

**Manulife Financial Plans
Board of Directors
Skills and Diversity Matrix**

Directors						
A	B	C	D	E	F	G
Age and Gender						
65 M	64 F	63 F	56 M	40 F	47 M	43 M
Insurance <i>Oversight, advisory or operational experience in Insurance.</i>						
✓	✓	✓	✓	✓	✓	✓
Finance/Accounting <i>Knowledge/experience with financial accounting and reporting, corporate finance, familiarity with internal financial/accounting controls.</i>						
		✓	✓		✓	
Risk Management <i>Knowledge/experience with risk management practices, internal risk controls, risk assessments, reporting.</i>						
	✓	✓	✓		✓	✓
Digital/Technology Operations <i>Knowledge/experience relating to digital technology, including digital marketing, social media, and experience transforming businesses by using technology to become a digital, customer leader.</i>						
✓			✓	✓		✓
Government Relations/Regulatory <i>Experience with governmental agencies and knowledge of the regulatory environment in which the company operates.</i>						
	✓	✓				
Executive Leadership/Board Experience <i>Experience as a senior executive/officer/director of a medium or large organization.</i>						
✓	✓	✓	✓	✓	✓	✓