

# Message from the President and CEO

## A strong tradition of leading by example

Throughout 2010, Manulife Financial continued to seek to distinguish itself as a strong, reliable, trustworthy and forward-thinking Company. Our longstanding tradition of public accountability, which we detail in this report, is rooted in these attributes.

As I write this, we continue to witness a series of tragedies in Japan – a country where Manulife has a long-established presence and more than 4,000 employees and agents. Following the March 11, 2011 earthquake, we moved quickly to confirm the safety of our people, to assist them in situations where their lives were directly disrupted, and to ensure continuity of service to customers. At the same time, we began directing funds toward relief efforts. Together, with our employees' donations, Manulife has committed a minimum of \$1 million to help the citizens of Japan rebuild their country. We continue to monitor the situation closely and will respond further as appropriate.

The situation in Japan is one where our responsibility to assist communities where we live and work was immediately apparent. Most of the time, the instances in which we do so are less dramatic, but still important. This past year, our Company donated \$23.4 million to more than 600 non-profit organizations. Through these donations, we supported positive change in the


lives of countless people globally. The impact of this financial support was amplified by our employees, who volunteered nearly 54,000 hours of their time.

At Manulife, we believe in the power of volunteering, and the positive effect that results when people give their time and skills to help others. In Canada, for example, we commissioned innovative research to determine what motivates people to volunteer and partnered with Volunteer Canada and Get Involved to create a website ([www.getvolunteering.ca](http://www.getvolunteering.ca)) connecting people with volunteer opportunities. We worked in partnership with the Canadian Broadcasting Corporation to present *Canada's Champions of Change*, a one-hour television program shown live during prime time, that showcased Canada's top volunteers, as chosen by Canadians from coast to coast.

In Hong Kong, 3,000 Manulife employees and agents participated in the 'Walk for Millions' to support local charities. In Boston, our volunteers helped raise millions of dollars through our long-time association with the Boston Marathon – an event in which some of the most senior executives at John Hancock Financial play a significant role. As well, Carol Fulp, a Senior Vice President with John Hancock, has contributed to the public good in a unique way: she was named last September by President Barack Obama to a one-year appointment as a public delegate on the American Delegation to the Sixty-Fifth Session of the United Nations General Assembly.

In the pages that follow, you'll find details of Manulife's commitment to public accountability through our charitable giving, corporate governance and environmental practices.

I'd like to take this opportunity to acknowledge the confidence our customers, communities and employees place in Manulife. In 2011, we remain committed to earning that confidence through leading by example in everything we do.



Donald A. Guloien  
President and Chief Executive Officer



Donald Guloien congratulates finalist Eliza Olson during *Canada's Champions of Change* finale.

Photo by George Campana