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manulife.com  
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At Manulife, we are committed to our mission: *Decisions made easier. Lives made better.* Our 2017 Corporate Citizenship Report and Public Accountability Statement presents the stories and statistics behind our progress, highlighting our economic, social and environmental impacts and sharing insights from the people who make it happen – namely, our employees.



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# Message from Our *President and Chief Executive Officer*

As a leading global financial services group, we're in the privileged position of being able to help millions of customers live longer and healthier lives, protect what matters the most, manage their wealth and save for retirement. Our mission is to help people make decisions easier, and lives better.

A company of our size has a significant social and economic impact in the communities and countries where we live and work. By investing in the development, diversity and wellness of our employees, and partnering with community organizations to address societal challenges, we can be a powerful force in building a stronger, healthier society. We also have a responsibility to manage the environmental impacts of our own business, and use our influence to help drive positive momentum on global issues like climate change.

We believe that we have a clear responsibility to make a positive contribution to society that goes beyond our financial performance. We acknowledge and embrace it, and our mission keeps us on track.

Our annual Corporate Citizenship Report and Public Accountability Statement is our opportunity to share what we're doing, and to recognize the contributions of our colleagues. We are energized by driving lasting change and inspired by the people who are helping us build a better future.



Roy Gori  
President and Chief Executive Officer



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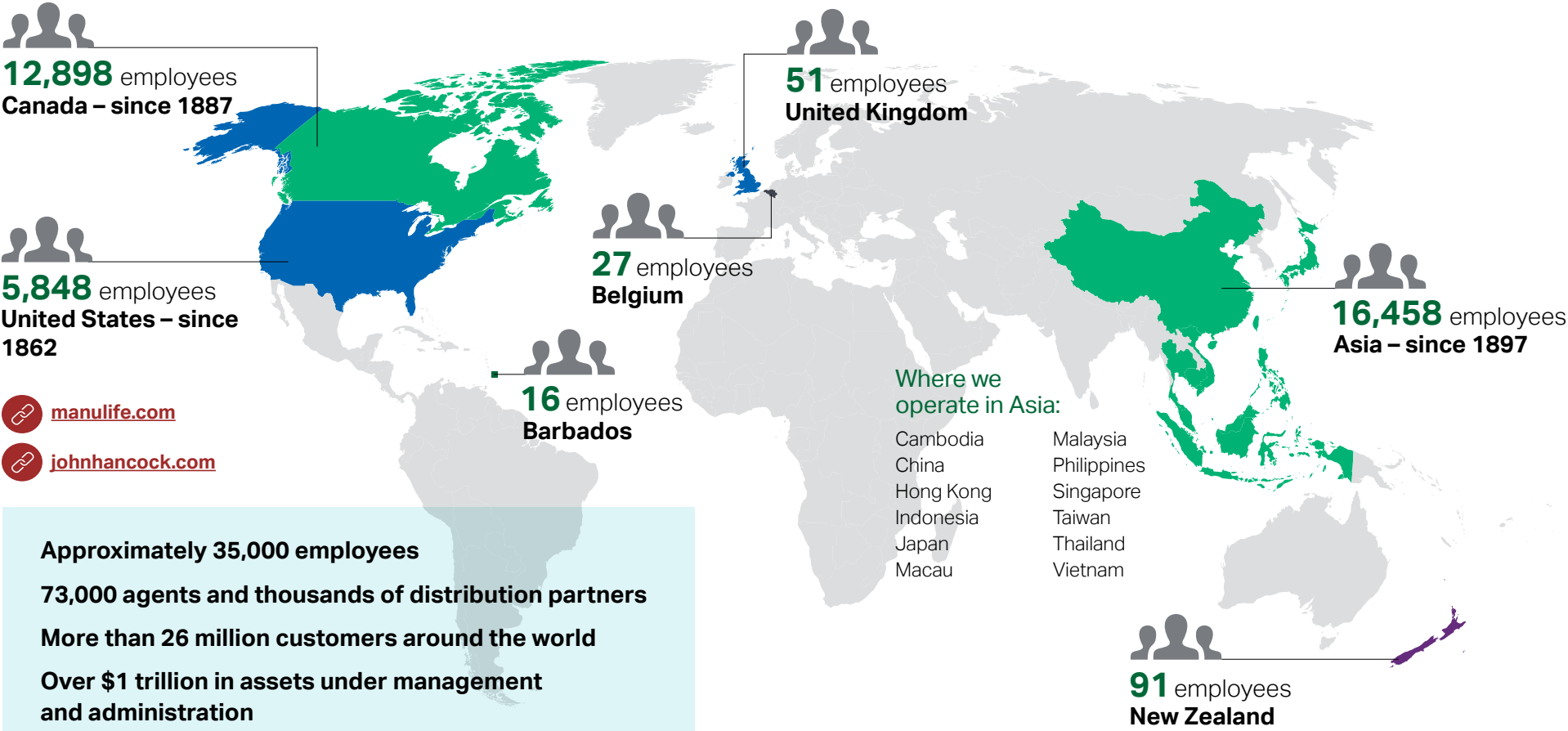
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# About Manulife

Manulife Financial Corporation is a leading international financial services group that helps people make their decisions easier and lives better. We operate primarily as John Hancock in the United States, and as Manulife elsewhere. We provide financial advice and insurance, as well as wealth and asset management solutions, for individuals, groups and institutions. Our principal operations are in Asia, Canada and the United States where we have served customers for more than 100 years. With our global headquarters in Toronto, Canada, we trade as 'MFC' on the Toronto, New York and Philippine stock exchanges, and under '945' in Hong Kong.



Approximately 35,000 employees

73,000 agents and thousands of distribution partners

More than 26 million customers around the world

Over \$1 trillion in assets under management and administration

More than \$26.7 billion returned to customers in paid out claims and other benefits

Note: Map shows only locations where we have more than 10 employees. See [page 47](#) for complete list.

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# Awards and Recognition

Our commitment to good corporate citizenship was recognized with these awards in 2017. For a complete list, visit [manulife.com/awards](http://manulife.com/awards).



Glassdoor honoured Manulife with the Employees' Choice Award for being one of the best places to work in Canada, as determined by Manulife employees.



Since 2012, Manulife has been included in the Dow Jones Sustainability North America Index in recognition of our corporate sustainability performance.



Manulife Philippines received the Reader's Digest Asia Trusted Brand Gold Awards in the Investment Fund category.



John Hancock received a score of 100 per cent on the Human Rights Campaign Foundation's Corporate Equality Index, for its corporate policies and practices related to LGBTQ equality in the workplace.



Manulife Canada was named as one of "Canada's Best Diversity Employers" for our successful diversity initiatives in a variety of areas.



Manulife was recognized as one of Canada's Top Employers for Young People.



Imagine Canada recognized Manulife as a Caring Company for committing a minimum of one per cent of pre-tax domestic profit to support charitable and non-profit organizations each year.



Manulife was named a Greater Toronto Top Employer. The award recognizes employers in the Greater Toronto area that lead their industries in offering exceptional places to work.

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# Risk Management and Good Governance

At Manulife, our approach to managing risk seeks to balance delivering exceptional experiences for our customers, meeting our policyholder and creditor obligations, providing sustainable long-term growth for our shareholders, and ensuring our employees have the tools and skills they need to excel in their roles.

Sound risk management is a cornerstone of Manulife’s success. Once we are satisfied that the case for a decision meets or exceeds our high standards, we quickly and firmly move forward with it, keeping an eye on any unexpected risks and constraints. In April 2017, Standard & Poor’s reaffirmed Manulife’s “strong” enterprise risk management rating, reflecting a positive assessment of our risk management culture, controls and models, and our approach to managing emerging and strategic risks.

Manulife’s enterprise risk management framework sets out a structured approach to risk-taking and risk management activities across the enterprise, supporting our strategic focus on long-term revenue, earnings and capital growth. We foster a strong, risk-aware culture, which includes having a well-defined risk appetite that is aligned with our strategy and is supported by established risk management policies and monitoring practices.

Manulife’s Board of Directors is responsible for risk oversight, and is supported in this exercise of risk oversight by Board Committees (Risk; Audit; Corporate Governance and Nominating; Management Resources and Compensation), while the Executive Risk Committee directs our risk management efforts.

## Integrity at Work

Manulife’s Code of Business Conduct and Ethics (the Code) affirms our commitment to observing the highest ethical standards in all of our operations, complying with all applicable laws and avoiding any conflicts of interest. All employees must be thoroughly familiar with its provisions, and must conduct themselves according to both the letter and the spirit of the Code. Employees are also required to comply with all relevant laws and regulations, as well as internal policies, standards and guidelines, which include, but are not limited to:

- Anti-Fraud Policy (and related guidelines, which include information regarding anti-bribery and anti-corruption measures)
- Anti-Money Laundering and Anti-Terrorist Financing Policy
- Global Privacy Risk Management Policy
- global policies on political contributions and political fundraising, included in the Code
- Reputation Risk Policy
- a suite of information protection policies and guidelines for safeguarding corporate, employee and customer data

Manulife provides compulsory ongoing and supplemental training that includes an annual course on the Code. We also conduct specialized employee communications campaigns, such as Fraud Awareness Week, Compliance Awareness Week and Data Privacy Day, which reinforce

Manulife’s Board of Directors received the top spot in *The Globe and Mail’s* [Board Games](#) annual governance rankings.

our well-established culture of compliance with all legal and regulatory requirements. Manulife employees have access to our Global Ethics Hotline, a telephone- and web-based communications tool maintained by a third-party service provider through which they can report any activities they suspect to be unethical, unprofessional, illegal or fraudulent, on a confidential basis, while remaining anonymous if they choose.

## Code of Conduct, Reports and Online Content

[Code of Business Conduct and Ethics](#)

[Corporate Governance](#)

[Annual Reports](#)

## Financial Strength Ratings

| Agency                         | Rating as at December 31, 2017* |
|--------------------------------|---------------------------------|
| A.M. Best Company              | A+ (Superior)                   |
| DBRS Limited                   | AA (Low)                        |
| Fitch Ratings Inc.             | AA-                             |
| Moody’s Investors Service Inc. | A1                              |
| S&P Global Ratings             | AA-                             |

\* Financial Strength Ratings apply to the main life insurance operating companies of Manulife Financial Corporation, including The Manufacturers Life Insurance Company, John Hancock Life Insurance Co. (U.S.A.), John Hancock Life & Health Insurance Co. and John Hancock Life Insurance Co. of New York. DBRS does not rate U.S. insurance subsidiaries separately.

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# Economic *Impact*

Millions of people around the world look to Manulife to support their health and financial well-being. We offer products and services that can help customers lead healthier lives, manage their wealth and save for retirement. We also provide financial protection when they need it most. Through the way we do business, we are able to stimulate economic development and create value for our shareholders and the communities in which we operate.

# 2017 *Economic Highlights*

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**\$26.7** billion

returned to customers in paid out claims  
and other benefits

**\$1.8** billion

paid out as dividends to shareholders, including  
individual investors, pension funds and other  
institutional investors, and our own employees

**\$13.3** billion

in operating expenses, including commissions  
and employee pay, benefits and training

**\$8.2** billion

in investments and loans made to businesses,  
fuelling the development of local economies

**\$2.7** billion

paid for goods and services purchased from  
international, national, regional and local suppliers

**\$2.3** billion

in taxes paid to various levels  
of government

**26+** million

customers worldwide

**1 in 3** adults

in Canada benefit from our services

**1 in 4** adults

in Hong Kong trust us with their  
most important financial decisions

ECONOMIC IMPACT

# Customers and Product Innovation

Our goal is to be the most customer-centric organization in our industry. This means we are always looking for better ways to serve our customers and leave them satisfied – and ideally delighted – while earning a return for our shareholders. Our approach to customer centricity emphasizes listening closely to our customers, so that we can understand their needs and wants and appreciate their point of view.

## Embracing Life's Moments

Our business is closely tied to the ebb and flow of events in people's lives. Our customers turn to us in good times, such as when someone in the family is getting married or retiring, and in hard times, when serious illness strikes or there's a death in the family.



**In our effort to be more customer-centric, we're revisiting how we connect with our customers during life's moments."**

*Bob Buiaroski, Senior Vice President, Customer Experience, Manulife*

"We're looking for opportunities to both simplify the interaction for them and engage with them in a way that celebrates good times and addresses hardships with sensitivity. It's about making it easier for our customers.

**We deliver empathy training to our front-line employees in order to help them respond appropriately to our customers and the issues they're calling about – for example, by offering greater empathy and understanding when a call relates to a significant, emotional life moment, and a more business-like approach when they address a technical problem.**

"This shift toward engaging with customers from lifestyle and life event points of view, and recognizing that our relationships with them are much more than simple transactions, is driving a lot of our innovation. It influences the technologies we adopt, the strategies we deploy, and the products and services we offer."

## Introducing the Customer Zoom App

One example of this is the Zoom mobile app we are rolling out to employees. "It allows our employees to make a difference when questions come up from friends, family or business contacts who happen to be Manulife customers, or who might just have a question about our services," explained Buiaroski. "The app empowers our people to help Manulife customers, anytime, anywhere."

Every Canadian employee will be able to download the app. If anyone comes to them with a question, suggestion or concern, the employee can send basic details through the app to a Manulife support team. Within 24 hours, we can then contact the customer or consumer using their method of choice. Most cases are resolved in three to four days.

The app was designed in the Research, Exploration and Development lab, or RED Lab, one of our two Canadian innovation laboratories, and it was launched six months later. "Over 1,000 employees downloaded the app in the first few weeks, and we dealt with 30 customer cases in the first 10 days," added Buiaroski. "What's more, it's been a great way to engage with our people and build pride in the company."



Our Lab of Forward Thinking (LOFT) locations in Boston, Singapore and Toronto provide an environment in which employees can collaborate on new solutions for our insurance customers. See the story on [page 11](#).

# Making Lives Better

We launched a number of new apps, skills and solutions in 2017 to enhance and simplify our customers' financial lives.

## Expanding the Apple Watch Program

The John Hancock Vitality and Manulife Vitality programs are encouraging people to live healthier lives by offering life insurance buyers the opportunity to earn an Apple Watch through regular exercise. For a small initial fee, customers started using the Apple Watch to record their activities and earn points that reduce or eliminate monthly payments for their watch. Our numbers showed that the Apple Watch made a difference, inspiring increases in physical activity across all our customers, and most notably among those least healthy when they began.

## Apple Watch Makes a Difference

Since we introduced the Apple Watch, our members report:

- Using it six out of seven days a week
- Increasing their step count by an average of 2,000 steps per day after enrolling in the program
- Showing a 20 per cent increase in weekly physical activities after getting their Apple Watch

About half of our members earn enough points each month to fully offset the cost of the watch.



## Best and Brightest in Wellness

John Hancock was recognized by the National Association for Business Resources as being among the nation's Best and Brightest in Wellness® for introducing life insurance that features an integrated wellness program. John Hancock Vitality lets customers earn points towards lower premiums and other rewards by walking, getting regular check-ups and engaging in other healthy activities. During the first year of the program, customers logged an average of 9,205 steps per day, compared to the typical U.S. adult, who took an average of 5,900 daily steps.

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**Innovation happens everywhere at Manulife. While there is a special set of resources and skills available to support the business within our innovation labs, our goal is for everyone to innovate."**

*Xavier Debane, Vice President, Innovation and Business Development, Manulife*

**Manulife Launches [claimsimple.hk](#) in Hong Kong**

We know that filing medical claims can sometimes be a challenge for customers, so our team in Hong Kong simplified the process dramatically. We launched [claimsimple.hk](#), an innovative e-claims solution that allows customers to make a claim anytime, anywhere with their mobile device or PC, in less than one minute. There are three simple steps: fill in personal information, select a claim category and snap a picture of any receipts that are part of the claim. Once the claim is submitted, customers receive a confirmation text and can track the status of their claim.

**Manulife Skills for Amazon Alexa**

When Amazon released its Echo devices for Canada in December 2017, Manulife unveiled two Amazon Alexa skills on the same day.

Available with Amazon's Alexa voice service, the Manulife Benefit Balance skill uses voice recognition technology to allow Manulife customers to obtain key account information without having to open their laptop or check an app. All they need to do is ask any Amazon Alexa-enabled device to check the balance on their benefits – no online form to fill out, no waiting.

The second Alexa skill, Manulife IQ, is an educational tool to help Canadians improve their financial literacy in an entertaining way. Suppose they're wondering what an Exchange Traded Fund or an annuity is. They can ask Alexa to define it, or they can choose to play with the financial vocabulary builder.

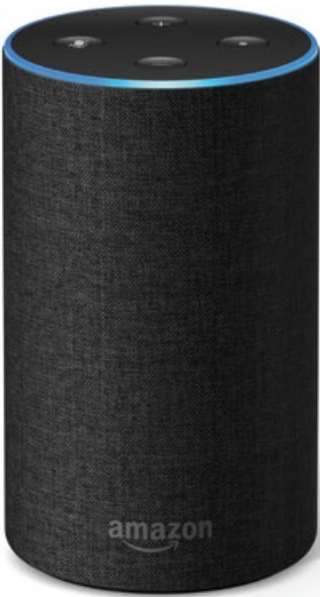
**Innovation Happens Everywhere**

"Innovation happens everywhere at Manulife. While there is a special set of resources and skills available to support the business within our innovation labs, our goal is for everyone to innovate," said Xavier Debane, Vice President, Innovation and Business Development, Manulife.

Manulife has several innovation labs, including the Labs of Forward Thinking (LOFTs) in Boston, Toronto and Singapore, and the RED Lab, which shares space at the Communtech hub in Waterloo, Ontario. In these labs, we explore emerging technologies and consumer needs, brainstorm ideas and build prototypes – always keeping our customers at the centre of our work. The new Amazon Alexa skills were developed in our Canadian labs in a matter of months.

However, we want to embed innovative thinking and a customer focus across our entire workforce. That's why more than 3,000 Manulife employees globally were trained on design thinking and innovation techniques in 2017. We launched an Agile Centre of Excellence and trained another 1,000 of our people in Agile methodologies, which are designed to unleash innovation quickly and in ways that keep customers at the centre of all our efforts.

"Whether innovation occurs in a lab or elsewhere in our organization, the same four principles apply," explained Debane. "Find out what your customers want; test, learn and improve in an iterative way; work in small, cross-functional teams, bringing in people with different roles and experiences; and empower teams to make decisions in the best interest of our customers."



Amazon Alexa device.

# The Changing Face *of Financial Advice*

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New technologies are changing the way many people manage their investments. While financial advisors will always play an important role, a growing number of consumers want access to new digital tools. We're helping them with that.

### Bringing Digital Advice to Life

Digital advice is an essential part of our future, and we recently formed a partnership with artificial intelligence provider Kasisto that will enable us to bring digital advice to life in leading-edge ways across all of our businesses. John Hancock announced a strategic partnership with NextCapital, a leader in enterprise digital advice, that will extend the availability of our automated retirement advice across our 401(k) and IRA rollover business.

In 2017, we also launched **Twine**, a one-of-a-kind saving and investing app developed specifically for couples. Our research has shown us that nearly one-third of couples experience feelings of anxiety, confusion or fear in relation to saving with their partner. Twine can help – by providing financial advice, automated money management and an easy way to manage multiple goals for saving with a partner.

Developed and powered by innovative technology, Twine gets to know a couple's financial situation, goal timeline and risk appetite and then matches them with an investment portfolio. Going forward, Twine monitors and automatically adjusts the blend of investments as needed. While Twine isn't meant to be a couple's only financial planner, it can help them move more confidently toward their financial goals.

"Our focus on digital advice involves a combination of customer retention and broadening our relationship with them – by building that relationship within the app, you can expand to other things naturally without it feeling contrived," said Steven Dorval, head of innovation and digital advice at John Hancock Financial Services.



T W I N E

*John Hancock*

**Twine was featured twice in a single month by Apple as the App of the Day for iPhone in its App Store.**

### Tools for Group Retirement Plans

Persuading employees to get engaged in their retirement plans is a common challenge for retirement plan sponsors. Many members of those plans have to deal with immediate day-to-day concerns before they can start thinking about retirement.

We launched two digital solutions in Canada to help plan members make the most of their group retirement plan and improve their overall financial health:

- **Retirement Redefined** is an innovative platform that offers guidance to Canadians about all aspects of retirement – their lifestyle, their health and their finances. Future retirees can build a unique and personalized retirement plan, set and track goals, and access relevant content about their specific plan. At any point in the process, they can contact one of our retirement counsellors for one-on-one guidance.
- The Member Education Resource Centre is an online library of ready-to-deploy education materials for plan sponsors. Those include posters, emails, web banners, infographics, intranet content, videos and more. Plan sponsors receive online reports that help them identify any concerns about how their plan is being used by members, so that they can deploy one of our relevant campaigns. For example, if a report shows that too many plan members have not yet chosen an investment for their retirement plan, the plan sponsor can launch a campaign that explains and encourages asset allocation.

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# Analytics Improves *Access to Insurance*

Industry-leading analytics are fundamental to our customer-centric strategy and to our ability to improve our decision-making. Insights gained from the data we collect – either from our underwriting process or from public sources – enable us to make insurance more accessible by simplifying our processes and making our products more affordable.

## First Again with Insurance Innovation

In 2017, we expanded our accelerated underwriting program in Canada to include up to \$1 million of coverage without a requirement for nicotine, blood and urine testing. As a result, more than half of the customers who apply for life insurance don't have to undergo time-consuming and invasive testing.

"Manulife is the first and only Canadian insurer using predictive analytics to make these advancements in the insurance-buying process," said Karen Cutler, Vice President and Chief Underwriter, Manulife. "The elimination of nicotine testing is of particular interest to us, since smokers who falsely identify as non-smokers can potentially drive up life insurance premiums for non-smokers because of the health impacts from smoking. This is the number one type of life insurance fraud. Our predictive analytics and monitoring of application data work to limit the opportunities for fraud, allowing us to keep insurance premiums affordable."



**More than 90 per cent of all the people with diabetes who applied for life insurance from John Hancock in the past 18 months qualified, and 88 per cent of them received a standard or better rate."**

*Brooks Tingle, President and Chief Executive Officer, John Hancock Insurance*

Many Canadians who would qualify for insurance under Manulife's new underwriting process have no existing life insurance policies, which leaves them and their loved ones financially vulnerable. By making these changes and simplifying the way insurance is purchased, we are helping more families get the protection they need.

## Setting the Record Straight on Life Insurance and Diabetes

According to the American Diabetes Association, more than 30 million people in the United States have diabetes and another 84 million are living with pre-diabetes. Unfortunately, there's a lot of misinformation about whether life insurance is available to these people, so many miss out on important protection for their families. In 2017, John Hancock decided to set the record straight.

We commissioned a survey to better understand the perceptions about life insurance among those living with diabetes. The survey found that almost 50 per cent are worried that they won't qualify for life insurance, or won't be able to afford it.

"Our survey confirmed a pervasive belief among many people with diabetes that either they won't qualify for life insurance or it isn't affordable," said Brooks Tingle, President and Chief Executive Officer, John Hancock Insurance. "The truth is that more than 90 per cent of all the people with diabetes who applied for life insurance from John Hancock in the past 18 months qualified, and 88 per cent of them received a standard or better rate."

In an effort to clear up misconceptions, we partnered with the American Diabetes Association on the "In It Together" online awareness campaign. We also launched a campaign to share information about the availability of life insurance for people living with diabetes and about John Hancock Vitality life insurance. This innovative life insurance, which is integrated with a wellness program, offers savings and rewards to policyholders who make healthy choices like having regular check-ups, eating well and staying active – which many people with diabetes are already encouraged to do.

## In It Together

John Hancock and the American Diabetes Association (ADA) have teamed up to change the conversation about living with type 2 diabetes. The "In It Together" campaign features a podcast series showcasing real-life stories of people living with diabetes, and provides tips, resources and information on relevant issues. Listeners can tune in on iTunes or on the ADA's [website](#).

ECONOMIC IMPACT

# Financial Well-Being and *Mental Health*

According to studies by the Mental Health Commission of Canada, some 500,000 Canadians miss work every week because of issues related to mental health. Seventy per cent of disability costs are associated with mental health issues and illnesses. As a provider of life, health and wealth solutions, we want to be a leader in helping tackle this all-too-pervasive challenge that prevents people from being their best.

## Breaking the Last Taboo

Over the past four years, Manulife has been working to better understand the relationship between a person's mental, physical and financial well-being.

"We're always looking at how we can help employees be at their personal best. Healthier, stronger employees – whether they're ours or those of our clients – make for healthier, stronger businesses and organizations, which in turn makes for a healthier, stronger society," said Lisa Callaghan, Vice President, Strategy, Marketing and Communications, Manulife.

"Our most recent financial wellness study focused on emotional barriers to financial wellness. We felt that as an industry, we were spending a lot of time helping people become more financially literate, but it wasn't always hitting the mark. We know people are in debt and stressed. While financial education is very important for helping them, we suspected that many weren't ready to absorb that kind of information and put it into action because the challenge was larger than that."



**Healthier, stronger employees – whether they're ours or those of our clients – make for healthier, stronger businesses and organizations, which in turn makes for a healthier, stronger society."**

*Lisa Callaghan, Vice President, Strategy, Marketing and Communications, Manulife*

The study confirmed our suspicions: shame and embarrassment hold too many people back from financial wellness, and the stress arising from that is making them sick. There's a stigma attached to not being financially healthy that shuts people down.

"They feel backed into a corner," explained Callaghan. "We haven't opened up the conversation on finances like we have on mental health so that people realize they're not alone, it's okay and there are paths for them to move forward. At Manulife, we're urging our clients to think about the role we can all play in opening up those conversations so that we lose the stigma and make people feel comfortable enough to ask for help if they need it."

## As part of our Emotional Barriers to Financial Wellness study, professional counsellors told us:

- More than half the time people seek support, financial challenges are part of their life issues
- Only a third of counsellors see people making the connections between their finances and other problems
- 46 per cent feel it is difficult for people to reveal money issues mainly because of shame and embarrassment
- 93 per cent believe financial stress affects work and productivity

## The Truth Is in the Numbers

When Manulife Bank surveyed Canadians, we learned that they feel like they're in the dark when it comes to strong debt management knowledge. Key findings from this [debt research](#) included the following:

- 55 per cent said they seldom discuss their debt situation with friends or family
- Nearly one-third of Canadians are embarrassed or don't know who to talk to about debt management
- Nearly half (46 per cent) of Canadians feel they do not have very good knowledge of debt management
- 36 per cent would like to be more confident about financial decisions
- 53 per cent of Canadians are not satisfied with their overall financial health and only 50 per cent have access to money for emergencies

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**Manulife extended its partnership with Excellence Canada in 2017, and will continue to act as its “Champion of Excellence for Mental Health at Work.” Together with Excellence Canada, we have developed “Mental Health at Work Essentials,” a guide intended to help organizations improve mental health at work and implement the Voluntary National Standard of Canada for Psychological Health and Safety in the Workplace.**

**Pilot Programs Seek to Improve Quality of Life**

In 2017, Manulife launched five pilot programs that are looking for new ways to deliver treatment to our group benefit plan members. Four of the pilots focused on mental health. As Lisa Callaghan explained: “Mental illness is a huge contributor to long-term disability. It’s challenging to diagnose, and it takes time for people to get back to health. We put in pilot programs to help employers and their employees reach better health outcomes.”

One of these pilot programs is using pharmacogenetics testing to understand the efficacy of different medications that are used in treating various types of mental illness, depending on how a person metabolizes those drugs. For many people, finding the right medication can be a stressful trial-and-error process. Pharmacogenetics testing can assist doctors in prescribing the most effective medication more quickly, so that their patients can recover sooner.

It is generally recognized that providing health care in a virtual environment can help overcome stigma and geographic barriers and improve access to care. Three of our pilot programs are employing digital technology and virtual care environments to bring the best available therapy to people suffering from mental health issues.

**Climate Change and Mental Health**

Manulife supported an innovative study by the Intact Centre on Climate Adaptation at the University of Waterloo in 2017, which quantified the mental health impacts on homeowners in the aftermath of basement flooding. Researchers interviewed people in flood-affected

neighbourhoods in Burlington, Ontario, and the results demonstrated that acute and chronic stress can persist up to three years following such an event. The findings help expand the discussion on climate change and severe weather events beyond the lens of property damage.



**Empowering Youth through Improved Mental Health**

We are proud to support Youth Empowerment Services’ (YES) Empowering Youth with Mental Health Issues program in Toronto. As part of the program, YES trains community organizations about how to better serve youth presenting with mental health issues. It also helps employers to understand the needs of young people with mental health issues, and encourages them to open their doors and allow these young people to thrive in the workforce.

# MLK *Scholars*

“**MLK Scholars are Boston’s next generation of civic leaders. We hope their experience in the program will help them realize their potential, and empower them to use their voices to advocate for changes that need to occur in their communities.”**

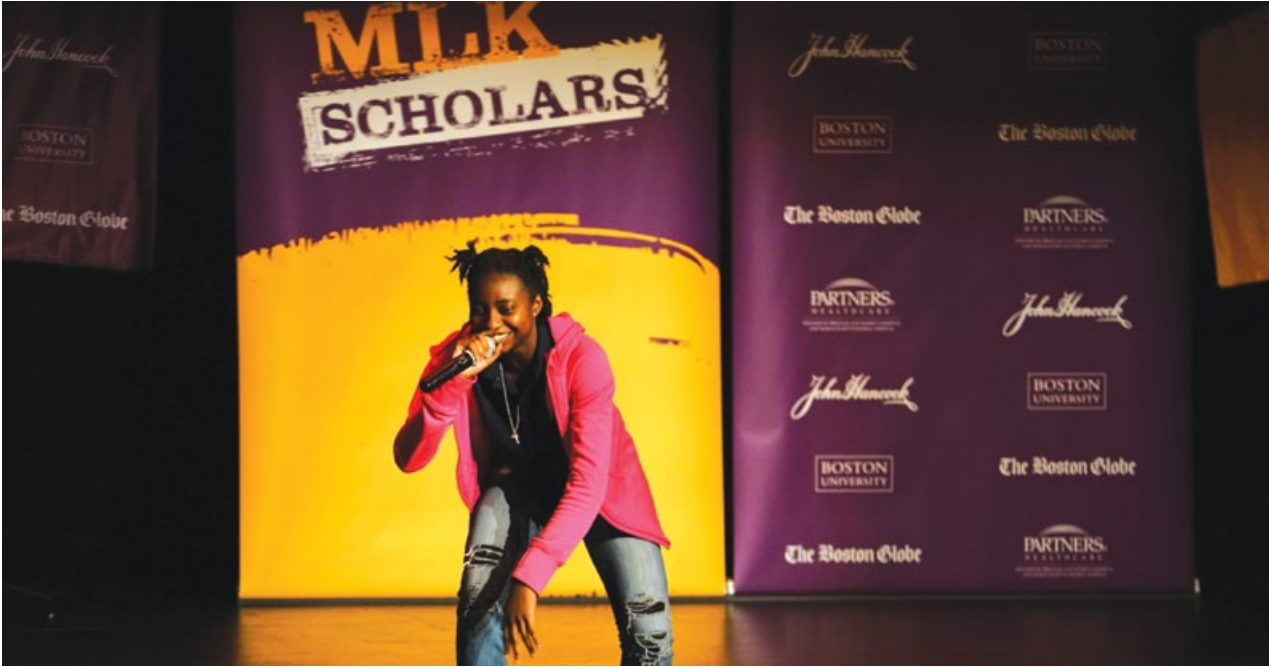
*Annie Duong, Community Investment Analyst, John Hancock*

Through the MLK Scholars program, every year John Hancock provides US\$1 million in funding for non-profit organizations so that they can employ more than 600 Boston teenagers. In addition to meaningful summer employment at a community-based organization, MLK Scholars participate in personal development workshops and take an online financial literacy course. Since its inception, the program has funded more than 6,000 jobs and provided nearly US\$10 million in wages for summer jobs for young people.

In honour of the tenth anniversary of the program and the legacy of Dr. Martin Luther King Jr., the 2017 Leadership Forums gave participants an opportunity to experience the different leadership styles of experts in various areas impacting their lives, such as educators from the Museum of Science, community activists from the Dudley Street Neighborhood Initiative and senior lecturers on entrepreneurship from Boston University.

“In our tenth year, it seemed more important than ever to reflect on the significance of the public, private and non-profit sectors coming together to support the community in ways that foster mutual respect and inclusivity,” said Annie Duong, Community Investment Analyst, John Hancock, who manages the MLK Scholars program for John Hancock’s Corporate Responsibility group, and was an MLK Scholar herself.

**10 years of MLK Scholars = 6,000 jobs + more than US\$10 million in wages for young people in Boston**



MLK scholar performing at our Annual Youth Showcase.

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# Environmental *Impact*

A healthy environment is vital to the long-term well-being of our business, our employees and our world. We embrace our responsibility to minimize our global footprint and through our products, services and influence to help address the world's most pressing environmental challenges.

Manulife helped finance the 350-megawatt Rivière-du-Moulin wind power project in Quebec. Manulife is a leading provider of both debt and equity financing for the renewable energy sector in Canada and the United States.

2017

*Environmental Highlights*

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Manulife employees helped to plant over 400 tree seedlings at the Hong Kong Country Park.

**1<sup>st</sup>**

life insurer to issue a green bond

**\$12.6** billion

invested in renewable energy projects  
since 2002

**60**

engagements on environmental, social or  
governance (ESG) issues with companies  
held in our investment portfolios

**41** million

square feet of our real estate portfolio is certified  
under a sustainable building certification program

**29%**

reduction in the intensity of our  
greenhouse gas emissions since 2013

**\$218** million

of assets under management through our  
four ESG funds

**Manulife Environmental Policy**

We are committed to conducting business in a manner that recognizes the need to preserve the quality of our environment by:

- Promoting environmental responsibility and conservation to all employees
- Distributing the Environmental Policy and all relevant procedures to employees with applicable job accountabilities for their guidance and implementation in our business practices
- Ensuring Manulife's risk analysis and risk management procedures include consideration of environmental matters
- Complying with all applicable environmental laws and regulations and, where possible, participating in an ongoing dialogue with government and industry to establish and promote practical environmental goals
- Maintaining procedures to ensure the effective implementation of the Policy

# Responsible Investing

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From climate change to corporate board diversity, environmental, social and governance (ESG) issues are more important than ever in today’s business environment. By integrating ESG factors into the fundamental research and investment processes at Manulife Asset Management (MAM), we seek to better manage risk and enhance long-term returns for our clients, while also influencing companies to adopt sustainable business practices.

### 2017 Highlights

- Engaged with 60 companies in our investment portfolios on more than 150 ESG issues in 14 countries
- Joined in 10 collaborative engagements, including three industry-wide engagements related to methane emissions, cybersecurity and climate risk
- Hired an additional ESG analyst for Canada to ensure stronger coverage of and support for our investment teams in all our key markets
- Implemented quarterly monitoring and assessment of ESG risks in portfolios, allowing us to more systematically identify the ESG risks and opportunities faced by the companies we invest in, and identify companies to engage with on ESG issues

- Adopted an **ESG Engagement Policy** that outlines the importance of, and approach to, engaging with companies on ESG issues in our portfolio management process
- Became a founding member of the Climate Action 100+, a five-year collaborative engagement initiative involving more than 200 institutional investors

### Raising the Bar on ESG Integration

Manulife Asset Management integrates ESG factors into its investment process as part of its commitment to responsible stewardship of client capital. Since the implementation of its **ESG policy** just over two years ago, Manulife Asset Management has continued to strengthen its approach to ESG integration.

In 2017, Manulife Asset Management adopted an ESG engagement policy, articulating its view that engagement – that is, meeting with the management of companies to discuss their ESG risks and opportunities – is an effective strategy for enhancing the long-term value of clients’ investments.

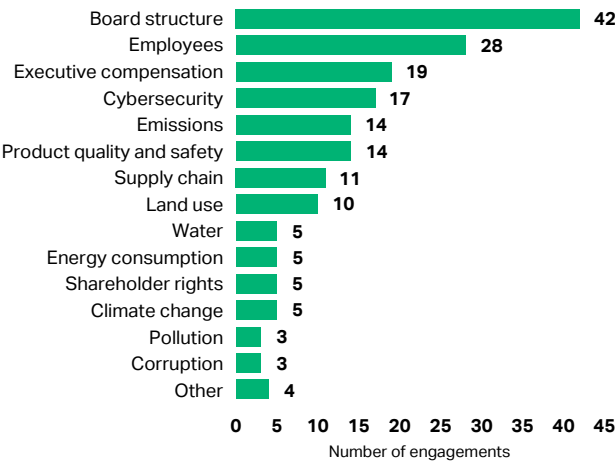
“As a signatory to the Principles for Responsible Investment, we felt that we needed to take ESG integration to a higher level,” said Chris Conkey, President & Chief Executive Officer and Chief Investment Officer, Manulife Asset Management (Public Markets). “Our engagement policy clarifies our engagement approach and how it’s integrated into our investment process. We see engagement as a constructive exercise intended to effect positive change among companies that may represent a high level of ESG risk.”

The Boston-based mutual fund business unit of John Hancock, John Hancock Investments, manages almost \$218 million in assets for investors through four ESG funds launched in 2016.

Manulife Asset Management’s dedicated ESG integration team takes the lead on coordinating ESG engagement activities, working in partnership with its investment teams. In 2017, Manulife Asset Management was also involved in a variety of collaborative engagements, which allows Manulife Asset Management to partner with other investors and industry experts and increase its influence on ESG concerns and macro-economic and systemic issues.

“I’ve been most impressed with our investment teams’ receptivity to our engagement policy and how it can help them become even better at what they do,” added Conkey. “Attention to ESG issues is becoming a fundamental part of how we manage money.”

### 2017 Engagement Themes



# Manulife Green Bond

## *Is a First for Life Insurers*

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In 2017, Manulife became the first life insurance company in the world to issue a green bond.

Halina von dem Hagen, Executive Vice President, Treasury and Capital Management, Manulife, explained that issuing a green bond was right for us at this time: "There's a growing focus by governments, businesses and civil society on the challenges posed specifically by climate change, but also on a broader agenda of sustainability issues.

"As a life insurance company, we have long-term liabilities and investments, which for many years have included investments in renewable energy projects and sustainable timberland holdings, as well as investments in making our buildings energy efficient. We also see our company's success as being tied to the well-being of our customers and society at large. That's why we launched programs like John Hancock Vitality in the United States, Manulife *Vitality* in Canada and Manulife**MOVE** in Asia, which promote health and wellness.

"The green bond, a S\$500 million issue, was a natural fit in terms of how we think about our place in society, how we motivate our customers to focus on well-being, and how we can contribute to society's sustainability agenda. We determined that it could also fit within our capital strategy."

### A Rapidly Growing Market

While the green bond market is growing in leaps and bounds – from US\$11 billion in 2013 to almost US\$157 billion in 2017 according to the Climate Bonds Initiative – it does involve certain risks. One of the biggest risks for issuers is reputational; that type of risk may arise, for example, if the proceeds from the sale of a green bond are not clearly linked to green assets.

To mitigate this risk, we sought a second-party opinion on our **Green Bond Framework**, a document that sets out our thinking about green bonds, their purpose, and the governance and oversight we intend to apply to holding and issuing them. We also obtained certification for the bond from the Climate Bonds Initiative, a not-for-profit organization that reviews specific transactions and how the proceeds are linked to assets that qualify as green.

Where is the green bond market heading? "Based on past patterns, trends in societal values, and the changing expectations of business and its role in society, we expect the market to continue its rapid growth," said von dem Hagen. "Increasingly, companies have specific green mandates and investors are emerging with specific interests in green instruments. I'm very pleased that Manulife is providing leadership in this area, in this case by being the first life insurer to issue a green bond."

### What Is a Green Bond?

A green bond is like any other bond, except that the proceeds from its issue are linked to green assets, such as renewable energy projects, green buildings and sustainably managed forests.

### Accounting for Sustainability

**The Accounting for Sustainability (A4S) Project**, established by The Prince of Wales in 2004, convenes senior leaders from across the world of finance – in business, the capital markets, governments, regulatory agencies and academia – to inspire action that will drive a fundamental shift towards more resilient business models and a sustainable economy. Manulife is a founding member of the A4S CFO Leadership Network in Canada, and our Chief Financial Officer is the first Co-Chair.

# Renewable Energy Investments

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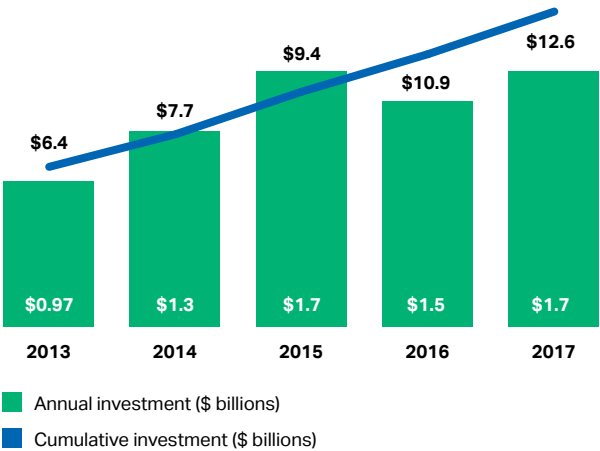
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Manulife is a leading arranger and provider of financing for the renewable power sector in Canada and the United States. Our investments span the spectrum of renewable energy technologies, including wind, photovoltaic solar, hydroelectric, geothermal, landfill gas and biomass waste-to-energy projects, as well as energy efficiency systems.

Our investments in renewable energy and energy efficiency projects totalled \$1.7 billion in 2017. Among them was US\$402 million invested by John Hancock in a 49 per cent stake of ExGen Renewables Partners, a subsidiary of Exelon Corp, a major U.S. energy company. ExGen Renewables Partners owns and operates facilities with a combined wind and solar power generating capacity of about 1,296 MW, distributed across 30 plants in 13 states.

## Investments in Renewable Energy and Energy Efficiency Projects



The new 3.9 MW solar array at our Triangle T Ranch provides 93 per cent of the electricity needed to operate the farm’s groundwater and irrigation wells and pumps. See the story on [page 27](#).

## Our Global Commitments

We are signatories to, or members of, numerous global initiatives that promote sustainable finance:



Japan Stewardship Code (Manulife Asset Management (Japan) Limited)

United Kingdom Stewardship Code (Manulife Asset Management (Europe) Limited)

# Equator Principles

The **Equator Principles** (EP) are a set of voluntary guidelines that help financial institutions identify and manage environmental and social risks in project finance transactions. The principles apply to new project financings in any sector or country with total capital costs exceeding US\$10 million, or project-related corporate loans of at least US\$100 million.

Manulife became a signatory of the EP in 2005, and as such has committed since then to reporting on our implementation at least once a year.

Designated Countries are those countries deemed to have robust environmental and social governance, legislation systems and institutional capacity capable of protecting people and the natural environment.

Category A – Projects with potential significant adverse social or environmental impacts that are diverse, irreversible or unprecedented.

Category B – Projects with potential limited adverse social or environmental impacts that are few in number, generally site-specific, largely reversible and readily addressed through mitigation measures.

Category C – Projects with minimal or no adverse social or environmental impacts.

## Manulife’s 2017 Equator Principles Reporting

|                                            | Category                   |                        |                       | Total |
|--------------------------------------------|----------------------------|------------------------|-----------------------|-------|
|                                            | A<br>Significant<br>Impact | B<br>Limited<br>Impact | C<br>No/Low<br>Impact |       |
| <b>Total Projects Reviewed by Category</b> | –                          | 6                      | 21                    | 27    |
| By Region                                  |                            |                        |                       |       |
| Americas                                   | –                          | 6                      | 19                    | 25    |
| Europe, Middle East and Africa             | –                          | –                      | –                     | –     |
| Asia Pacific                               | –                          | –                      | 2                     | 2     |
| <b>Total by Region</b>                     | –                          | 6                      | 21                    | 27    |
| By Sector                                  |                            |                        |                       |       |
| Agriculture                                | –                          | –                      | 2                     | 2     |
| Forestry                                   | –                          | –                      | 5                     | 5     |
| Infrastructure                             | –                          | 1                      | 8                     | 9     |
| Power and utilities                        | –                          | 5                      | 6                     | 11    |
| <b>Total by Sector</b>                     | –                          | 6                      | 21                    | 27    |
| Independent Review                         |                            |                        |                       |       |
| Yes                                        | –                          | 2                      | 17                    | 19    |
| No                                         | –                          | 4                      | 4                     | 8     |
| <b>Total by Review</b>                     | –                          | 6                      | 21                    | 27    |
| By Country Designation                     |                            |                        |                       |       |
| Designated countries                       | –                          | 6                      | 19                    | 25    |
| Non-designated countries                   | –                          | –                      | 2                     | 2     |
| <b>Total by Country Designation</b>        | –                          | 6                      | 21                    | 27    |

# Climate *Change*

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We recognize the threats posed by global climate change to our business, to public health and to the livelihoods of the communities in which we operate. As a global service company, we're taking steps to reduce our environmental footprint. Because we also hold large, long-term investments, we pay attention to the risks posed by climate change and recognize that we're in a unique position to help facilitate the transition to a more sustainable economy.

## 2017 Highlights

- Reduced the intensity of greenhouse gas emissions at our real estate operations by 29 per cent since 2013
- Invested \$1.7 billion in renewable energy and energy efficiency projects, for a cumulative total of \$12.6 billion since 2002

- Manulife's Chief Financial Officer signed the A4S letter supporting the recommendations of the Financial Stability Board's [Task Force on Climate-related Financial Disclosures](#)
- Powered Manulife Bank's network of more than 800 automated banking machines with certified green power
- Hancock Natural Resources Group (HNRG) sponsored the Massachusetts Institute of Technology's Joint Program on the Science and Policy of Global Change, providing HNRG with cutting-edge, authoritative, peer-reviewed science related to climate change, drawing upon a range of academic disciplines from oceanography to economics
- Manulife Asset Management was one of the founding members of the Climate Action 100+, a five-year collaborative engagement initiative involving more than 200 institutional investors
- Partnered with the Intact Centre for Climate Adaptation at the University of Waterloo on a study of the impact of climate change on health



The Whitetail Wind Farm, located in Laredo, Texas, part of our investment in ExGen Renewables Partners.

# Managing Our Operational Footprint

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Manulife has policies, programs and initiatives in place to improve the energy efficiency of our business operations and real estate portfolio and to minimize our impact on the environment.

## Our Reporting

Our global real estate portfolio totals more than 62 million square feet, comprising commercial, industrial and residential properties, in addition to commercial real estate we either own or lease for our own corporate use.

We report on the environmental performance of the buildings that we have operational control of. We manage most of our real estate portfolio through Manulife Real Estate, where we have operational control over nearly 37 million square feet of our portfolio, primarily consisting of commercial real estate we either own, manage and lease to tenants, or own or lease for our own corporate use. The remaining portion of the portfolio comprises industrial properties and/or properties managed by third-party property management firms. We do not have operational control of these properties, and so we do not include them in our reporting.

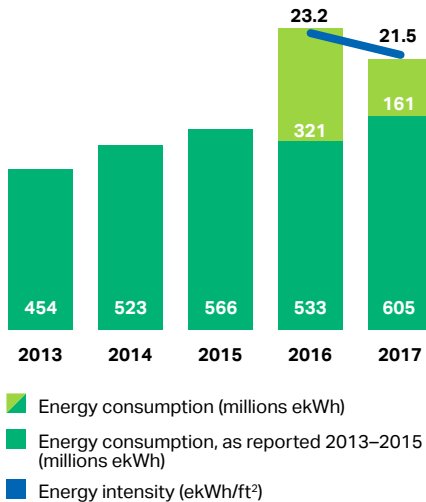
We manage the environmental performance of our real estate operations by using a proprietary, web-based utility consumption reporting (UCR) system. A small portion of our properties are not using our UCR system and, for reporting purposes, we have estimated energy use, greenhouse gas (GHG) emissions and water use in these cases.

## 2017 Highlights

- Reduced the intensity of GHG emissions in our real estate operations by 29 per cent since 2013
- Set five-year targets for reducing energy and water use and increasing waste diversion. Read more on [page 26](#).
- Implemented new GHG accounting procedures to ensure more consistent reporting of environmental impacts across our operations
- Improved our reporting by reducing the amount of estimated energy and GHG emissions data in our reporting to 14 per cent from 28 per cent in 2016, and the estimated water use data to 19 per cent from 29 per cent in 2016

## Energy Use

Reductions in our energy use and energy use intensity can be attributed to our ongoing efforts to increase the energy efficiency of our portfolio, reduced occupancy at certain properties, and reduced reliance on estimated data.



## Greenhouse Gas Emissions (Scope 1 and 2)

Decreases in our scope 1 and scope 2 GHG emissions can be attributed to our ongoing efforts to increase the energy efficiency of our portfolio, reduced occupancy at certain properties, and reduced reliance on estimated data.

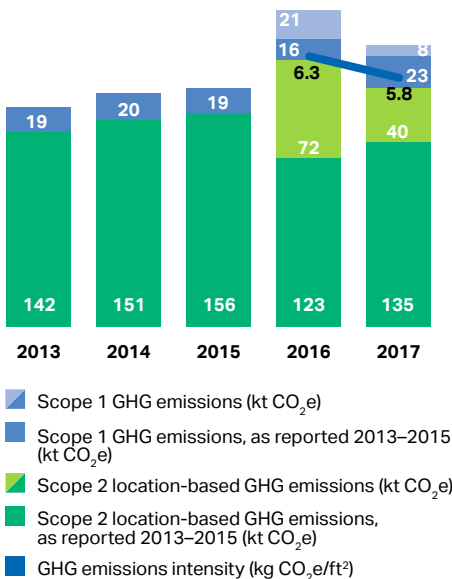


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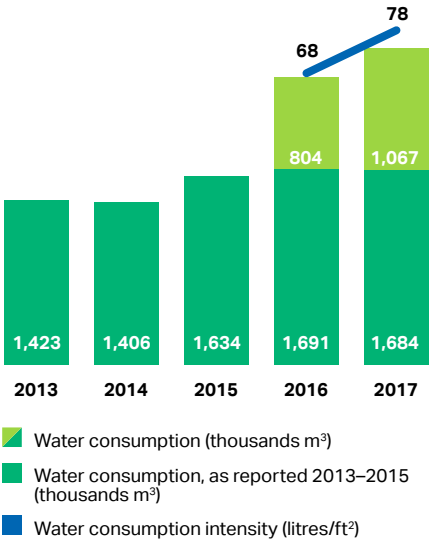
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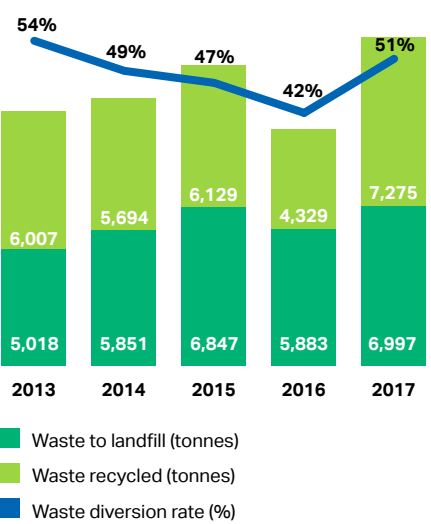
Water

We continue to implement cost-effective measures to reduce water consumption across our portfolio in order to lower our operating costs and reduce our environmental impacts. Total water use increased this year due to an increase in the number of properties we were able to report on, increasing from 93 properties in 2016, to 131 properties in 2017. We also believe the water intensity increase was due to reduced reliance on estimated data.



Waste

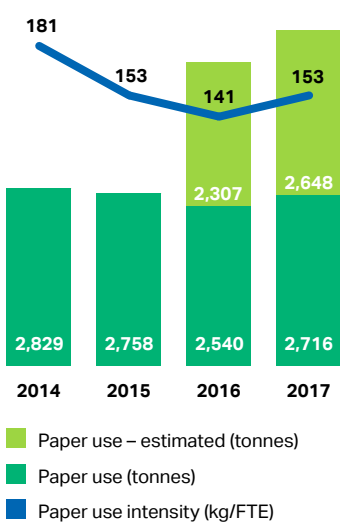
Waste diversion continues to be a focus and a challenge across our portfolio as we work with a multitude of vendors across the hundreds of jurisdictions we operate in. The increase in total waste figures this year is due to our efforts to increase reporting, from 55 properties in 2016, to 81 properties in 2017. While we recognize we have more work to do, we are pleased that waste diversion rates are starting to trend upwards.



Manulife has been a responder to the CDP's climate change disclosure request since 2005.

Paper

Like other large services companies, we use a significant amount of paper. We have implemented a range of initiatives intended to reduce paper use internally, as well as for our customers. We have been working more closely with our vendors this past year to incorporate more data into our reporting, and we believe this is the reason for the increase in paper use in 2017.



Greenhouse Gas Emissions  
from Business Travel

We have been investing for some time in new collaboration and virtual meeting tools that allow employees to communicate and work together more effectively, helping to minimize travel requirements. Historically, we have only presented data related to personal cars used for business travel. This year, we have expanded our reporting to include rental car use.



# Sustainable *Real Estate*



Nearly 41 million square feet of our real estate portfolio was certified under a sustainable building certification program such as LEED, Energy Star or BOMA BEST at the end of 2017, representing 74 per cent of our office floor space, or 60 per cent of our entire portfolio.”

*Ted Willcocks, Global Head of Asset Management, Manulife Real Estate*

As a long-term real estate owner and manager with a global portfolio of more than 62 million square feet, we are committed to being a leader in sustainable real estate. Our goal is to provide efficient workplaces that support the health and well-being of our customers and employees, minimize the environmental impact of our operations and enhance long-term returns.

## Sustainability Standards and Targets

Having launched our [Sustainable Real Estate Policy](#) in 2016, we implemented new standards and targets this year that are aligned with our policy commitments.

Our 13 Sustainable Building Standards help improve the energy efficiency and sustainability performance of every property and are aligned with best practices. Each standard has five levels, so that meaningful steps can be taken at all types of properties, from industrial warehouses to downtown offices. The standards include guidance, tools and resources to assist property management teams in implementing appropriate sustainability programs at their properties.

## Five-Year Sustainability Targets

We set five-year sustainability targets related to environmental performance in our real estate portfolio. “Targets demonstrate leadership, align with industry best practices and are a risk management strategy for addressing utility cost increases and new regulation,” said Ted Willcocks, Global Head of Asset Management,

Manulife Real Estate. “We track performance internally and report on progress annually in our Real Estate Sustainability Report and our Global Real Estate Sustainability Benchmark (GRESB) submissions.”

## Sustainability Targets

Five-year targets\*:

- Energy – 10% reduction
- Water – 7.5% reduction
- Waste – 65% landfill diversion rate

\* Five-year intensity target, to be achieved by 2022, compared to 2017 baseline

## 2017 Highlights

- All of Manulife’s real estate portfolios and funds earned Green Star status in the GRESB assessment
- Embedded sustainability goals within performance reviews for operations and asset management employees
- Trained more than 200 Real Estate employees on applying sustainability fundamentals in their roles
- Established a cross-company renewable energy working group to explore future low-carbon and carbon-free investment opportunities
- Developed a network of more than 125 green champions, each of whom acts as the sustainability point person and role model at their respective properties
- Published our first [Real Estate Sustainability Report](#)



## Our New Healthy Home in Quebec

In 2017, we celebrated the opening of Maison Manuvie, in Montreal, the new headquarters for our Quebec operations. In addition to meeting Leadership in Energy and Environmental Design (LEED) Gold standards, the office space stands out for its emphasis on supporting our employees’ health and well-being. During the official week-long opening of Maison Manuvie, employees participated in various healthy activities, including yoga.

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# Helping California *Thrive – Naturally*



We’re working with growers in our area to help them get comfortable with the idea of recreating flood plains by setting aside land and putting in the infrastructure to capture excess water when it is available.”

Mark Hutson, Senior Vice President, Hancock Farmland Services

“Water is the most important natural resource on earth,” said Mark Hutson, Senior Vice President of Hancock Farmland Services (HFS), the farmland property management firm within Hancock Natural Resource Group.

In California, where HFS manages close to 40,000 acres of prime farmland on behalf of institutional investors, capturing and conserving water are top priorities. That is why, at its Triangle T Ranch in Madera County, HFS took the unusual step of converting a 500-acre stretch of farmland into a flood plain.

Beginning in 2012, the land was prepared to serve a dual purpose of growing dryland wheat and capturing water whenever floods occur. The plan was to intentionally flood the field whenever that was possible, in order to support sustainable farming, recharge the aquifer and help farmers keep their farms going during periods of drought. In 2017, flooding filled the artificial flood plain with water.

In recent years, demands for water related to residential development and environmental measures have grown, and more water has been diverted away from agriculture, forcing farmers to rely more heavily on pumped groundwater. As in the 1920s, groundwater levels began dropping, making it even harder for farmers to manage the water supply during periods of drought.

To address the issue, HFS began working with farmers and other experts on a long-term plan to recreate flood plains and refill aquifers. They created a system of new and existing pipes and channels that diverts excess water from the San Joaquin River flood control channel and the Fresno River when it floods. The system takes in additional surface water when it’s available to store as a sustainable supply of groundwater that can be used during dry periods.

“It’s like a deposit in the bank,” said Hutson. “We deposited 40,000 acre-feet of water into the ground in 2017, and we will be making withdrawals until the next flood event. There have been corollary benefits as well, such as providing an ecosystem for migratory birds, who feed in the shallow waters.”

The project is a good example of one approach to complying with California’s landmark *Sustainable Groundwater Management Act*, which requires farmers to implement groundwater sustainability plans by 2040. “Many farms and authorities are struggling with how they’re going to comply with the Act. We’re working with growers in our area to help them get comfortable with the idea of recreating flood plains by setting aside land and putting in the infrastructure to capture excess water when it is available,” said Hutson.



Triangle T Ranch flood plain.

## Hancock Farmland Services

HFS is **Hancock Agricultural Investment Group’s** (HAIG) farmland property management firm. A subsidiary of Manulife, HAIG manages US\$2.9 billion of agricultural farmland assets in the U.S., Australia and Canada on behalf of institutional investors.

- Top 3 U.S. producer of almonds, growing more than 9 billion almonds annually
- Top 3 U.S. producer of pistachios
- Grows enough grapes every year to make more than 12.5 million bottles of wine
- Grows enough cranberries every year to provide a 250 ml (8 ounce) serving of cranberry sauce to about half of the U.S. population

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# Busy *as Bees*

Our commitment to the environment doesn't only apply to our business. We look for ways of extending that commitment into our communities as well.



We welcomed over 500,000 honeybees in two hives at our head office in Toronto, and another eight hives at our Montreal locations.

## Helping Honeybees Thrive

In the summer of 2017, 10 hives of hardworking European honeybees arrived at several Manulife properties as part of a pilot program launched by Manulife Real Estate. In partnership with the urban beekeeping company Alvéole, we are hosting two hives at our head office in Toronto and eight hives across our four locations in Montreal. Alvéole provides the hives, bees and beekeeping expertise, while we offer the bees home base.

With the bee population declining around the world, our food system and natural environment are at risk. Hosting honeybees on our properties gives them a chance to thrive, and helps support local food sources and biodiversity in the communities we serve.

"Being a property owner gives us a lot of flexibility to implement programs like this," said Kevin Adolphe, President and Chief Executive Officer of Manulife Real Estate and Manulife Asset Management Private Markets. "Honeybees are a vital part of the ecosystem, and we're doing our part to help them thrive."

In addition to these urban beehives, our teams at Hancock Agricultural Investment Group bring in more than 60,000 beehives every year to pollinate their almond, apple, cranberry and cherry crops. When the pollination season is over, the hives are moved to the working forests managed by Hancock Timber Resource Group, where the bees can continue to forage. This time in the forests allows the honeybees to become stronger and more productive and promotes the growth of native plant species in the forests, which in turn helps sustain local wildlife.

## Walking the Talk in China

Hundreds of Manulife employees, agents and clients rolled up their sleeves to plant trees or hiked to raise funds for environmental education and conservation in Beijing and Hong Kong in 2017. By the time they were done, they had planted 200 trees in the Huairou District of Beijing and more than 400 seedlings at the Hong Kong Country Park. Also in Hong Kong, Manulife teams participated in the annual Green Power Hike, one of the largest and most popular charitable hiking activities in Hong Kong, which raises funds for environmental causes.

## Urban Farming in Boston

John Hancock completed the second year of a partnership with the Urban Farming Institute of Boston, with employees volunteering on-site in 2017. The Institute is a non-profit organization that provides classroom and hands-on field training in commercial urban farming to residents in low-income neighbourhoods as a way to improve community health and economic outcomes.

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# Social *Impact*

We make the greatest social impact through our products and services, which offer our customers peace of mind and provide help when individuals and families need it most. As a large, successful company, we also create jobs and provide our employees with rewarding careers, and we support community organizations working to build a more vibrant, resilient society.

In 2017, Manulife partnered with the YMCAs of Quebec to develop a physical literacy program designed to encourage thousands of children to get moving and stay active for life.

# 2017

## *Social Highlights*

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**\$43.7** million

in donations, sponsorships and other  
types of community investments

**80,437** hours

volunteered at local charities by  
employees and agents

**40%**

of independent members of our  
Board of Directors are women

**7,000+**

employees are members of our employee  
resource (diversity) groups

**3,200+** hours

spent by employees in competency-building  
e-learning programs

**6,300+**

employees completed one or more of our award-  
winning Leadership as a Profession courses

**\$10,000**

mental health benefit for Canadian employees,  
the highest of any Canadian employer



Manulife has been recognized as a Caring Company  
by Imagine Canada for committing at least one per cent  
of pre-tax domestic profit to support charitable and  
non-profit organizations each year.

For the ninth year, Manulife was the presenting sponsor for  
Tuques Bleues, an event in support of Les amis de la montagne,  
helping to finance environmental conservation programs on  
Mount Royal.

SOCIAL IMPACT

# Community Investment

More is expected of businesses today than ever before, including help in responding to societal challenges in individual communities and around the world. Giving back in a meaningful way to the communities in which we live and work is ingrained in our culture. We see it as part of being a responsible corporate citizen and a defining attribute of our corporate identity.

## Our Approach to Giving

Our community investments are focused in areas that are a natural extension of our business, where we can help drive broad, lasting social change. Rather than being passive donors, we seek to collaborate with community partners and engage our employees.

The majority of our donations are aligned with two priorities:

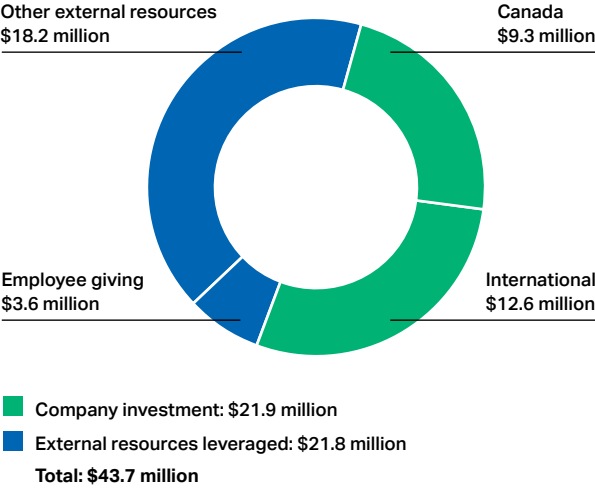
- **Economic empowerment** – We want to equip people with the skills, experience and knowledge they need to succeed in today’s economy. Our emphasis is on innovative programs that can help young people in particular to advance to post-secondary education, prepare themselves for a career and improve their financial literacy.
- **Healthy, active living** – Our emphasis is on innovative health and wellness programs that empower people to make better choices for themselves and for their future. We know that simple actions and behavioural

changes can improve quality of life – it’s an underlying premise of life insurance products like John Hancock Vitality, Manulife *Vitality* and Manulife**MOVE**, which are helping our policyholders lead longer, healthier lives, while helping us reduce claims. We want to encourage people to stay active and eat better through our community investments as well.



## 2017 Community Investment

Manulife, its employees and its programs contributed a total of \$43.7 million to community organizations in 2017.



Manulife is a member of the London Benchmarking Group (LBG) and we use its model to report on our community investments. LBG Canada performs an annual audit of our community investments.

*Company investment* comprises all of the voluntary cash contributions Manulife made directly to community organizations that are generating clear and demonstrable value for communities. This figure does not include in-kind contributions, program management costs or the value of our employees’ volunteer hours.

*External resources leveraged* comprises donations made by employees and funds raised from other external sources through Manulife’s community investment programs. Examples include our programs related to the Boston Marathon and the Danang International Marathon, which raise funds for other non-profit organizations.



Teaching children the importance of saving and investing at a young age can help them make the right financial decisions as they get older."

Ryan Charland, President and Chief Executive Officer, Manulife Philippines

### Helping Young People Chart a Path to Success

Thinking about future education and career options can be fairly intimidating for young adolescents, especially if no one in their family has considered post-secondary education before. To help make this easier for students in the Waterloo region of Ontario, Manulife entered into a multi-year commitment to support the Jumpstart to Higher Education program.

This early intervention program run by Wilfrid Laurier University targets students in grade seven and eight who live in neighbourhoods in which there is a significantly higher proportion of families at risk socially or economically. The interactive program reaches about 3,000 students annually, and lets them know about the various post-secondary educational pathways (such as apprenticeships, colleges and universities) and how they can fund their education. Students learn about the variety of career choices and the importance of selecting the right courses in grade nine that will keep their options open later.

Manulife also made a donation to Eva's, a Toronto-based organization that provides shelter, transitional housing and programming to homeless and at-risk young people. Our support funded the delivery of financial literacy workshops at [Eva's Phoenix](#), because for these young people, the basics of money management are essential for being able to save, have a positive outlook about money, manage personal debt and stay permanently housed.

### Improving Financial Literacy in the Philippines

Manulife has teamed up with Hands on Manila (HOM) to offer a series of financial literacy classes for public school students in the Philippines. As part of the Peso Smart program, employees are joining HOM educators during weekly sessions at local schools to teach grade six students the basics of saving and investing.

Manulife Philippines President and Chief Executive Officer Ryan Charland said of the partnership: "Teaching children the importance of saving and investing at a young age can help them make the right financial decisions as they get older. Having these financial skills at a young age will help them achieve their goals – not just for themselves, but also for their families.

"We recognize that there are many opportunities to expand the sense of financial inclusion across the country, and we believe that the first step is to improve the rate of financial literacy. As a financial institution that has been in the Philippines for 110 years, we know we have a role to play in this."



### Nothing but Net

We entered into a new three-year partnership with NBA China as the first Official Life Insurance Partner of NBA 5v5, the league's elite grassroots five-on-five basketball tournament. In the summer of 2017, 65 million people participated in NBA 5v5 events either attending the events or watching them live online. The partnership also involves supporting the NBA's youth development efforts in China, which includes building and refurbishing basketball courts and organizing basketball clinics designed to get young people moving.

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Cardiovascular disease, which includes heart disease and stroke, is the leading cause of death globally, with lower-middle income countries increasingly bearing that burden. For the most part, it is preventable through simple lifestyle choices, such as being active, eating healthy, not smoking and knowing the risks."

Rebekah Earp, Senior Director, Brand Development and Corporate Responsibility, Asia



World Heart Day

We are proud to be working with the World Heart Federation (WHF) over the next three years to tackle cardiovascular disease and help improve the health of our customers, employees and communities.

"As a life and health insurer, we have a keen interest in any health trends and issues that affect our customers, employees and communities," said Rebekah Earp, Senior Director of Brand Development and Corporate Responsibility in Asia at Manulife. "Cardiovascular disease, which includes heart disease and stroke, is the leading cause of death globally, with lower-middle income countries increasingly bearing that burden. For the most part, it is preventable through simple lifestyle choices, such as being active, eating healthy, not smoking and knowing the risks. Working with the WHF, we wanted to take action, especially because the key to tackling cardiovascular disease is raising awareness and providing education about how to be heart healthy."

We kicked off the partnership on World Heart Day, a global awareness event for heart health, which is celebrated each year on September 29. "Move Your Heart" was the theme of our 2017 World Heart Day campaign, in which we encouraged people to share how they try to inspire others to be heart healthy.

World Heart Day by the Numbers

- 1.4 billion people reached through a variety of media channels
- 823 million Twitter impressions
- 4,000+ organizations downloaded campaign resources from the World Heart Day website
- 50+ iconic landmarks and monuments illuminated around the world

All In for Our Communities

Our employees have a lot of community spirit, which is always in evidence during annual United Way and #GivingTuesday campaigns. In Canada, employees, advisors and retirees set a new United Way campaign record in 2017, contributing more than \$2 million. Combined with our matching corporate donation, total campaign results in Canada exceeded \$4.2 million. In the United States, we contributed more than US\$800,000, and in Hong Kong, we helped raise more than HK\$1 million for the Community Chest.

#GivingTuesday is a global movement that celebrates generosity and giving, and it kicks off on the Tuesday after the U.S. Thanksgiving. John Hancock's third annual #GivingTuesday campaign raised a record US\$1.23 million. In Japan, we launched a charity week event called "#GivingTuesday Week" to promote employee volunteerism. Along with a charity sale, we organized a One Step-One Yen Manulife Walk campaign. Employees were encouraged to walk and collect donations in support of those affected by earthquakes in the Tohoku and Kumamoto regions. Together, the activities helped to raise JPY4.3 million.

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**I'm more conscious about what I'm eating now. My osteoporosis is less active since I've been keeping the weight off. I have more confidence in myself and it's been good for my self-esteem."**

*Peggy, community member, The Local CFC*

## Healthy Eating

We all know that nutritious food is essential for good health and well-being, yet for various reasons, we don't always eat the foods that are best for our bodies. At John Hancock, we are trying to change that.

In 2017, we embarked on a partnership with Fresh Truck. This non-profit mobile food market works to improve community health by bringing fresh, affordable food to underserved Boston neighbourhoods in its refurbished school buses. To kick off the venture, we invited 100 guests to our offices where Fresh Truck gave demonstrations of healthy cooking and shared nutritional information.

We also hosted truly delicious running events in California, Colorado, Florida, Texas and Virginia. The *Cooking Light & Health* Fit Foodie Festival & 5K celebrated a balance between delicious food and a healthy and active lifestyle with runners pausing for a tasty snack at every mile on their way to the finish line. After the race, participants were invited inside the John Hancock Vitality Village Food and Fitness Festival, where they were rewarded for making healthy choices with samples from local restaurants, mini-workout classes, cooking demonstrations and meet-and-greet opportunities with elite athletes.



Manulife supports FoodFit, part of Community Food Centres Canada, a program that helps make it possible for underserved community members across Canada to come together over food to set goals, learn skills and make measurable changes toward a healthier lifestyle. (Photo credit: Terry Manzo)

## FoodFit Builds Knowledge

Manulife's support of the FoodFit program at Community Food Centres Canada is making it possible for underserved community members across Canada to come together over food to set goals, learn skills and make measurable changes toward a healthier lifestyle.

Through the FoodFit program:

- 96 per cent of participants learned something new about healthy cooking and eating
- 82 per cent reported positive changes in mental health
- 78 per cent reported improved physical health
- 75 per cent increased their average daily steps

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We Love to Run

Our connection to marathons and running events goes back decades – John Hancock has been the principal sponsor of the iconic Boston Marathon for more than 30 years. We see them as healthy activities that promote physical, mental and emotional well-being, and as opportunities to raise funds for local non-profit organizations.

We also encourage our employees to run. Work Your Way to 5K is a program that helps employees make progress towards the goal of running a five-kilometre race by providing them with lunchtime group training. More than 350 employees took part in 2017.



2017 BOSTON  
MARATHON



ANGKOR WAT INT'L  
HALF MARATHON



DANANG  
INTERNATIONAL  
MARATHON

TÀI TRỢ CHÍNH BỞI



ParticipACTION 150 Play List

To help celebrate Canada's 150th anniversary in 2017, Manulife became a premier partner of the ParticipACTION 150 Play List, a compilation of 150 uniquely Canadian physical activities, such as skating, lacrosse and cricket to name just a few. The 150 Play List Tour travelled from coast to coast to coast, making more than 100 stops and encouraging Canadians to get moving. And that is exactly what they did, with more than 2.4 million activities tracked through the ParticipACTION [website](#).

SOCIAL IMPACT

# Valuing *Employees*

Our goal is to create a workplace that offers a wide range of opportunities for our employees and is open, collaborative and inclusive. We've deepened our engagement with employees by listening to their feedback, and we're investing in their well-being so that they can help us deliver successful business outcomes and a superior customer experience.

Manulife's continued success is not possible without a high-performing team and culture. We want to attract, develop, retain and engage the best talent, wherever we do business. Sixty-four per cent of our employees reported this year that they consider themselves engaged in the workplace, compared to 66 per cent the previous year. Although these employee engagement results remain strong, senior management has made it a top priority to ensure that employee feedback is considered whenever we are making improvements to technology and processes, or developing new roles and approaches for management.

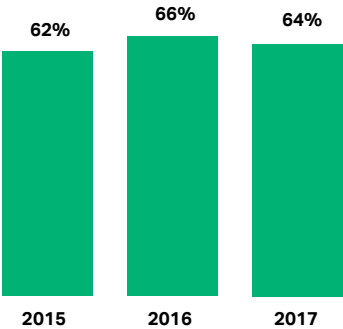
## Building an Engaged Workforce

Our 35,000 employees are the backbone of our business. Engaging and empowering them is essential if we are to become a digital, customer-centric market leader.

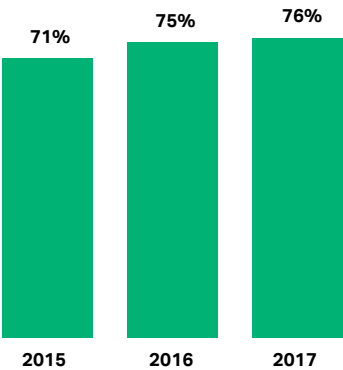
We invite our employees to share their views with us through a variety of formal and informal channels. Formal channels include employee engagement and pulse surveys. A global employee engagement survey is

conducted bi-annually, with pulse surveys carried out in alternate years. In addition to these formal channels, we use informal channels to listen to our employees, such as innovative new tools and technology that allow us to poll, survey, improve feedback and take the pulse of employees on a continuous basis across the organization.

## Employees Who Consider Themselves Engaged



## Employees Who Rate Their Managers as Effective



## Employer Awards



## A Fit-Friendly Worksite

As a platinum-level employer in the American Heart Association's Fit-Friendly Worksite program, John Hancock has been recognized for offering employees physical activity options in the workplace; adding healthy eating options at the worksite; promoting a wellness culture in the workplace; implementing at least nine criteria outlined by the American Heart Association in the areas of physical activity, nutrition and culture; and achieving measurable outcomes that indicate workplace wellness.

# Volunteering



It's so rewarding to see the student I've been tutoring come out of his shell. I've been able to mentor him in life skills, as well as school skills."

Vivian Do, Project Control Officer, Manulife

Volunteer programs can add to the impact of our community investments, help build our brand and provide our employees with opportunities for honing their skills, networking and giving back to their communities.

## Skills-Based Volunteering

The Signature Skills program matches employees with volunteer opportunities based on their skills. In 2017, the program hosted a flash consulting event in which teams of employees spent half a day working with non-profit partners to address challenges in areas such as technology and data.

A representative from Citizen Schools, a non-profit dedicated to developing supplemental educational programs for students in low-income communities, said: "For a small non-profit, having the ability to connect with a team of professionals who could provide outside perspective and expertise for a specific challenge was a great asset. They were able to understand the challenge, articulate a solution and design a framework that we can take back and implement."

## Mentors Make an Impact

Manulife's Global Women's Alliance (GWA) is an employee resource group for all employees who support the advancement of women. In 2017, the GWA's Hong Kong chapter organized a mentorship program in which

employees were matched with women in the community who were either less-privileged female students or people with physical or intellectual disabilities.

Throughout the year, mentors devoted personal time to meeting their mentees, sharing dinners and guiding them in their studies and life development. Together they also participated in a volunteering day in which they sorted and packed donated goods for a local charity.

In Toronto, the Manulife/Frontier College Homework Club has provided one-on-one tutoring to at-risk students from St. James Town for 18 years. The Club is hosted at Manulife's headquarters nearby, where 25 student-tutor pairs meet weekly.

Vivian Do, a Project Control Officer with Manulife, explained why she got involved: "I tutored at a learning centre during high school and I've always enjoyed trying to make learning fun. It's so rewarding to see the student I've been tutoring come out of his shell. I've been able to mentor him in life skills as well as school skills."

Each weekly session combines homework assistance and interactive learning activities. Vivian and a fellow tutor started a Rubik's Cube club that helps students develop problem-solving and cognitive skills, as well as patience, focus, perseverance and the ability to teach others.

## Employee Volunteers

**80,437** employee hours volunteered through programs and initiatives supported by Manulife:

**27,123** hours in Asia (includes employees and agents)

**41,800** hours in Canada

**11,514** hours in the United States



In 2017, the Global Women's Alliance organized a program for Manulife employees to give back to the community as mentors, with mentees being less-privileged female students and people with physical or intellectual disabilities.

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# Career Development *and Learning*

More than 3,200 hours were spent by employees in competency-building e-learning training courses.

We invest in the development of our people so that they can take ownership of their careers and work to reach their full potential. We support our employees with programs that meet their educational needs and help them plan and move ahead in their careers.

## 2017 Highlights

- MyCareer, a collection of tools, resources and information that support career development, was launched in response to feedback from our employees and people leaders. Since the launch in the fall of 2017, MyCareer resources have attracted more than 22,000 visits
- More than 6,300 employees completed one or more of our award-winning Leadership as a Profession courses
- Employees spent more time than ever taking online learning classes, equivalent to more than 8,000 employees completing 2,676 modules
- More than 600 leaders participated in change management training as part of the Leadership as a Profession program

In 2018, we are focused on digitizing learning and what is involved in transforming learning for the digital age. We will be exploring options for how employees can experience learning, including content curation, as well as tools and resources that can be accessed just in time and in micro-learning modules.

## Developing Leaders

Effective people leaders lead, motivate, provide feedback and coach team members. To equip leaders with the appropriate tools and support to do this, Manulife delivers leadership learning programs focused on building high performing teams.

We also continue to invest in development programs designed to reflect real-life scenarios as a way of retaining top talent and increasing our leadership pipeline.

Our global Senior Leadership Development Program prepares our top talent for more senior roles, offering a multi-faceted learning and development experience for participants.

Our change management module, one of the components of our Leadership as a Profession program, has been well received by employees and leaders looking to learn more about not only how to cope with change within our company, but also how to effectively energize their teams through periods of change. We have also refreshed our leadership goal for every leader. This goal emphasizes our leaders' accountability for ensuring we can achieve our strategic goals, deliver value to our customers and shareholders, and become a best-in-class employer.



## Investing in Young People

We invest in young people through our student programs, which offer work experiences, financial support and academic resources for professional designations, and opportunities for mentorship, networking and social activities. Programs include:

- A Leadership Development Program for high-performance MBA graduates
- Recruitment programs, including those with a rotational component for new graduates in a variety of functions, such as finance and accounting, actuarial analysis and investment management
- A variety of paid internships and co-op programs that give students real work experience

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# Rewards and Recognition

As part of our commitment to our employees, we provide them with competitive rewards packages and a suite of recognition programs.

## Competitive Rewards

Manulife’s rewards packages include compensation, benefits, and wellness and retirement savings options. Our approach reflects a pay-for-performance culture and is competitive within the local markets in which we operate.

Employees in Canada and the United States can participate in a wide array of benefits plans and programs that can be individually tailored – and cover things like health, dental, vision, short-term disability, long-term disability, and life and accident insurance, as well as wellness programs, employee and family assistance plans, and retirement savings and share purchase plans.

Outside of North America, market practices vary. Accordingly, benefits programs in these countries also vary but are aligned as permitted globally and with local markets. They typically include life and accident, health, dental and disability insurance coverage, wellness programs, and employee and family assistance programs, along with retirement savings and other savings programs.

## Stars of Excellence

Stars of Excellence is Manulife’s premier employee recognition program. Every year, we honour our top achievers from around the world whose contributions and dedicated efforts have kept us moving forward as we work to exceed the expectations of our customers, create a dynamic and inclusive workplace and generate value for our shareholders.

Nominated by their peers and leaders, these individuals and teams are our best performers, innovators and

game changers. They stand out for their excellence in constantly going above and beyond to deliver the best possible results for our customers.

In the spirit of Manulife’s corporate commitment to giving back, we also honour three exceptional individuals who have gone above and beyond for their communities by volunteering time to important causes in a significant, sustained way.



Manulife employees attending the 2017 Stars of Excellence ceremony, where top achievers were honoured.

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# Employee Health *and Wellness*

**We introduced a market-leading maternity/parental leave program in the United States, offering 20 weeks of paid leave – eight weeks of disability for the mother plus 12 weeks that either parent can take – and up to one year off.**

Research shows that the benefits of a healthier lifestyle include greater productivity and better performance in all areas of our lives. We want our employees to make their health a priority and we take a holistic approach that supports their physical, emotional, social and financial wellness.

## Real Choice

**RealChoice** is our North American employee benefits and wellness plan. Informed by extensive employee input, **RealChoice** gives people real choices when it comes to benefits.

In Canada, our new program unbundles benefits, allowing employees to select the benefits that are most suitable for them – and avoid paying for coverage they don't need. For example, instead of having just one paramedical option that covers massage therapy, chiropractic services, physiotherapy and all of the other related services and therapies, **RealChoice** offers four paramedical options, so that employees can choose the one that suits them best.

We also unbundled our mental health benefit and made it available to all Canadian employees as a core company-paid benefit. What's more, employees can use the benefit to cover the services of an expanded list of professional providers, such as marriage counsellors.

"The costs of seeing a mental health professional can prevent people from seeking support," said Maria Fraga, Head of Global Benefits and Wellness for Manulife. "With the enhanced benefit, we've removed the financial barrier for our employees to access long-term mental health support when and how they need it."

In the United States, we also introduced a number of enhancements in 2017, including new dental and vision options in addition to those we were already offering. Our U.S. employees have options and the flexibility to create a benefits package that meets their individual needs. For example, 70 per cent of employees switched to a dental plan without coverage for orthodontics when they were given the choice.

"Employees' response to the benefit enhancements has been fantastic," added Fraga. "It's the first time in my 20 years in the field that I've received so much unsolicited, positive feedback."

## WorkSmart

Our flexible work program is a win-win for employees and the company. For employees, it means less commuting, fewer expenses, improved work/life balance and the ability to work when they are most productive. For the company, allowing our people to work remotely for as many as five days a week supports our objectives in recruitment and retention, as well as employee engagement. At the end of 2017, 29 per cent of Manulife employees across North America were participating in the program.



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In North America, more than **7,000** employees participated in mental health month events that focused on learning about ways to practice self-care as well as discussing mental health awareness and ways to overcome stigma.

Life’s Simple Steps

Life’s Simple Steps was the theme of our 2017 wellness initiatives, reminding us that little steps can lead to big results over time. Here are a few highlights:

- In Asia, we ran a Well-Being Week campaign that included health checks, nutrition workshops, financial well-being seminars and family-oriented games. Employees were able to participate in on-site health and fitness awareness assessments, such as postural analysis and blood pressure tests.
- In the United States, more than 3,000 employees (or 63 per cent of our U.S. workforce) completed at least one of the activities in the John Hancock Vitality Employee Wellness Program, such as buying healthy food, attending educational seminars or participating in a workout, sports league or athletic event. Through the program, employees can also access reviews of their health and physical and mental well-being, as well as biometric screenings.
- In Canada, we introduced Keep It Simple workouts. Designed to get employees up and moving more often, these 30-minute, no-sweat, no-change workouts give participants an opportunity to move, stretch and learn the kind of exercises they can take back to their workplaces and use every day.
- More than 3,600 employees across North America participated in free biometric screenings, with health professionals on-site to provide insight on employees’ health metrics, including body mass index, blood pressure, and cholesterol and glucose levels.

Over **5,000** employees across North America completed the Health Risk Assessment in 2017. The results of this 15-minute online questionnaire provide employees with a snapshot of their health, along with suggested areas for improvement.

Annual Global Walk

Participation in our second annual Global Walk nearly doubled, with more than 2,700 employees participating worldwide. In keeping with our focus on getting people up and moving, we encouraged all employees to take a walk at some point during their workday.



More than 2,700 employees worldwide participated in our second annual Global Walk.

In Canada, **488** employees received ergonomic support to make sure they have a space to work in that is set up properly whether they are in one of our offices or working from home.

Health and Safety in the Workplace

Our Health and Safety Program is intended to protect employees from injury and occupational disease, promote wellness efforts and prevent violence and harassment in the workplace. It also involves education, training, monitoring and enforcement procedures. All contractors and sub-contractors and their employees are also expected to comply.

# Diversity *and Inclusion*

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Fostering a diverse and inclusive culture helps us create a workplace in which all of our people can thrive and different perspectives and ideas are welcomed and encouraged. In turn, this nurtures innovation, attracts and retains the best talent, and helps us deliver better customer solutions.

**Diversity and Inclusion Strategy**

In 2017, we developed a global diversity and inclusion (D&I) strategy, focused on building leader accountability, creating a diverse and inclusive culture, and engaging employees, communities and partners. As part of the strategy, we:

- Measured perceptions of our company’s culture in the 2017 employee engagement survey and created an Inclusion Index to track our performance over time
- Embedded D&I awareness in leadership development programs and D&I accountability in leaders’ 2018 performance goals
- Trained 96 per cent of executives in the position of vice president and above and 60 per cent of people leaders to recognize unconscious bias in the workplace and take steps that will effectively mitigate this bias
- Led a D&I awareness and engagement campaign that included setting up D&I booths and walls of inclusion at global employee experience fairs, fostering dialogue and reaching more than 4,500 employees

**Employee Resource Groups**

More than 7,000 employees worldwide belong to at least one of our seven employee resource groups (ERGs). These voluntary, employee-led groups come together based on shared characteristics or life experiences, and provide support and career development opportunities for members. In 2017, we issued ERG guidelines outlining best practices and promoting global alignment and consistency. Our ERGs include:

- Association of Multicultural Professionals (AMP)
- Family Connections
- Global Women’s Alliance (GWA)
- Military Employee Community (MiLE)
- Pan-Asian Community for Employee Success (PACES)
- Professionals Reaching Out for Unity and Diversity (PROUD)
- Valuing the Inclusion of Black Employees (VIBE)

In 2017, we launched VIBE, and a chapter of PROUD in Hong Kong. Several PROUD Hong Kong volunteers helped out at Pink Dot, a free carnival and outdoor concert organized for members of the LGBT+ community and their allies, families, friends and colleagues in support of diversity. Manulife was a platinum sponsor and was represented at a corporate booth.

Manulife was also a key sponsor of the Hong Kong Pride Parade 2017, with the theme “Turn the tide; walk with pride. Discrimination says goodbye.”



Manulife was a platinum sponsor of Pink Dot, a free carnival and outdoor concert organized for members of the LGBT+ community and their allies, families, friends and colleagues in support of diversity. Volunteers from the PROUD HK chapter represented Manulife at a corporate booth at the event in October.



I'm proud to work for a company that not only promotes a positive work environment for LGBT+ employees, but also celebrates diversity. Manulife embraces you for your skills and knowledge, and strives to help you further develop your skills and bring new ones to life."

Marie Desrosiers-Leblanc, Mortgage Lender – Bank Risk Management, and Halifax PROUD Co-Chair

### #PROUDatWork

2017 included another summer of exciting Pride events at our offices around the world, with rainbow flag raisings in Canada, the United States and Asia, and an online #PROUDatWork intranet campaign. We raised the rainbow flag at our offices as a symbol of hope, acceptance and unity, and as a signal of our commitment to creating an inclusive work environment.

### Disabilities Mentoring Day

Disabilities Mentoring Day (DMD) matches volunteer community partners with motivated individuals who are living with disabilities and who want to gain insight about job requirements, duties and responsibilities from practising professionals whose skill sets are a good fit. Our offices in the Greater Boston and Greater Toronto areas were involved in DMD in 2017, with employees acting as mentors for the day for individuals with disabilities who were able to shadow and observe them as they worked.

**Manulife is a member of the 30% Club, a global group committed to gender balance in business leadership. Women make up 40 per cent of the independent members of our Board of Directors, and as of January 2018, 28 per cent of our executive leadership team.**

### Employee Gender Mix by Region

As at December 31, 2017

| Region        | Female | Male |
|---------------|--------|------|
| Asia*         | 59%    | 41%  |
| Canada        | 59%    | 41%  |
| Other**       | 33%    | 67%  |
| United States | 44%    | 56%  |
| Total         | 56%    | 44%  |

\* Asia: Cambodia, China, Hong Kong, Indonesia, Japan, Macau, Malaysia, Philippines, Singapore, Taiwan, Thailand and Vietnam

\*\* Other: Australia, Caribbean, Europe, India, Latin America and New Zealand

### Employee Gender Mix by Level

As at December 31, 2017

| Level Grouping                                 | Female | Male |
|------------------------------------------------|--------|------|
| Vice President and above                       | 23%    | 77%  |
| Manager, Director and Assistant Vice President | 43%    | 57%  |

### Industry Honours



Over the past seven years, we have had seven women named among WXN's Top 100 Women



John Hancock was recognized in each of the past four years as one of the Best Places to Work for LGBTQ Equality, scoring 100 per cent on the Human Rights Campaign Foundation's Corporate Equality Index



Manulife was recognized among Canada's Best Diversity Employers

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# Healthy Living Project

Manulife is a proud supporter of the Healthy Living Project, a Community Matters program that recruits residents of the St. James Town neighbourhood in Toronto who were trained as health care practitioners in their home countries of Afghanistan, the Philippines and Pakistan to work toward earning a certificate in health promotion in Canada.

Upon completion of training, the practitioners can deliver outreach programs in the community to help mitigate the risks of diabetes, cardiovascular disease and cancer, all of which are prevalent among Canada’s newcomer population.

The outreach programs consist of workshops and awareness events in the community, and social media and physical fitness initiatives. The practitioners deliver 30 workshops or screenings a week. They also offer fresh fruit and vegetables at pop-up markets in their neighbourhood’s apartment lobbies.

Not only are there positive health outcomes for the community, the program also gives internationally accredited health professionals an entry point into the Canadian health care system, with many of them expressing greater confidence and a sense of purpose in the work they are doing.



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More than 10,000 runners participated in the 2017 Angkor Wat International Half Marathon, just outside of Siem Reap, Cambodia. The race, which takes place in the spectacular Angkor Archaeological Park, promotes health and wellness and raises funds for organizations that provide support for underprivileged children and victims of anti-personnel mines in Cambodia.

TABLES

# Debt Financing *for Business*

Manulife is a long-term investor in the countries in which we do business, and our activities help support the growth and development of local economies. Through loans and investments, for example, we inject capital into important infrastructure projects and extend credit to businesses. In 2017, Manulife provided nearly \$8.2 billion in financing to help businesses grow.

## Amount of Debt Financing Authorized in 2017

| (C\$ thousands)                                                                     | \$0–<br>\$24,999 | \$25,000–<br>\$99,999 | \$100,000–<br>\$249,999 | \$250,000–<br>\$499,999 | \$500,000–<br>\$999,999 | \$1,000,000–<br>\$4,999,999 | \$5,000,000<br>and greater | Total               |
|-------------------------------------------------------------------------------------|------------------|-----------------------|-------------------------|-------------------------|-------------------------|-----------------------------|----------------------------|---------------------|
| British Columbia                                                                    | \$ 47            | \$ 367                | \$ 705                  | \$ 1,595                | \$ 3,197                | \$ 22,251                   | \$ 459,080                 | \$ 487,242          |
| Alberta                                                                             | 36               | 174                   | 630                     | 1,183                   | 500                     | 2,973                       | 500,352                    | 505,848             |
| Saskatchewan and Manitoba*                                                          | –                | 125                   | 364                     | 676                     | 1,660                   | 1,246                       | 114,021                    | 118,092             |
| Ontario                                                                             | 137              | 744                   | 2,940                   | 6,028                   | 11,167                  | 108,574                     | 1,717,096                  | 1,846,686           |
| Quebec                                                                              | 159              | 664                   | 750                     | 2,735                   | 3,121                   | 7,921                       | 389,110                    | 404,460             |
| New Brunswick, Nova Scotia, Prince Edward Island,<br>and Newfoundland and Labrador* | –                | 273                   | 569                     | 1,287                   | 2,423                   | 15,131                      | 194,152                    | 213,835             |
| <b>Total Canada</b>                                                                 | <b>\$ 379</b>    | <b>\$ 2,347</b>       | <b>\$ 5,958</b>         | <b>\$ 13,504</b>        | <b>\$ 22,068</b>        | <b>\$ 158,096</b>           | <b>\$ 3,373,811</b>        | <b>\$ 3,576,163</b> |
| <b>Total U.S.</b>                                                                   | <b>–</b>         | <b>–</b>              | <b>–</b>                | <b>–</b>                | <b>–</b>                | <b>33,746</b>               | <b>4,554,268</b>           | <b>4,588,014</b>    |
| <b>Total Asia</b>                                                                   | <b>–</b>         | <b>–</b>              | <b>–</b>                | <b>–</b>                | <b>–</b>                | <b>–</b>                    | <b>–</b>                   | <b>–</b>            |
| <b>Total</b>                                                                        | <b>\$ 379</b>    | <b>\$ 2,347</b>       | <b>\$ 5,958</b>         | <b>\$ 13,504</b>        | <b>\$ 22,068</b>        | <b>\$ 191,842</b>           | <b>\$ 7,928,079</b>        | <b>\$ 8,164,177</b> |

\* Data for certain provinces has been consolidated to protect the privacy of individual borrowers who might otherwise be identifiable.  
Note: Yukon, Northwest Territories and Nunavut are not shown in the table above, as the amount of debt financing authorized in 2017 in these jurisdictions was nil.

## Number of Customers for Whom Debt Financing Was Authorized in 2017

|                                                                                     | \$0–<br>\$24,999 | \$25,000–<br>\$99,999 | \$100,000–<br>\$249,999 | \$250,000–<br>\$499,999 | \$500,000–<br>\$999,999 | \$1,000,000–<br>\$4,999,999 | \$5,000,000<br>and greater | Total      |
|-------------------------------------------------------------------------------------|------------------|-----------------------|-------------------------|-------------------------|-------------------------|-----------------------------|----------------------------|------------|
| British Columbia                                                                    | 3                | 9                     | 7                       | 4                       | 5                       | 8                           | 13                         | 49         |
| Alberta                                                                             | 2                | 3                     | 4                       | 3                       | 1                       | 2                           | 17                         | 32         |
| Saskatchewan and Manitoba*                                                          | –                | 2                     | 2                       | 2                       | 3                       | 1                           | 4                          | 14         |
| Ontario                                                                             | 9                | 14                    | 20                      | 15                      | 17                      | 43                          | 45                         | 163        |
| Quebec                                                                              | 13               | 13                    | 7                       | 8                       | 5                       | 3                           | 7                          | 56         |
| New Brunswick, Nova Scotia, Prince Edward Island,<br>and Newfoundland and Labrador* | –                | 4                     | 4                       | 3                       | 4                       | 8                           | 11                         | 34         |
| <b>Total Canada</b>                                                                 | <b>27</b>        | <b>45</b>             | <b>44</b>               | <b>35</b>               | <b>35</b>               | <b>65</b>                   | <b>97</b>                  | <b>348</b> |
| <b>Total U.S.</b>                                                                   | <b>–</b>         | <b>–</b>              | <b>–</b>                | <b>–</b>                | <b>–</b>                | <b>9</b>                    | <b>113</b>                 | <b>122</b> |
| <b>Total Asia</b>                                                                   | <b>–</b>         | <b>–</b>              | <b>–</b>                | <b>–</b>                | <b>–</b>                | <b>–</b>                    | <b>–</b>                   | <b>–</b>   |
| <b>Total</b>                                                                        | <b>27</b>        | <b>45</b>             | <b>44</b>               | <b>35</b>               | <b>35</b>               | <b>74</b>                   | <b>210</b>                 | <b>470</b> |

\* Data for certain provinces has been consolidated to protect the privacy of individual borrowers who might otherwise be identifiable.  
Note: Yukon, Northwest Territories and Nunavut are not shown in the table above, as the amount of debt financing authorized in 2017 in these jurisdictions was nil.

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Employees

We have a global workforce of approximately 35,000 people, with nearly 13,000 in Canada alone. The following tables provide details of our global workforce.

Workforce Data by Employment Type and Country/Territory

| Country/Territory | Employment Type |            |              | Total         |
|-------------------|-----------------|------------|--------------|---------------|
|                   | Regular         | Temporary  | Contractor   |               |
| Australia         | 7               | –          | 1            | 8             |
| Barbados          | 16              | –          | –            | 16            |
| Belgium           | 27              | –          | –            | 27            |
| Bermuda           | 8               | –          | –            | 8             |
| Brazil            | 3               | –          | –            | 3             |
| Cambodia          | 321             | –          | 3            | 324           |
| Canada            | 12,072          | 33         | 793          | 12,898        |
| China             | 2,167           | 85         | 20           | 2,272         |
| Hong Kong         | 2,207           | 55         | 114          | 2,376         |
| India             | 1               | –          | 1            | 2             |
| Indonesia         | 1,283           | 57         | 66           | 1,406         |
| Japan             | 1,474           | 124        | 58           | 1,656         |
| Macau             | 20              | –          | –            | 20            |
| Malaysia          | 462             | 20         | 7            | 489           |
| New Zealand       | 91              | –          | –            | 91            |
| Philippines       | 5,610           | 1          | 152          | 5,763         |
| Singapore         | 661             | –          | 95           | 756           |
| Taiwan            | 86              | –          | 4            | 90            |
| Thailand          | 103             | 1          | 7            | 111           |
| United Kingdom    | 50              | –          | 1            | 51            |
| United States     | 5,582           | –          | 266          | 5,848         |
| Vietnam           | 711             | 18         | 466          | 1,195         |
| <b>Total</b>      | <b>32,962</b>   | <b>394</b> | <b>2,054</b> | <b>35,410</b> |

Note: Includes active regular/temporary employees, contractors and employees on paid leave.

Workforce Data in Canada by Employment Type and Province

| Province                  | Employment Type |            | Total         |
|---------------------------|-----------------|------------|---------------|
|                           | Full-Time       | Part-Time  |               |
| British Columbia          | 267             | 6          | 273           |
| Alberta                   | 508             | 13         | 521           |
| Saskatchewan              | 47              | 2          | 49            |
| Manitoba                  | 74              | 1          | 75            |
| Ontario                   | 8,723           | 216        | 8,939         |
| Quebec                    | 2,029           | 64         | 2,093         |
| New Brunswick             | 15              | –          | 15            |
| Nova Scotia               | 886             | 36         | 922           |
| Prince Edward Island      | 3               | –          | 3             |
| Newfoundland and Labrador | 8               | –          | 8             |
| <b>Total</b>              | <b>12,560</b>   | <b>338</b> | <b>12,898</b> |

Note: Includes active regular/temporary employees, contractors and employees on paid leave. Due to the large number of employees working from home, this data is based on the employee's province of residence rather than office location.

# Procurement *and Taxes*

## Procurement

Manulife purchased goods and services worth \$2.7 billion for its worldwide operations in 2017.

Our Vendor Code of Conduct, which applies to all third-party vendors, establishes minimum performance standards and expectations regarding ethical business practices and good governance.

We're also committed to supporting businesses owned by women, members of minorities and persons who identify as LGBT, in order to reflect the diversity of the communities in which we operate. Manulife is a member of the Financial Services Roundtable for Supplier Diversity, a non-profit organization comprising regional, national and global financial services companies with formal supplier diversity initiatives.



## Taxes

Manulife incurred nearly \$1.5 billion in income and capital taxes in 2017, as well as another \$875 million in other taxes, paid or payable to all levels of government globally.

## Taxes Paid or Payable

For the year ended December 31, 2017

| (C\$ thousands)                  | Income Taxes | Capital Taxes | Total Income and Capital Taxes |
|----------------------------------|--------------|---------------|--------------------------------|
| Federal                          | \$ 188,749   | \$ –          | \$ 188,749                     |
| Provincial and territorial:      |              |               |                                |
| British Columbia                 | 29,188       | –             | 29,188                         |
| Alberta                          | 22,032       | –             | 22,032                         |
| Saskatchewan                     | 3,832        | 48            | 3,880                          |
| Manitoba                         | 4,995        | –             | 4,995                          |
| Ontario                          | 37,644       | –             | 37,644                         |
| Quebec                           | 6,091        | 6             | 6,097                          |
| New Brunswick                    | 3,272        | –             | 3,272                          |
| Nova Scotia                      | 5,721        | 2,420         | 8,141                          |
| Prince Edward Island             | 1,006        | –             | 1,006                          |
| Newfoundland and Labrador        | 2,751        | –             | 2,751                          |
| Yukon                            | 104          | –             | 104                            |
| Nunavut                          | 66           | –             | 66                             |
| Northwest Territories            | 97           | –             | 97                             |
| Total provincial and territorial | \$ 116,799   | \$ 2,474      | \$ 119,273                     |
| <b>Total Canada</b>              |              |               | <b>\$ 308,022</b>              |
| <b>Total U.S.</b>                |              |               | <b>909,572</b>                 |
| <b>Total Asia</b>                |              |               | <b>255,040</b>                 |
| Total income and capital taxes   |              |               | <b>\$ 1,472,634</b>            |
| Other taxes                      |              |               | <b>875,461</b>                 |
| <b>Total taxes</b>               |              |               | <b>\$ 2,348,095</b>            |

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# Manulife Bank *Public Accountability Statement*

Spectators, players and caddies were encouraged to wear red on the Friday of the week of the Manulife LPGA Classic tournament to help raise awareness of women's heart health. Through events like Red Day, more than \$2 million has been raised for St. Mary's General Hospital Foundation, the tournament's official charity partner.

# Manulife Bank

## *Public Accountability Statement*

Since its inception in 1993, Manulife Bank has been guided by the conviction that banking plays a central role in the financial health of Canadians. We offer competitive, flexible banking solutions designed to address our customers' short-term needs and support their longer-term goals. And because everyone's financial situation is unique, we work closely with independent financial professionals, who understand our customers' overall financial objectives and can help ensure they find the banking solutions that are right for them.

### Efficient, Flexible Banking Solutions

Manulife Bank encourages Canadians to simplify their banking and make their money work harder so that they can achieve their financial goals and get more out of life. In addition to offering competitive rates on all of our products, Manulife Bank helps Canadians bank more efficiently with innovative, flexible banking solutions:

- **Manulife One** allows our customers to combine nearly all of their banking needs within a single, efficient account. This can result in significant savings compared to traditional banking and gives our customers greater control of their finances. Manulife One for Business provides flexible financing for the commercial properties of Canadian small business owners.
- **Manulife Bank Select** combines a traditional mortgage with a high-interest chequing account to simplify the banking experience for Canadians.

With Manulife One and Manulife Bank Select, customers can customize the structure of their debt and mitigate the risk of rising interest rates by dividing their debt among a variety of fixed-rate and variable-rate options.

- **Advantage Account**, Manulife Bank's high-interest chequing account, pays a high rate of interest on every dollar and features no-fee everyday banking when customers maintain a minimum balance. The minimum balance required for no-fee everyday banking will be reduced from \$5,000 to \$1,000 in early 2018.

To help ensure our products are affordable for those who may have retired, we offer a discounted monthly fee for seniors for both Manulife One and Manulife Bank Select.

### Personalized, Local Access

Manulife Bank leverages a network of more than 21,000 independent advisors and mortgage brokers across Canada to refer or distribute its banking products. This approach allows our customers to access objective, personalized advice in their community and at their convenience. The integration of personalized advice with innovative, flexible banking solutions helps our customers to confidently build effective financial plans and achieve their financial goals.

We support our customers through a nationwide team of more than 175 retail lending specialists and business development consultants, who are available to meet locally with customers and the advisors and mortgage brokers who support them.

We have two branches that offer select services to our Private Banking clients, by appointment only. The branches are located in Toronto and Vancouver:

- 250 Bloor Street East, Main Floor, Toronto, Ontario
- 550 Burrard Street, Suite 728, Vancouver, British Columbia

### Mobile, Online and Telephone Access

Manulife Bank makes it easy for customers to manage their day-to-day finances through mobile, online and telephone banking. Using these services, our customers can manage many common banking needs, such as viewing balances, paying bills, transferring money and finding a local ABM. Notably, Manulife Bank's interactive voice response (IVR) system features natural language recognition and voice biometrics in both official languages, simplifying the customer experience by allowing them to validate their identity using only their voiceprint and then navigate the IVR system with spoken requests. In addition, Manulife Bank's website makes it easy for visitors to get in touch with a retail lending specialist or advisor in their community.

In 2017, we made numerous enhancements to our Mobile Banking app that make it easier for customers to bank with us, including the ability to deposit a cheque using a smartphone. Also in 2017, Manulife Bank's Customer Service Centre added two new toll-free telephone numbers – one for service in Mandarin and another for service in Cantonese – offering customers who speak either language a quick, convenient and more personalized experience.



**By working with Bullfrog Power®, we are able to power every Manulife Bank ABM with 100 per cent green energy.**

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Manulife Bank leverages online application systems for mortgage brokers, independent advisors and retail lending specialists. These systems allow our customers to get up and running with many of Manulife Bank's deposit and loan products, quickly and efficiently. In 2017, Manulife Bank piloted an online application process that makes it easy for customers to open a chequing/savings account from the comfort of their homes. This functionality will be made available to all Canadians early in 2018.

We continue to develop our two customer service centres in Waterloo, Ontario, and Halifax, Nova Scotia. This dual centre model helps us provide seamless operations in the event of a business disruption. Starting on January 1, 2018, our Customer Service Centre will be open 365 days a year, making it even easier for customers to reach us whenever it's convenient for them.

### Automated Banking Machine (ABM) Access

Manulife Bank has 812 publicly accessible ABMs across Canada. In addition, Manulife Bank is a member of THE EXCHANGE® Network<sup>1</sup>, one of Canada's largest ABM networks. Our membership allows Manulife Bank customers to use any EXCHANGE ABM without being charged a convenience fee.

<sup>1</sup> Fiserv EFT is the owner of THE EXCHANGE® trademark and its associated rights. Fiserv EFT has granted FICANEX® the exclusive right to use, market and sublicense THE EXCHANGE® trademark and the intellectual property rights associated with the operation of THE EXCHANGE® Network throughout Canada. Manulife Bank is an authorized user of the mark.

### Corporate Giving and Social Responsibility

Manulife Bank shares Manulife's commitment to volunteerism, community development and corporate giving as described in Manulife's 2017 Public Accountability Statement, and its data is fully integrated into the information provided for those initiatives.

Manulife Bank employees are frequent and strong supporters of Manulife's philanthropic initiatives. In 2017, employees played a prominent role in activities such as a Habitat for Humanity build in Kitchener; the Manulife Dragon Boat Festival in Halifax, in support of amateur sport in Nova Scotia; and the Manulife LPGA Classic in Waterloo, in support of St. Mary's General Hospital Foundation.

In 2017, Manulife Bank offered relief programs for customers affected by spring flooding in various regions of Canada and by wildfires in British Columbia. These programs allowed affected customers to defer loan payments and access locked-in funds.

### Our Corporate Structure

Manulife Bank of Canada (MBC or Manulife Bank) is a Schedule I federally chartered bank and a wholly owned subsidiary of The Manufacturers Life Insurance Company, which is a wholly owned subsidiary of Manulife Financial Corporation. Manulife Trust Company (Manulife Trust), a subsidiary of Manulife Bank, is a federally incorporated trust company licensed to operate as a trust company in Canada.

### Manulife Trust Company

Manulife Trust leverages the brand, technology, operational and customer service platforms and processes, products, distribution network and management expertise of Manulife Bank.

Manulife Trust offers simple deposit products that are available electronically, as well as fixed-term residential mortgages, available through Manulife Bank's nationwide network of retail lending specialists. Data provided for Manulife Bank includes Manulife Trust data.

### Complaint Handling

At Manulife Bank and its subsidiary Manulife Trust, we place a high value on complaint resolution and we are committed to responding to complaints promptly, accurately and with the utmost courtesy. The Manulife Bank Ombudsman Office provides our customers with accessible means with which to convey any complaints to us, and we employ our best effort to respond to and resolve them. All complaints and personal information collected by the Manulife Bank Ombudsman Office, whether written or verbal, are handled in a fair, timely, professional and confidential manner.

In 2017, the Manulife Bank Ombudsman Office received and addressed eight complaints. Of those, five were not escalated through our standard complaint-handling process, and were directed back to the appropriate business areas for resolution. The three remaining cases were dealt with by the Manulife Bank Ombudsman Office to the complainants' satisfaction. The average time taken to resolve these complaints was 47 days.

# Automated Banking Machines (ABMs) *Added and Removed in 2017*

Manulife Bank has 812 publicly accessible ABMs across Canada. In addition, Manulife Bank is a member of THE EXCHANGE® Network, one of Canada’s largest ABM networks. Our membership allows Manulife Bank customers to use any EXCHANGE ABM without being charged a convenience fee.

## ABMs Added by Manulife Bank in 2017

| Address                          | City                | Province |
|----------------------------------|---------------------|----------|
| 1264-68 Street SE                | Calgary             | Alberta* |
| 1207-12 Avenue SW                | Calgary             | Alberta* |
| 119 Herkimer Street              | Hamilton            | Ontario  |
| 1095, de la Visitation           | St-Charles-Borromée | Quebec   |
| 705, boulevard Jacques-Cartier N | Sherbrooke          | Quebec   |
| 900, boulevard de Maisonneuve O  | Montreal            | Quebec   |



\* These ABMs were removed and then reopened in the same location during 2017.

## ABMs Removed by Manulife Bank in 2017

| Address                      | City             | Province         |
|------------------------------|------------------|------------------|
| 1264-68 Street SE            | Calgary          | Alberta*         |
| 1207-12 Avenue SW            | Calgary          | Alberta*         |
| 8405-112 Street              | Edmonton         | Alberta          |
| 98 Macleod Avenue            | Spruce Grove     | Alberta          |
| 1695 Davie Street            | Vancouver        | British Columbia |
| Unit 900 801 Marine Drive    | North Vancouver  | British Columbia |
| 810 Selkirk Avenue           | Winnipeg         | Manitoba         |
| Munster Sideroad             | Munster          | Ontario          |
| 69 Ottawa Street             | Morrisburg       | Ontario          |
| Unit 26 1675 Tenth Line Road | Orleans          | Ontario          |
| 2670 Alta Vista Drive        | Ottawa           | Ontario          |
| 2547 Baseline Road           | Ottawa           | Ontario          |
| 324 Coleman Street           | Carleton Place   | Ontario          |
| 12 Raglan Street N           | Renfrew          | Ontario          |
| 172 Angeline Street N        | Lindsay          | Ontario          |
| 425 Mara Road                | Beaverton        | Ontario          |
| 7235 Bellshire Gate          | Mississauga      | Ontario          |
| 7828 Ninth Line              | Markham          | Ontario          |
| 393 Eglinton Avenue E        | Toronto          | Ontario          |
| 5 Woodstock Street           | Tavistock        | Ontario          |
| 6 King Street E              | Harrow           | Ontario          |
| 100 Oakville Avenue          | London           | Ontario          |
| 480 Cabana Road E            | Windsor          | Ontario          |
| 94 Notre Dame Street E       | Azilda           | Ontario          |
| 24 Marshall Avenue E         | North Bay        | Ontario          |
| 12 Second Line W             | Sault Ste. Marie | Ontario          |
| 1802 Victoria Avenue E       | Thunder Bay      | Ontario          |
| 987 Gordon Street            | Guelph           | Ontario          |
| 379 Montée Gagnon            | Bois-des-Filion  | Quebec           |

# Debt Financing *for Business*

Manulife Bank provides loans to businesses across Canada, helping to fuel their growth.

## Amount of Debt Financing Authorized in 2017

| (C\$ thousands)                                                                     | \$0–<br>\$24,999 | \$25,000–<br>\$99,999 | \$100,000–<br>\$249,999 | \$250,000–<br>\$499,999 | \$500,000–<br>\$999,999 | \$1,000,000–<br>\$4,999,999 | \$5,000,000<br>and greater | Total             |
|-------------------------------------------------------------------------------------|------------------|-----------------------|-------------------------|-------------------------|-------------------------|-----------------------------|----------------------------|-------------------|
| British Columbia                                                                    | \$ 47            | \$ 367                | \$ 705                  | \$ 1,145                | \$ 1,250                | \$ 5,844                    | \$ –                       | \$ 9,358          |
| Alberta                                                                             | 36               | 174                   | 630                     | 1,183                   | 500                     | 2,973                       | –                          | 5,496             |
| Saskatchewan and Manitoba*                                                          | –                | 125                   | 364                     | 676                     | 1,660                   | 1,246                       | –                          | 4,071             |
| Ontario                                                                             | 137              | 744                   | 2,940                   | 5,553                   | 10,617                  | 79,350                      | 17,196                     | 116,537           |
| Quebec                                                                              | 159              | 664                   | 750                     | 2,735                   | 3,121                   | 7,921                       | –                          | 15,350            |
| Nova Scotia, New Brunswick, Prince Edward Island,<br>and Newfoundland and Labrador* | –                | 273                   | 569                     | 1,287                   | 2,423                   | 9,223                       | –                          | 13,775            |
| <b>Total</b>                                                                        | <b>\$ 379</b>    | <b>\$ 2,347</b>       | <b>\$ 5,958</b>         | <b>\$ 12,579</b>        | <b>\$ 19,571</b>        | <b>\$ 106,557</b>           | <b>\$ 17,196</b>           | <b>\$ 164,587</b> |

\* Data for certain provinces has been consolidated to protect the privacy of individual borrowers who might otherwise be identifiable.  
Note: Yukon, Northwest Territories and Nunavut have been excluded from the table above, as the amount of debt financing authorized in 2017 in these jurisdictions was nil.

## Number of Customers for Whom Debt Financing Was Authorized in 2017

|                                                                                     | \$0–<br>\$24,999 | \$25,000–<br>\$99,999 | \$100,000–<br>\$249,999 | \$250,000–<br>\$499,999 | \$500,000–<br>\$999,999 | \$1,000,000–<br>\$4,999,999 | \$5,000,000<br>and greater | Total      |
|-------------------------------------------------------------------------------------|------------------|-----------------------|-------------------------|-------------------------|-------------------------|-----------------------------|----------------------------|------------|
| British Columbia                                                                    | 3                | 9                     | 7                       | 3                       | 2                       | 4                           | –                          | 28         |
| Alberta                                                                             | 2                | 3                     | 4                       | 3                       | 1                       | 2                           | –                          | 15         |
| Saskatchewan and Manitoba*                                                          | –                | 2                     | 2                       | 2                       | 3                       | 1                           | –                          | 10         |
| Ontario                                                                             | 9                | 14                    | 20                      | 14                      | 16                      | 35                          | 2                          | 110        |
| Quebec                                                                              | 13               | 13                    | 7                       | 8                       | 5                       | 3                           | –                          | 49         |
| Nova Scotia, New Brunswick, Prince Edward Island,<br>and Newfoundland and Labrador* | –                | 4                     | 4                       | 3                       | 4                       | 5                           | –                          | 20         |
| <b>Total</b>                                                                        | <b>27</b>        | <b>45</b>             | <b>44</b>               | <b>33</b>               | <b>31</b>               | <b>50</b>                   | <b>2</b>                   | <b>232</b> |

\* Data for certain provinces has been consolidated to protect the privacy of individual borrowers who might otherwise be identifiable.  
Note: Yukon, Northwest Territories and Nunavut have been excluded from the table above, as the amount of debt financing authorized in 2017 in these jurisdictions was nil.

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# Taxes

The tables below outline tax expenses for Manulife Bank and Manulife Trust, including amounts paid or payable to federal and provincial governments.

## Manulife Bank

| Provinces and Territories        | Capital Taxes       | Income Taxes         | Total Taxes          |
|----------------------------------|---------------------|----------------------|----------------------|
| British Columbia                 | \$ –                | \$ –                 | \$ –                 |
| Alberta                          | –                   | –                    | –                    |
| Saskatchewan                     | –                   | –                    | –                    |
| Manitoba                         | –                   | –                    | –                    |
| Ontario                          | –                   | 9,403,604            | 9,403,604            |
| Quebec                           | –                   | –                    | –                    |
| New Brunswick                    | –                   | –                    | –                    |
| Nova Scotia                      | 2,420,130           | 596,438              | 3,016,568            |
| Prince Edward Island             | –                   | –                    | –                    |
| Newfoundland and Labrador        | –                   | –                    | –                    |
| Yukon                            | –                   | –                    | –                    |
| Nunavut                          | –                   | –                    | –                    |
| Northwest Territories            | –                   | –                    | –                    |
| <b>Provinces and territories</b> | <b>\$ 2,420,130</b> | <b>\$ 10,000,042</b> | <b>\$ 12,420,172</b> |
| <b>Federal</b>                   | <b>–</b>            | <b>12,824,732</b>    | <b>12,824,732</b>    |
| <b>Total taxes</b>               | <b>\$ 2,420,130</b> | <b>\$ 22,824,774</b> | <b>\$ 25,244,904</b> |

## Manulife Trust

| Provinces and Territories        | Capital Taxes     | Income Taxes        | Total Taxes         |
|----------------------------------|-------------------|---------------------|---------------------|
| British Columbia                 | \$ –              | \$ –                | \$ –                |
| Alberta                          | –                 | –                   | –                   |
| Saskatchewan                     | –                 | –                   | –                   |
| Manitoba                         | –                 | –                   | –                   |
| Ontario                          | –                 | 775,551             | 775,551             |
| Quebec                           | –                 | –                   | –                   |
| New Brunswick                    | –                 | –                   | –                   |
| Nova Scotia                      | 169,639           | 15,342              | 184,981             |
| Prince Edward Island             | –                 | –                   | –                   |
| Newfoundland and Labrador        | –                 | –                   | –                   |
| Yukon                            | –                 | –                   | –                   |
| Nunavut                          | –                 | –                   | –                   |
| Northwest Territories            | –                 | –                   | –                   |
| <b>Provinces and territories</b> | <b>\$ 169,639</b> | <b>\$ 790,893</b>   | <b>\$ 960,532</b>   |
| <b>Federal</b>                   | <b>–</b>          | <b>1,025,971</b>    | <b>1,025,971</b>    |
| <b>Total taxes</b>               | <b>\$ 169,639</b> | <b>\$ 1,816,864</b> | <b>\$ 1,986,503</b> |

# Employees

## Manulife Bank Workforce Data in Canada by Employment Type

| Province                  | Employment Type |           | Total      |
|---------------------------|-----------------|-----------|------------|
|                           | Full-Time       | Part-Time |            |
| British Columbia          | 33              | –         | 33         |
| Alberta                   | 16              | –         | 16         |
| Saskatchewan              | 4               | –         | 4          |
| Manitoba                  | 6               | –         | 6          |
| Ontario                   | 528             | 15        | 543        |
| Quebec                    | 63              | –         | 63         |
| New Brunswick             | 5               | –         | 5          |
| Nova Scotia               | 196             | 17        | 213        |
| Newfoundland and Labrador | 2               | –         | 2          |
| <b>Total</b>              | <b>853</b>      | <b>32</b> | <b>885</b> |

Note: Includes active regular/temporary employees, contractors and employees on paid leave. Due to the large number of employees working from home, this data is based on the employee’s province of residence rather than office location.



2017 marked the 20th year of the Manulife Dragon Boat Festival, held in Halifax, Canada. The event has raised more than \$2.3 million for the Nova Scotia Amateur Sport Fund, which works to increase participation in sports by supporting community-based programs across the province of Nova Scotia.

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# Declarations

This 2017 Corporate Citizenship Report and Public Accountability Statement is published by, and in respect of, Manulife Financial Corporation, The Manufacturers Life Insurance Company and the following prescribed affiliates:

- First North American Insurance Company
- Manulife Asset Management Limited
- Manulife Securities Incorporated
- Manulife Securities Investment Services Inc.
- Manulife Asset Management (North America) Limited
- Manulife Securities Insurance Inc.
- Manulife Asset Management Investments Inc.
- Manulife Assurance Company of Canada

The 2017 Manulife Bank Public Accountability Statement is published by, and in respect of, Manulife Bank and its prescribed affiliate, Manulife Trust Company.

## About This Statement

All dollar amounts in this statement are in Canadian dollars, unless stated otherwise. Manulife Financial Corporation and its subsidiaries, including The Manufacturers Life Insurance Company, are referred to herein as “Manulife”. This Corporate Citizenship Report and Public Accountability Statement is published for the financial year ended December 31, 2017 and all facts and figures are as of December 31, 2017, unless stated otherwise.

## Electronic Documents

A number of shareholder documents are available electronically. For details about electronic document delivery or more information about other e-services, please contact our local stock transfer agents listed in the 2017 Annual Report. Manulife’s Annual Report is available online at [manulife.com](http://manulife.com). Manulife’s 2017 Corporate Citizenship Report and Public Accountability Statement is also available to view and download from our website at [manulife.com/pas](http://manulife.com/pas).

## Donations and Sponsorships

All requests for charitable donations or sponsorships should be submitted using our online application process at [manulife.com/corporate-citizenship](http://manulife.com/corporate-citizenship). Here, you will find information about Manulife’s philanthropic partners and initiatives, as well as guidelines and criteria that determine eligibility for receiving corporate support.

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Manulife is proud to be the title sponsor of the 2018 [Ride for Heart](#) in support of life-saving research to combat heart disease and stroke. The Manulife Ride for Heart is a unique opportunity to ride, walk or run along Toronto's ravines and elevated roadways, which are closed to traffic for the events.

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About Manulife

Manulife Financial Corporation is a leading international financial services group that helps people make their decisions easier and lives better. We operate primarily as John Hancock in the United States and Manulife elsewhere. We provide financial advice, insurance, as well as wealth and asset management solutions for individuals, groups and institutions. At the end of 2017, we had approximately 34,000 employees, 73,000 agents, and thousands of distribution partners, serving more than 26 million customers. As of December 31, 2017, we had over \$1.04 trillion (US\$829.4 billion) in assets under management and administration, and in the previous 12 months we made \$26.7 billion in payments to our customers. Our principal operations are in Asia, Canada and the United States where we have served customers for more than 100 years. With our global headquarters in Toronto, Canada, we trade as 'MFC' on the Toronto, New York, and the Philippine stock exchanges and under '945' in Hong Kong.

Ways to Contact Us

[manulife.com](http://manulife.com)

[johnhancock.com](http://johnhancock.com)



Manulife

Attention: Corporate Citizenship  
200 Bloor Street East  
Toronto, Ontario, Canada  
M4W 1E5

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May 2018

