



“THERE IS NOTHING
LIKE BEING TAKEN OUT
OF YOUR COMFORT
ZONE TO LEARN,
DEVELOP AND ENRICH
YOUR PERSPECTIVE.”



CARL S. BANG
*President,
Sun Life Investment Management Inc.*



WHAT DO YOU LIKE ABOUT
BEING BACK IN CANADA?

I'm thrilled to be back in Canada, enjoying everything the country has to offer: from running in Stanley Park and grabbing a hotdog at Fancy Franks, to enjoying the Toronto International Film Festival and skiing down Le Massif.



DO YOU HAVE ANY WORDS TO
LIVE BY?

Be nice, the world is a small town.



HOW DO YOU SPEND YOUR
DOWNTIME?

I love to play tennis, and I recently took up horseback riding in the Middle East. Whenever I can, I find myself exploring the great outdoors, trekking and camping.



WHAT'S YOUR FAVOURITE MOVIE?

Star Wars, where I played a rebel soldier as an extra in The Empire Strikes Back. Growing up in Norway where they filmed the fighting scene on a glacier, I was one of the soldiers running around in the snow.

THE PERFORMERS

✕ CANADA'S INFLUENTIAL THOUGHT LEADERS ✕

How did your previous role at Qatar Foundation Endowment prepare you for the job of president of Sun Life Investment Management?

I helped start and grow one of the largest endowment funds in the world, which involved designing and implementing a large global investment program, relying heavily on alternative assets, particularly in private markets. So this opportunity, with an established investor in Canada—Sun Life Investment Management, which is part of the broader Sun Life Financial organization, managing \$120B in assets and operating for over 100 years, as well as having a tremendous network—presented a very compelling case.

What are your plans for the Canadian market?

I believe that there is a fundamental change taking place in the institutional investment marketplace—which is to include alternative asset classes in the mix, especially private markets. This trend is starting in Canada, and that's why I believe that asset classes such as private fixed income, commercial mortgages and real estate could be a part of their asset allocation decision, and may help address solvency issues faced by pension schemes, which is a hot topic in Canada right now.

What is your company's investment philosophy?

At Sun Life Investment Management, we really want to be a long-term partner with our clients. We are investing time to understand the complexity of a client's liability profile as well as the risk tolerance of the board and the outcome

they are looking for. Asset management philosophically is a core competence of Sun Life Financial, and a strategic focus for the company—which is exactly why we started our asset management firm.

What drives you—both as president and as a leading investment manager in Canada?

For me, it's very important to have a strong belief in the solutions we are delivering. It's equally important to have an organization that is both focused and connected with our clients. Sun Life Financial has deep roots in the communities in which we work across Canada, and that gives us the privilege of being close to our clients and understanding what they care about most.

What have your external involvements with the Canadian Coalition for Good Governance, CFA Institute or EDHEC contributed to your current practice?

Think tanks typically cross work boundaries to focus on how changing market conditions are affecting the industry—so we spend time looking at how the established structure needs to change to recognize the new reality, which often leads to creating best practices. Nothing is ever constant, especially in the investment world where you are dealing with a multitude of variables—geopolitical, economical, demographic shifts—all affecting the world we live in.

When I led the CFA Portfolio Management curriculum during the 1990s, I enhanced the focus on the subject of risk, because I learned that what really works for a successful

investment manager is taking good risks, that is, risks we get paid for.

I am a strong believer in life-long learning. I am on the global advisory board of the French business school EDHEC (Écoles des hautes études commerciales). One of their many research projects is on asset liability matching for pension schemes, which is an area of focus for Sun Life Investment Management. It is quite interesting because investors as a community behave differently depending on their cultural backdrop and have different allocations depending on which part of the world they live in. This kind of project allows me to continue to stay connected with the community and the issues.

What have you learned working abroad in France, Norway or in the Orient that may have changed how you lead?

All these places are very different. When you are part of a mosaic, you develop some sensibility to the environment. That experience also brings patience. It's about trying to understand people's motivations and values. In my various roles working abroad, I've drawn on my experience of listening to people and not judging them. There is nothing like being taken out of your comfort zone to learn, develop and enrich your perspective. Some people jump off planes, others climb mountains. I go live in places.



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About Sun Life Investment Management
Sun Life Investment Management is the brand name under which the investment operations of Sun Life Assurance Company of Canada and Sun Life Investment Management Inc. operate. Sun Life Assurance Company of Canada and Sun Life Investment Management Inc. are indirect wholly owned subsidiaries of Sun Life Financial Inc.