Excerpt from RMF

# RISK MANAGEMENT FRAMEWORK (RMF)

APPROVAL		
Approved By:	Board of Directors	
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## **RISK MANAGEMENT FRAMEWORK (RMF)**

### 1.0 Purpose and Application

#### 1.1 Purpose

As a large financial services organization operating in a complex industry, the Company encounters a variety of risks. We face risks in formulating our business strategy and business objectives, in carrying on our business activities in the pursuit of our strategy and objectives, and from external factors. The Risk Management Framework (RMF) provides a structured, Enterprise-wide approach to identify, measure, manage, monitor and report on risk to effectively achieve organizational objectives and maintain organizational resilience. It sets out the components of our risk programs and explains how they operate together in conducting business activities. The risks that arise when providing products and services to Clients, which are in line with our purpose to help our clients achieve lifetime financial security and live healthier lives, should be managed within these protocols and programs. While all risk cannot necessarily be eliminated or known with certainty, the RMF seeks to ensure that risks to a business undertaking are appropriately managed to achieve the Company's business objectives over time and are not expected to exceed the preestablished boundaries for risk taking. The RMF, corporate strategy and business objectives are all aligned to each other, and the risk management protocols and programs are embedded within every business segment. Effective risk management is critical to the overall profitability, competitive market positioning, organizational resilience and long-term financial viability of the Company

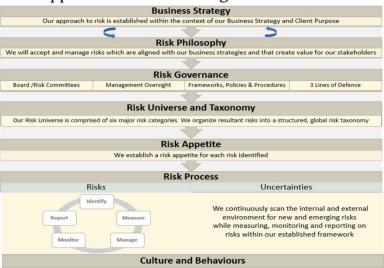
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## **RISK MANAGEMENT FRAMEWORK (RMF)**

### 2.0 Risk Management Framework

Our Approach to Risk and Organizational Resilience



The RMF elements include Risk Governance and Accountabilities, Risk Management Frameworks and Policies, Risk Philosophy, Risk Universe, Risk Appetite, and the Risk Management Processes.

#### 2.1 Risk Governance and Accountabilities

Sun Life's risk governance structure is consistent with the Office of the Superintendent of Financial Institutions' (OSFI) most recent guideline on corporate governance issued in September 2018.

### **Board of Directors (Board)**

The Board and its committees are responsible for ensuring the governance of all risks across the Enterprise and have primary responsibility for ensuring risk management frameworks, policies, programs and practices are in place.

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