to the extent data is available.
- **Grievance Mechanisms** - Providing a 24/7 Ethics Hotline for stakeholders to report concerns and committing to take corrective action when issues are identified.

For further detail on our human rights principles and approach, refer to our Respecting Human Rights document.

2025 Performance: Human rights

In 2025, Sun Life advanced its human rights approach by establishing and embedding our human rights principles into governance, policies and programs.

Establishing human rights principles

To create a robust foundation for our approach, we established enterprise-wide human rights principles and integrated them into relevant policies and practices.

Training on human rights issues

To increase awareness and accountability within Sun Life, we embedded mandatory human rights training for all employees in our Code of Conduct and Workplace Awareness and Respect programs.

Integration into investments

We also requested that select asset managers undertake a review of exposure to human rights related risks, as applicable, for select general account asset classes.

Holding our suppliers accountable

Assessed 100% of critical suppliers against our Supplier Code of Conduct. Our Supplier Code sets out standards and expectations for suppliers on topics such as privacy, ethics, human rights and sustainable practices.

Ethics Hotline

Our Ethics Hotline is available 24/7 from anywhere in the world to report a possible violation of our Code of Conduct that could harm our Clients, our employees or members of the public, as well as Sun Life or our reputation. A human rights topic of high interest for some of our stakeholders is forced labour and modern slavery, which we monitor through various internal mechanisms, including the Ethics Hotline. No allegations relating to forced labour and modern slavery were reported through the Ethics Hotline in 2025.

Inclusion and belonging

Empowering our employees to deliver the best for our Clients and communities

Inclusion and belonging is a strategic priority essential to our culture, and core to our values and long-term business objectives.

Our success depends on looking ahead – remaining at the forefront of meeting Client needs, operating as a digital company and responding to new realities. Our ability to adapt and advance is powered by our commitment to inclusion and belonging. We believe that this commitment unlocks broader perspectives, enhanced collaboration, innovation and value creation in a Purpose-driven and high-performance environment[1,2]. We model our work in this space to meet the needs of our business, aiming to understand and connect with a broad variety of Clients and communities worldwide, while upholding our reputation as a trusted and responsible business.

Our talent strategies, policies and programming aim to create belonging, contributing to a healthy workplace where everyone feels supported and can do their best work. Creating this environment benefits our employees and also promotes a sense of ownership for them to deliver exceptional Client and community experiences.

To be consistent in our approach, we provide a set of global inclusion principles that are the starting point for each of our regions. Regions then tailor their approach to regional expectations and legislative requirements – as it best serves our business.

Inclusion and belonging enables us to have an impact in three important areas:

- attracting, retaining and advancing top talent
- helping us better understand our Clients' diverse needs
- expanding the possibilities for financial resilience and health in the communities in which we operate.

These areas are captured in our approach across three pillars: Colleagues, Clients, and Communities.

Colleagues - By creating an inclusive and welcoming work environment that reflects the wide-ranging needs of our colleagues, we are positioned to attract and retain the best people in a competitive market through fair hiring practices. With a high-performing and skilled workforce tailored to our needs and operating in a fair and inclusive environment, we set the conditions to help grow our global business and sustain positive relationships with Clients, colleagues and communities.

Clients - The Client experience is central to everything we do at Sun Life. To deliver an excellent experience, we need to understand our Clients. A workforce that understands the unique needs of our Clients can provide an experience that is inclusive and accessible across the markets we serve around the world. It is through successful Client interactions that we can support their financial security and help them live healthier lives.

Communities - We aim to remove barriers for community members, enabling them to unlock access to programs and services aimed at improving their health and financial well-being. As part of our approach, our Inclusion Networks in North America have a budget they can use to allocate funds to charities. Participation by our Inclusion Network members, who have deep insights into local challenges and opportunities because of their lived experience, can earn community trust through authentic engagement. In this way, our programs can more effectively deliver their intended health and economic benefits to those we serve.

Learn more

About our approach | Data tables

[1] The Boston Consulting Group. "How Diverse Leadership Teams Boost Innovation". 2018.
[2] McKinsey & Company. "Diversity matters even more: The case for holistic impact". 2023.

2025 Performance: Inclusion and belonging

In 2025, we continued to work towards ensuring all stakeholders are served by our inclusion and belonging practices. We developed the next phase of our inclusion journey to align with local needs and expectations, ensuring we continue to create meaningful impact for our regional businesses, colleagues, Clients and communities in 2026 and beyond.

We aim to deliver clear value to all stakeholders — from current and future employees to our Clients who come from various backgrounds with unique experiences, and to investors evaluating our business practices and organizational resilience. This approach ensures that our inclusion and belonging efforts positively impact our stakeholders — all while meeting legal obligations and ensuring fairness for everyone.

While we set out the direction for the future of inclusion and belonging at Sun Life, we continued to create real outcomes for our colleagues, Clients and communities in 2025.

Career development framework for Inclusion Network leaders

We now formally recognize the sustained multiyear contributions employees take on in addition to daily work that directly support our business strategy and our Purpose. By capturing and acknowledging the contributions of Inclusion Network leaders, we unlock greater opportunities for their career development and accelerate our ability to scale and reimagine work in the future. In total, 25 employees — who oversee more than 110 Committee leads across 11 networks globally — were recognized for their leadership and oversight of initiatives that engage over 13,000 employees.

A guide for full participation

The Inclusion and Belonging team developed a guide to ensure events held by Sun Life are more accessible by working with more than 120 stakeholders that included the DiverseAbility Inclusion Network. From accommodations to language needs, the guide aims to create welcoming experiences for all employees across global operations for events, whether in-person or online. The guide is also intended to reinforce the expectation that accessibility is an ongoing consideration, so that employees can fully participate in events.

Inclusion Networks investing in communities

We believe that our employees in Inclusion Networks have a unique understanding of the needs of communities they are connected to. Our engagement with the Easter Seals Canada Workplace Readiness Mentorship Program, one of the many charities supported in 2025, embodies this philosophy. The DiverseAbility Inclusion Network led our involvement in this initiative to support students living with disabilities. Canadian employees serve as mentors, sharing their professional expertise and personal guidance. In addition, each mentee receives a $2,000 scholarship from Sun Life. This combination of financial support, alongside mentorship from our colleagues, aims to set the recipients up for success in their career and make a meaningful difference in their professional journey.

Number of charities supported by Inclusion Networks in 2025	
Canada	18
U.S.	29
Ireland	1

Supporting our colleagues in mental well-being

DiverseAbility and the Black Excellence Alliance, two of our Inclusion Networks, open to all employees globally, co-hosted the event, Black Mental Health. The gathering brought together employees from across the organization to engage in meaningful discussions about the unique mental health challenges faced by the Black community, particularly in the workplace. A panel of Black leaders at Sun Life shared their personal experiences and renowned expert, Dr. Raquel Martin, provided valuable tools and resources for supporting mental well-being.

Top employer for Inclusion in Canada

We achieved recognition on Great Place to Work's Best Workplaces™ for Inclusion in Canada with high scores on employee perceptions of fair treatment regardless of age, gender, race or sexual identity. As an award that reflects the voice of our employees, this is an important recognition that Sun Life meaningfully prioritizes and demonstrates a supportive workplace. To qualify, we met the criteria of a minimum of 90%[3] agreement with the statements, "People are treated fairly regardless of gender/ethnicity/age/sexual orientation" with the following scores:

Gender	91%
Age	88%
Sexual orientation	95%
Race	93%

Composition highlights

Gender composition: Board of Directors

42% Women on Board of Directors

Gender composition: Global workforce

36% Women VP+

Underrepresented ethnicities[4]

19% North America VP+

Key Performance Indicators

Employees who recommend Sun Life as an inclusive workplace[5]

90%

[3] The average score of the statements must meet this minimum. Percentages represent the proportion of respondents who agreed with the statement for each demographic category.
[4] Canada: those who self-identify as Visible Minorities per the Employment Equity Act; U.S.: those who self-identify as People of Color per the Equal Employment Opportunity Commission.
[5] Based on the Q4 global employee engagement survey. 79% of employees surveyed participated. Refer to Report Scope - Note 2.

Scholarship combines Sun Life's commitment to inclusion and reconciliation

Now in its fifth year, the Dean Connor Sun Life Inclusion Scholarship & Internship Program offers Black and Indigenous youth in Canada an exceptional package of benefits, including financial assistance, a four-month summer internship at Sun Life and professional coaching from a Sun Life mentor. "It's been an incredible opportunity. The program is much more than a scholarship," says Mahmoud Yousif ("Mo"), a fourth-year computer science student at Wilfrid Laurier University in southwestern Ontario, Canada.

As a recipient of the Dean Connor Sun Life Inclusion Scholarship & Internship, Mo emphasizes how it creates valuable benefits, beyond financial support: "It's not only the money, it's the whole bundle. The internship and mentorship have been so rewarding, especially because the people at Sun Life make you feel that they genuinely care about your development. I truly felt at home during my internship."

Mo's internship in Advanced Analytics and Business Intelligence, within Sun Life's Retail Advice and Solutions group allowed him to bridge theoretical knowledge with practical applications on real-world projects. During his internship, Mo made significant contributions to several key projects. He led the development of a new data-sharing model, allowing strategic teams to self-serve on critical data elements without directly reaching out to the analytics team. He also created easy-to-read visual displays that showed how well the "next-best-offer" system was working, helping the team see what was happening with the system, measure its success and find ways to make it better.

While gaining firsthand lessons in his field of study, he particularly valued being granted responsibility and independence: "They give you ownership over the work and want to see how you think about it."

This Sun Life program was designed to foster meaningful connections, not just with mentors and managers, but also with other students and recruiters who provide ongoing support. Reflecting on the most memorable moments of his scholarship experience, Mo highlights the end-of-term event at Sun Life's headquarters, where co-op students celebrated each other's achievements, delivered presentations, and met leaders including former Sun Life CEO, Dean Connor.

> "It felt like everybody was there to support each other, and I could just be myself in that room. This whole experience has allowed me to build meaningful life-long relationships."
>
> - Mahmoud Yousif

Mo was also chosen from among the 200+ co-op students to receive the Student BOLDER award for his outstanding contributions and impact during the internship. This complements Mo's involvement in the university community, where he served as Vice President of the Sudanese Association Club and spearheaded initiatives to support refugees and children affected by the civil war in Sudan.

Indigenous relations

Reconciliation through partnership and action in Canada

At Sun Life, we have committed to recognizing Canada's history, considering Indigenous perspectives and understanding our role towards meaningful reconciliation. To support these commitments, we have made advancing Indigenous reconciliation across Canada a strategic priority and have been committed to the Canadian Council for Indigenous Business (CCIB) Partnership Accreditation in Indigenous Relations (PAIR) program since 2021.

We are on a path to build trusting and authentic relationships with Indigenous communities to better serve Indigenous Clients, employees and communities across Canada.

We engage with Indigenous Peoples in many ways — whether as Clients accessing our health and wealth solutions, or through our roles as employer, investor and asset owner. As a Purpose-driven organization, we recognize the opportunity and responsibility to create meaningful impact in communities across Canada and beyond. This means showing up as a trusted partner, grounded in respect, responsibility and mutual understanding. Our relationships must reflect the principles of reconciliation and support Indigenous economic participation and self-determination, ensuring that every interaction honours both moral and ethical commitments to building respectful and collaborative relationships with Indigenous Peoples, communities and Clients.

Our reconciliation approach is aligned with Call to Action #92 from the Truth and Reconciliation Commission of Canada, which asks the corporate sector to adopt the UN's Declaration on the Right of Indigenous Peoples (UNDRIP) as a framework for reconciliation. Our efforts are primarily focused on Canada, and we have allocated dedicated resources to advance our strategy. We recognize that success relies on the collective effort and commitment of team members at every level, backed by the support of our enterprise teams and leadership.

Five pillars informed by the CCIB PAIR program help guide our reconciliation and Indigenous Relations strategy in Canada:

Leadership Commitments - Our work is led by an Indigenous Relations Executive Steering Committee and dedicated working groups who are responsible for governance and the strategic integration of reconciliation and Indigenous relations priorities into our ways of working.

Indigenous Employees - We are taking steps to increase Indigenous employee representation in Canada and ensure we prioritize Indigenous cultural awareness education for all employees in Canada.

Indigenous Economic Prosperity - We recognize the importance of creating positive economic impact in Indigenous communities through our procurement and general account investment activities.

Indigenous Communities - Indigenous communities are among the fastest growing groups, at twice the rate of any other demographic, and have the youngest populations in Canada. Supporting these growing communities is part of our Purpose and commitment to reconciliation.

Indigenous Client Solutions - We aim to increase cultural capacity within our business by reviewing and adjusting products and procedures to ensure they reflect Indigenous voices and community needs.

2025 Performance: Indigenous relations

In 2025, we established deeper foundations to drive reconciliation for our Canadian business. We focused on PAIR objectives and closing necessary gaps in PAIR's recommended key driver areas. We also recognized Indigenous reconciliation across Canada as a strategic priority and acknowledged that a distinctions-based approach[1] to reconciliation is essential.

Another key activity was the development and launch of a centralized Indigenous Relations communications plan. This is a roadmap for sharing information with our employees and our external rightsholders and stakeholders about Sun Life's commitments, participation in PAIR, and to recognize Indigenous dates of significance. We advanced our Indigenous engagement strategy, creating a roadmap for leadership and employees to build trusting relationships and enhance two-way communication with Indigenous communities and businesses.

Learn more

About our approach | Data tables

[1] The Government of Canada recognizes First Nations, Inuit and the Métis Nation as the Indigenous peoples of Canada, consisting of distinct, rights-bearing communities with their own histories, including with the Crown. A distinctions-based approach ensures that the unique rights, interests and circumstances of First Nations, Inuit and Métis are acknowledged, affirmed and implemented.

Partnership Accreditation in Indigenous Relations

After a four-year journey (2021-2024) progressing through levels 1-3 of the CCIB PAIR program, Sun Life achieved Bronze-level certification in September 2025. This meaningful milestone reflects our progressive improvement in Indigenous relations across our operations in Canada. The program uses independent verifiers and an all-Indigenous jury to validate a company's performance. Learn more about our PAIR commitments.

Indigenous Circle Inclusion Network

Membership in the employee-led Indigenous Circle Inclusion Network has continued to grow, reaching 315 members - an increase of 108 members from 2024. During the year, this Canadian network continued their efforts to advance inclusion and increase Indigenous cultural awareness - hosting three Indigenous awareness-building events and monthly Indigenous Learning Circles. One event was co-hosted with the DiverseAbility Network and one event was co-hosted with the Pride Network, demonstrating the intersectionality of identities and the importance of collaborative inclusion efforts across diverse employee communities.These programs aimed to adapt communication styles and build productive relationships across cultural boundaries, raising awareness of how one's own cultural lens shapes interactions.

Increased opportunities for Indigenous businesses

Demonstrating our commitment to supporting business development in Indigenous communities, we spent over $8.9 million with Indigenous businesses in 2025, our highest reported total to date. A key contributor to this progress was the continued growth of our relationship with the 100% Indigenous-owned and operated TWCC Contact Centre to support the Canadian Dental Care Plan (CDCP). Refer to the Brighter Futures blueprint. To expand our relationships with more Indigenous businesses, last year we hosted our first bilingual procurement information webinars for Quebec suppliers in English and French. We also expanded Sun Life's approved Indigenous vendor databases to include the First Nations Identification (ID1N), Alberta Métis Works and the Métis Nation British Columbia directories. Recognizing the importance of community-endorsed verification processes, we will work to identify additional community databases that validate Indigenous businesses.

Education initiatives for Indigenous youth

We entered our second year of partnership with Outside Looking In, a national non-profit empowering Indigenous youth for 18 years through culturally relevant, experiential education. In 2025, we collaborated on two transformative initiatives:

- A new Certificate Program in Professional Studies, which aims to bridge educational gaps for Indigenous youth living in remote communities, where geographic isolation can be a barrier to accessing learning resources. We provided funding and hands-on experiences for this new program that launched in February. The program gives Indigenous students career planning resources, mentorship, professional development and career networking to increase their chances of career success.

- Discovery Week, a component of the new Certificate Program in Professional Studies, was an immersive five-day career summit for Indigenous young adults between the ages of 18 and 25. In March, 16 Indigenous participants from various communities traveled to Toronto and Waterloo to take part in seminars, hands-on learning and mentorship opportunities with industry leaders. They visited Sun Life offices in both cities and offices at Microsoft, Amazon Web Services and IBM for career presentations and exposure to corporate working environments. The summit provided opportunities to learn about career paths, including cloud computing, AI, sustainability and human resources. They also received guidance on essential professional skills such as resume writing, interviewing and LinkedIn profile development.

Key Performance Indicators

Contributions to Indigenous philanthropy

$2 million

Members in Sun Life's Indigenous Circle Inclusion network, up from 207 in 2024

315

Indigenous[2] workforce (Canada)

1%

[2] Indigenous is a collective name for the original peoples of North America and their descendants. In Canada, the term Aboriginal Peoples is also used for individuals identifying themselves as First Nations, Inuit or Métis.

Creating connections and pathways for Indigenous professionals to thrive

Sun Life continues to gain insight about Indigenous experiences and practices that we can integrate in our workplace. Over the past three years, we connected with Odeiwin, a non-profit Indigenous wellness company based in the York region of Ontario, Canada, that is dedicated to fostering reconciliation through education, experiential learning and corporate partnerships.

The conversations with Odeiwin founder, Jay Shea, helped us better understand their programming and the unique experiences of Indigenous professionals across Canada. These insights are informing exciting new initiatives, positively impacting the development and evolution of the Indigenous employee experience in Canada.

Listening to organizations like Odeiwin is key to improving our practices. It helps us to be welcoming and culturally relevant to present and future Indigenous employees, as we strive to be an employer of choice for Indigenous professionals.

Beyond Sun Life, we're also committed to collaborating with Indigenous professionals on their external impact. Through our discussions with Odeiwin last year, we uncovered an opportunity to contribute to their community work. In late 2025, Sun Life announced a three-year, formal partnership with Odeiwin in which we will invest in one of their core programs, Odeiwin Lead. This partnership is the latest example of establishing connections with Indigenous leaders and communities as we continue to learn and listen.

"The Odeiwin Lead program is unique because it blends leadership development with culture, identity and land-based learning," explains Jay Shea, Executive Director, Odeiwin. "Lead is designed to create pathways for Indigenous people to step into their gifts – not just as organizational leaders, but as community leaders, cultural leaders and leaders in their own lives. Lead doesn't just build skills – it builds people."

This partnership is also intended to remove financial barriers for participants, expand access to land-based teachings and cultural programming, and as provide mentorship, ceremony, and leadership development pathways. Since 2023, Odeiwin, and specifically Jay Shea, have played an instrumental role in advancing Sun Life's PAIR commitments. This relationship embodies the guiding principle "Nothing about you, without you" to ensure Indigenous voices are central to decisions impacting Indigenous Peoples and communities.

Reflecting on the collaboration with Sun Life, Jay adds: "When I raised concerns or named colonial barriers, the team at Sun Life listened. They adapted. They made changes in how they showed up. That is not something you see in every corporate partner. They don't treat Reconciliation as a checkbox. They treat it as a relationship and a responsibility."

"My experience working with Sun Life over the past three years has been overwhelmingly positive. They didn't come in with assumptions – they came in with respect, curiosity and a genuine commitment to understanding the needs of Indigenous communities."

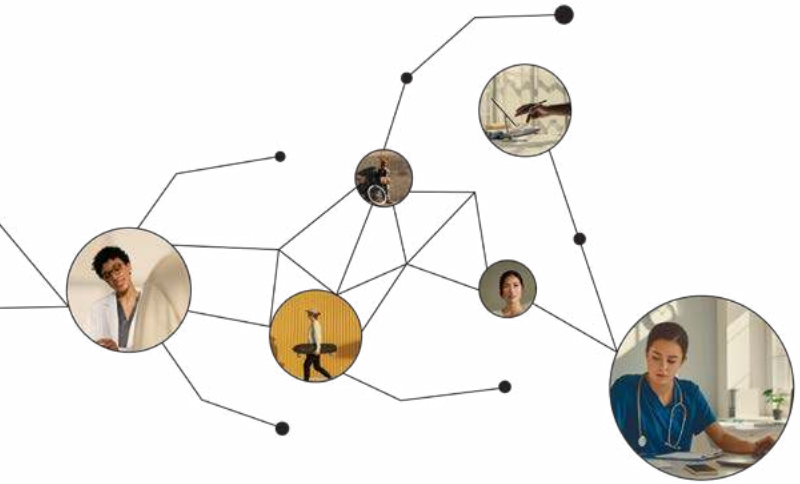
- Jay Shea

Innovation and technology

Embracing digital innovation that enhances Client experiences

Innovation and technology are critical pillars for Sun Life's continued business success and market relevance, and help to deliver on our Purpose.

As the traditional financial services model evolves to a more dynamic, multi-channel approach to connecting with our Clients, we are transforming our business through innovation. Successfully driving digital solutions allows us to enhance Client experience; expand access to solutions; and improve Client outcomes, retention and growth.



By leveraging technological advancement, we can attract new Clients seeking seamless, customized digital experiences and transform relationships with existing Clients by developing personalized solutions that evolve throughout their lifetime.

Our approach centres on responding to and embracing digital innovation while offering seamless experiences across virtual and in-person touchpoints to make it easier for Clients to do business with Sun Life. By continuously evolving products based on Client feedback and leveraging 160 years of expertise, our role can shift from service provider to lifelong partner.

Excelling in the areas of innovation and technology drives significant business value through multiple strategic avenues:

- enhancing Client experiences and outcomes
- improving operational productivity
- reducing costs across business functions
- speeding up delivery of services and products
- increasing revenue through new capabilities.

At Sun Life, we connect Client metrics to innovation initiatives. This helps ensure that technological advancements aren't limited to cost savings or speed to market, but are improving Client outcomes and retention.

2025 Performance: Innovation and technology

In the area of innovation, 2025 was defined by our focus on advancing digital capabilities to meet evolving Client expectations. As Clients increasingly compare their experience on our digital platforms not just to industry peers but to best-in-class digital experiences across all sectors, we've embraced this challenge as an opportunity. We are focused on creating a technology ecosystem that delivers the digital experience our Clients need.

The accelerating adoption of GenAI has emerged as a crucial productivity enabler, allowing us to enhance service delivery while freeing teams to focus on high-value work. Refer to Responsible AI. We are navigating complex concerns around data privacy and information authenticity, recognizing our responsibility as a trusted insurer to protect Clients and provide reliable guidance. Refer to Privacy and data security.

Learn more

About our approach

Empowering Clients with clear control over their data

As the data privacy landscape evolves, we know we have a responsibility to protect how data is collected, used and stored across our digital experiences. Over the past year, we successfully implemented a global consent management platform on key global websites. This platform enables Clients to choose the data they are comfortable sharing with us and empowers them with transparent control over their data with clear, easy-to-understand choices. By respecting individual preferences, we are able to improve engagement, build trust and ultimately improve our Clients' overall experience with Sun Life.

Deepening our understanding of Client needs with the help of AI

We piloted a GenAI-powered survey sentiment bot for retail Clients in Canada, transforming the feedback experience with personalized, empathetic follow-up questions tailored to each Client's unique responses. This enhanced approach ensures Clients feel truly heard and understood. For the business, the adaptive nature of the sentiment bot significantly increases the depth and breadth of feedback collected. This enables us to gather richer insights and better understand Client needs and experiences. With these insights, we are better equipped to make informed decisions that drive meaningful improvements in products and services.

Responding to changing Client search behaviours

Clients are shifting away from traditional search engines for AI-powered search tools. This shift is affecting organic traffic patterns and potentially impacting how people discover Sun Life online. This requires us to adapt how we attract, connect with, and win over customers. We have a responsibility to ensure accurate information continues to be available to Clients through these AI-engines to help them achieve lifetime financial security and live healthier lives. In response to this trend, we are proactively learning about and adapting to this new landscape by:

- staying updated on best practices for search and generative engine optimization
- optimizing content and technology strategies
- implementing tools to increase brand mentions and citations
- aiming to improve organic brand discovery, reach, engagement and performance.

GenAI Centre of Excellence

Bringing together experts from across the organization, the GenAI Centre of Excellence was created in 2023 as a global resource focused on supporting the thought leadership, guardrails and best practices that enable responsible and scalable innovation with GenAI.

Its role includes coordination and development of reusable GenAI patterns that can be leveraged across business groups to speed up delivery of business value, and support the change management, communications and upskilling that are essential for success.

In 2024, the approach evolved from creating enterprise tools to a network where decision-making and development happens across different regions while maintaining central coordination. Business teams work together with the enterprise team to use the same method for measuring results, while still addressing specific business needs and solving unique business problems.

In 2025, we launched an automated GenAI risk triage tool to ensure the appropriate level of governance is applied to each use case and a centralized inventory of these cases exists to allow a global risk lens.

One example of a business solution is Hong Kong Life and Health's Advisor Buddy, an AI chatbot launched in Advisor Workbench, designed to provide advisors with timely and accurate responses to Client inquiries. This tool resolves advisor queries in real time instead of waiting for hotline or email responses. As of December 31, 2025, a total of 2,017 advisors (64% of the total advisor base) have onboarded onto Advisor Buddy, generating 21,798 inquiries in total. The tool has been described as "very useful and helpful," with 99% of responses leaving positive or neutral feedback. We address any issues promptly, demonstrating Sun Life's commitment to continuously improving this valuable resource for advisors.

People and culture

Empowering our people to thrive and deliver excellent Client outcomes

At Sun Life, our strength is our people. Our Purpose-driven culture empowers us to deliver exceptional Client experiences, fuel growth and continuously evolve to meet the future with confidence.

Our success depends on a dynamic workforce built on exceptional talent. By attracting, developing and retaining top talent, we are creating an environment where our workforce is empowered to innovate and drive market leadership and long-term organizational resilience. Our People and Culture strategy creates benefits for both Clients and employees. Clients benefit from an engaged and talented workforce, who can then deliver meaningful outcomes. Through continuous learning and development opportunities, our employees build versatile skills that serve them throughout their entire careers. When our people are engaged and well-supported, everyone wins.

Intentional talent management creates opportunities to improve employee engagement and satisfaction, and enhanced productivity and performance across teams. This also mitigates risks connected to talent management including, for example, risk associated with employee turnover. Our People and Culture strategy supports employee retention and employee development, which minimizes risks like service disruption and temporary knowledge gaps that can occur when employees leave an organization.

Through accolades like Great Place to Work® certification, current and prospective employees see Sun Life as an employer of choice. This recognition is a testament to the strength of our culture and employee experience, where employees trust their leaders, believe in our Purpose, have pride in what they do and value the relationships they build with colleagues.

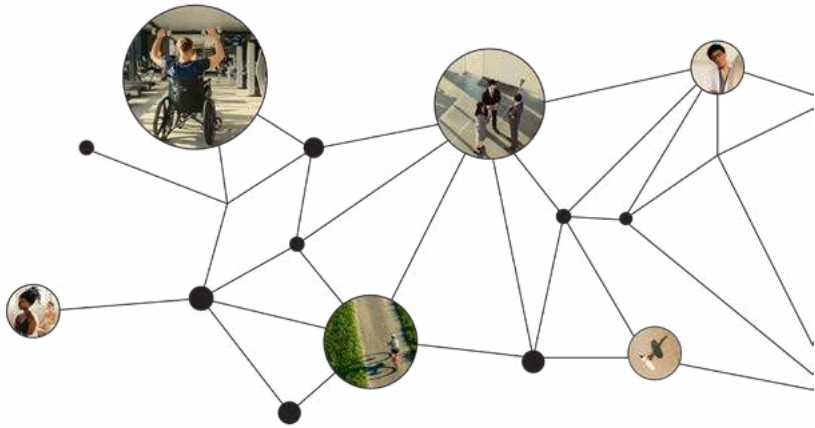
Several global trends influence our talent approach, including evolving workforce expectations and accelerated digital transformation. By responding proactively to these shifts, we are positioned to continue attracting and retaining top talent to best serve our Clients and communities and drive business growth.

Our People and Culture strategy is designed to create a Purpose-driven organization while supporting our ambition to become the best asset management and insurance company in the world.

Our focus on 'Purpose, Performance and People' aims to cultivate a workplace where our people feel inspired to do their best work and that their lives are better because they chose Sun Life.

Our strategy includes the following imperatives:

- nurturing career confidence to build the necessary skills for future success,
- developing great leaders who connect everyday work to Sun Life's Purpose,
- inspiring and enabling our people to deliver ambitious goals, and
- fueling speed and digital advancement and creating an environment where employees feel they are part of a winning team.



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Our culture is deeply rooted in our core values: caring, authentic, bold, inspiring and impactful. To ensure our culture continues to be a strong enabler of our Purpose and performance, we actively manage it: clearly and regularly communicating to our employees, shaping culture and behaviour, and monitoring and managing changes in our culture over time. This deliberate effort helps everyone understand how things work at Sun Life and what to expect from each other. We're committed to preserving and building our cultural strengths while making strategic improvements in areas that will have the most impact on performance.

2025 Performance: People and culture

During the year, we advanced our People and Culture strategy. Through continued investments in training, leadership development, wellness, and programs designed to promote inclusion and feedback, we progressed our global effort to elevate the employee experience. Some of these initiatives are highlighted in other sections of this report – refer to Employee well-being and Inclusion and belonging.

New 'Viva Learning' platform supports a more personalized learning experience

As part of the organization's broader digital strategy, we launched Microsoft's Viva Learning platform, a new gateway to learning and skills development across Sun Life. Leveraging AI, this central online hub aggregates training content from a variety of learning providers, including our own company-specific training. We are taking a staged approach to rolling out the AI-powered assistant, to boost productivity. If an employee has Copilot, any responses to a Copilot query will include content from Viva Learning. Viva Learning empowers employees with direct access to tools and resources that support their professional growth and development, which is essential to Sun Life's long-term success. Since its launch in November, Viva Learning has enabled more than 28,000 individuals to pursue self-directed learning opportunities aligned to their roles and career aspirations.

Cultivating routines for faster and better decisions

The Leadership Academy, a program for leaders at the Assistant Vice President level and above, establishes a unified language and consistent set of leadership practices across nearly 1,100 leaders globally. Each year, program topics are determined through a combination of leader feedback, external research, and emerging best practices.

Key Performance Indicators

Employee engagement score[1]

86%

Total invested in training and development[2]

$45.3 million

Total hours of employee training[3]

706.2 thousand

[1] Refer to Report Scope - Note 2.
[2] Refer to Report Scope - Note 1.
[3] Refer to Report Scope - Note 3.

For 2025, the Academy prioritized "Executing with Speed" and embedding empowered decision-making practices deeper into the organization - skills and capabilities essential for success in today's dynamic business environment. The delivery includes a learner-centric model that combines core mandatory modules, peer learning sessions and a digital hub for ongoing access to resources.

L.E.A.D. program builds core leadership skills and capabilities

Our Leadership Education and Development (L.E.A.D.) program is a foundational program focused on the integral role people leaders play in deepening employee engagement and shaping our culture. The program builds core management skills and capabilities for leaders at Director level and below. The three-month program is facilitated by leadership coaches and consultants, and includes self-paced learning and team discussions, virtual workshops and group coaching. Over 1,500 leaders have completed the program since its launch in 2023, including more than 600 in 2025.

Harnessing the transformative power of feedback

When employees receive regular feedback from their managers, they are 3.6 times more likely to be engaged and motivated[4]. Building a deeper feedback mindset across Sun Life is at the heart of The Power of Feedback program, introduced in 2025 for all people leaders. The program is designed to foster constructive feedback and includes instructor-led sessions, self-directed modules and group coaching. Almost 1,400 of our people leaders globally participated in the program in 2025.

Building a strong leadership foundation for Sun Life's future

Developing top talent is key to the long-term success of any leading organization. The Sun Life Executive Development Program (SLED) is a 12-month immersive learning experience for our senior leaders, built in collaboration with a leading academic institution.

This signature program provides direct access to global thought leaders on strategy, leadership, innovation, digital transformation and Client-centricity.

The SLED program embodies Sun Life's commitment to developing leadership from within, a philosophy directly inspired by Sun Life CEO Kevin Strain's own career journey. As Kevin rose through the ranks to eventually become CEO, the organization witnessed firsthand the impact and value that internal promotion brings—extensive institutional knowledge, a deep understanding of our culture and proven leadership capabilities.

The SLED program earned the Gold Award for Best Executive Development Program in the 2025 Brandon Hall Group Human Capital Management Excellence Awards. This annual global competition recognizes organizations whose programs have measurable impact on leadership development, executive training and workforce growth.

[4] Gallup, Workplace. "How Effective Feedback Fuels Performance". 2022.

Privacy and data security

Maintaining the highest standards as a trusted and responsible business

Ensuring the security of our business systems and the protection of Client and employee information is fundamental to maintaining trust, compliance and long-term success of our business.

Prioritizing Client privacy and data security builds trust and allows Clients to confidently use our digital health and financial products and services without hesitation, when and where they need to.

As digital tools change how we work and live, privacy and data security present both risks and opportunities for Sun Life. On the risk side, potential for data breaches or privacy violations could lead to substantial financial losses, operational disruption and long-term damage to business reputation and Client and employee relationships. However, if used responsibly, data can be a differentiator in a competitive marketplace. Data helps us innovate, make sound decisions and can unlock strategic partnerships. Ultimately, using data responsibly attracts Clients through better services that match their increasing expectations.

Key trends influencing our approach are the rapid advancement of artificial intelligence, the growing sophistication of cyber threats and the increase in privacy regulation. Public expectations for transparency and control over personal data are also rising, driving us to continually enhance our privacy and data security practices and communication.

We approach privacy through the lens of responsible data use. Our focus is on how to ethically and effectively harness the power of data to the benefit of our Clients and our business. This approach to privacy can open up opportunities to offer faster services and enhance product quality.

Our approach to data privacy and security is comprehensive and proactive. Privacy and data security considerations are part of our governance structure, overseen by two roles: our Chief Information Security Officer and our Chief Privacy and Data Ethics Officer. Our global privacy program is part of Sun Life's Risk Management Framework. This program ensures that robust privacy processes and standards are embedded throughout our organization. We use a multi-layered defense strategy that leverages robust technologies and regular security audits to adequately respond to emerging threats.

2025 Performance: Privacy and data security

In 2025, Sun Life continued to enhance its approach to privacy and data security. New security measures reinforce continuous improvement in Client data protection and vulnerability assessments while a forward-thinking approach to Generative AI balances innovation potential and value creation with meeting regulatory compliance and using data responsibly.

Using data responsibly

Developed to coordinate, educate and align on responsible data use across Sun Life, the Responsible Data Use framework brings together our data use practices that are already embedded in our Purpose, culture and values, and policies and procedures. It reinforces practices beyond legal compliance, providing structure for discussing AI governance and ethics, while demonstrating our comprehensive approach to stakeholders and ensuring fair Client outcomes. An advisory committee was formed to support education and alignment of responsible data use across the organization.

Learn more

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Database security

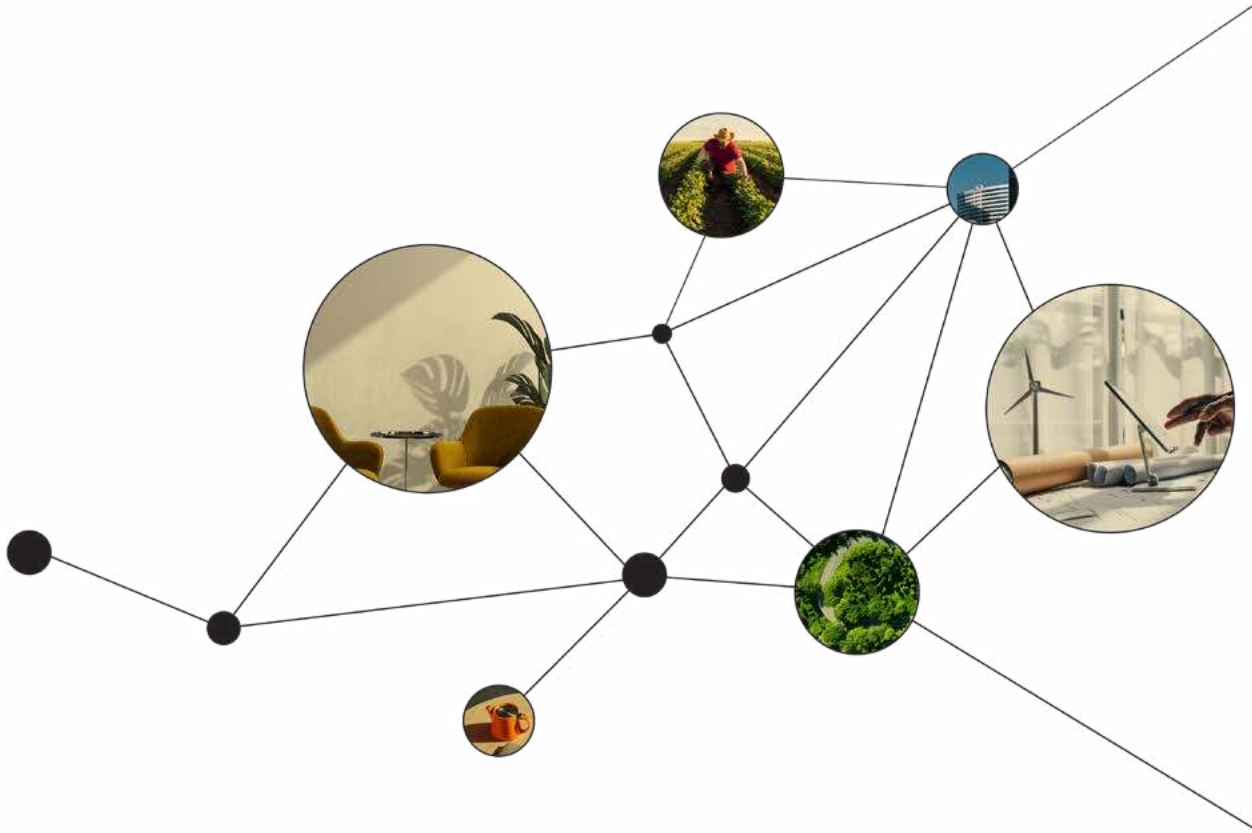
Sun Life continues to further enhance database activity monitoring and vulnerability assessments across Sun Life ecosystems globally. This enhanced capability covers a wide range of database types along with centralized monitoring, alerting and insights.

Protecting Client data

In 2025, Sun Life implemented multi-factor authentication security to more external-facing sites, bringing the total to 95% of external-facing sites. This capability adds another layer of protection for Client data and accounts by requiring the Client to provide a second form of verification before accessing their account.

Resolution of privacy complaints

We recorded one substantiated privacy complaint from a regulatory body in 2025[1] (2024: one). The complaint was related to our failure to respond to a Client's data access request within the required time period. The requested documents were subsequently sent to the client. No follow-up action was required from the regulator.



[1] Excludes Corporate Support. Includes Asia Joint Ventures.

Responsible AI

Balancing innovation and speed with Client impact and business growth

Artificial Intelligence (AI), including Generative Artificial Intelligence (GenAI), is an exciting opportunity for Sun Life to create more personalized, intuitive digital experiences for our Clients, enhancing our operations and boosting employee and advisor productivity.

Adopting a Responsible AI approach is both an ethical and strategic imperative for Sun Life as it allows us to continue to innovate safely and responsibly. We recognize the need to proactively manage risks associated with AI and GenAI use, such as privacy, bias and inaccuracy, potential misuse, employee and environmental impacts.

Clients increasingly expect transparency on how these risks are addressed. Meeting this expectation protects our Clients and reinforces our reputation as a trusted and responsible business, while helping us stay ahead of evolving regulations. Responsible AI use supports our Purpose and drives health and wealth solutions that enhance Client experiences and outcomes while creating long-term business value.

The evolving nature of AI technology demands an adaptive and agile governance approach. To enable innovation while ensuring accountability and appropriate risk management, we follow a "governance by design" model.

Governance by design is an approach where the governance model and its rules are built into the design system itself, from the initial experiment phase of AI initiatives through to full operational use. This model adapts the robust governance practices already in place to address the unique challenges and opportunities presented by GenAI. It involves the engagement of all relevant stakeholders and partners in a proactive and holistic governance process. It aligns governance with business objectives, integrating compliance, risk and ethical considerations, right from the start. We intend to scale this approach throughout the enterprise across our digital initiatives and future emerging technologies.

We view this model for governance as an enabler of value creation. It provides the security and assessment frameworks necessary for our business to move quickly and confidently, supporting positive Client outcomes while operating efficiently and responsibly.

As with any new technology, we apply our robust Risk Management Framework, and key processes and standards such as our Global Privacy Statement, Client Data Privacy Principles and Privacy Impact Assessments, with enterprise oversight by our Chief Privacy and Data Ethics Officer. An advisory committee, formed in 2025, works alongside our Global Privacy and Data Ethics Office and Centre of Excellence to support education and alignment of responsible data use practices across Sun Life.

Recognizing the complexities presented by the advancing AI and machine learning landscape, particularly with the emergence of GenAI, we have updated our model risk management framework to include these types of applications. Building on established risk management practices, the updates ensure GenAI models undergo the same rigorous risk assessment as other models to allow us to effectively manage risks while leveraging the benefits of emerging AI technologies.

We comply with local laws, regulatory requirements, guidance, and standards applicable to responsible data use in each jurisdiction in which we operate, including those relating to safety and security, fairness and non-discrimination, transparency and explainability, human oversight and control, accountability, beneficial use, and societal and environmental impact. Please also refer to Privacy and data security.

Learn more

About our approach

We recognize that using AI in our business may lead to environmental impacts, which in part take place in our supply chain. We are increasing our understanding of these impacts. For example, in 2025, we have started measuring the carbon footprint of our supply chain, reporting it as a new category of carbon emissions in our emissions inventory. This data collection milestone creates a pathway toward identifying the emissions associated with AI use.

As we implement GenAI to accelerate the transition to digital across our business, we anticipate this process will free up capacity for work that only a human can do. We aspire for GenAI implementation to be a net positive for our workforce by supporting them, removing repetitive tasks and manual work and opening pathways for employees to increasingly engage on work that brings added value.

For GenAI tools, our internal employee upskilling programs emphasize the importance of keeping a "human in the loop", validating the accuracy of GenAI outputs and avoiding the use of sensitive information when prompting. As AI continues to evolve, we will continue to proactively refine our guidelines and safeguards as needed.

We aim to stay ahead of emerging risks and regulatory requirements and uphold our ongoing commitment to operate as a trusted and responsible business.

2025 Performance: Responsible AI

In 2025, our focus shifted from responsible experimentation toward program implementation. This transition included embedding good governance into our policies and practices, streamlining decision-making processes and ensuring regulatory compliance. We piloted and launched AI tools that improved efficiency for advisors and employees, and we gained insights into how these tools impact Client experiences. We also evolved the GenAI Centre of Excellence, a global resource to enable scalable innovation and deliver Client value while supporting business strategies. For more on Centre of Excellence, refer to Innovation and technology.

Notes Assistant for Client meetings

Notes Assistant, a GenAI-powered tool that transcribes and summarizes advisor-Client calls, enables advisors in Canada to focus on a meaningful Client conversation. This leads to better understanding of Clients' needs, concerns and financial goals, which are then accurately documented. It captures and organizes action items and suggests follow-up emails, allowing for comprehensive and accurate follow ups. Pilot results demonstrated significant time savings, with 65% of advisors saving 15-30 minutes of administrative work following Client meetings. Clients provide verbal consent before the tool is used, and data is always kept within Sun Life's safe and secure technology ecosystem.

Supporting employee development and growth

We have launched FINN, which is a GenAI driven application that helps employees in the HR call centre become more proficient in their roles in a shorter period of time. FINN understands sentiment and aggregates employee feedback after they have contacted the HR call centre for assistance. The feedback is then used for performance coaching and improvement. We estimate that FINN will save 235 management hours per year.

Exploring AI's potential for optimizing code for energy consumption

As a commitment to ongoing experimentation and part of an iterative process to address the complex challenges of sustainable AI, we tested an AI-powered system for developers to adopt more sustainable coding practices. Our solution combines open-source tools that detect energy inefficiencies in code and AI technology that automatically corrects the code, integrating seamlessly with existing development processes. We used a carbon detection tool[1] designed to estimate and measure energy use and environmental impact, and plan to conduct a larger pilot in early 2026 before scaling across the organization.

[1] The carbon detection tool can analyze how much energy and CO_2 emissions a particular user scenario (like loading a web page) generates. A baseline measurement was captured and was re-run on the same user scenario post code improvements to see the net impact on CO_2 emissions.

Using AI responsibly to transform employee and Client experiences

Sun Life continues to invest in new technologies that directly impact employee productivity while creating a foundation to scale future Client-facing innovations. One example is our internal virtual service desk assistant, Iris. Launched in 2025, Iris uses GenAI and agentic features to improve employee productivity and service desk efficiency, providing swift, secure responses to common queries. Iris delivers instant, conversational responses to common inquiries such as password resets, software requests and ticket status updates.

Faster, better support for employees

Integrated into Sun Life's existing systems, service desk workflows and knowledge base, Iris gives employees a seamless and secure self-service option. By handling routine queries, Iris frees up time for live service desk agents to help employees resolve more complex issues, so they can focus on what matters most, our Clients. The result is faster support, better productivity and a scalable path to future AI-powered Client experiences.

Iris successfully handled approximately 12,000 employee visits in 2025. During this time, Iris:

- reduced average resolution time by 83%
- addressed 80% of employee queries in under two minutes
- completed over 11,000 password resets
- projected to save over 24,000 hours annually for both employees and live Service Desk agents combined

Award-winning innovation

We're honoured that Sun Life was recognized as a 2025 CIO Awards Canada winner for Iris and the way it automates and improves IT support for employees. The award, which celebrates Canadian organizations that use IT in innovative ways to deliver business value, represents our second consecutive year on the list. We were also recognized with a 2024 CIO Award for our employee GenAI chatbot, Sun Life Asks.

A blueprint for enhancing Client experiences

While delivering real-time value for our employees, Iris also lays the foundation for faster, more personalized digital experiences for our Clients. The insights from this internal tool are helping us scale similar AI tools, including in our call centres, enhancing efficiency and Client engagement.

Iris is part of Sun Life's broader digital leadership journey, which is focused on delivering seamless, personalized and intuitive experiences across every touchpoint. While the long-term application and impacts of AI are still unfolding for our business, these new initiatives provide exciting opportunities to deliver value for our business, employees and Clients.

"Iris is a tangible example of how Sun Life is delivering on its innovation agenda. We are on a journey of innovation and accountability around our use of AI, and are taking steps to ensure our AI systems remain safe, fair and secure as the technology evolves."

Laura Money, Executive Vice-President, Chief Information and Technology Innovation Officer, Sun Life

Responsible procurement

Building an integrated, responsible procurement approach

At Sun Life, we recognize that effective procurement practices are key to operating as a well-governed, ethical business. We have a wide range of procurement needs that include technology infrastructure and digital solutions, professional services, office supplies, marketing resources and specialized expertise.

We are committed to creating a work environment that fosters collaboration and respect. This commitment extends beyond our offices to the suppliers and the partners in our supply chain. We acknowledge that sustainability factors in our supply chain can disrupt our operations and increase risks to our business. By proactively identifying, managing and mitigating these risks while holding our suppliers to the same ethical standards we expect of ourselves, we ensure the integrity and stability of our operations and build trust with our stakeholders.

Sun Life applies a multi-pronged approach to responsible procurement that sets ethical expectations for suppliers, and supports risk management throughout our supply chain.

- The foundation of our approach is our Supplier Code of Conduct, which establishes clear expectations across ethical, human rights and general conduct areas. This framework guides our supplier relationships and provides the basis for periodic assessment of critical suppliers.
- We conduct broad-based sustainability due diligence on potential suppliers as part of our supplier selection process. We have also conducted analysis, workshops and targeted assessments to develop a better understanding of human rights considerations in the supply chain.
- Complementing these efforts is our Third-Party Risk Management (TPRM) program, under which third-party (i.e., supplier) risks are identified, assessed and managed proportionately to the level of risk and importance to Sun Life. Sun Life's TPRM Program is aligned with OSFI Guideline B-10.

Learn more

About our approach

2025 Performance: Responsible procurement

In 2025, we enhanced our approach to considering human rights in procurement, deepened our relationships with Indigenous suppliers and expanded our foundational capabilities in carbon emissions measurement for our supply chain.

Human rights principles

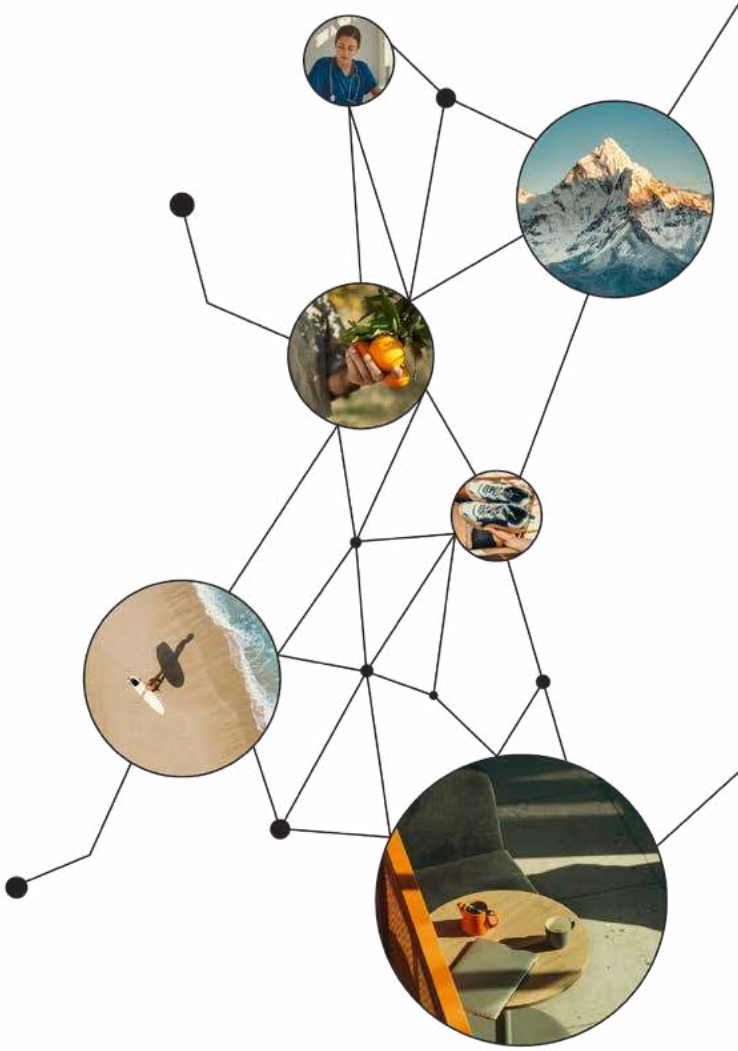
Sun Life is committed to respecting human rights across our business, including our supply chain. This commitment is reflected in the human rights principles that we established in 2025. These principles are described in Human rights and our Respecting Human Rights document.

Deepening relationships with Indigenous communities

This year, we focused on deepening our existing Indigenous supplier relationships in Canada as part of our commitment to our Partnership Accreditation in Indigenous Relations objectives. Refer to Indigenous relations.

Supply chain emissions measurement

In 2025, we measured a subset of the carbon emissions in our supply chain, specifically focusing on Scope 3, Category 1: Purchased Goods and Services[1]. Supply chain emissions encompass emissions generated in the creation of operational goods or services, as well as the emissions from each good or service's own supply chain, when available. Measuring supply chain emissions increases the comprehensiveness of our emissions inventory, provides foundational data to identify carbon emissions hotspots and informs future supplier engagement strategies. This effort enhances our understanding of the risks our supply chain faces and aligns with our broader climate goals and risk management approaches.



[1] Sun Life reports Purchased Goods & Services (PG&S) emissions associated with its North America procurement function. PG&S emissions are derived from the upstream production of goods and services that Sun Life purchases to support its enterprise operations. Please refer to the GHG Methodology document we publish separately for more information.

Risk and resilience

A disciplined approach to drive long-term resilience

Effective risk management supports Sun Life's long-term profitability, competitive positioning and organizational resilience. Our programs are designed to ensure that risks are appropriately identified, managed and governed within clear boundaries aligned to our corporate strategy and Purpose of helping Clients achieve lifetime financial security and live healthier lives.

Our Risk Management Framework, approved by the Board, sets out the components of our risk programs and how they operate together in conducting business activities. The framework, our corporate strategy and our business objectives are aligned and embedded across every business segment.

The Board of Directors and its committees oversee risk governance enterprise-wide. They approve and monitor the Risk Framework, Risk Appetite Policy and related policies that guide decision-making. Sun Life's risk philosophy includes strategic alignment, capital and liquidity strength, risk-adjusted returns and organizational resilience. This philosophy supports maintaining the trust of Clients, shareholders, regulators and other stakeholders.

For a comprehensive description of Sun Life's risk governance, risk appetite and management approach, (including governance structures, the three lines of defence model, and risk categories,) please refer to the Risk Management section of the 2025 Annual Report on pages 65 - 95.

We report information about the management of climate-related risks in our 2025 OSFI B-15 Climate Risk Management Report aligning with the expectations set out in the Office of the Superintendent of Financial Institutions (OSFI) Guideline B-15. In this Sustainability Report, we discuss aspects of risk management in relevant topic sections like Privacy and data security, Innovation and technology, People and culture, and Governance and ethics.

Key Performance Indicators

Percentage of employees who completed Sun Life's annual compliance and risk-related training modules[1]

99%

Learn more

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[1] Training completion rates are as at January 15 since annual training assigned during the reporting year may be completed after year-end.

Sustainable investing

Strengthening the resilience of our general account portfolio

As a global asset management and insurance organization, we pool a large portfolio of premiums collected from policyholders into the Sun Life general account. We manage these assets to meet long-term obligations — providing benefits and paying claims — to safeguard our Clients' financial security.

Our general account is invested to generate returns in a way that seeks to safeguard our financial strength. Investment decisions are governed by well-established processes. They emphasize diversification, liquidity, and credit quality, supported by robust oversight and governance frameworks. In this context, effective investment management is more than a driver of business performance. It's also a core component of how we operate as an asset owner to deliver on our commitments to Clients and shareholders.

Given the role of the general account, incorporating sustainability considerations, such as climate-related risks and opportunities, can be one element of prudent investment management. Sustainability factors may influence the long-term performance and resilience of our general account portfolio, shaping both risks and opportunities across sectors and markets. Where material, we integrate sustainability considerations into our investment and risk frameworks to prepare for changing economic, regulatory and market conditions.

Since 2020, we have built and refined tools, data systems and governance, and have hired and developed our people to enable us to integrate material sustainability considerations across different asset classes in our general account. Evolving our approach this way reflects the increasing availability of data, growing analytical sophistication and our commitment to continually enhance how material risks and opportunities are identified, assessed and managed.

Many of our holdings in the general account are classified as sustainable investments under external frameworks such as the ICMA Green, Social and Sustainability Bond Principles. We have seen investments that both meet our investment requirements and classify as sustainable under external frameworks increase over time.

We recognize that long-term value creation can depend on how well the companies and assets we invest in manage risks and opportunities. In our general account, the majority of our holdings are in fixed income instruments rather than equity. As such, while we may not have ownership or voting rights, we leverage analysis, dialogue, due diligence and internal expertise as appropriate to understand how issuers manage their own material sustainability-related risks and opportunities. We focus on learning, integrating insights into investment decisions and ongoing monitoring.

Together, these practices strengthen the resilience of our portfolios and support our ability to meet long-term commitments to Clients.

This section on Sustainable Investing focuses solely on our general account, where Sun Life is the asset owner. As the asset owner, we develop investment guidelines in collaboration with our asset managers to help meet our obligations to policyholders. Sun Life employs asset managers to invest and manage its general account monies. In some cases, the asset managers are wholly-owned subsidiaries of Sun Life.

This section does not include the investing approaches of our asset managers, who are bound by their primary accountability of fiduciary duty to their Clients. Asset managers invest in line with Client goals and objectives. Where Sun Life hires an asset manager for its general account, that asset manager would invest in line with Sun Life's goals and objectives.

As used throughout this section, the words "we", "us", and "our" may refer to Sun Life or to Sun Life's asset managers acting upon the instructions of Sun Life as their Client. None of the statements in this section should be construed as applying to actions taken by our asset managers on behalf of any of their Clients other than Sun Life itself.

For more information on the investment approaches of our asset managers, please refer to their respective websites.

Learn more

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2025 Performance: Sustainable investing

In 2025, we continued to build on our fundamental capabilities. We took actions that support the consideration of material sustainability factors to meet our risk-adjusted return requirements of the general account portfolio.

Investments in line with Sun Life's sustainability bond framework and issuances

Sun Life has two outstanding sustainability bonds: a $500 million bond issued in 2023 and a $750 million bond issued in 2024. Refer to the Use of Proceeds Report, which details the breakdown of the allocated amount of net proceeds by eligible asset category, country and project type for the Sustainability Bonds. The assets that are supporting sustainability bonds are reviewed by an independent external party to confirm that they meet the eligibility criteria of the sustainability bond framework.

Enhanced risk monitoring capabilities

We have upgraded our systems that support our ability to analyze sustainability-related risks in our general account investments. Sun Life has incorporated climate risk into its enterprise Risk Management Framework and has implemented Key Risk Indicators that track the consideration of physical and transition risks in the investment processes for relevant general account assets. We have onboarded tools to complete physical risk assessments of our global general account physical assets portfolio and support the associated risk reporting and monitoring process of our Risk Management Framework. We have also participated in OSFI's Standardized Climate Scenario Exercise (SCSE). For more details on the physical and transition climate risk assessment, refer to our 2025 OSFI B-15 Climate Risk Management Report, pages 20 and 34-36.

Investor outreach

We remained in conversation with investees to understand and manage sustainability-related risks that could impact the performance and outcomes for our general account investments. These efforts inform our research process through greater understanding of business and operational strategies. Engagement efforts also support tracking towards Sun Life's interim financed emissions and alignment goals for 2030.

Progress on emissions goals

We continued to make progress on our emission goals for select asset classes in Sun Life's general account. For further information, refer to our 2025 OSFI B-15 Climate Risk Management Report, pages 30-31.

Key Performance Indicators

General account sustainable investment AUM[1,2] ($ billions)	**$29.1**
Renewable energy	**$4.5**
Energy efficiency	**$2.3**
Sustainable/green buildings[3]	**$12.2**
Clean transportation	**$1.7**
Sustainable water management	**$0.1**
Access to essential services	**$5.7**
Affordable basic infrastructure[4]	**$0.1**
Affordable housing[4]	**$0.2**
Green, social and sustainability bonds	**$2.3**

Percentage of green-certified space (real estate investments in North America)[5]

88%

1 Portfolio at December 31.
2 Reflects assets managed for the general account. More information on AUM methodology, including criteria included in the calculation, is available upon request. Asset values included represent a non-IFRS financial measure. Sustainable investments meet one or more of the criteria for investments based on ICMA Green Bond Principles, ICMA Social Bond Principles, ICMA Sustainability Bond Guidelines, GRESB Real Estate Benchmark, and/or PRI Impact Investing Market Map. Where issuers do not obtain a third-party opinion or provide an internal opinion on their issuance, our investment professionals apply judgment to assess whether the use of proceeds meets the standards set out in the ICMA principles. Assets included may not align with criteria in Sun Life's Sustainability Bond Frameworks. Does not include all holdings in companies that may be defined as sustainable under other taxonomies.
3 Real estate assets include investment properties, owner-occupied properties and real estate in limited partnership investments.
4 In 2025, we began reporting investments in 'Affordable basic infrastructure' and 'Affordable housing' as a separate categories in alignment with Sun Life's latest Sustainable Bond Framework. 'Affordable basic infrastructure' and 'Affordable housing' investments in prior years are reported as part of the 'Access to essential services' category.
5 Certificates include BOMA BEST, LEED®, IREM Certified Sustainable Property, Fitwel and ENERGY STAR® certified 2025. LEED®, and its related logo, is licensed in Canada to the Canada Green Building Council and is used here with permission.

Advancing capital mobilization for sustainable infrastructure

We are participating in the newly launched G7 Infrastructure Investment Council, alongside other financial institutions with infrastructure investment experience. Through this forum, we are contributing to the design and deployment of investment vehicles that mobilize private capital at scale for sustainable infrastructure in emerging markets. The initiative, led by FinDev Canada under Canada's G7 presidency, creates the first systematic framework for collaboration between development finance institutions and institutional investors to accelerate energy, digital, transport and water infrastructure that supports economic prosperity and resilience.

Strategic sustainable investments in Asia

We advanced our sustainable investing capabilities in Asia through strategic investment and industry leadership. We participated in sustainability-linked financing in Malaysia[6] and the Philippines[7] for green projects and affordable housing. Sun Life also participated in forums for the development and sharing of best practices relating to the Malaysia central bank's climate risk guidance and stress-testing initiatives.

Managing transition risk in commercial real estate

As part of our strategy, we support the resilience of our general account investments by managing material climate-related risks that may impact our investment portfolio. Reducing carbon emissions in office buildings is one way to manage risks within the general account, contributing to a more efficient and resilient real estate portfolio.

To manage transition risk in our commercial real estate portfolio within Sun Life's general account, we follow a four-step process that is focused on reducing emissions through efficiency, lifecycle planning and scalable pilots:

- We reduce consumption by analyzing current state, including utility usage and emissions, to identify energy-saving operational adjustments with strong paybacks. We prioritize actionable opportunities and engage tenants to align our priorities.
- We replace equipment based on lifecycle planning, evaluating retrofits and considering remaining useful life of building systems, while capitalizing on government incentives that are available for carbon reduction initiatives.
- We evaluate switching to lower carbon energy sources, comparing costs between standard replacements and lower-carbon alternatives.
- We pilot and deploy scalable solutions, leveraging successful test cases to implement best practices across the general account commercial real estate portfolio.

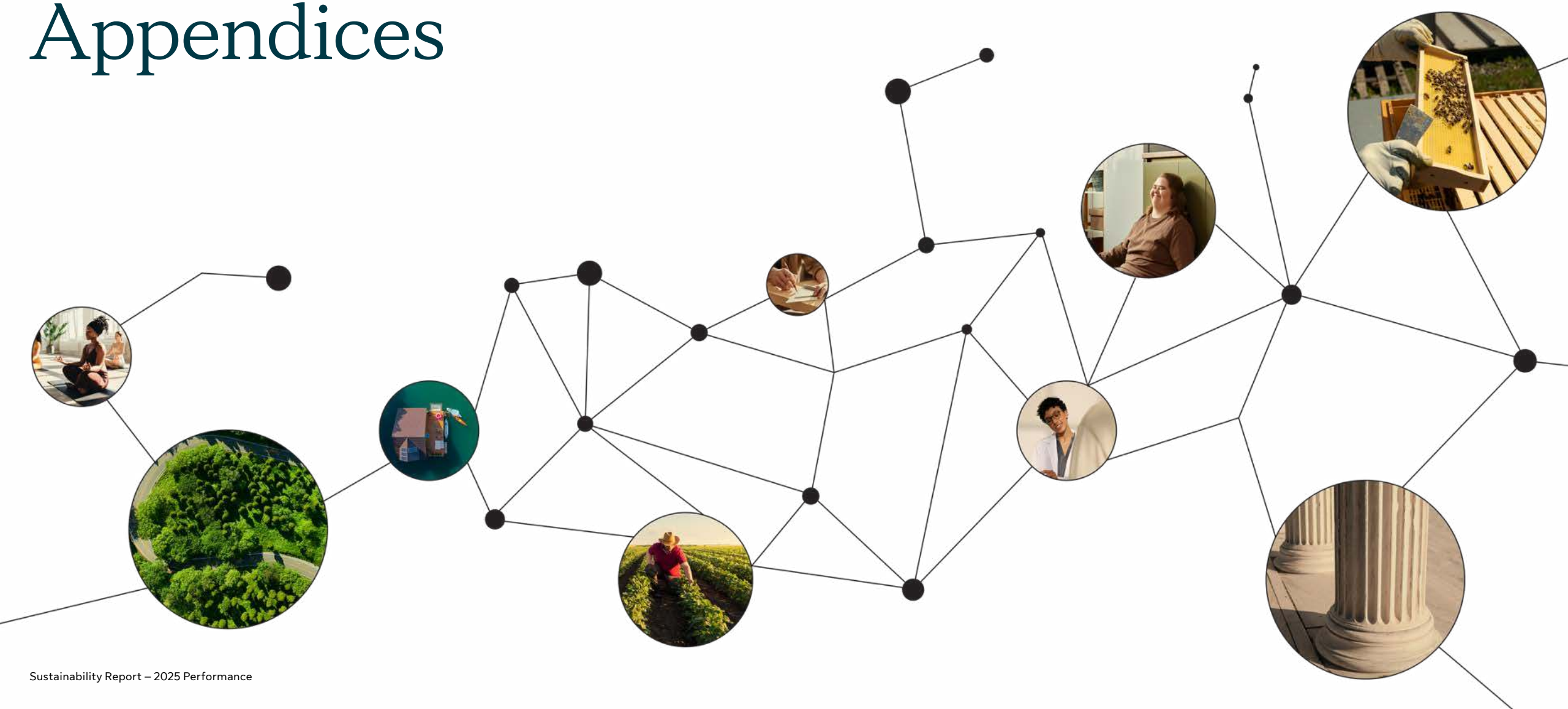
In our 150 King Street office in Toronto's financial district, we have advanced decarbonization efforts through strategic capital investments. As part of a comprehensive renovation project in 2025, we invested $11.3 million to replace the building's end-of-life chiller equipment with modern high-efficiency heat recovery chillers and rooftop air-source heat pumps (ASHP). The upgrades, which are to be completed by 2027, are projected to reduce operational GHG emissions by approximately 46%, and lower energy use by 20%.

Reducing carbon emissions to manage transition risk is a long-term journey. We will look to leverage the success of the Toronto project and scale its learnings across our general account real estate portfolio.

Emission reduction in buildings creates value in many ways. It allows for lower utility costs, makes our assets more resilient, and aligns with evolving energy efficiency regulations and building codes. It's also important in meeting stakeholders' expectations, as greener, more energy-efficiency buildings are valued in the market.

[6] In Malaysia, these include Exsim Capital Resources Berhad (funding green building construction) and Pelabuhan Tanjung Pelepas Sdn Bhd (supporting a major port operator's operational greening and capacity expansion).
[7] In the Philippines, Sun Life participated in a PHP 3 billion facility with Cebu Landmasters, Inc. (completing 16,000 affordable housing units by Feb 2029) and a PHP 15 billion sustainability-linked bonds issuance of Ayala Land, Inc.

Appendices



APPENDIX I: Sustainability data tables

Relevant standards/ indicators	Access to our solutions	2025	2024	2023
GRI 3-3, 203-2 SDG 3, 8	Number of lives covered under affordable insurance policies (Asia)[1] (millions)	**2.5**	2.2	2.4
	Number of financial roadmaps and assessments created for Clients in Canada, powered by the Sun Life One Plan digital tool (thousands)	**282.1**	244.7	95.9
	Dollars paid in claims and benefits[2] ($ billions)	**$28.6**	$28.4	$26.0
	Number of Clients reached through standalone solutions that target the need of an underserved group[3,4] (millions)	**28.8**	29.9[5]	30.2
	Number of Clients in Canada with access to virtual health solutions for themselves and their dependents[6] (millions)	**3.7**	3.5	-
	U.S. stop-loss[7], Clinical 360[8] savings for Sun Life and Clients ($ millions)	**US$68.4**	US$46.5	US$36.2

1 Affordable insurance products help people in the mass market (including lower-income segments) meet risk protection needs at an accessible price point. The criteria for a product to be considered affordable insurance varies by country and is based on factors such as: insurance premium amount relative to average income, coverage period, underwriting requirements and/or government regulation. Includes Asia Joint Venture (Malaysia) and ASEAN Markets (Philippines and Vietnam) only.
2 Excludes SLC Fixed Income and Corporate Support.
3 Includes products and services that aim to address the unique needs of underserved groups. Excludes SLC Fixed Income, U.S. (In-force Management), Asia (High Net Worth, Regional Office) and Corporate Support. Includes Asia Joint Venture (Malaysia).
4 Refer to page 18 for the definition of underserved groups.
5 Figure restated to reflect additional data provided after year-end.
6 Includes Clients with access to Dialogue's virtual primary care, mental health and employee assistance programs. In the context of this metric, "Clients" refers to the primary account holder. An account holder can enable access to these solutions for their dependents.
7 Insurance that reimburses self-funded health plans for claims over a predetermined amount.
8 Clinical 360 combines claim data with clinical experts who review claims to identify cost savings and opportunities to optimize care. The program leverages relationships with preferred partners to implement these solutions, delivering value for both Sun Life and client organizations.

Relevant standards/ indicators	Privacy and data security	2025	2024	2023
GRI 3-3, 418-1	Number of scenarios used in phishing simulation tests that were delivered to employees, contractors and Canadian Advisors (combined total)[1]	**35**	35	36
	Number of substantiated privacy complaints from a regulatory body[2]	**1**	1	1
	Percentage of employees who completed Sun Life's annual information security and privacy training[3]	**98%**	99%	98%
	Privacy Impact Assessments (PIAs) reviewed[4]	**811**	662	584

1 Excludes U.S. (Dental and In-force Management) and Asia (High Net Worth). Includes Asia Joint Ventures (Malaysia and India).
2 Excludes Corporate Support. Includes Asia Joint Ventures.
3 Training completion rates are as at January 15 since annual training assigned during the reporting year may be completed after year-end.
4 PIAs are mandatory evaluations that teams across Sun Life must complete when developing or modifying business initiatives that process personal information. Conducting a PIA is a strong risk management practice for identifying and mitigating privacy risks.

Relevant standards/ indicators	Client experience	2025	2024	2023
GRI 3-3, 203-2	Change in Client Satisfaction (CSAT) score[1] from previous year (Goal: +2)	**+3**	+1	+1
	Problem resolution in Canada			
	Client problems reviewed by Sun Life's Client Advocacy team	**1,268**	1,329	1,777
	Client problems resolved by Sun Life's Client Advocacy team[2]	**1,260**	1,318	1,838
	Client problems reviewed by an independent complaint resolution body or regulator[3]	**92**	44	65
	Client problems reviewed that resulted in a recommendation different from Sun Life's position[3]	**0**	0	0

1 Excludes SLC Fixed Income, U.S. (In-force Management), Asia (High Net Worth and Regional Office) and Corporate Support. Includes Asia Joint Venture (Malaysia).
2 Client problems resolved in the calendar year may be higher than the number of problems reviewed, as prior year problems may not be resolved until the following year.
3 Represents cases investigated by OmbudService for Life and Health Insurance, Ombudsman for Banking Services and Investments, or Autorité des marchés financiers.

Relevant standards/ indicators	Governance and ethics	2025	2024	2023
GRI 3-3, 405-1, 415-1	Number of directors on the Board	**12**	13	12
	Number of independent directors on the Board	**11**	12	11
	Percentage of Board members who self-identify as women	**42%**	46%	50%
	Percentage of Board committee chairs who self-identify as women	**50%**	75%	75%
	Percentage of Board members belonging to an underrepresented group[1]	**25%**	23%	25%
	Percentage of employees who feel it is safe to speak up at Sun Life[2]	**79%**	80%	80%
	Percentage of employees who completed Sun Life's annual Code of Conduct training[3]	**99%**	98%	97%
	Percentage of employees who completed Sun Life's annual financial crime awareness training[3]	**99%**	99%	98%

1 Individuals who have self-identified as members of the Black, Indigenous, People of Colour, disabled and/or LGBTQ+ communities.
2 Based on the Q3 global employee engagement survey. 78% of employees surveyed participated. Refer to Report Scope - Note 2.
3 Training completion rates are as at January 15 since annual training assigned during the reporting year may be completed after year-end.

Relevant standards/ indicators	Community wellness	2025	2024	2023
GRI 3-3, 203-2 SDG 3	Total corporate giving[1] ($ millions)	**$29.6**	$24.6	$25.1
	Breakdown of Sun Life donations[2] by focus area ($ millions)			
	Health	**$13.2**	$11.8	$12.7
	Oral Health	**$1.2**	$1.2	$1.2
	Diabetes	**$7.0**	$5.5	$5.7
	Mental Health	**$2.7**	$3.8	$4.4
	Culture	**$0.1**	$0.6	$0.5
	Social Services	**$6.7**	$5.0	$4.7
	Education	**$3.1**	$1.4	$1.0
	Financial literacy	**$1.9**	-	-
	Cumulative donations committed to the fight against diabetes globally since 2012 ($ millions)	**$64.9**	$57.9	$52.4
	Cumulative donations since 2023 to causes that support underserved groups[2,3] ($ millions) (**Goal**: $75 million by 2030)	**$33.1**	$19.4	$8.4
	Dollars donated by employees for charities across North America and Ireland ($ millions)	**$2.1**	$2.1	$2.2
	Number of registered charities supported by employee giving and volunteering in North America and Ireland (thousands)	**4.2**	4.5	4.3
	Employee volunteer hours[4] (thousands)	**41.7**	37.9	28.4
	Percentage of survey respondents participating in Sun Life-sponsored community programs who believe they're living healthier lives as a result of their involvement[5]	**87%**	86%	-
	Total number of people impacted through Sun Life-funded programming across our markets[6]	**182,964**	107,015	-

1 Corporate giving amounts reflect giving towards registered charities and non-profit organizations. Includes MFS Investment Management and asset management affiliates (BGO and Crescent). 2025 value includes Dialogue, 2023 value includes InfraRed.
2 Includes Asia Joint Ventures (Malaysia and India).
3 Refer to page 18 for the definition of underserved groups.
4 Number of hours an employee performed a service without pay for the greater good of others, on behalf of a registered charity. Includes North America, Ireland and Malaysia joint venture. 2025 value includes Philippines, Vietnam and India. 2024 value includes Philippines and Vietnam. 2023 value includes India.
5 Calculated as an equally-weighted average of program survey results.
6 Impacts on people through Sun Life-funded programming may include, for example, participation in programs that can lead to increased levels of physical activity, improved nutrition habits, increased financial literacy, and increased access to care for mental and oral health.

Relevant standards/ indicators	Employee well-being	2025	2024	2023
GRI 3-3, 403-5, 403-6 SDG 3, 5	Total spent on compensation and benefits[1] ($ billions)	**$6.9**	$6.6	$6.1
	Percentage of qualified employees in North America voluntarily contributing to Sun Life's defined contribution plan			
	Canada	**91%**	91%	91%
	Percentage eligible for auto-enrollment who did not opt out	**91%**	92%	92%
	U.S.	**87%**	88%	88%
	Percentage eligible for auto-enrollment who did not opt out	**94%**	95%	95%
	Percentage of qualified employees in North America voluntarily contributing to Sun Life's share purchase plan			
	Canada	**72%**	70%	62%
	U.S.	**20%**	20%	20%
	Percentage of employees who say that their immediate supervisor/manager supports their well-being[2]	**91%**	91%	92%
	Percentage of employees who completed Sun Life's annual safety and emergency preparedness training[3]	**99%**	99%	98%
	Absentee rate (% of total days scheduled)	**5.6%**	5.6%	5.6%
	Work-related injuries[4,7] (Global)	**0**	0	0
	Work-related fatalities[5,7] (Global)	**0**	0	0
	Total injury rate[6,7] (Global)	**0.05**	0.25	0.21

1 Refer to Report Scope - Note 1.
2 Based on the Q3 global employee engagement survey. 78% of employees surveyed participated. Refer to Report Scope - Note 2.
3 Training completion rates are as at January 15 since annual training assigned during the reporting year may be completed after year-end.
4 Refers to a serious workplace injury that is life-threatening or potentially life-changing, causes or may cause severe organ failure, permanent disability, or significant loss of bodily function and involves at least one of the following conditions: unconciousness, major blood loss, fracture of a major bone, amputation, loss/severe damage to eyesight, severe burns, spinal cord or traumatic brain injuries, multiple fractures.
5 Work-related fatalities are fatalities due to work-related accidents, injuries or illness.
6 Refers to the total number of work-related accidents relative to one million hours worked. Work-related accidents include: critical injuries, fatalities and non-critical injuries.
7 Reporting scope was expanded from Canada to Global in 2025. 2024 and 2023 values were not restated due to lack of data availability.

Relevant standards/ indicators	Human rights	2025	2024	2023
GRI 3-3, 414-1	Percentage of employees trained on discrimination and harassment[1]	99%	99%	98%

1 Training completion rates are as at January 15 since annual training assigned during the reporting year may be completed after year-end.

Relevant standards/ indicators	People and culture	2025	2024	2023
GRI 2-7, 3-3, 401-1, 404-1, 404-2, 405-2 SDG 5, 8	Total number of employees[1]	**68,835**	66,928	58,245
	Regular employees	**32,151**	31,768	30,941
	Temporary employees	**323**	895	999
	Regular employees - Asia joint ventures	**35,880**	33,736	25,775
	Temporary employees - Asia joint ventures	**481**	529	530
	Employee engagement score[2]	**86%**	88%	88%
	Participation rate in employee engagement survey	**79%**	80%	71%
	Total turnover rate[3,13]	**11.1%**	10.2%	11.6%
	Percentage of employees who left who identify as women	**55.2%**	57.0%	57.8%
	Voluntary turnover rate	**7.8%**	7.4%	8.7%
	Percentage of employees who voluntarily left who identify as women	**55.6%**	58.1%	59.4%
	Average employee tenure[3,13] (years)	**8.4**	8.2	8.2
	Percentage of employees who received a promotion[3,13]	**9%**	9%	8%
	Number of new hires[3,13]	**9,469**	9,616	10,321
	Percentage of hires filled by internal candidates	**61%**	62%	38%
	Percentage of women in technology	**36%**	37%	36%[12]
	Percentage of women in junior management positions	**59%**	61%	61%
	Total invested in training and development[4] ($ millions)	**$45.3**	$41.7	$42.4
	Total hours of employee training[3] (thousands)	**706.2**	700.3	626.4
	Average hours of training per employee[3]	**24**	23	21
	Mandatory risk-related training	**5**	4	5
	Other training[5]	**19**	19	16
	Senior management	**9**	10	16
	Middle management	**23**	28	21
	Staff	**24**	23	22
	Average total compensation for women as a percentage of men by role[6] (Canada)			
	Senior management	**96%**	96%	95%
	Middle management	**98%**	98%	98%
	Staff	**98%**	98%	97%
	Average total compensation for underrepresented ethnicities[7] as a percentage of non-underrepresented ethnicities[6,8] (Canada)			
	Senior management	**107%**	110%	104%
	Middle management	**102%**	103%	101%
	Staff	**102%**	102%	103%

Relevant standards/ indicators	People and culture	2025	2024	2023
	Average total compensation for women as a percentage of men by role[6,9] (U.S.)			
	Senior management	**92%**	88%	98%
	Middle management	**96%**	96%	98%
	Staff	**95%**	94%	96%
	Average total compensation for underrepresented ethnicities[7] as a percentage of non-underrepresented ethnicities[6,8,9](U.S.)			
	Senior management	**106%**	101%	101%
	Middle management	**102%**	103%	102%
	Staff	**99%**	99%	100%
	Average total compensation for women as a percentage of men by role[6,10,11] (Countries in Asia)			
	Middle management	**98%-102%**	94%-109%	95%-102%
	Staff	**92%-99%**	93%-96%	96%-99%

1 Represents full-time equivalent employees. Refer to Report Scope - Note 1.
2 Refer to Report Scope - Note 2.
3 Refer to Report Scope - Note 3.
4 Refer to Report Scope - Note 1.
5 Other training includes skills and career development training.
6 As at April 1, following completion of annual compensation cycle. Calculated for full-time employees only, excluding those participating in specialized incentive plans; includes base salary, annual incentives and long-term incentive grants.
7 Canada: those who self-identify as Visible Minorities per the Employment Equity Act; U.S.: those who self-identify as People of Color per the Equal Employment Opportunity Commission.
8 Includes primarily employees who self-identify as white, those who choose not to identify and those for whom there is no data.
9 2023 figure exclude DentaQuest.
10 Senior management populations across comparator groups did not meet the minimum required for reporting.
11 Countries in Asia include India, Indonesia, Hong Kong and the Philippines.
12 Restated due to change in methodology.
13 Reporting scope was expanded to include Vietnam in 2025. 2024 and 2023 values were not restated due to lack of data availability.

Relevant standards/ indicators	Inclusion and belonging[1]	2025	2024	2023
GRI 2-7, 3-3, 405-1 SASB FN-AC-330a.1 SDG 5, 8	Women (Global)[8]	**59%**	59%	60%
	Senior management (Vice-President and above)	**36%**	37%	37%
	Middle management (Assistant Vice-President and Director)	**50%**	50%	50%
	Staff	**61%**	61%	62%
	Underrepresented ethnicities[2] (North America)	**39%**	38%	36%
	Senior management	**19%**	19%	20%
	Middle management	**32%**	32%	31%
	Staff	**40%**	40%	38%
	Black/African American	**8%**	8%	8%
	Indigenous[3]	**1%**	1%	1%
	Asian	**20%**	20%	18%
	Hispanic/Latino	**3%**	3%	3%
	Other underrepresented ethnicity	**6%**	6%	7%
	Not disclosed	**7%**	8%	9%
	LGBTQ+ (North America)	**2%**	3%	3%
	Persons with disabilities (North America)	**1%**	2 %	2%
	Black (Canada)[4]	**5%**	5%	5%
	Senior management	**0.5%**	1.5%	1.9%
	Middle management	**2%**	2%	2%
	Staff	**6%**	6%	6%
	Within student workforce	**9%**	8%	5%
	Indigenous[3] (Canada)	**1%**	1%	1%
	Senior management	**1%**	1%	1%
	Middle management	**0%**	0%	0%
	Staff	**1%**	1%	1%
	Age composition (Global)[8]			
	<30	**16%**	18%[5]	18%
	30-50	**61%**	59%	60%
	50+	**23%**	23%	22%
	Percentage of employees who recommend Sun Life as an inclusive workplace[6,7]	**90%**	92%	-
	Inclusion and belonging Index score[6]	**88%**	89%	88%

1 Underrepresented ethnicity data is based on employee voluntary self-identification. 93% of employees surveyed have provided self-identification data.
2 Canada: those who self-identify as Visible Minorities per the Employment Equity Act; U.S.: those who self-identify as People of Color per the Equal Employment Opportunity Commission.
3 Indigenous is a collective name for the original peoples of North America and their descendants. In Canada, the term Aboriginal Peoples is also used for individuals identifying themselves as First Nations, Inuit or Métis.
4 Figures are for Canada and are reported in alignment with our role as a BlackNorth Initiative signatory.
5 Amount is impacted by rounding.
6 Based on the Q4 global employee engagement survey. 79% of employees surveyed participated. Refer to Report Scope - Note 2.
7 Survey language was modified in 2024, there is no comparative figure for 2023.
8 Reporting scope was expanded to include Vietnam in 2025. 2024 and 2023 values were not restated due to lack of data availability.

Relevant standards/ indicators	Indigenous relations	2025	2024	2023
GRI 3-3	Contributions to Indigenous philanthropy (millions)	**2.0**	1.8	1.6
	Sun Life's Indigenous Circle Inclusion network members	**315**	-	-

Relevant standards/ indicators	Risk and resilience	2025	2024	2023
GRI 3-3 SDG 13	Percentage of employees who completed Sun Life's annual compliance and risk-related training modules[1]	**99%**	99%	98%

1 Training completion rates are as at January 15 since annual training assigned during the reporting year may be completed after year-end.

Relevant standards/ indicators	Sustainable investing	2025	2024	2023
GRI 3-3, 203-1, 203-2 SDG 7, 13	General account sustainable investment AUM*[1] ($ billions)	**$29.1**	$28.6	$27.6
	Renewable energy	**$4.5**	$4.4	$4.2
	Energy efficiency	**$2.3**	$2.1	$1.7
	Sustainable/green buildings[2]	**$12.2**	$12.4	$12.7
	Clean transportation	**$1.7**	$1.7	$1.5
	Sustainable water management	**$0.1**	$0.2	$0.2
	Access to essential services	**$5.7**	$5.4	$5.3
	Affordable basic infrastructure[3]	**$0.1**		
	Affordable housing[3]	**$0.2**		
	Green, social and sustainability bonds	**$2.3**	$2.4	$2.0
	Total sustainable investment AUM*[4] ($ billions)	**$74.8**	$83.3	$77.9
	Renewable energy	**$11.8**	$12.4	$12.3
	Energy efficiency	**$4.4**	$4.2	$3.5
	Sustainable/green buildings[2]	**$35.4**	$44.6	$42.9[5]
	Clean transportation	**$1.9**	$1.9	$1.7
	Sustainable water management	**$0.9**	$0.8	$0.7
	Access to essential services	**$9.2**	$9.2	$8.7
	Affordable basic infrastructure[3]	**$0.1**		
	Affordable housing[3]	**$0.2**		
	Green, social and sustainability bonds	**$10.9**	$10.2	$8.1
	Value of new sustainable investments[4,6,7] ($ billions) (**Goal**: $20 billion between 2021-2025[8])	**$5.3**	$4.5[5]	$3.3
	Sustainable investment solutions AUM (SLGI)[9] ($ millions)	**$15.2**	$638.9	$595.0
	Percentage of green-certified space (real estate investments in North America)[10]	**88%**	87 %	88%

* Portfolio at December 31.

1 Reflects assets managed for the general account. More information on AUM methodology, including criteria included in the calculation, is available upon request. Asset values included represent a non-IFRS financial measure. Sustainable investments meet one or more of the criteria for investments based on ICMA Green Bond Principles, ICMA Social Bond Principles, ICMA Sustainability Bond Guidelines, GRESB Real Estate Benchmark, and/or PRI Impact Investing Market Map. Where issuers do not obtain a third-party opinion or provide an internal opinion on their issuance, our investment professionals apply judgment to assess whether the use of proceeds meets the standards set out in the ICMA principles. Assets included may not align with criteria in Sun Life's Sustainability Bond Frameworks. Does not include all holdings in companies that may be defined as sustainable under other taxonomies.

2 Real estate assets include investment properties, owner-occupied properties and real estate in limited partnership investments.

3 In 2025, we began reporting investments in 'Affordable basic infrastructure' and 'Affordable housing' as separate categories in alignment with Sun Life's latest Sustainable Bond Framework. 'Affordable basic infrastructure' and 'Affordable housing' investments in prior years are reported as part of the 'Access to essential services' category.

4 General account and certain third-party Clients. More information on AUM methodology, including asset managers and criteria included in the calculation, is available upon request. Client asset values included represent a non-IFRS financial measure. Sustainable investments meet one or more of the criteria for investments based on ICMA Green Bond Principles, ICMA Social Bond Principles, ICMA Sustainability Bond Guidelines, GRESB Real Estate Benchmark, and/or PRI Impact Investing Market Map. Where issuers do not obtain a third-party opinion or provide an internal opinion on their issuance, our investment professionals apply judgment to assess whether the use of proceeds meets the standards set out in the ICMA principles. Assets included may not align with criteria in Sun Life's Sustainability Bond Frameworks. Does not include all holdings in companies that may be defined as sustainable under other taxonomies.

5 Amount is impacted by rounding.

6 Values are as at transaction date. Figures may be adjusted year-over-year due to rounding. Client asset values included represent a non-IFRS financial measure.

7 Examples of investments included in this figure are solar, wind and hydro renewable energy investments, energy efficiency projects, affordable housing and long-term care facilities.

8 Includes investments from the Sun Life general account, SLC Fixed Income and two asset management affiliates: BGO and InfraRed.

9 Sustainable investment solutions refer to sustainability-focused solutions as well as investment solutions offered or utilized by SLGI that embed ESG as part of the investment objectives.

10 Certificates include BOMA BEST, LEED®, IREM Certified Sustainable Property, Fitwel and ENERGY STAR® certified 2025. LEED®, and its related logo, is licensed in Canada to the Canada Green Building Council and is used here with permission.

Relevant standards/ indicators	Enterprise greenhouse gas emissions (tCO_2e)	2025	2024	2023
GRI 3-3, 305-1, 305-2, 305-3, 305-5 SDG 3, 13	**Scope 1**	**47,057** ✪	45,567	43,555
	Scope 2 Location-based[1]	**36,823** ✪	35,870	35,612
	Scope 2 Market-based[2]	**37,166** ✪	36,764	31,641
	Scope 3 Location-based	**17,565,265**	15,972,459	8,972,429
	Scope 3 Upstream emissions	**206,470**	100,047	66,749
	Category 1 Purchased goods and services[3]	**107,113**	-	-
	Category 3 Fuel and energy related activities[4]	**18,609** ✪	18,085	18,108
	Category 4 Upstream transportation and distribution[5]	**1,222**	1,263	1,297
	Category 5 Waste generated in operations[6]	**7,244**	6,515	5,745
	Category 6 Business travel[7]	**18,624** ✪	22,465	18,040
	Category 7 Employee commuting[8]	**30,428**	29,450	-
	Category 8 Upstream leased assets[9]	**23,230** ✪	22,269	23,559
	Scope 3 Downstream emissions	**17,358,795**	15,872,412	8,905,680
	Category 15: Investments (Sun Life general account)[10]	**17,358,795**	15,872,412	8,905,680
	Scope 3 Market-based[11]	**17,559,936**	15,968,137	8,972,820
	Total emissions location-based[12]	**17,649,145**	16,053,896	9,051,596
	Total emissions market-based[13]	**17,644,159**	16,050,468	9,048,016

✪ KPMG LLP has provided limited assurance of figures identified with this symbol for the year ended December 31, 2025. KPMG's Independent Practitioner's Limited Assurance Report can be found within the Appendix.

Sun Life uses a financial control approach to account for GHG emissions from operations and investments. Refer to Sun Life's 2025 GHG Emissions Reporting Methodology for more information.

The emissions data presented in these tables are excerpts from our 2025 OSFI B-15 Climate Risk Management Report. For a comprehensive overview of our measurement approach and detailed disclosures, please refer to the 2025 OSFI B-15 Climate Risk Management Report and our 2025 GHG Emissions Reporting Methodology.

1 Scope 2 location-based electricity emissions reflect the grid-average emission intensity (gCO_2e/kWh) for the region in which a property is located.
2 Scope 2 market-based electricity emissions reflect contractual instruments implemented with respect to electricity purchases at Sun Life owned properties, i.e., renewable energy certificates (RECs). Refer to Sun Life's 2025 GHG Emissions Reporting Methodology for more information on RECs and residual mix emissions factors.
3 Emissions associated with purchased goods and services (PG&S) from Sun Life's North America procurement function.
4 Emissions from fuel- and energy-related activities (FERA) not already included in Scope 1 or Scope 2 at Sun Life owned properties.
5 Emissions associated with water transmission and distribution (not including wastewater treatment) at Sun Life owned properties.
6 Emissions associated with waste by disposal type (landfill, recycling, incineration, compost) at 89% of Sun Life owned properties.
7 Emissions from global air travel, rail travel, car rentals, employee-claimed mileage, taxi, ride-share and bus. Sun Life expands data coverage year over year as new datasets become available.
8 Emissions associated with the transportation of employees between their homes and Sun Life offices, and emissions from teleworking (i.e., employees working remotely).
9 Sun Life does not have ownership or financial control over its global offices (unless they are located in Sun Life owned properties), thus, all energy and water emissions from leased offices are allocated to Scope 3 Category 8, Upstream Leased Assets, except for offices spaces located in Sun Life owned properties.
10 Sun Life calculates and reports financed emissions for its general account in alignment with The Partnership for Carbon Accounting Financials (PCAF) Standard Part A: Financed Emissions. Majority-owned real estate is reported in Sun Life's Scope 1, 2 and applicable Scope 3 Categories (other than Category 15) under the financial control boundary. Refer to the 2025 GHG Emissions Reporting Methodology for more information.
11 Scope 3 market-based electricity emissions reflect contractual instruments implemented with respect to renewable electricity purchases at global leased offices, i.e., RECs.
12 Total of all reported location-based emissions across Scope 1, 2, 3. Note that the significant increase in emissions totals year-over-year can be partly attributed to the introduction of newly reported emissions categories each year.
13 Total of all reported market-based emissions across Scope 1, 2, 3. For Scope 3, Category 8 Upstream Leased Assets, total Market-based emissions are 17,901 tCO_2e. ✪ Note that the significant increase in emissions totals year-over-year can be partly attributed to the introduction of newly reported emissions categories each year.

Relevant standards/ indicators	Enterprise greenhouse gas emissions (tCO_2e)[1]	Absolute GHG emissions (tCO_2e)			GHG Emissions intensity (tCO_2e per million CAD invested)			2025 Average Data Quality Score[2]
		2025	2024	2023	**2025**	2024	2023	
GRI 3-3, 303-5 SDG 3, 13	**Listed equities**							
	Scope 1	**10,902**	9,891	10,805	**44.2**	18.2	22.2	**2.0**
	Scope 2	**4,950**	8,227	6,259	**20.1**	15.2	12.9	**2.1**
	Scope 3	**37,092**	42,579	10,309	**198.4**	90.1	38.0	**2.8**
	Listed corporate bonds							
	Scope 1	**1,803,974**	1,943,886	2,028,300	**46.9**	51.7	55.1	**2.1**
	Scope 2	**264,948**	301,740	283,626	**6.9**	8.0	7.7	**2.1**
	Scope 3	**12,953,019**	11,249,629	6,566,381	**351.8**	330.3	525.7	**2.6**
	Sovereign debt[3]							
	Scope 1 (Including LULUCF)	**2,360,628**	2,294,072	-	**215.4**	213.5	-	**4.0**
	Scope 1 (Excluding LULUCF)	**2,280,785**	2,315,819	-	**208.1**	215.5	-	**4.0**
	Commercial real estate[4]							
	Scope 1	**251**	234	-	**1.2**	1.1	-	**2.6**
	Scope 2	**421**	407	-	**1.9**	1.9	-	**2.6**
	Unlisted equity[5]							
	Scope 1	**26**	-	-	**0.1**	-	-	**2.0**
	Scope 2	**946**	-	-	**2.1**	-	-	**2.0**
	Scope 3	**1,481**	-	-	**3.3**	-	-	**2.0**

1 Sun Life calculates and reports financed emissions in alignment with The Partnership for Carbon Accounting Financials (PCAF) Standard Part A: Financed Emissions. Refer to the 2025 GHG Emissions Reporting Methodology for more information.
2 Sun Life calculates average data quality score in alignment with the data quality scoring guidance in the PCAF Standard Part A: Financed Emissions. Each underlying emissions data point is assigned a data quality score, according to the scoring criteria for the respective asset class, ranging from 1 (highest data quality) to 5 (lowest data quality). The average data quality score for each asset class and scope is calculated by weighting each score by the respective asset's outstanding amount in Canadian dollars.
3 Sovereign scope 1 emissions are reported including and excluding LULUCF (emissions attributed to land use, land-use change, and forestry activities) as outlined by data requirements for sovereign debt in the PCAF Standard Part A: Financed Emissions.
4 Commercial real estate figures in this table include non-majority owned commercial real estate invested assets in the general account. Majority-owned commercial real estate invested assets are reported in Sun Life's Scope 1, 2 and applicable Scope 3 Categories (other than Category 15) under the financial control boundary.
5 Includes financed emissions from joint ventures where Sun Life does not have financial control. Emissions from unlisted equity have been introduced to the financed emissions inventory in 2025; historical emissions for this asset class are not currently reported.

Relevant standards/ indicators	Real estate energy, waste and water use	Global offices[1]			Sun Life owned properties[2]			Total		
		2025	2024	2023	**2025**	2024	2023	**2025**	2024	2023
GRI 3-3, 303-5 SDG 3, 13	**Energy (eMWh)**	**101,654**	93,299	98,756	**534,915**	516,461	493,878	**636,569**	609,760	592,634
	Renewable electricity (eMWh)[3]	**25,328**	25,843	7,607	**2,546**	22	48,638	**27,874**	25,865	56,245
	Water (m^3)	**277,860**	250,718	250,456	**1,459,638**	1,448,635	1,506,050	**1,737,498**	1,699,353	1,756,506
	Waste (metric tonnes)[4]	**-**	-	-	**17,421**	15,863	14,043	**17,421**	15,863	14,043

[1] Energy and water use in leased properties with emissions reported under Scope 3 Category 8. Global offices within Sun Life owned properties are included in only the Sun Life owned properties totals to avoid double-counting. Refer to Section 2.1 of Sun Life's 2025 GHG Emissions Reporting Methodology for more information on Sun Life's global offices and owned properties.
[2] Energy use, water use, and waste disposed at Sun Life owned properties with emissions reported under Scopes 1, 2, and Scope 3 Categories 4 and 5. Refer to Sections 2.1 to 2.3 of Sun Life's 2025 GHG Emissions Reporting Methodology for more information.
[3] Renewable electricity equivalent megawatt hours (eMWh) represent on-site generation, RECs, and green power purchase through the utility.
[4] Waste data is reported for 89% of Sun Life owned properties.

The following notes apply to enterprise greenhouse gas (GHG) emissions, and real estate energy, waste and water use, as reported on pages 72, 73 and 74.

- All values are reported for the calendar year (January 1 to December 31).
- Historical results have been restated to reflect changes in methodology, acquisitions and divestments, updated emission factors, and corrections to raw data where applicable.
- Amounts are impacted by rounding.

Refer to Sun Life's 2025 GHG Emissions Reporting Methodology for more information.

KPMG's Independent Practitioner's Limited Assurance Report

To the Board of Directors and Management of Sun Life Financial Inc. ("Sun Life")

We have undertaken a limited assurance engagement on certain performance metrics of Sun Life, included in the Sun Life 2025 Sustainability Report and the 2025 OSFI B-15 Climate Risk Management Report (the "Reports"), for the year ended December 31, 2025.

The scope of our limited assurance engagement, as agreed with management, comprises the following performance metrics (collectively, the 'subject matter information') and criteria:

Subject Matter Information	Reported Value for 2025	Criteria
Scope 1 Greenhouse Gas (GHG) emissions	47,057 tCO_2e	Greenhouse Gas Protocol - A Corporate Accounting and Reporting Standard (Revised Edition) GHG Protocol Scope 2 Guidance: An amendment to the GHG Protocol Corporate Standard
Scope 2 Location-based GHG emissions	36,823 tCO_2e	
Scope 2 Market-based GHG emissions	37,166 tCO_2e	
Scope 3 GHG emissions – Category 3 Fuel- and energy-related activities	18,609 tCO_2e	
Scope 3 GHG emissions – Category 6 Business Travel	18,624 tCO_2e	
Scope 3 GHG emissions – Category 8 Upstream Leased Assets (Location-based)	23,230 tCO_2e	
Scope 3 GHG emissions – Category 8 Upstream Leased Assets (Market-based)	17,901 tCO_2e	

The subject matter information is denoted by the symbol ✪ in the Reports.

Other than as described in the preceding table, we did not perform assurance procedures on the remaining information included in the Reports, and accordingly, we do not express a conclusion on this information.

There are no mandatory requirements for the preparation or presentation of the subject matter information. As such, Sun Life has applied the following criteria ("applicable criteria"):

- Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition);
- GHG Protocol Scope 2 Guidance: An amendment to the GHG Protocol Corporate Standard.

The criteria are further described in Sun Life's reporting methodology available on Sun Life's website.

Management's Responsibility

Management is responsible for the preparation and presentation of the subject matter information in accordance with the applicable criteria.

Management is also responsible for such internal control as management determines necessary to enable the preparation and presentation of the subject matter information that is free from material misstatement, whether due to fraud or error. This responsibility includes determining Sun Life's objectives in respect of sustainability performance and reporting, identifying stakeholders and material issues, and selecting or developing appropriate criteria.

Our Responsibility

Our responsibility is to express a limited assurance conclusion on the subject matter information based on the procedures we have performed and the evidence we have obtained. We conducted our limited assurance engagement in accordance with International Standards on Assurance Engagements (ISAE) 3410, *Assurance Engagements on Greenhouse Gas Statements*. This standard requires that we plan and perform our engagement to obtain limited assurance about whether the subject matter information is free from material misstatement.

A limited assurance engagement involves assessing the suitability of the criteria used by Sun Life in preparing the subject matter information in the circumstances of the engagement, assessing the risks of

material misstatement, whether due to fraud or error, and responding to the assessed risks as necessary in the circumstances.

We exercised professional judgment and maintained professional skepticism throughout the engagement. Our procedures were designed and performed to obtain evidence that is sufficient and appropriate to provide a basis for our conclusion. In carrying out our engagement, we:

- evaluated the suitability of Sun Life's use of the criteria, as the basis for preparing the subject matter information in the circumstances;
- through inquiries, obtained an understanding of Sun Life's control environment, processes and systems relevant to the preparation of the subject matter information, but did not evaluate the design of particular control activities, obtain evidence about their implementation or test their operating effectiveness;
- evaluated whether Sun Life's methods for developing estimates are appropriate and had been consistently applied, but our procedures did not include testing the data on which the estimates are based or separately developing our own estimates against which to evaluate Sun Life's estimates;
- inspected a limited number of items to or from supporting records, as appropriate;
- performed analytical procedures and made inquiries of management to obtain explanations for any significant differences we identified;
- performed recalculation, for certain performance metrics, and compared the recalculated amounts to recorded amounts; and
- considered the presentation and disclosure of the subject matter information.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Our Independence and Quality Management

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants and the independence and other ethical requirements of relevant rules of professional conduct/code of ethics in Canada applicable to the practice of public accounting and related to assurance engagements, issued by various professional accounting bodies.

The firm applies Canadian Standard on Quality Management 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements* which requires the firm to design, implement and operate a system of quality management, including policies or procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

Significant Inherent Limitations

Historical non-financial information, such as that contained in the Reports, is subject to more inherent limitations than historical financial information, given the qualitative characteristics of the underlying subject matter and methods used for determining this information. The absence of a significant body of established practice on which to draw allows for the selection of different but acceptable evaluation techniques, which can result in materially different measurements and can impact comparability. The nature and methods used to determine such information, as described in the applicable criteria, may change over time. It is important to read Sun Life's reporting methodology available on Sun Life's website.

Conclusion

Our conclusion has been formed on the basis of, and is subject to, the matters outlined in this report. We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Based on the procedures performed and evidence obtained, no matters have come to our attention to cause us to believe that Sun Life's subject matter information for the year ended December 31, 2025, is not prepared, in all material respects, in accordance with the applicable criteria.

Our conclusion on the subject matter information does not extend to any other information, reports or documents that accompany, are presented with, or contain the subject matter information and our assurance report.

Restriction on Use

Our report is intended solely for use by Sun Life Financial Inc. for the purpose set out in our engagement agreement. Our report may not be suitable for any other purpose and is not intended for use or reliance by any third parties. While KPMG LLP acknowledges that disclosure of our report may be made, in full, by Sun Life Financial Inc. in the Sun Life 2025 Sustainability Report and the 2025 OSFI B-15 Climate Risk Management Report, KPMG LLP does not assume or accept any responsibility or liability to any third party in connection with the disclosure of our report.

KPMG LLP

Chartered Professional Accountants
Toronto, Canada
March 24, 2026

APPENDIX II: Recognition

Access to our solutions

Sun Life Philippines and AHA! Behavioral Design® was recognized at the 60th Anvil Awards winning both the Grand Anvil Award and the Gold Anvil Award for the first behavioral finance program for public school teachers in the Philippines.

Received two awards from The Institute of Financial Planners of Hong Kong for Corporate Financial Education and ESG Leadership – Gold Award.

Sun Life Malaysia was recognized at the 2025 Insurance Asia Awards, winning the Education Insurance Initiative of the Year award category. This award underscores our continued efforts to champion financial literacy through our InsureLit Campaign that deploys educational initiatives to reach various audiences and create meaningful engagement around insurance and takaful literacy.

Client experience

Sun Life Philippines was recognized by the Trusted Brand Awards for 16 consecutive years, receiving the highest recognition, the Platinum Award for life insurance, for the past 8 years.

Climate resilience

Earned Natural Resources Canada's ENERGY STAR® certification with 2025 ENERGY STAR scores of 100 for Sun Life's largest office space in North America, located at the Canadian head office in Waterloo, Ontario and for an office park in Edmonton, Alberta. This means the offices are more energy efficient than all similar properties nationwide.

Earned recognition in the BOMA Building Energy Challenge 2.0 Awards in the Office over 50,000 ft² for the Sun Life building in downtown Montreal. The friendly competition aims to reduce energy consumption and greenhouse gas emissions (GHGs) in commercial, institutional and multi-residential buildings across Quebec.

Community wellness

For the 3rd consecutive year, Sun Life Singapore was recognized at the Singapore Community Chest Awards. In 2025, we received the Charity Platinum Award following a Charity Gold Award in 2024. The award recognizes companies with an unwavering dedication to creating sustainable social impact with Community Chest.

Sun Life Indonesia was honoured with The Best Corporate Social Responsibility Award 2025 for Fostering Future Generations Through Health and Empowerment Programs from Warta Ekonomi at the Indonesia CSR Awards 2025. This award acknowledges the company's dedication to creating a positive impact for society through initiatives that promote health, education and empowerment – nurturing future generations to build a healthier and more resilient Indonesia.

Inclusion and belonging

For the 17th consecutive year, Sun Life U.S. has earned a 100% score on the Human Rights Campaign Corporate Equality Index.

SLGS India was recognized as one of the 100 Best Companies for Women in India by Avtar and Seramount. It was also recognized in the "100 Best-Hall of Fame" category for "five years in a row" of the 100 Best Companies for Working Women list in India.

Sun Life received the Investors in Diversity Gold designation from the Irish Centre for Diversity. Gold signifies inclusion policies as well as leadership in inclusive business practices. Sun Life is one of only 16 organizations to receive Gold reaccreditation and one of only 37 organizations to hold the Gold designation.

Sun Life Global Solutions (SLGS) Philippines has once again entered the Circle of Excellence at the 16th Asia CEO Awards 2025, being recognized among the top companies in three prestigious categories: Top Employer of the Year, Diversity Company of the Year and Woman Leader of the Year.

Indigenous relations

Sun Life achieved Bronze-level certification in September 2025 of the Partnership Accreditation in Indigenous Relations (PAIR) program. This is a testament to our ongoing commitment to creating meaningful relationships with Indigenous communities and advancing economic reconciliation. As the first Canadian insurer to receive this recognition, we're honoured to be at the forefront of positive change in our industry.

Responsible AI

For the second consecutive year, Sun Life has been named a 2025 CIO Awards Canada winner, this year for its internally developed GenAI-powered service desk assistant, Iris.

Sustainable investing

Sun Life was awarded Sector Leader Status in the Development Component (North America: Diversified) in the 2025 GRESB assessment, ranking 1st out of 17 entities in its peer group. We also achieved 4 (out of 5) Stars in the Standing Investments and Development modules.

People and culture

In 2025, Sun Life was re-certified as a Great Place to Work® in Canada, India, Indonesia, Ireland, Malaysia, Philippines, Singapore, Vietnam and the United States. Great Place to Work® certification highlights the strength of our global culture at Sun Life and positions us as an employer of choice.

Regional recognition on the following Great Place to Work® "Best" lists in 2025:

- Most Trusted Executive Team
- Ireland's Best Workplaces™
- Best Workplaces™ Canada
- Best Workplaces™ for Health & Wellbeing (Ireland)
- Ireland's Best Workplaces™ in Tech
- Best Workplaces™ in Financial Services & Insurance (Canada)
- Best Workplaces™ for Inclusion (Canada)
- India's Best Workplaces™ for Women
- Best Workplaces™ in Ontario (Canada)

General sustainability

Sun Life earned a spot on Corporate Knights' 2026 Global 100 Most Sustainable Corporations in the World for the 17th consecutive year.

Constituent of the 2025 FTSE4Good Index for the 25th consecutive year.

In 2025, Sun Life maintained AAA on MSCI's ESG Rating[1] for the fourth consecutive year.

Confirmed our 'Low-Risk' ESG Risk Rating from Sustainalytics in 2025.

[1] The use by Sun Life Financial Inc. of any MSCI ESG Research LLC or its affiliates ("MSCI") data, and the use of MSCI logos, trademarks, service marks or index names herein, do not constitute a sponsorship, endorsement, recommendation, or promotion of Sun Life Financial Inc. by MSCI. MSCI services and data are the property of MSCI or its information providers, and are provided 'as-is' and without warranty. MSCI names and logos are trademarks or service marks of MSCI.

Every action connects.
Every contribution counts.
Building a sustainable future,
one shared commitment at a time.