

Commitment to Employees

Employees are at the centre of Manulife's success. Manulife prides itself on attracting and retaining exceptional individuals. With their commitment to Company values and customers, employees make our vision of being the most professional life insurance company in the world a reality. In turn, Manulife invests in the development of its people and rewards superior performance.

The key to attracting and retaining top talent is ensuring that employees enjoy challenging work while reaching their potential and realizing their aspirations. Support for employees includes innovative learning opportunities and continuous learning subsidies; open and constructive communication; recognition programs; and a variety of services such as financial counselling and development seminars. We rigorously maintain safe and accessible workplaces, support diversity and provide opportunities for employee advancement.

Employees benefit from:

- our sustained financial success and industry leadership as the largest life insurance company in Canada, the second-largest in North America and the sixth-largest in the world as at December 31, 2007;
- our reputation as an employer of choice; Manulife won nationwide awards in 2007 for outstanding corporate culture and corporate governance;
- our commitment to innovation through the development of flexible, creative and intelligent solutions backed by unparalleled industry experience and financial strength;

- opportunities to demonstrate initiative and engage in projects and activities that will have a direct impact on the Company's future performance;
- the opportunity to respond to the annual global survey in which employees are encouraged to provide input to management regarding their workplace experience at Manulife;
- the Company's dedication to bias-free employee practices and to the attraction and retention of employees with diverse backgrounds reflecting the many communities and markets we serve throughout the world;
- the chance to take on new and exciting challenges within one business unit or gain exposure to different parts of the business in other operating units of our multinational company; and
- geographic diversity, with operations in 19 countries and territories worldwide.

Manulife demonstrates its commitment to employee health and wellness through dynamic health promotion and injury prevention programs. Key to this in Canada is a Wellness Challenge designed to improve employees' physical, nutritional, emotional, psychological and social well-being. Individual, group and online support is provided for employees in partnership with community resources and Manulife's employee and family assistance provider. Some examples of individual support include one-on-one interventions such as ergonomic assessments and health counselling. The group

"I have had faith in Manulife's success ever since I first joined the Company. I dedicate myself to my work wholeheartedly with a real sense of responsibility and enterprise."

George Xu, Sales office General Manager
Jiangsu Manulife-Sinochem



programs cover such diverse topics as stress management, parenting, work-life management, parental return to work and annual flu immunization clinics.

Regular full-time and part-time employees in Canada have the opportunity to participate in a global share ownership program, benefiting directly from the Company's success, as well as a group RRSP and pension plan. A variable incentive plan offers a yearly bonus structure to regular full-time employees and a flexible benefits plan allows staff to customize their benefits to meet their needs.

In addition, employees in Canada have access to free on-site financial planning advice from qualified financial planners; an educational assistance program offering 100 per cent payment of tuition costs for approved career-related courses; and backup and extended daycare services through Manulife's association with a leading child-care provider.

Manulife is a global employer, with approximately 53,000 employees, independent contractors and agents located in 19 countries and territories. In Canada, our workforce number is close to 11,000 people in 10 provinces.

Outside Canada, we have almost 12,000 employees and independent contractors. In addition, 30,000 career agents sell Manulife products and services exclusively.

Workforce Data

For the year ended December 31, 2007

EMPLOYMENT – CANADA

Province	Full-Time	Part-Time	Total
British Columbia	179	6	185
Alberta	400	23	423
Saskatchewan	66	3	69
Manitoba	44	1	45
Ontario	8,117	517	8,634
Quebec	658	56	714
New Brunswick	1	–	1
Nova Scotia	719	19	738
Prince Edward Island	–	1	1
Newfoundland and Labrador	1	–	1
Total	10,185	626	10,811

EMPLOYMENT – OUTSIDE CANADA*

Location	Full-Time	Part-Time	Total
United States	5,539	152	5,691
Asia, excluding Japan and India	4,634	184	4,818
Japan	1,111	163	1,274
Other**	85	8	93
Total	11,369	507	11,876

*This does not include career agents.

**Caribbean, Europe and India

Manulife's global employee engagement survey indicates that our employees are highly engaged and fiercely proud to work for Manulife, viewing the Company as a meritocracy and a competitive, ethical and respectful place to work.



STARs of Excellence Award

The STARs of Excellence Award was commissioned by Manulife Financial and designed by Canadian artist Colin Gibson. Created to recognize and inspire accomplishment, the Award honours a select group of Manulife Financial employees and sales associates from around the world for their outstanding professional achievements and contributions to our success.

STARs of Excellence Citizenship Award

Each year, Manulife selects one employee from around the world for a special honour, the STARs of Excellence Citizenship Award. Established in 2000, the award recognizes the outstanding volunteer contributions of an individual to his or her community.

Employees are nominated for the award by their colleagues according to specific criteria. Nominees must go above and beyond the call of duty, supporting others through outstanding volunteer service and demonstrating leadership, dedication and a caring spirit.

2007 Citizenship Award recipient

Our 2007 Citizenship Award recipient was James Rae, Systems Designer, Reinsurance Division, Toronto.

For the past four years, James has devoted many evenings and most weekends volunteering for Evergreen, a charity devoted to creating and sustaining healthy, dynamic outdoor spaces. As an environmental steward, James does everything from tree planting to raising awareness for environmental issues. Through his work with Friends of the Don, he participates in numerous flower and tree planting activities throughout the city.

While green causes are his main passion, James is involved in other volunteer efforts. For the past three years, he has worked with Manulife's Homework Club, volunteering a great deal of personal time tutoring Grade 7 and 8 students. A big supporter of Manulife's United Way campaign, he has contributed at various times as a committee member, event planner and member of Manulife's house band, Retro Session.

"James is an example of true dedication to nature, and what it contributes to our city and community," said David Stonehouse, Executive Director of Evergreen at The Brick Works.

"I'd rather lead by example – let my actions speak louder than words."

James Rae

Systems Designer, Corporate Systems / Reinsurance



James Rae

STARs of Excellence attributes:

- Superior knowledge and skill
- Trust and integrity
- Action orientation
- Responsiveness