



# Community commitment. Unchanged vision.



Together we'll go far





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## On the cover:

(clockwise from the upper left): Regional President, Stan Kelly teaches a *Hands on Banking* class in Winston-Salem, North Carolina; Kimberly Kam, Tim Sandel, Lynn Nguyen and Virginia DePaola at a Special Olympics event in Orange County, California; Donna Mattocks and Tyler Kleckner riding the Wells Fargo stagecoach at a Raleigh, North Carolina Wachovia conversion celebration; Mike Imber and Kashi Yoshikawa at a Seattle Wells Fargo Green Team clean-up; team members in Minneapolis build a Habitat for Humanity home; and team members Jamie Yu and Huan Gao at a Habitat for Humanity build in Shanghai, China.

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## Forward-looking statements

This CSR Report contains forward looking statements about our future activities and expectations using words such as “intend,” “expect,” “can,” “will,” “looking ahead,” “believe,” or similar expressions. These forward looking statements are based on management’s current expectations at the time the report was published. We do not plan to update those statements to reflect changes or events that occur after that date. Our activities and results may differ materially from those included in these statements because of a variety of factors. Please refer to Wells Fargo’s periodic reports filed with the Securities and Exchange Commission for information about factors that could cause our actual activities or results to differ materially from expectations.



## About this report

This report provides an overview of Wells Fargo's Corporate Social Responsibility (CSR) programs, activities, and the future commitments we've identified as most material to our business as well as to our key stakeholders. Our report's content and structure are based on our CSR strategy developed in 2009, which is focused on five strategic areas: ethical business practices; product and service responsibility; team member engagement; environmental stewardship; and community investment.

In compiling this report, we have been guided by the Global Reporting Initiative (GRI) G3.1 Sustainability Reporting Guidelines as well as its Financial Services Sector Supplement. We provide additional GRI-related information through our annual submissions to the Carbon Disclosure Project and our 2011 Environmental Progress Report. Our CSR Report should be reviewed as a companion to the **2011 Wells Fargo & Company Annual Report** and **2011 Proxy Statement**, where we provide additional facts, figures, and analysis of our business.

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### Report scope

This report covers 2011 data and activities for Wells Fargo & Company's U.S. operations in the areas that represent the majority of our economic, environmental and social impacts, unless otherwise noted. Some anecdotal information about our international operations is included. We are exploring ways to expand the scope of our reporting to encompass performance data for our global operations and plan to include it in future reports. Financial data are presented in U.S. dollars.

We are currently publishing a full CSR Report biennially. Our previous report was an interim report covering 2010, published in August 2011. Our last full report — covering the GRI and including 2009 data and activities — was published in December 2010. All of our previous reports can be found at [www.wellsfargo.com](http://www.wellsfargo.com).

### Company profile

Wells Fargo & Company (NYSE: WFC) is a nationwide, diversified, community-based financial services company with \$1.3 trillion in assets. Founded in 1852 and headquartered in San Francisco, Wells Fargo provides banking, insurance, investments, mortgage, and consumer and commercial finance through more than 9,000 stores, 12,000 ATMs, the Internet ([wellsfargo.com](http://wellsfargo.com)), and other distribution channels across North America and internationally. With more than 270,000 team members, Wells Fargo serves one in three households in America. Wells Fargo & Company was ranked No. 23 on *Fortune's* 2011 rankings of America's largest corporations. Wells Fargo's vision is to satisfy all our customers' financial needs and help them succeed financially.

## 9,000

stores nationwide. Wells Fargo provides banking, insurance, investments, mortgage, and consumer and commercial finance

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## 12,000

ATMs, the Internet ([wellsfargo.com](http://wellsfargo.com)), and other distribution channels across North America and internationally

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## 270,000

team members, Wells Fargo serves one in three households in America.

## Our commitment to corporate citizenship

“At Wells Fargo, we are a bank that works hard to help our customers and communities succeed.”



A handwritten signature in black ink that reads "John G. Stumpf".

**John G. Stumpf**  
Chairman, President and  
Chief Executive Officer  
Wells Fargo & Company

At Wells Fargo, we are a bank that works hard to help our customers and communities succeed. When they succeed, so do we. We have demonstrated that belief throughout our 160-year history of providing for our customers, employing a strong and diverse workforce, and helping our communities find solutions to social, economic, and environmental issues.

As an organization, we've certainly changed over the past 160 years, but our commitment to social responsibility and corporate citizenship has not faltered; in fact, it's only strengthened. It is part of our [Vision & Values](#), and it's how we do business every day.

In this report you will read about some of our accomplishments in 2011, and learn how we have helped our communities and customers respond to the most severe economic challenges our country has experienced in most of our lifetimes. You'll find stories and examples that highlight our work as a socially responsible company, and we'll also describe our challenges and our commitment to improve in areas where we think we can do better.

You'll read about how our company continues to create affordable housing, and learn how many customers we've helped through our Home Preservation Workshops. You'll read about the generosity of our team members who donated their time, talent, and their own funds to support the communities they call home. You'll read about how the \$213.5 million we contributed as a corporation to nonprofit partners provided disaster-relief support, enhanced access to education, and helped our low- and moderate-income communities thrive. You'll find details about our commitment to lending and how we're doing our part to keep storefronts open on Main Street. And you'll see that our commitment to sustainability has continued to strengthen through our environmental lending and through the adjustments we're making in our own operation models.

It's nearly impossible to measure the full impact of these programs and efforts, but we know these contributions make a real, long-lasting difference in people's lives and in the communities we serve, especially at a time when real help is needed.

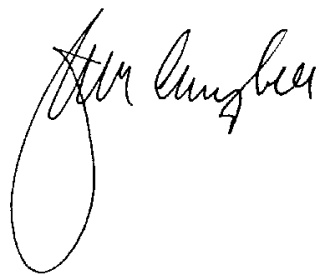
While the economy is improving, the pace of recovery is slower than we'd like. We hear first-hand in conversations with our customers about the personal hurt they've experienced. We've seen the mounting frustration in long lines at job fairs and in public forums and demonstrations. We recognize there is a continued increase in social concerns and are listening to protesters as they raise these concerns. And we know about the struggles of small business owners across the nation who are trying to keep their doors open.

All of these expressions remind us of the hard work we have ahead of us to rekindle economic development, rebuild a nationwide feeling of confidence, and maintain our commitment to the health, vitality, and sustainability of our communities. At Wells Fargo, we will continue to listen and find innovative ways to do our part, and to be a part of community-based solutions across our country and around the globe.

As we mark our company's 160th anniversary in 2012, I'm confident we have the right people and programs in place to support and create economic growth and to improve the quality of life in our communities around the world. We accept the responsibility with pride, a dash of humility, and lots of energy. We couldn't do this work without our community partners, stakeholders, and suppliers who have partnered with us, supported us, and occasionally asked us tough questions. Thanks to them, we've been able to accomplish more than we could have accomplished alone, and with them we can do even more.



## At the heart of our strategy is listening



**Jon R. Campbell**  
Executive Vice President  
Social Responsibility Group

Three years ago, we formed the Social Responsibility Group at Wells Fargo to bring a sharper focus to finding solutions to the social, economic, and environmental issues faced in the communities we serve.

Through the hard work and dedication of this group, as well as the work of leaders and teams across Wells Fargo, the company has increased its long-standing commitments to transparency, accountability, and corporate responsibility, and it's taken concrete steps to address a variety of important issues. This commitment to corporate social responsibility is more than just an initiative or campaign; it is, and has been, a part of who we are and the way we have done business for the past 160 years.

At a time when employment opportunities, safe and affordable housing, good schools, support for small businesses, health care, and other public services have been less attainable for many, our focus on this work has never been more critical. We understand Americans are demanding more from their financial institutions, and our stakeholders want to see tangible actions that demonstrate our commitment to being a part of our nation's economic recovery. As one of the nation's — and the world's — largest financial institutions, we know the decisions we make have a significant impact on people's lives, our communities, and our planet.

As Wells Fargo's international presence grows, so do the expectations of stakeholders across the globe. These heightened expectations present us with a complex set of challenges and opportunities that we have begun to address through the same collaborative approach we have taken with communities across the U.S.

At the heart of our strategy is listening. For 160 years we have listened to our customers, stakeholders, and community leaders to better understand their concerns and find workable solutions that meet their needs. We also listen to and cooperate with public officials and regulators to make sure we abide by governing public policies and regulatory reforms.

Our initiatives during 2011 included everything from foreclosure prevention and education to disaster relief, with progress being made in many critical areas:

- In 2011, two new board members were elected: Federico Peña, former secretary of Transportation and secretary of Energy for President Bill Clinton, and former mayor of Denver; and Elaine Chao, former secretary of Labor for President George W. Bush.
- We expanded the scope of our committee focused on reviewing and evaluating the Dodd-Frank Wall Street Reform and Consumer Protection Act to monitor and ensure we are offering responsible financial solutions across all of our consumer products, advice and services that truly meet the needs of all communities. Our new Consumer Council, made up of senior business leaders, provides recommendations and guidance to our five major businesses in the areas of product origination, servicing, credit policy and guidelines, and consumer advocacy.

“Three years ago, we formed the Social Responsibility Group at Wells Fargo to bring a sharper focus to finding solutions to the social, economic, and environmental issues faced in the communities we serve.”

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- We welcomed our new head of diversity and inclusion, Jimmie Paschall, who comes to us from Marriott International, a diversity leader in the hospitality industry. Jimmie possesses the change management and transformational leadership skills required to help evolve our thinking and move our organization toward alignment and integrated accountability and ownership, which is required for sustainable diversity and inclusion.
- Wells Fargo provided more than \$2.8 billion in finance to support environmentally beneficial business opportunities in 2011, with more than \$1.5 billion in loans to Leadership in Energy and Environmental Design (LEED®)-certified commercial buildings and community development projects.
- Our team members delivered financial education lessons to 111,975 individuals and families using our *Hands on Banking*® program during the American Bankers Association’s Teach Children to Save and Get Smart About Credit campaigns, an 87% increase over 2010.

I am also pleased to share with you that through the work of the Social Responsibility Group, we have developed and are publishing our first set of [strategic goal statements](#) in

this year’s report. These goals are built on baseline data related to our five strategic focus areas first published in our 2009 report. The goals allow us to track our progress and continuously improve in areas that help guide our company toward long-term sustainable growth, while enabling us to contribute positively to the well being of our environment and the vitality of our communities.

While we are proud of our progress, there is much more for us to learn and accomplish. I’m optimistic that our team members will continue to commit their ideas and passion to making a difference. We also are counting on our community stakeholders to help us better understand the needs and aspirations of the people we serve and the places where we live and work. That includes frank, constructive conversations about what is working and what we need to work on.

To that end, please visit our website for more information and send questions or comments about important issues that matter to you to [SocialResponsibility@wellsfargo.com](mailto:SocialResponsibility@wellsfargo.com). We’re eager to hear what you think.



# Social responsibility at Wells Fargo

We work in partnership with local leaders to help find solutions to social, economic and environmental issues in communities where we work, live, and do business. We’ve been doing so for 160 years community by community.



## Our social responsibility approach

A community-based approach to economic development, community vitality and environmental sustainability is a long-standing Wells Fargo tradition. We believe it’s important to invest in local nonprofits that support causes our team members, customers, and communities care about. As one of America’s largest corporations, it’s equally important for us to focus on issues that significantly impact our nation as a whole.

Wells Fargo’s CSR efforts are focused in five strategic areas: ethical business practices, product and service responsibility, team member engagement, environmental stewardship, and community investment. These areas form the foundation of our CSR strategy, and are brought to life through stakeholder engagement.

## Stakeholder engagement

Today we live in a stakeholder and not just a shareholder world. Stakeholder expectations are higher than ever before. That’s why stakeholder engagement continues to be an integral part of our business strategy.

We have ongoing conversations with thousands of internal and external stakeholders including our team members, customers, community leaders, elected officials, regulators, non-governmental organizations, and investors. We conduct annual team member surveys and host quarterly town hall meetings with our CEO. Our Enterprise Stakeholder Council, which includes senior executives across the company, coordinates our dialog and nurtures our relationships with a broad range of internal and external stakeholder groups.

48

48 market reputation committees across the country to better understand community concerns and coordinate community outreach



**Janet Murguía,**  
President and CEO of the  
National Council of La Raza  
(NCLR)

Ms. Murguía delivered a keynote address to Wells Fargo’s top 500 leaders during the first One Wells Fargo conference hosted by Chairman and CEO John Stumpf in the fall of 2011. As the leader of the largest and most influential national Hispanic civil rights and advocacy organization in the U.S., Ms. Murguía shared her personal journey as a Latina born of immigrant parents and raised in Kansas City, Missouri with three brothers and three sisters. She also provided perspectives on current issues in the Latino community and NCLR’s mission to expand opportunities in areas such as housing, education, wealth-building, health and immigration. Ms. Murguía recognized our strong national partnership and collaboration with NCLR and its affiliates, which is helping deliver resources, financial education and access to services necessary to build and maintain strong communities for Latino families and for all people.

In 2011, we began a formal stakeholder outreach effort working with Ceres, a nonprofit that leads a national coalition of investors, environmental organizations, and public interest groups to help companies address sustainability challenges. The goal across all of these outreach activities is to listen more than we speak and to take action based on the feedback we receive. We learn from these frank dialogs, which helps us develop new policies, create and deliver new products, and develop new approaches to serving our customers and communities. We heard from our customers and stakeholders when testing a proposed debit card activity fee of \$3 a month. As a result of those conversations, and as part of our commitment to helping our customers succeed financially, we discontinued the limited test. We may not be able to agree to everything our stakeholders ask, but we’re always willing to have conversations and to listen.

Goals

Focus area	Goal	Target date
Ethical business practices	Develop a human rights statement.	YE 2013
	Enhance our ethical and sustainable supply chain practices, integrating social responsibility factors while deploying a new Supplier Code of Conduct.	YE 2012
Product and service responsibility	Lend \$35 billion to borrowers in 10 to 15 cities challenged with foreclosures. <i>Special focus will be given to reducing the supply of foreclosed homes through efforts such as affordable home tours, as well as responsibly providing assistance to credit-worthy borrowers who can afford to sustain homeownership.</i>	YE 2016
	Provide more than \$2 billion in principal forgiveness to help financially challenged borrowers in unique markets who live in a home worth less than what is owed on their Wells Fargo-owned loan. <i>This is in addition to the industry-leading \$5 billion<sup>1</sup> in principal forgiveness Wells Fargo already has extended since January 2009, for a total of \$7 billion.</i>	YE 2014
Team member engagement	Increase focus on measuring forward progress in supplier diversity spend, market impact, diverse representation, and diversity and inclusion advocacy activities at the operating committee level.	Ongoing
	Team members will have volunteered a total of 6 million hours.	YE 2014
Environmental stewardship	Provide more than \$30 billion in finance to environmentally beneficial business opportunities.	YE 2020
	Enhance our Environmental Management System (EMS) and strategy to comprehensively track, measure, and reduce our environmental footprint.	Ongoing
	Reduce our total greenhouse emissions by 35%.	YE 2020
Community investment	Invest and lend \$15 billion in community development projects.	YE 2016
	Deliver financial education to 300,000 people.	YE 2014
	Spend \$1 billion annually with diverse-owned business enterprises.	YE 2013
	Overall corporate giving will total \$750 million.	YE 2017

<sup>1</sup> Includes \$4.1 billion in principal forgiveness and \$0.9 billion in forgiveness borrowers can earn through on-time payments over three years.

## Ethical business practices

For 160 years, our customers have trusted us with their financial assets. To honor that trust, we hold ourselves to the highest ethical standards. We regularly monitor and refine our business practices and risk management structure to ensure there are appropriate controls in place to reduce risks to our customers and communities and ensure all team members are performing honestly and with integrity. When we make mistakes, we take responsibility for them and work to make things right.

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### Code of Ethics

We regularly update the [Wells Fargo Code of Ethics and Business Conduct](#) to reflect changes in business and regulatory environments. For example, we recently added guidance for our team members related to participating in activities outside the company, serving on nonprofit boards, and making personal gifts between team members. We added guidance on compliance with the Foreign Corrupt Practices Act and the recently enacted United Kingdom Bribery Act. We also revised our Code of Ethics to reclassify secondary employment as a real estate broker or agent as “prohibited” (it had previously been classified as “discouraged”) because many more team members now hold real estate licenses and we need to provide clear guidance on how these licenses can be used.

Wells Fargo is committed to serving our customers, team members, vendors, investors, and our communities with integrity and professionalism. We demonstrate this commitment by adhering to all applicable laws, rules, and regulations. All Wells Fargo team members are required to comply with the Code of Ethics and Business Conduct, and complete annual training to certify their understanding of it. The Code helps assure that all team members behave responsibly, morally, and ethically, and in 2011, 99.9% of team members completed the Code of Ethics training, logging more than 200,000 hours. We also provide all team members with a

dedicated phone number which enables them to reach a live representative, 24-hours a day, seven days a week, if they have concerns about possible violations to our Code of Ethics.

In September 2011, Jay Welker, president of Wells Fargo’s Wealth Management team, was appointed chair of the Ethics Committee, succeeding Cara Heiden, co-president of Wells Fargo Home Mortgage, who retired. Jay will serve a three-year term. The Ethics Committee is responsible for administering and interpreting the Code, as well as approving its content.

### Business policies and practices

We regularly review and update our business policies and practices to ensure their alignment with our commitments and all regulatory requirements. Our Regulatory Change Management Office, originally formed in December 2010, continues to facilitate, coordinate, and provide oversight for Wells Fargo’s regulatory reform efforts, from rulemaking through implementation. Supported by the collaborative work of Wells Fargo’s legal department, Government Relations department, and business groups, the Regulatory Change Management Office helps ensure that Wells Fargo is prepared to meet the requirements of the Dodd-Frank Act and other regulatory reform efforts.

**99.9%**

of team members completed the Code of Ethics training in 2011.

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CEO John Stumpf speaks at a Home Preservation Workshop in Oakland, California.

We have a dual control structure, in keeping with our longstanding commitment to responsible risk management. The business units manage their risk directly, with independent corporate oversight provided by our enterprise risk team. In 2011, our chief risk officer reorganized the corporate oversight role to focus on Wells Fargo's three key risk areas: credit risk, operational risk and market risk. In addition, we've enhanced our efforts to articulate and document our risk management practices and approach to risk mitigation.

Our Supply Chain Management practices focus on providing sourcing life cycle solutions that enable sustainable expense reductions, streamline processes, and reduce vendor risk while partnering with the businesses to support business and enterprise objectives. In 2012, we plan to enhance our ethical and sustainable supply chain practices, integrating social responsibility factors while deploying a new Supplier Code of Conduct.

As a company with more than 270,000 team members in the U.S. and internationally, 70 million customers, and thousands of community partnerships and vendor relationships, we recognize the fundamental importance of respecting the basic human rights of all people. We're focused on ensuring that all of our human resources

policies and external interactions are conducted in a way that is respectful of these human rights. This has always been an integral part of our business strategy, and we're currently focused on ways to ensure our policies reflect these practices. We plan to develop a formal human rights statement by 2013.

In 2011, we implemented a policy for effective communication with individuals with disabilities and created detailed supporting procedures in accordance with our settlement agreement with the Department of Justice, resolving complaints alleging violation of Title III of the Americans with Disabilities Act (ADA). The agreement does not include admission of any violation of Title III of the ADA or any other law. In addition, we expanded training for our team members in call centers and stores, hired a company-wide ADA Coordinator, and are tracking our ADA-related complaints.

We have taken additional steps to help stop financial abuse. All team members are required to report any type of suspicious activity that could be elder or dependent adult financial abuse. Reporting is for customers and non-customers alike, and addresses theft, fraud, forgery, undue influence and extortion. Wells Fargo has instituted this policy company-wide, even though it's not required by all states. In 2011, team members made approximately 9,936 reports of suspected abuse.

We regularly update all of our training courses, and in 2011 we added a number of topic-specific risk- and compliance-related courses, such as new training about compliance with the ADA.

### Managing environmental and social risks

Wells Fargo’s greatest environmental and social impact may result from the activities of customers we support. We also view environmental and social risks as important factors in the long-term financial success of our customers. Our comprehensive approach to addressing these concerns helps us deepen our customer relationships and promote responsible ways of doing business.

We seek relationships in all industries with companies who manage their business in a responsible manner with respect to environmental protection, community engagement, and safety. To manage risks associated with industries we’ve identified as sensitive, we set our own [Environmentally Responsible Lending](#) principles, including a credit approval process requiring input from our Environmental Affairs group and an enhanced due diligence process. Our approach is regularly communicated to trainees in our Wholesale Banking Credit Training Management Program. In addition, the required procedures for lending in selective industries are integrated into the credit approval process. We have limited involvement with companies engaged in mountaintop removal mining and we conduct an ongoing portfolio review of our relationships with companies in sensitive sectors. Our

commitment to industry best practices is reflected in our support of external organizations. We’ve adopted the climate change guidelines for advisers and lenders to power companies in the U.S., and we support the Equator Principles, which apply to a specific type of financing known as “project finance.”<sup>1</sup>

### Corporate governance

Our board of directors, which oversees Wells Fargo’s risk management practices, includes executives with diverse backgrounds in various industries and professions. Of our 15 board members for 2011, 31% were women; 13% were Asian; 6% were African American; and 6% were Hispanic or Latino. In 2011, two new board members were elected: Federico Peña, former secretary of Transportation and secretary of Energy for President Bill Clinton, and the former mayor of Denver; and Elaine Chao, former secretary of Labor for President George W. Bush. With the exception of CEO John Stumpf, all directors are independent under the rules of the company and New York Stock Exchange.

Our board’s Corporate Responsibility Committee, which meets at least three times a year, oversees our policies, programs, and strategies regarding CSR-related issues. These include our community development and reinvestment activities and performance; fair and responsible lending; government relations; support of charitable organizations; and environmental issues. Judith M. Runstad, Wells Fargo board director since 1998, chairs the Corporate Responsibility Committee with five additional directors.

### Environmentally responsible lending activities

	2008	2009	2010	2011
Number of projects financed requiring application of the Equator Principles <sup>1</sup>	0	0	0	0
Number of transactions requiring application of the Carbon Principles	0	0	1	0
Percentage of applicable transactions reviewed through enhanced due diligence process	n/a	n/a	Not tracked	100%

<sup>1</sup> Wells Fargo is an associate member of the Equator Principles and does not currently provide the type of financing that would require application of the Equator Principles.





**Judith M. Runstad**  
Wells Fargo Board of Directors since 1998, currently chairs the Corporate Responsibility Committee.

New compensation rules from the Federal Reserve have led us to take steps to strengthen our compensation practices for risk and to increase the transparency of our communications. Our annual Proxy Statements include detailed disclosures about how the compensation for our CEO, executives, and senior managers relates to our organization's overall performance. Shareholders had the opportunity to cast an advisory vote to approve our executive officer compensation for the third time and approved the shareholders' "say-on-pay" proposal (by 96%) once again in 2011. In addition, our board recommended, and shareholders approved, a proposal to hold an advisory vote on compensation annually.

More information about corporate governance at Wells Fargo is contained in our [2011 Proxy Statement](#) and at [wellsfargo.com/about/corporate/corporate\\_governance](http://wellsfargo.com/about/corporate/corporate_governance).

## Lobbying and political contributions

Wells Fargo's public policy advocacy activities are managed by the Government Relations department, part of the company's Chief Administrative Office. Staffed by experienced professionals, the department is responsible for ensuring that lobbying and advocacy activities are consistent with the company's [Vision & Values](#) and advance the company's reputational goals.

Our employee Political Action Committees (PACs), funded entirely through voluntary contributions by team members, contribute to candidates for local, state, and federal offices. Decisions about which candidates to support are made by PAC boards, which are composed of senior business leaders and advised by Government Relations staff. Wells Fargo policy prohibits the use of company money for any candidate funds, including candidate campaign committees, political parties, caucuses, or independent expenditure committees. During the 2011 election cycle, Wells Fargo PACs contributed \$644,116 to candidates.

Wells Fargo was recognized for its political transparency policies by the Center for Political Accountability and the Wharton School of Business, which ranked us ninth among the S&P 100 companies. The study looked at seven key measures, including disclosure, oversight, and restrictions on the use of company funds.

More information about our government relations activity may be found at [wellsfargo.com/about/csr/governmentrelations](http://wellsfargo.com/about/csr/governmentrelations).

## Our seven board committees oversee the following:

1. **Audit and examination.** Integrity of financial reporting, internal controls and operational risk, legal and regulatory compliance.
2. **Credit.** Credit portfolio and credit-related policies.
3. **Finance.** Financial management planning and risks.
4. **Governance and nominating.** Corporate governance and board membership.
5. **Human resources.** Compensation for named executive officers, CEO performance evaluation, diversity, and succession planning.
6. **Risk.** Oversight of enterprise risk-management framework.
7. **Corporate responsibility.** Policies and practices related to corporate social responsibility, including community development and reinvestment; fair and responsible lending; government relations; support of charitable organizations; and environmental issues.



## Product and service responsibility

We believe the success of Wells Fargo is the outcome of the responsible financial advice, products, and solutions we provide to meet the financial needs of our customers. We make every decision, and design every product and service, with our customers in mind. If it's not good for our customers, then it's not good for Wells Fargo. We work hard to ensure all our products and services align with our [Vision & Values](#); meet or exceed all laws and regulations governing our industry; and are guided by our [Code of Ethics and Business Conduct](#) and our [Responsible Lending and Servicing Principles](#).

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### Helping customers with checking and savings accounts

To help consumers increase their savings and save easily and automatically, we expanded Wells Fargo's [Way2Save](#)® Savings account, previously a Wachovia product, to customers coast-to-coast. Customers can use this service to set up automatic monthly transfers of \$25 or more from their checking account to their savings account. They can also use the [Save As You Go](#)® feature to transfer \$1 from their checking account to their [Way2Save](#) Savings account for each eligible debit card purchase, online bill payment and automated clearinghouse transaction.

We enhanced Rapid Alerts, a free service that sends a text message to a customer's mobile phone or email when a credit card is used. It now allows joint accountholders to choose individually the kinds of transactions for which they wish to receive alerts, such as transactions that exceed a specified dollar amount. Wells Fargo Online customers can use account alerts to monitor and manage their checking and savings accounts, credit cards, bill payments, loans and more.

We helped customers protect their assets and decrease their risk of identity fraud with our Enhanced Identity Theft Protection, which

includes up to \$10,000 in identity theft protection insurance, a personal credit report, regular triple-bureau credit updates, and ongoing credit monitoring. We also educated consumers about how to protect themselves from fraud and identity theft at our [Fraud Information Center](#). According to a 2011 industry-wide study conducted by Wells Fargo in partnership with Javelin Strategy & Research, the number of reported identity fraud incidents in 2010 declined 28% from 2009.

To offer customers a more convenient and safe option to transfer funds, using just a payee's mobile number or email address, Wells Fargo formed the [ClearXchange](#)™ program in partnership with Bank of America and JP Morgan Chase — the first bank-owned person-to-person solution of its kind. Customers are able to use their current online banking site to move funds directly from existing checking accounts, using the recipient's email address or mobile number, rather than checking account and routing numbers. The [ClearXchange](#)™ program will be available to all Wells Fargo customers by year-end 2012. In 2011, Wells Fargo ranked

## Products, services, and advice

At the heart of our corporate responsibility commitment is providing financial products and services that help our customers and communities succeed.

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No. 1 overall on the Keynote Mobile Banking Scorecard, and our mobile banking services were rated No. 1 in ease of use; privacy and security; and quality and availability.

Wells Fargo continues to make every effort to help customers avoid overdraft fees through education and online and mobile banking tools that help customers keep track of their balances. Additionally, in May 2011 we altered the way we post transactions to customers' accounts and now post ATM, debit card, Wells Fargo Online Bill Pay, account transfers, teller-cashed checks, and teller cash withdrawals by date and time. When there are multiple transactions on a specific date and information on time is not available, transactions are posted in low-to-high order. Check and automatic payments are posted next in high-to-low order. We believe these changes benefit customers, simplify the process, and create consistency across our company.

We expanded our *Teen Checking*<sup>SM</sup> account to Connecticut, Delaware, Florida, Maryland, New Jersey, New York, North Carolina, Pennsylvania, South Carolina, Virginia, and Washington, D.C. This account, for teens ages 13 to 17 who have an adult co-owner, helps parents teach teens good money management skills. The account includes financial education, money management tools, and parental controls such as daily spending limits on debit card purchases and ATM withdrawals.

### Helping customers with their credit cards and debit cards

Throughout 2010 and 2011, we continued to make adjustments to our credit card practices to comply with the requirements of the Credit CARD Act of 2009, a law intended to help customers better manage their accounts. We also decided to go beyond the requirements by eliminating penalty or default pricing as a way to help customers who were struggling to make payments.

In 2010, we created an internal committee to review and evaluate the Dodd-Frank Wall Street Reform and Consumer Protection Act, and to address appropriate changes to our products and services on the basis of total customer relationships and experience. In 2011, we expanded the scope of the committee, called the Consumer Council, to monitor and ensure we are offering responsible financial solutions across all products, advice and services. The Council, made up of senior business leaders, provides recommendations and guidance to our five major businesses in the areas of product origination, servicing, credit policy and guidelines, and consumer advocacy.

We tested a proposed debit card activity fee of \$3 a month in five states when customers made a purchase or payment using a personal or business debit card, check card or ATM card linked to their Wells Fargo business or personal checking account. We communicated the changes to customers through monthly checking statements, ATM messages, emails, and statement inserts. As part of our commitment to helping our customers succeed financially, we discontinued the limited test in October 2011, before the fee was ever incurred, based on early feedback from our customers.

### Helping customers finance their education needs

We recognize our student loan customers face greater challenges these days because the unemployment rate is still high and the amount of indebtedness has grown. Many colleges today cost more than \$40,000 annually and institutional aid programs available to fill the gap between federal and state aid programs do not always cover the full cost of attendance. For many students, private student loans are the only way they can attend the school of their choice.

As the nation's No. 2 private student lender, we are committed to helping students and their families manage the rapidly rising costs of higher education by providing affordable, alternative forms of credit.



Photo courtesy of La Cocina

In San Francisco's Mission District, some immigrant women cater food from their homes or on the streets to help support their families. Through the help of a \$500,000, below-market-rate Equity Equivalent Investment (EQ2) from Wells Fargo, La Cocina was started in 2005 to help these micro-entrepreneurs formalize and grow their businesses. The nonprofit provides affordable commercial kitchen space, technical assistance, and access to capital and market opportunities. Now women like Maria del Carmen (pictured), owner of Estrellita's Snacks, are contributing to the local economy.

Wells Fargo products are competitive, fairly priced, and provide many borrower protections such as military deferments, forgiveness upon death and disability, and other loan modification programs. We work within our [Responsible Lending Principles and Marketing Practices for Education Financing](#) – first published in 2007. We continuously review, evaluate and adjust our policies and processes to ensure we are meeting the needs of our customers. For example, in 2011 we began offering a fixed-rate option, in addition to our existing variable rates, for student loan borrowers. The fixed-rate option offers borrowers the security of knowing what their payments will be each month and can offer protection if interest rates rise in the future. In addition, we introduced relationship pricing discounts for customers with a prior Wells Fargo federal or private student loan or a Wells Fargo qualified banking relationship.

Our private education loan origination process fully embraces the new and comprehensive disclosures and consumer protections introduced by the Higher Education Opportunity Act effective in 2010. Customers are provided detailed disclosures regarding the terms and conditions of their loans at three different points during the loan process and provided a 30-day right to accept and lock-in their loan offer, as well as a three-day right to cancel the loan before funds are delivered. We also collect a new loan certification from each borrower before making a loan. Together, these new disclosures and protections provide customers unprecedented transparency into their loan terms and conditions, and control over the loan application process.

# 9 years running

Wells Fargo has loaned more money to small businesses than any other bank for nine consecutive years.<sup>1</sup>

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We also help our customers by educating them about federal and private loan options as they face the transition from grace period to repayment. We proactively reach out to customers 45 to 60 days before the loan repayment is scheduled to begin and provide education about their obligations to repay the student loan as well as options available to lessen the burden, whether through consolidation or applying for reduced payment options due to financial hardships.

We offer Wells Fargo *CollegeSTEPS*®, a free educational program to help student and families better understand the process of financing a college education. In 2011, we expanded the program to include more information and resources to those in grades 9-12 and to reach students already attending college. We also expanded its sweepstakes program by 20 additional \$1,000 prizes for college students in addition to the 20 annual \$1,000 prizes already offered to high school students. For college students, we also offer the Student *WellsWire*® newsletter, a quarterly email to help students manage their money on campus.

In addition to serving consumers, we are committed to advancing higher education through our lending to public and private colleges, universities, and other career and technical organizations. Through our Government and Institutional Banking Group, we committed \$4.8 billion in lending to the not-for-profit higher education segment, including more than 400 colleges and universities across the U.S. An additional \$320 million is committed to additional higher education organizations through our Commercial lending division.

## Helping customers send money to loved ones

We expanded our *ExpressSend*® service to additional financial institutions and alternative financial services companies in Mexico, Guatemala, Colombia, El Salvador, Dominican Republic, Honduras, Peru, Ecuador, Nicaragua, India, the Philippines, and Vietnam. Wells Fargo now has one of the

largest networks of payout locations for a U.S. bank-managed remittance service with 52 remittance network members and more than 40,200 pickup locations worldwide. Overall, customers sent more than \$1.8 billion to families and friends in 15 countries in 2011, an increase of 28% since 2010.

## Helping customers with small business lending and job creation

Wells Fargo is America's No. 1 small business lender<sup>1</sup> for the ninth consecutive year and the No. 1 lender of SBA 7(a) loans in dollars<sup>2</sup> for the third consecutive year. In 2011, Wells Fargo was the first to lend more than \$1 billion in SBA loans to small businesses in a year<sup>3</sup>.

In addition to our own efforts to meet the need for increased small business lending, we are participating in an industry-wide lending commitment led by the White House to increase access to capital for small businesses. Wells Fargo and 12 other financial institutions pledged to extend a combined total of \$20 billion in incremental new lending to small businesses over a three-year period (2011 – 2013).

We've loaned more than \$43 billion to women- and diverse-owned businesses since 1995. To further support the entrepreneurs from these groups, in 2011 we were the founding sponsor of "The Accelerated Growth Series," an educational program offered by the National Association of Women Business Owners to help established female-owned businesses develop long-term strategic plans to accelerate the growth of their enterprises. Entrepreneurs can visit our comprehensive library of information and resources at the [Business Insight Resource Center](#).

Wells Fargo is committed to fostering job creation through a number of programs and is a strong supporter of Latino small business owners. For example, in Minneapolis Latino small business owners have more access to job training programs, thanks in part to Wells Fargo. The company donated \$25,000 to the Latino Economic Development Center, a nonprofit

<sup>1</sup> In total dollar volume for loans under \$100,000, loans under \$1 million, and in low- and moderate-income neighborhoods for both lending categories per Community Reinvestment Act government data (2010).

<sup>2</sup> 2011 federal fiscal year SBA 7(a) data (October 1, 2010 – September 30, 2011).

<sup>3</sup> 2011 federal fiscal year SBA 7(a) data (October 1, 2010 – September 30, 2011).



that provides management resources for business owners and job placement services for workers. Wells Fargo has contributed to programs for Latino entrepreneurs in Minneapolis for more than a decade. The organization is using the donation to purchase new computers for its staff and a new telephone system.

Wells Fargo received the National Gay and Lesbian Chamber of Commerce (NGLCC) Pinnacle Award — the organization's highest recognition, which has been awarded only once before in its history — for our 25 years of involvement in the lesbian, gay, bisexual and transgender (LGBT) community. Wells Fargo was a founding member of the NGLCC in 2004 and has supported its efforts through educational scholarships and business grants to help LGBT entrepreneurs grow their businesses.

Since 1998, we have invested more than \$60 million in 93 microfinance and small business lending organizations, helping self-employed, low- and moderate-income people start or expand their businesses in a variety of rural and urban communities coast-to-coast. We financed an \$800,000 Equity Equivalent Investment (EQ2), a specialized form of financing for nonprofit organizations, for Valley Economic Development Corporation to help provide extensive business training and a variety of micro/small business loan products to entrepreneurs throughout the Los Angeles area. In Georgia, Wells Fargo provided \$150,000 in EQ2 proceeds to Appalachian Community Enterprises, Inc. (ACE), a nonprofit that provides loans to start and grow existing businesses that lack access to traditional forms of credit and often works in partnership with banks to meet "credit gaps." Wells Fargo's EQ2 proceeds will be used to make small business loans to targeted borrowers, including women, minorities, and low-income borrowers in ACE's region. A portion of the loans will be used for businesses that provide green products or services or who are renovating their premises to meet green standards.



## Helping customers with their home loans<sup>1</sup>

As America's No. 1 mortgage provider and top mortgage servicer, we continue to do everything we can to responsibly make home loans available to people. Since January 2009, we have helped 5.8 million customers either purchase a new home or refinance an existing home loan. This includes helping customers who may owe more on their loan than the home is worth through the federal government's *Home Affordable Refinance Program* (HARP).

Working with the mayors of each city, and nonprofits, on ways to help their neighborhoods challenged with high levels of unsold homes, in 2012, we piloted *NeighborhoodLIFT*<sup>SM</sup> in Atlanta, Houston, Las Vegas, Los Angeles, and Phoenix. The program includes a five-year lending commitment, borrower home purchase education, downpayment assistance for those who can afford to sustain homeownership over time, grants for local initiatives, as well as affordable home tours. As just one early indicator of success, in Los Angeles 29 viable offers were received on 30 properties shown in the home tour. In 2012,

Shannon Wallace, Laraine Davis, Russ Cross, Charles Connor, and Robert Smith made up the leadership team for the Wells Fargo Home Preservation Workshop in Kansas City, Missouri.

## 5.6 million

mortgage customers purchased a home or refinanced an existing mortgage at a lower rate through Wells Fargo.

<sup>1</sup> Information is reflective of January 2009 — February 2012, unless otherwise noted.

## 2011 Home preservation highlights

# 740,359

mortgage modifications done for customers facing financial hardship. Wells Fargo has done two modifications for every one foreclosure sale on owner-occupied properties.

# 131,000

customers helped through \$5 billion in principal forgiveness, where this option was uniquely needed to help the customer afford the loan, and \$2.2 billion in principal deferred on modified investor-owned and Wells Fargo-owned loans.

# 214,000

unemployed customers assisted with home retention options.

*NeighborhoodLIFT<sup>SM</sup>* will be expanded to include 10 to 15 cities in total. Over five years (by year-end 2016), our goal is to lend \$35 billion to borrowers in these cities, and we will give special focus to reducing the supply of foreclosed homes in these areas.

We launched *Leading Forward for Home Ownership<sup>SM</sup>*, a series of initiatives to help new borrowers better prepare for homeownership, make fully informed borrowing choices, and effectively manage their finances after they've purchased a home.

*MyFirstHome<sup>SM</sup>* is an online learning and planning center to help customers make informed homeownership choices including the type of loan they choose and preparing for the costs of owning a home over time. This resource helps consumers understand *upfront* how to contact us if they face a financial hardship down the line.

*My Home Roadmap<sup>SM</sup>* is a resource that helps applicants declined for a home loan to get up to two hours of free pre-purchase counseling (paid for by Wells Fargo) with a certified national credit counselor who provides options and support on the path to home ownership.

We do not tolerate abusive, misleading, or fraudulent lending practices. Compensation for our Home Mortgage Consultants (HMCs) — the team that originates home loans — is not associated with the terms and conditions of a loan, such as product type and pricing. In addition, in our Wholesale business, a mortgage broker can receive payment only from the consumer or the lender, but not both. As part of our effort to continuously improve, we also introduced more rigorous, advanced annual training on our [Fair and Responsible Lending policy](#) that all HMCs must pass with a high grade.

Our commitment to strong leadership in fair and responsible home lending extends to all customer segments. As just one example, we became the first bank to endorse the Responsible Mortgage Lending Principles of the National Association for the Advancement of Colored People (NAACP). We're working together on

sharing and assessing data about lending and servicing practices — which will help all of us better understand the challenges faced by our communities. According to the last competitive comparison published, the 2011 Home Mortgage Disclosure Act (HMDA) data filed with the regulators, Wells Fargo is the No. 1 mortgage lender to African Americans, Asians, Hispanics, Native Americans, lower-income consumers as well as in lower-income neighborhoods. Using controls and practices to ensure loans were priced fairly, our lending commitment to minority households was strong in 2011, totaling more than \$39 billion, and we also made \$23 billion in mortgage loans for low- and moderate-income borrowers.

## Keeping people in homes

For our customers facing financial hardships during these difficult economic times, we have been successful in keeping people in their homes through modifications, and other Wells Fargo and government-sponsored programs.<sup>1</sup> In fact, over the next three years (by year-end 2014), our goal is to provide more than \$2 billion in principal forgiveness to help financially-challenged borrowers in unique markets who live in a home worth less than what is owed on their Wells Fargo-owned loan. This is in addition to the industry-leading \$5 billion<sup>2</sup> in principal forgiveness Wells Fargo already has extended since January 2009, for a total of \$7 billion.

In the last three years, we've hired and trained 10,600 home preservation staff, bringing us to a total of 17,000 team members who can respond to and help customers challenged with their mortgage payments. In 2010, we launched an industry-unique one-to-one servicing model to support customers with modifications by assigning one mortgage specialist to work with a customer from beginning to end. In 2011, we expanded this model to include all aspects of foreclosure prevention, as well as the foreclosure process when it could not be avoided.

<sup>1</sup> Information is reflective of January 2009 — February 2012, unless otherwise noted.

<sup>2</sup> Includes \$4.1 billion in principal forgiveness and \$0.9 billion in forgiveness borrowers can earn through on-time payments over 3 years.



Since 2009, we have consistently increased our investment in *Leading the Way Home*®, a community outreach program that educates individuals about the home lending process, assists customers in retaining homes, and helps communities manage foreclosed properties.

We increased our commitment to credit counseling for nonprofits by \$5.4 million, bringing the total to \$12.4 million in 2011, up 35% over 2010. This helped bridge a funding gap left by federal government cutbacks in credit counseling. The contributions benefit extended home preservation services and counseling from housing agencies; NeighborWorks America “train-the-trainer” scholarships for local counseling agencies; and foreclosure prevention efforts undertaken by other agencies.

We have participated in almost 715 home retention events with local nonprofit counseling agencies and other community organizations since January 2009, and invited more than half a million customers to get face-to-face help at 60 of our own Home Preservation Workshops and 28 Home Preservation Centers in cities deeply affected by foreclosure. In 2011, we hosted twice as many workshops as we had in 2010 and this commitment extends to 2012, with participation planned in hundreds of events, including 33 more Wells Fargo workshops, 10 of which will be held in new markets.

We believe it’s an honor to serve those who serve our country, and we take our responsibility to comply with the Servicemembers Civil Relief Act very seriously. To further our efforts to keep members of the military in their homes, we established an internal website that outlines all of the benefits available to servicemembers, so that everyone within the company has easy access to this important information. We continue to work very closely with the Department of Defense to improve our education and outreach efforts to military families. For instance, in 2012 we will participate in four home retention events at military facilities exclusively for military personnel facing hardships with their Wells Fargo home loans.

## Customer-focused changes

We chose to discontinue the origination of Home Equity Conversion Mortgages, a reverse mortgage product provided to senior customers. We made this change because of today’s unpredictable home values, and restrictions that made it difficult to determine seniors’ abilities to meet the obligations of homeownership and their reverse mortgages, such as paying property taxes and homeowner’s insurance. We continue to provide options for seniors who want to access the equity in their homes, including mortgage loan workouts and modifications.

We acknowledged lapses in consistently applying our own servicing practices, and put our full focus on correcting these issues. We have made great progress. For example, Wells Fargo is one of 14 U.S. mortgage servicers and affiliates that provides free, impartial independent foreclosure reviews to customers who faced a foreclosure action in 2009 and 2010 on their primary residences. The reviews are being conducted by independent consultants as part of consent orders issued by federal regulators. While customers who faced foreclosure during this time were, on average, 16 months past due on their loans, the reviews assess whether a customer incurred financial injury and should receive compensation or another remedy due to servicer errors or deficiencies in the foreclosure process.

Wells Fargo cooperated with a Federal Reserve investigation into internal controls at its former Wells Fargo Financial unit. An agreement was reached resolving allegations that Wells Fargo Financial did not adequately detect and prevent instances of fraudulent loan applications and directing of prime borrowers into high-cost non-prime loans.

Much has been written this year about “lender-placed” insurance. To protect the loan asset, servicers are required by federal law to monitor and maintain evidence of continuous flood insurance on all mortgage loans they service that are in a special flood hazard area. Evidence of continuous insurance for hazard, flood and wind insurance is

## More than 93%

of our customers are current on their home loan payments. Our Q1-12 delinquency and foreclosure rates of 6.89% continue to be significantly below the Q4-11 industry average of 11.94% (excluding Wells Fargo).

## 7 in 10

We help 7 in 10 customers 60 days or more past due to avoid foreclosure when they choose to work with us.

## Fewer than 2%

of the owner-occupied loans in our servicing portfolio have actually proceeded to a foreclosure sale in the last year. These customers were, on average, 16 months past due on their payments.

## Our commitment to meeting the unique needs of underserved consumers

- Wells Fargo will continue its longstanding commitment to deliver products, services and financial education that help introduce unbanked consumers to mainstream banking services. New efforts will include the introduction of a pre-paid card pilot in 2012.
- Wells Fargo will devote resources toward the evaluation of innovative credit options for consumers who may not qualify for “traditional” credit service. Our goal is to provide a full spectrum of credit solutions, including the review of non-credit bureau information that can be used to help provide entry-level and credit-builder solutions.
- Wells Fargo will establish an internal, cross-enterprise “Underserved Forum” to research and examine trends related to the underserved consumer and guide our ongoing commitment to this segment.

required by investors. When customers fail to maintain the required amount of insurance, our practice is to contact them multiple times through letters, phone calls, and email (if available) to remind them of their obligation. For customers facing financial hardships, at their request, we will advance funds to their preferred insurance carrier to help with the premium, and establish an escrow account for the borrower to repay the advance over time. There are no financial inducements in place between Wells Fargo and its lender-placed insurance carriers. We discontinued accepting commissions from lender-placed insurance carriers for mortgage loans, effective March 30, 2012.

## Helping customers through expanded products and services

We’re committed to increasing the availability of bank accounts and other financial services to those who are unbanked, underbanked, or who live in low- and moderate-income or rural communities. In 2011, we opened nine new banking stores, one of which was located in a low- and moderate-income community. We also closed 87 stores, primarily due to the conversion of Wachovia stores in overlapping markets. In most of these cases, we consolidated Wells Fargo and Wachovia stores located in close proximity to one another and retained as many team members at the remaining location as possible. Of stores closed, only 19 were in low- and moderate-income areas. Whenever we consider closing a store in a low- and moderate-income community, we follow an extensive due-diligence process to limit the impact on the community.

We work closely with community groups in many of our local markets to increase access to bank accounts through financial education and low-cost checking and savings accounts. We offer *Opportunity Checking*®, a basic checking account for customers who do not qualify for a standard deposit account because of their financial history. We participated in 36 “Bank On” programs in 42 cities in 21 states nationwide, including new programs in Alabama, Florida, Nevada, and Tennessee to help low-income consumers obtain checking

and savings accounts as well as other basic financial services that may otherwise be unavailable to them. Through this program, we partnered with community groups to provide starter bank accounts and free money management workshops.

Wells Fargo’s Direct Deposit Advance service is a line of credit designed to help customers by providing short-term credit quickly to get through a financial emergency. We continually evaluate this service and make enhancements to better serve our customers. In 2011 we reduced the fee to \$1.50 for each \$20 advanced, down from \$2, and we lowered the number of consecutive statement periods in which customers can use the service from 12 to six. We also continue to help our customers understand through various communications that the service is an expensive form of credit not intended to solve longer-term financial needs. We encourage them to talk with us about their options and consider alternative and less expensive credit sources. While we’ve made some important changes to the service, we are continuing to review its features before introducing it to our new markets on the East Coast. We want to ensure the service meets its intended purpose: to provide short-term credit to customers during a financial emergency. We will continue to talk with customers and community partners as we review and evaluate.

We participated in 43 Earned Income Tax Credit Campaigns in 12 states, including new programs in Connecticut, Florida, Nevada, New Jersey, and New York, providing free tax preparation and financial education through our team member volunteers to help low- and moderate-income families claim and receive tax credit refunds. Wells Fargo team members volunteered 2,089 hours with Volunteer Income Tax Assistance sites across the country.

Our bankers are very active in their communities, with a focus on educating prospective customers on the benefits of a bank relationship. Efforts include reaching out to employees at their place of work; partnering with local city government programs; and communicating one-on-one with individuals who use our stores to cash their paycheck.

Our customers are leading the way in creating a better, more sustainable future — and we proudly support them. As of 2011, we've provided more than \$11.5 billion in loans and investments to businesses and projects with a direct positive impact on the environment. Learn more about our environmental products and services in the environmental section of this report.

## Helping customers understand their financial options

Since 2006, when Wells Fargo launched one of the banking industry's first blogs, *Guided by History*®, we have expanded our social media presence to focus on engaging with customers and providing practical and comprehensive financial education and guidance. For example, in 2011 we launched the Wells Fargo *Beyond Today Blog* with tools, information, and resources to help women plan for retirement and network with other women. The *Wells Fargo Environmental Forum*, a blog featuring information about greener banking solutions, has 8,500 unique site visits each month.

As the government began to implement health care reform, Wells Fargo Insurance Services introduced educational resources and tools to help our commercial customers better understand the legislation and its impact on their insurance programs. For example, we provided more than a dozen complimentary public seminars throughout the U.S. In addition, we launched the Health Care Reform Impact Analyzer, the only health care reform modeling tool that helps employers adapt to new regulations and manage costs, including customized advice.

As part of our partnership with the National Urban League to address foreclosure prevention, homebuyer counseling, and financial education within the African American community, we launched a new edition of *The Foreclosure Workbook: the Complete Guide to Understanding Foreclosure and Saving Your Home*. This hands-on guide is free and provides information to assist homeowners who are having difficulty making their mortgage payments.



We also introduced a new Home Lending website to help guide people toward sustainable home ownership. The site serves as a roadmap for home financing choices and focuses on the borrower's needs and helping consumers make decisions about buying a home, refinancing, or accessing home equity. To view the site, including checklists, calculators, and support for homeowners facing payment challenges, visit [wellsfargo.com/mortgage/home-loans](http://wellsfargo.com/mortgage/home-loans).

Wells Fargo took a major step in helping customers facing financial hardships by launching the new *Wells Fargo Assist*<sup>SM</sup> online financial assistance center that provides information for customers who need to make a payment, address a late account, or speak to a Wells Fargo representative. It gives customers a single place to find help with their mortgage, home equity, credit card, student loan, or personal loans.

(Left to right) Quincy Sampson, Wells Fargo market president for DeKalb County in Atlanta, Georgia; Ezequiel Morones Diaz, Deputy Consul General with the Consulate General of Mexico in Atlanta; with Daniel Ayala, head of Wells Fargo Global Remittance Service, at a press event announcing that SABEResPODER and Wells Fargo have joined forces to provide financial education and resources to the underbanked in 13 cities.

# Ranked # 1

among large U.S. banks in the 2011 American Customer Satisfaction Index.

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## Helping all our customers succeed

We seek to meet and exceed our customers' expectations by understanding and serving all of their financial needs. We conduct various surveys across our businesses to measure our customers' experience with the various Wells Fargo touch points. We consider customers to be loyal when they are satisfied overall, are highly likely to continue to do business with Wells Fargo and are willing to recommend Wells Fargo to a friend or family member. For example, each month we survey approximately 60,000 customers who have recently visited a banking store. Eight out of 10 customers indicate that they are "extremely satisfied" with their recent visit to a Wells Fargo retail banking store, the highest possible rating. Based on feedback from customers, we regularly examine and refine our processes. In 2011, we consolidated multiple sources of customer feedback to help us more efficiently respond to emerging issues.

We also monitor external research to better understand customer satisfaction and loyalty relative to our competitors. While overall consumer satisfaction with the industry has declined since 2008, for the last three years, we ranked No. 1 among large U.S. banks in the American Customer Satisfaction Index. Before its merger with Wells Fargo, Wachovia earned top honors eight years in a row.<sup>1</sup>

We believe protecting our customers' privacy is an integral part of the customer service we provide. We need to share personal information among our many businesses to provide our customers with products and services that can save them time and money. However, we do not sell information about our customers to third parties; nor do we share customer information with outside parties. For more information, please visit our [Privacy Policy](#).

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<sup>1</sup> 4th quarter 2011 ACSI survey.



## Team member engagement

Our team members are at their best when they're engaged — not only with what they do every day at work, but with their community. That's why we strive to develop and retain the most talented people who reflect the diversity of the communities we serve. We seek to provide our team members with the resources they need to succeed professionally, personally, and financially, including workplace flexibility, career development, wellness programs, volunteer programs, and more. It's working. Our ratio of engaged to actively disengaged team members now stands at 3.8 to 1. The national average is 1.5 to 1.<sup>1</sup>

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### Career development and training

We believe that mentoring is a great way to build on the collective talent of our team members and provide personal and professional development across our organization, for both our mentors and those they guide. The Executive Mentoring Program, a new program that pairs senior leaders with high-potential talent from different lines of business, was extended from 12 to 18 months. This extension allows ample time to accomplish mentoring objectives and gain the full benefit of the guidance and expertise provided by the mentor. Feedback from mentors and mentees is positive, and all parties are enthusiastic about the opportunity to develop and prepare a cross-business leadership pipeline for the future. The program will continue in 2012.

Wells Fargo hires undergraduate and graduate students of all majors and backgrounds for development programs across different business groups, helping us create and maintain a talented and diverse workforce. For example, we hired a diverse group of 70 college students for our Wells Fargo Home Mortgage Diverse Segment Internship Program, giving them hands-on experience in our mortgage business. Since the beginning of the program in 2009, we've retained 69% of the students who were hired into regular positions. In addition, our 2011 Corporate Summer Internship Program had over 250 interns

from across the U.S., with kick-off events in Charlotte and San Francisco, during which our interns had the opportunity to hear directly from our CEO and other senior executives.

As part of a long-term partnership to support higher education and talent development at historically black colleges and universities, we donated \$350,000 to support the United Negro College Fund's Empower Me Tour, which inspires young people at 16 schools to achieve academic and personal excellence. In support of other diverse student populations, we donated \$300,000 to the Asian & Pacific Islander American Scholarship Fund, and \$125,000 to the Point Foundation, which supports gay, lesbian, bisexual, and transgender students.

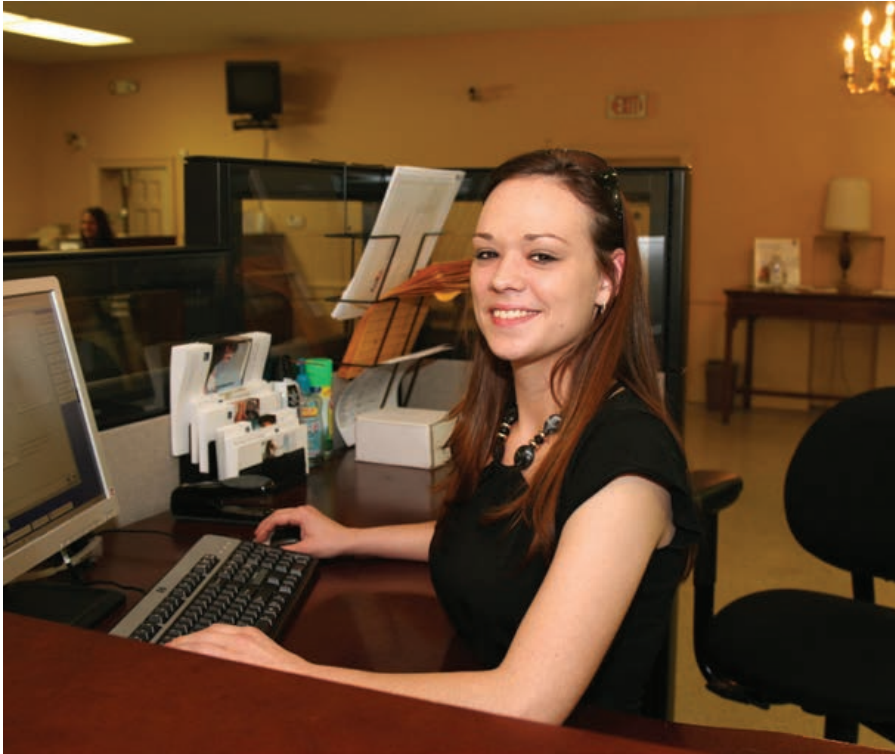
We developed a diversity learning strategy based on input from our Enterprise Diversity Council, other senior leaders and team members, and we developed and implemented an online training course. In 2012, we plan to add more courses on diversity-related topics, such as building diversity self-awareness; learning and practicing inclusive behaviors; applying diversity and inclusion skills in customer situations; and increasing business results using diversity and inclusion strategies. We also include diversity and inclusion information in all appropriate leadership development courses.

## 48.38 hours

Team members receive a total of 48.38 hours of training, on average, each year.

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<sup>1</sup> Gallup, August 2011.



Team member Lindsey Royer moved from the Hayes, Virginia store to a Wells Fargo store in Alabama to be closer to a family recovering from a devastating tornado.

Career development is a shared responsibility between team members and their managers. All team members discuss their professional goals with their managers annually and create an individual plan to support their professional development.

For our 2011 hiring, 47% of all job placements were internal candidates, reinforcing our commitment to recruiting from within the company before opening job opportunities to external job seekers. Our Short-Term Assignment Resource (STAR) program, started in 2009 after the merger with Wachovia to provide displaced team members with short-term assignments while they looked for regular positions, placed more

than 1,700 team members into temporary positions. STAR team members have the opportunity to work in different business groups, getting exposure to new roles and networking opportunities. We made it easier for team members to find STAR assignments through our online recruiting system, and team members who participate have an 88% higher rate (compared to those who don't take advantage of the program) of finding a full-time position.

In 2011, Wells Fargo invested 3% of payroll dollars in team member training. Team members receive a total of 48.38 hours of training, on average, each year. In addition, we offer a voluntary Veteran and Disabled Team Member Outreach Program, for eligible team members, which provides them with confidential, one-on-one career consultation and other support.

In 2011, Wells Fargo moved all responsibility for Leadership and Professional Development to a corporate center of excellence. The goal: to become even more effective and efficient in how we develop our team members and to provide a more consistent and accessible development experience across the organization.

### Health and wellness

Wells Fargo offers a comprehensive health benefits package that includes medical, dental, and vision coverage. Nearly all of our team members — 99% — are eligible for coverage (including some retired team members), and 82% chose to enroll in our plans. We provide equal benefits to our lesbian, gay, bisexual, and transgender (LGBT) team members and their families.

Hours of training in 2011	
Product line/team	42 hours
Supervisors	53 hours
Sales/account management	77 hours
Technical/IT team	32 hours
Managers	56 hours
Administration/support team	36 hours
Senior managers/executives	55 hours
Professional	36 hours
Average per team member	48.38 hours



We provide our team members and families with affordable, comprehensive health care coverage. To address rising health care costs and the impact of federal health care reform legislation, we introduced U.S.-based team members to account-based medical plans in 2012. Team members who enroll in an account-based plan can earn health and wellness dollars to help pay for eligible medical expenses when they complete certain health- and-wellness-related activities, such as taking an online health education course or getting an online health assessment. In addition we've partnered with OptumHealth, a third-party wellness vendor, to help support team members' overall wellness by providing voluntary, confidential and free programs that help our team members meet their individual health and fitness goals with respect to dieting, smoking-cessation, and other needs.

Employee Assistance Consulting, which provides confidential counseling and referrals to team members for personal and workplace issues, was a resource for 32,000 team members who participated in 81,000 consultations in 2011.

We implemented a "greener" cleaning policy to help protect the health of our team members and maintenance contractors in our retail banking stores. "Greener" cleaning products are less toxic than conventional products. The products used in our retail banking stores feature nontoxic ingredients and/or biodegradable materials.

## Compensation and benefits

We have many programs to help team members balance their lives at work and at home. We offer paid time off, maternity leave, bereavement leave, flexible work hours, telecommuting, part-time hours, and job sharing. We also provide onsite fitness and recreation in some locations and relocation assistance for some team members. To further support working families, we offer on-site childcare in some locations, and back-up child care through Bright Horizons at approximately 3,000 care centers nationwide.

We offer tuition reimbursement, and in 2011 helped 17,144 eligible team members subsidize their education costs toward career-related classes and degrees totaling \$28.1 million. In addition, we provided 2,551 team members with reimbursement for Weight Watchers® programs, totaling \$134,425 in 2011. We also offer adoption reimbursement of up to \$5,000 per child, and in 2011 we reimbursed 107 eligible team members for a total of \$460,155 in adoption expenses.

For the third consecutive year, the board of directors approved a profit-sharing contribution in recognition of our outstanding business results. Eligible team members received a contribution of 2% of pay to their 401(k) accounts.

## Workforce diversity and inclusion

At Wells Fargo, we understand the business value of diversity and inclusion and there is a clear commitment to making progress from the Board of Directors and our CEO, John Stumpf. In 2011, we were ranked No. 40 on *DiversityInc* magazine's Top 50 Companies for Diversity list. While we are pleased with the progress we have made and the diversity of our Board (31% are women; 13% are Asian; 6% are African American; and 6% are Hispanic or Latino) and our team member population (36% ethnically/racially diverse and 59% women), there's always room for improvement.

In order to continue to make progress, we have developed diversity objectives that are linked to incentive compensation plans for our senior executives. These objectives focus on making measurable forward progress on supplier diversity, market impact, diverse representation, and diversity and inclusion advocacy activities.

Senior leader advocacy for diversity and inclusion occurs in many different ways. For example, all of our Operating and Management Committee members (senior leaders one to three levels down from the CEO) are participating in our Executive Mentoring

# 17,144

Helped 17,144 eligible team members subsidize their education costs toward career-related classes and degrees.

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## We received widespread recognition for our diversity and inclusiveness focus:

### **American Banker:**

- Most Powerful Women in Banking; One of America's Top Banking Teams

### **Black Enterprise:**

- Top 40 Best Companies for Diversity

### **Careers & the disABLED:**

- Top 50 Employers by Readers' Choice

### **DiversityInc:**

- Top 50 Companies for Diversity
- Top 10 Best Companies for Asian Americans
- Top 10 Companies for Lesbian, Gay, Bisexual and Transgender Employees

### **Fortune:**

- World's 41st Most Admired Company

### **Human Rights Campaign:**

- Perfect score (100) on Corporate Equality Index

### **Latina Style:**

- 12th Best Company for Latinas

### **Workforce Diversity for Engineering & IT Professionals:**

- Among Top 50 Employers for Workforce Diversity (December 2010)

Program and many serve in leadership roles in one of the company's nine Team Member Network groups. CEO, John Stumpf met with four Team Member Networks in 2011 and plans to meet with the other groups in 2012.

Additionally, our CEO continues to chair the company's Enterprise Diversity Council, which is made up of senior executives from across the organization. These leaders are tasked with making decisions and recommendations that align with the company's diversity and inclusion goals and strategies, and influencing change that will accelerate impact and broaden ownership for diversity within their business or functional area. In 2011, the council endorsed a project to provide team members the opportunity to use a new online feature to self-identify their sexual orientation and gender identity.

Our Team Member Networks are made up of team members who share a background, experience or other affinity, and represent market segments that are part of Wells Fargo's business strategy. Approximately 28,000 team members participate, a 33% increase from 2010. In addition to providing team members personal and professional development, mentoring, leadership engagement, networking and community outreach opportunities, the networks serve as a valuable resource for fostering business development, obtaining customer insight and recruiting team members.

We actively recruit with a focus on enterprise diversity and inclusion, seeking great talent from top schools across the globe, including historically Black- and Hispanic-serving colleges and universities. In 2011, we expanded our strategic national diversity recruitment alliances and employer brand reach to include military veterans and people with disabilities. More than 90 team members representing six business groups were actively engaged in our diversity recruiting outreach. Our National Diversity Recruitment Partner alliances include the National Black MBA Association; the National Society of Hispanic MBAs; the National Association of Asian American Professionals; LGBT Reaching Out MBA; *Careers & the disABLED* Career Expo Alliance; and the *Military.com/NCAOA* Career Expo Alliance.

As the 12th largest private employer in the U.S., we expect the vast majority of our workforce to continue to be based in the U.S., but we are examining opportunities to grow our workforce domestically and overseas. We opened the Wells Fargo Philippines Solution service center in Manila's Fort Bonifacio district, providing such functions as customer service and back office support. In addition, a new 12-story home for Wells Fargo India Solutions opened in Hyderabad, India. These expansions allow for us to hire global talent and increase efficiencies.

In recognition of our support for our team members in the National Guard and Reserve, we received the 2011 Freedom Award from the Department of Defense. We have an estimated 6,000 team members who are veterans and 263 team members on active duty. Approximately 1,000 team members participate in our Veterans' Team Member Network. Our support for military team members includes compensation policies (such as supplemental pay) that exceed the legal requirements. In 2011, we donated \$1.9 million to organizations serving military personnel, including \$743,000 in donated properties to the Military Wounded Warriors Support foundation to provide new mortgage-free homes to wounded veterans; and \$10,000 to the Virginia-based Employing Wounded Warriors.

In 2011, we launched a new online diversity and inclusion learning course and additional learning solutions and tools that complement the course will be available in 2012. Additionally, the company has a Diverse Leaders Program that is focused on developing Asian and Pacific Islander, Black/African American, and Latino team members. A new program for LGBT team members was launched in 2011.

We are also committed to supporting diverse communities. In 2011, we donated \$57.6 million — 27% of our total company grants — to nonprofits serving diverse communities, up from 26% in 2010. Recipients included the Hispanic Business Initiative Fund of Florida, Southeast Asia Resource Action Center, the Special Olympics, The Arc, and the National Multiple Sclerosis Society.

In December 2011, Jimmie Paschall was named the new head of Enterprise Diversity and Inclusion. Paschall is responsible for developing strategies, initiating action, and driving organizational change in support of the company's diversity and inclusion priorities. This includes providing thought leadership and guidance to help the company achieve integrated accountability and ownership for diversity and inclusion across the company, leading the company's Enterprise Diversity Council and Team Member Network programs, and advising senior executives on direction and progress.

## Team member giving and volunteerism

Our team members donate many hours to the nonprofits and schools where they have a passion to serve. In 2011, 52,665 team members recorded more than 1.5 million volunteer hours, an increase of nearly 150,000 hours from 2010. This represents \$32.1 million in volunteer time.<sup>1</sup> Our goal is for team members to volunteer a total of 6 million hours by the end of 2014. We encourage team members to record their

volunteer hours through our My Volunteer Time online tracking tool. Through our Cash for Your Cause sweepstakes, 177 nonprofits received a total of \$50,000 in recognition of team members who recorded their volunteer time.

More than 28,000 team members now actively participate in one of the 76 volunteer chapters in 27 states. These chapters are locally based networks led by team members who organize volunteer activities. In 2011, more than 4,000 team members joined their local volunteer chapters, a 16% increase in membership over 2010. In addition, 25 chapters recognized an outstanding team member volunteer with a Volunteer of the Year award. Through the program, \$25,000 was donated on behalf of the winners to local nonprofits of their choice.

Team member donations to more than 25,000 nonprofits exceeded \$63.9 million, a 15% increase over the \$55.3 million contributed by team members in 2010, and the ninth straight year of double-digit increases in pledge totals. This total includes \$41.6 million contributed during the company's annual Community Support and United Way Campaign. Wells Fargo was

# 1.5 million

Team members recorded more than 1.5 million volunteer hours.

2011 team member composition							
Job categories	White	Black/ African American	Hispanic/ Latino	Asian	Other	Total	Women
Board of directors	75%	6%	6%	13%	0%	N/A	31%
Executives/ senior managers	86%	3%	3%	7%	1%	2%	30%
First/mid-level managers	79%	6%	7%	7%	1%	4%	48%
Other managers <75,000	66%	11%	16%	5%	2%	6%	61%
Professionals	77%	7%	6%	9%	1%	13%	52%
Technicians	71%	4%	3%	20%	1%	4%	32%
Sales	90%	2%	4%	3%	1%	6%	18%
Administrative support	55%	15%	19%	7%	3%	61%	68%
Operations	69%	13%	7%	9%	2%	2%	40%
All other	1%	0%	1%	4%	94%	2%	39%
<b>Totals</b>	<b>63%</b>	<b>12%</b>	<b>14%</b>	<b>7%</b>	<b>4%</b>	<b>100%</b>	<b>59%</b>

<sup>1</sup> Calculation based on the value of one volunteer hour (\$21.36) according to Independent Sector, a U.S. coalition of 550 philanthropic organizations.

Alaska-based team members Leilani Zapata and Editha Manansala fold and sew together origami cranes made as part of a fundraiser for victims of Japan's devastating earthquake and tsunami.



## Team member volunteer hours

# 2009

Team member volunteers:  
**32,000**  
Recorded volunteer hours:  
**1.23 million**

# 2010

Team member volunteers:  
**39,386**  
Recorded volunteer hours:  
**1.3 million**

# 2011

Team member volunteers:  
**52,665**  
Recorded volunteer hours:  
**1.5 million**

recognized by United Way Worldwide for the third consecutive year for having the largest corporate campaign in the country.

Our team members visited more than 5,500 pre-kindergarten-through-second-grade classrooms through Reading First®, a program funded by Wells Fargo that enables our team members to partner with classrooms in their area, read to students, and donate books. The number of classrooms visited in 2011 was up from 5,000 classrooms in 2010. Also, team members donated 55,000 books to classrooms and school libraries to promote early childhood literacy.

We awarded 241 team members a total of \$400,000 in Volunteer Service Awards for local nonprofits where they demonstrated outstanding leadership in volunteerism.

We also awarded 26 team members a combined 32 months in volunteer leaves through a program that gives selected team members up to four months off, with full pay and benefits, to work on a significant project at a nonprofit.

In 2011, more than 2,276 team members volunteered with Junior Achievement around the nation, teaching financial literacy, entrepreneurship, and workforce readiness to 60,690 students.

Wells Fargo's Green Teams are volunteer-driven community-of-practice groups dedicated to helping our company conserve resources, reduce waste, and promote environmental awareness at work and in the community. The teams organize around "greening" the operation of a particular line of business or region, and they also help make a sustainable impact in their communities through volunteerism. In 2011, we grew our total number of Wells Fargo Green Teams from 50 to 65, and increased membership across the board to help further sustainability efforts at work and in the community. To learn more about Wells Fargo's Green Teams, visit the Environmental Stewardship section of this report.

Through our Global Fellows program, our team members volunteer around the world to help increase the institutional effectiveness of microfinance institutions. In 2011, three team members went to Bogota, Colombia, to help Opportunity International Colombia improve its compliance procedures, customer service, and its business continuity planning.

Our See, Enable & Encourage Development program is now in its fourth year. During our two annual grant cycles, our international team members can apply for a grant of up to \$1,000 for a nonprofit where they volunteer. To date we have made \$349,000 in grants to nonprofits across the country and overseas.



# Environmental stewardship

We recognize and value the benefits of healthy ecosystems to the well being of communities. In 2011, we continued to support sustainability in our communities through community lending, philanthropic investments, and team member engagement and volunteerism. We also began a systematic and comprehensive environmental assessment to understand the environmental impact of our commercial lending, supply chain, and operations. These efforts will help us prioritize our work, with an emphasis on expanding our Environmental Management System (EMS), and global environmental risk and performance evaluations.

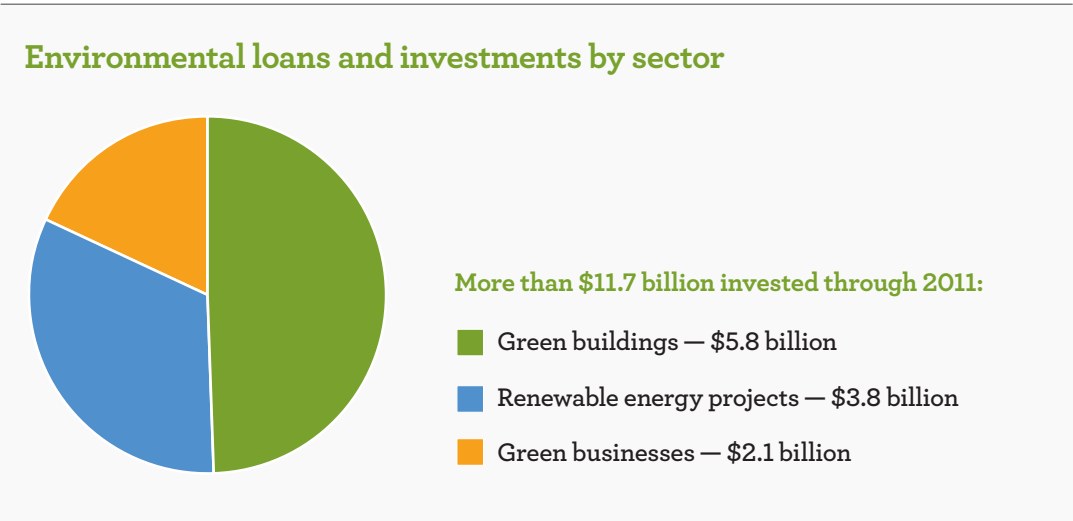
## Promoting greener products and services

A highlight of 2011 is that 100% of our deposit-taking ATMs offered **Envelope-Free<sup>SM</sup>** transactions, eliminating the use of millions of paper envelopes each year. In addition, by choosing **online only statements**, our customers have helped conserve more than 220,000 trees, 55 million pounds of greenhouse gas emissions, and 200 million gallons of wastewater<sup>1</sup> provided they do not print statements from home. In 2011, we also began actively promoting our suite of

environmental financial solutions that can help customers reduce their carbon footprint and expenses. These solutions are listed on the **Wells Fargo Environmental Forum**, which also features a Financial Footprint Calculator that estimates benefits related to switching to Wells Fargo online services

Wells Fargo provided more than \$2.8 billion in financing to support environmentally beneficial business opportunities in 2011 and more than \$11.7 billion since 2005. Highlights include:

**\$2.8 billion**  
in environmental financing.



<sup>1</sup> Environmental impact estimates calculated using the Environmental Paper Network Paper Calculator ([www.papercalculator.org](http://www.papercalculator.org)).



Team members Yvonne Rangel and Mel McCord help with planting at a Wells Fargo Green Team event in Seattle.

- Over \$450 million in capital deployed to solar photovoltaic projects, doubling total investment in the sector to more than \$900 million.
- Over \$200 million in wind project investments, increasing total wind investment to date to more than \$1.6 billion.
- Over \$1.5 billion in loans to Leadership in Energy and Environmental Design (LEED®)-certified commercial buildings and community development projects.
- More than \$150 million in loans to commercial banking and community banking cleantech customers.

Our goal is to provide more than \$30 billion in finance to environmentally beneficial business opportunities by 2020. In addition, we continue to expand new product offerings — such as renewable energy construction financing and cleantech insurance brokerage — while building upon the traditional banking services that we offer customers.

## Fostering sustainable communities and environmental opportunities

Since investing in a utility-scale photovoltaic project in New Mexico with more than 190,000 solar panels, Wells Fargo has become one of the largest owners of solar assets in the country. Overall, we supported more than 50 clean, renewable energy projects in 2011, and more than 300 since 2006, representing more than \$3.8 billion in debt and equity financing. Renewable energy supports cleaner air for our communities as well as job growth. Between 2003 and 2010, greener business sectors such as solar, wind, and biofuels experienced employment growth rates of more than double the national average.<sup>1</sup>

We raised more than \$1.4 billion in financing in 2011 through Wells Fargo Securities' Public Finance and Sustainable Public Infrastructure groups to help cities and universities finance energy efficiency, water and clean energy infrastructure, and clean transportation projects. In 2011, the group helped municipalities finance more than \$300 million of water infrastructure projects. The group also began working with Los Angeles and San Francisco counties to support commercial Property Assessed Clean Energy financing initiatives.

We provided more than \$5.8 billion in financing since January 2005 for building projects designed to qualify for the U.S. Green Building Council's LEED certification. This includes financing for multi-family homes and buildings of varying levels — from Certified to Platinum — in low- and moderate-income neighborhoods nationwide. We aim to increase our support of "greener" affordable homes, thereby helping residents who can benefit the most from cost savings on monthly utility bills, along with the obvious health benefits that come with living in a cleaner environment.

Team members contributed more than 74,000 volunteer hours toward nearly 5,000 environmental projects in their communities — that's more than 13 environmental projects every day. That includes 4,772 [Wells Fargo Green Team](#)-led projects, as well as hands-on support for the construction of 186 affordable homes that meet local "greener" building

<sup>1</sup> Brookings Institution (2010) "Sizing the Clean Economy."



standards. Team members also donated more than \$333,000 to environmental nonprofits through Wells Fargo's annual Community Support and United Way Campaign.

We invested \$4.4 million in grants to environmental nonprofits, up 33% from 2010, and representing 2% of total giving. Measuring environmental giving is a challenge. Often a grant categorized as supporting "community development" can also be considered "environmental." For example, we provided \$3.7 million to support "greener" affordable homes. To avoid double counting, that figure is captured in "community development" and not "environment." We aim to develop a methodology that will enable us to track the social, economic, and environmental impacts of all of our giving. View our local and national grant reports to learn about the causes we support at [www.wellsfargo.com/about/csr/ea/](http://www.wellsfargo.com/about/csr/ea/).

We continued to engage stakeholders and nonprofit partners, recognizing that Wells Fargo alone cannot drive change and that collaboration is needed. This includes working hand-in-hand with the U.S. Green Building Council to develop standards and processes for resource-efficient buildings. In 2011, we conducted extensive customer and team member research and began working with Ceres to formally engage stakeholders, soliciting input from environmental thought leaders and socially responsible investing and environmental, social, and governance investors.

## Engaging team members

The number of Wells Fargo Green Teams grew by 30% (to a total of 65) in 2011, with 15 new teams formed. Wells Fargo Green Teams are volunteer-driven and recognized for helping Wells Fargo conserve resources, reduce waste, and promote environmental awareness at work and in the community. For example, Wells Fargo Green Team members saved \$25,000 in estimated expenses by trading office supplies through Wells Fargo's internal office exchange, Supply Depot.

We placed 150 team members designated as Sustainability Agents at retail banking stores nationwide. Sustainability Agents help us implement LEED Existing Buildings Operations and Maintenance (EBOM) practices at a local level. LEED EBOM is a framework developed by U.S. Green Building Council that helps businesses operate in an environmentally friendly way (e.g., recycling, use of office supplies made from recycled materials, and more).

We increased our companywide environmental communications, to educate and inspire team members, by 17% from the year prior, with more than 128 internal articles focused on environmental activities as well as five branded campaigns designed to compel team members to take everyday actions to conserve resources. Campaigns focused on energy efficiency, reduce/reuse/recycle, commute options, paper reduction, and, newly added in 2011, water conservation.

# 30%

Wells Fargo Green Teams grew by 30% in 2011.



The Wells Fargo team is proud to be a supporter of numerous pioneering environmental organizations including GRID Alternatives, a Bay Area-based nonprofit organization with a mission to empower communities in need by providing renewable energy and energy efficiency services, equipment, and training.

## Green Team highlight:

### Energy meters help reduce standby power in the Pacific Northwest

The U.S. Department of Energy estimates that the average U.S. household spends \$100 per year to power devices while they are supposed to be off. That means that standby power accounts for more than 100 billion kilowatt hours of annual U.S. electricity consumption and more than \$10 billion in annual energy costs.

The Vancouver Wells Fargo Green Team developed a comprehensive energy efficiency education program as a way to educate both colleagues and the community about the costs and environmental impacts of standby power.

They used “Kill-a-Watt” energy meters, a device that tracks both the energy consumption and associated costs for any plugged-in device, and studied the habits and whereabouts of standby power in homes and offices. The team then hosted a series of “lunch and learns” at their offices for team members to learn more about the



Team members Hilda Lail, April Overton and Debra Kennedy in Vancouver, participate in “lunch and learn” seminar.

impacts of standby power and how to use energy meters. Team members in Vancouver can now borrow an energy meter to track their energy use daily, monthly and yearly, at home or the office, and identify ways to reduce their electricity bill.

### Operating efficiently and responsibly

Wells Fargo earned a 2011 Leadership Award from the U.S. Green Building Council for our commitment to environmentally responsible building design, construction, and operation. We also encouraged our top suppliers — based on spending and potential for environmental impact — to communicate our sustainability goals to their organization and to share their sustainable efforts and reporting capabilities with us. This work lays the groundwork for the development of our supplier code of conduct and natural resource scorecard being deployed in 2012.

In 2011, we expanded the management of our operational environmental footprint to include our waste stream, waste diversion rate, and paper. We aim to add water and other aspects over time to deepen our understanding of the impacts of our

operations. Oversight of our environmental footprint helps us reduce waste and operate more efficiently.

The table on the following pages shows the progress we’re making in reducing our footprint. We are on target to reduce our absolute greenhouse gas emissions by 35% below 2008 levels by 2020. Our total reduction of greenhouse gas emissions, since 2008, remains at 12%. This includes a slight increase in emissions in 2011 due to growth and increased business travel supporting efforts to further integrate Wachovia and Wells Fargo. Highlights include:

- 12% reduction in greenhouse gas emissions reduction since 2008
- 12% increase in energy efficiency and savings of more than \$40 million since 2008
- 28% increase in the number of LEED buildings
- 53% waste diversion rate from landfills

Environmental footprint of our operations				
	2008	2009	2010	2011
<b>Common factors used for the purpose of measuring relative performance levels</b>				
Square footage (SF) <sup>1</sup>	113,209,427	110,493,019	111,605,421	108,499,576
Team members (active, full-time equivalent)	270,800	267,300	272,200	264,200
Total revenue (in millions USD)	\$41,877	\$88,686	\$85,210	\$80,950
<b>Energy usage (MWh)</b>				
Natural gas	553,080	654,408	530,750	484,676
Fuel <sup>2</sup>	138,710	47,518	32,379	21,866
Purchased electricity	2,924,555	2,754,476	2,678,102	2,677,118
District heating	9,086	11,544	14,307	14,539
<b>Renewable energy credits (MWh)</b>				
Renewable energy credits purchased	175,000	25,993	27,229	1,609
Renewable energy credits sold/transferred <sup>3</sup>	0	0	198	296
<b>Greenhouse gas emissions (ghg) (MTCO<sub>2e</sub>)<sup>4,5</sup></b>				
<b>Scope 1 (direct)</b>				
Stationary combustion	108,035	123,515	100,347	90,548
Mobile combustion	26,331	6,903	3,933	2,626
Refrigerants and fire suppressants	12,733	12,471	12,578	12,280
<b>Total Scope 1</b>	<b>147,099</b>	<b>142,889</b>	<b>116,858</b>	<b>105,454</b>
<b>Scope 2 (in direct)</b>				
Purchased electricity	1,699,549	1,561,558	1,484,293	1,492,466
District heating	2,090	2,592	3,136	3,128
<b>Total Scope 2</b>	<b>1,701,639</b>	<b>1,564,150</b>	<b>1,487,429</b>	<b>1,495,594</b>
<b>Total Scope 1 and Scope 2</b>	<b>1,848,738</b>	<b>1,707,039</b>	<b>1,604,287</b>	<b>1,601,048</b>
<b>Scope 3 (optional)</b>				
Business travel by air	107,274	107,274	107,274	113,727
<b>Total Scope 3</b>	<b>107,274</b>	<b>107,274</b>	<b>107,274</b>	<b>113,727</b>
<b>Total Scope 1,2 and 3 Emissions</b>	<b>1,956,012</b>	<b>1,814,313</b>	<b>1,711,561</b>	<b>1,714,775</b>
<b>Absolute indicator</b>				
Total reduction in absolute ghg emissions, (cumulative from 2008 baseline year)	Baseline year	-7%	-12%	-12%
<b>Relative indicators</b>				
<b>(Purchased electricity consumption)</b>				
kWh/sq. ft.	25.83	24.93	24.00	24.67
kWh/team member	10,800	10,305	9,839	10,133

(continued on next page)

<sup>1</sup> Includes square footage from Wells Fargo-owned and leased facilities, as well as our network of more than 12,000 ATMs in the U.S. Excludes Wells Fargo facilities outside the U.S., square footage from land, open spaces and unbilled parking lots. Excludes subsidiaries, affiliated companies and joint ventures where Wells Fargo does not maintain operational control.

<sup>2</sup> Includes fuel oil, propane, and fuels for fleet vehicles.

<sup>3</sup> Credits were generated from our solar PV systems hosted on 10 Wells Fargo retail banking stores in Colorado.

<sup>4</sup> MTCO<sub>2e</sub> stands for Metric Tonnes Carbon Dioxide Equivalent. Of the six major greenhouse gas emissions, we report CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O and HFCs. We have no emissions from PFCs or SF<sub>6</sub>.

<sup>5</sup> Changes to emissions in historical inventories are due to:

· Business travel emissions for 2010 were adjusted to reflect improved characterization of flight distances.

· Business travel emissions for 2008 and 2009 were adjusted to equal emissions in 2010 to reflect improved completeness and quality of data and to maintain a consistent methodology.

· Steam use for 2010 was updated to correct previously incomplete data.

Environmental footprint of our operations				
	2008	2009	2010	2011
<b>Greenhouse gas emissions</b>				
Total Scope 1 and Scope 2 MTCO <sub>2</sub> e/revenue	44.15	19.25	18.83	19.78
Total Scope 1 and Scope 2 MTCO <sub>2</sub> e/SF	0.016	0.015	0.014	0.015
Total Scope 1 and Scope 2 MTCO <sub>2</sub> e/FTE	6.8	6.4	5.9	6.1
<b>“Greener” buildings</b>				
Total number of buildings with LEED certification	3	24	71	91
% increase in LEED buildings with LEED certification (year over year)	—	700%	196%	28%
Percentage of SF of buildings with LEED certification	0%	0%	4%	4%
<b>Waste stream (in short tons)</b>				
<b>Recycling</b>				
Recycling – plastic, metal & cardboard (partial data with 40% of portfolio reporting)	3,505	3,793	4,639	5,939
Compost	0	0	68	92
Paper recycled	60,314	67,015	73,320	75,298
Media/hazardous electronic waste <sup>1</sup> recycled	1,862	2,899	3,440	2,660
<b>Total measured recycling</b>	<b>65,681</b>	<b>73,707</b>	<b>81,467</b>	<b>83,989</b>
<b>Landfill</b>				
Actual – Waste to landfill	20,473	20,157	25,107	24,202
Estimated – Waste to landfill	42,586	40,624	53,561	49,249
<b>Total landfill</b>	<b>63,059</b>	<b>60,781</b>	<b>78,668</b>	<b>73,451</b>
<b>Total waste stream</b>	<b>128,740</b>	<b>134,488</b>	<b>160,135</b>	<b>157,440</b>
Diversion rate	51%	55%	51%	53%
Hazardous electronic waste exported to developing countries (short tons)	—	—	0	0
<b>Water</b>				
Water <sup>2</sup>	n/d	n/d	n/d	n/d
<b>Paper</b>				
% of copy paper <sup>3</sup> made from >30% post consumer waste	n/d	n/d	80%	83%
% of copy paper that is FSC certified	n/d	n/d	80%	83%
% of stationery made from >80% post consumer waste and FSC certified	n/d	n/d	n/d	100%
<b>Environmental violations</b>				
Material environmental violations	0	0	0	0

<sup>1</sup> “Hazardous electronic waste” or “hazardous e-waste” includes electronic equipment, parts, and materials (i.e., computers, computer monitors and peripherals, fax machines, printers and copiers, cell phones, Blackberries, magnetic card readers, telephones, most electronic items that contain a computer chip) destined for recycling or disposal but not for direct reuse, that contain, consist of, or are derived from materials that pose potential threats to public health or the environment or meet any of the following criteria:

· Is listed, referenced, considered or referred to as a hazardous waste in Laws or Treaties, or by the U.S. Environmental Protection Agency (“EPA”) or other relevant U.S., state, local or foreign governmental agencies; or

· Exhibits one or more of the characteristics of hazardous waste (ignitability, corrosiveness, reactivity and/or toxicity); or is generated by the treatment of hazardous waste; or is contained in a hazardous waste.

<sup>2</sup> We aim to enhance our environmental management process to include water. In addition, we aim to track measure and reduce our water consumption under a consistent methodology.

<sup>3</sup> We aim to enhance our environmental management system to track, measure and reduce our overall paper consumption under a consistent methodology.

# Community investment

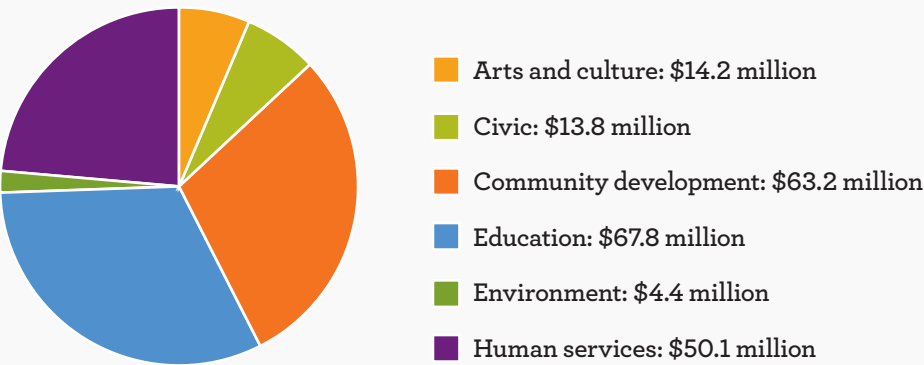
Wells Fargo was named the third-largest corporate cash donor by *The Chronicle of Philanthropy* in 2011, and we're very proud of the positive impact these contributions have made in cities and neighborhoods across the nation. Yet, our commitment to community investment goes beyond those dollars. We are focused on helping our communities gain access to the marketplace to create true, sustainable economic development that will help communities thrive. In addition to grant giving, we're teaching financial education, providing custom financing for projects that don't have access to traditional financing, creating affordable and sustainable housing, and building an even stronger supplier network that reflects the demographics of our communities.

## Philanthropy and community partnerships

At Wells Fargo, we're focused on using our financial resources and expertise, working closely with nonprofits and other stakeholders at the local level to help those who need it most. In 2011, we invested \$213.5 million in 19,000 nonprofits, including \$50 million to educational organizations, with an additional \$18.5 million in matched educational donations from team members, which Wells Fargo matched dollar-for-dollar, up to \$5,000 per team member.

We provided \$5.53 million in grants to 52 nonprofit housing organizations in 50 communities, up 11% over 2010, as part of the *Leading the Way Home*® Priority Markets program to provide support to stabilize neighborhoods affected by excessive foreclosures. We also allocated \$5.23 million in grants to support work on more than 550 homes — projects which included more than 9,800 team members providing over 70,000 volunteer hours. Over two-thirds of all these projects use green building practices.

### Invested \$213.5 million in 19,000 nonprofits







Vince Liuzzi, regional president for Greater Philadelphia and Delaware, joins Salvation Army officials to celebrate the creation of the Wells Fargo Foundation Community Conference and Training Center.

## \$1.6 million

Contributed \$1.6 million to the American Red Cross in 2011 to aid community disaster relief efforts.

We contributed \$9 million to support Habitat for Humanity's capital campaign, with a focus on affiliates' Neighborhood Revitalization Initiative projects. This support has enabled Habitat for Humanity affiliates to grow bigger and stronger in their communities and strengthen their relationships within their communities and with other nonprofits and government entities in neighborhood stabilization efforts.

Through the Wells Fargo Foundation, we're able to provide financial resources to help communities after natural disasters. Wells Fargo contributed \$1.6 million to the American Red Cross in 2011 to aid community disaster relief efforts and rebuild in the U.S. and abroad. Donations supported victims of devastating tornadoes across the U.S.; East Coast residents affected by Hurricane Irene; victims of the wildfires in

Texas; and relief and recovery efforts for the victims of the earthquake in Turkey; and the earthquake and tsunami in Japan.

In addition to corporate donations, we supported donations from our customers and team members. Wells Fargo is the industry leader in using ATMs to accept customer donations in response to major disasters. In March 2011, customers at Wells Fargo ATMs donated more than \$1.6 million to the American Red Cross Japan Earthquake and Pacific Tsunami Fund. This was the first time the service had been used nationally. Our team members helped 388 of their fellow team members through WE Care Fund grants in 2011. This program gives team members the opportunity to donate and help other team members and their families get back on their feet with basic necessities if they're affected by a hardship or disaster beyond their control.

We continue to establish and foster our relationships with nationally focused, diverse community and business organizations that support community development and education. In 2011, we contributed \$10 million to support national nonprofit partnerships, including the U.S. Hispanic Chamber of Commerce; United Negro College Fund; Rainbow Push Coalition; Asian Pacific American Islander Scholarship Fund; Teach For America; National Coalition of La Raza; NAACP; National Urban League; Point Foundation; and American Indian Graduate Center.

We also designated the National Fish and Wildlife Foundation as a new national partner to help us implement our newly established environmental giving program designed to address local environmental priorities while engaging our customers and team members.

## Community development and investments

We made \$3.6 billion in community development loans and investments in projects that support affordable housing, community services, and economic development, revitalization, and stabilization. Our goal is to invest and lend \$15 billion in community development projects by the end of 2016.

Our Community Lending and Investment group made 115 new loans totaling more than \$1.2 billion in 2011. The loans provide taxable and tax-exempt financing for Low Income Housing Tax Credit (LIHTC); mixed income, and New Markets Tax Credit properties; acquisition and rehabilitation financing; lines of credit, and letter of credit facilities. In Seattle, we provided a \$7.4 million construction loan to Downtown Emergency Service Center, a nonprofit developer and social service provider, to construct an 87-unit affordable housing project for formerly homeless persons suffering from mental illness and/or disabilities.

Wells Fargo invested equity of more than \$1 billion in qualified low-income housing projects in 2011, an increase of 25% over 2010. Wells Fargo now leads the nation in

investing low-income housing tax credit for the second consecutive year. In 2011, we made a \$20 million investment in Veterans Commons, a partnership with Swords to Plowshares: A Veterans' Rights Organization, and the Chinatown Community Development Center in San Francisco, to develop 75 units of permanent affordable housing for the chronically homeless.

In March 2011, we launched a new Permanent Financing Program to provide long-term, fixed-rate permanent loans to our clients. In the first nine months of the program, we committed to provide more than \$28.3 million in permanent loans, which represents more than 1,200 units in 15 affordable apartment projects located throughout the U.S. The Skid Row Housing Trust, a nonprofit that manages and operates facilities for the homeless of Los Angeles and provides support services necessary to move beyond poverty, illness, and addiction, received a construction loan and permanent loan commitment for its Star Apartments property, which will provide 100 rental units and services for homeless residents in downtown Los Angeles.

# \$3.6 billion

in community development loans and investments.

Wells Fargo invested \$11 million in Bud Clark Commons, an eight-story facility in Portland, Oregon, which includes 130 units of subsidized studio apartments for the homeless. The center will provide vital resources, shelter, and housing placement services to individuals and couples in Portland, and it will be the first LEED Platinum building of its kind in the country. The photo includes team members (from left) Megdy Khoury, Bernie Kronberger, John Epstein, Lesley Eckstein, and Katy Patricelli.



## \$8.35 million

The Wachovia Wells Fargo NEXT Awards for Opportunity Finance awarded \$8.35 million to six CDFIs.

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We provide both debt and tax credit equity to urban and rural low-income communities. The New Markets Tax Credit (NMTC) portfolio includes investments in mixed-use, transit-oriented developments, high-impact real estate projects, community facilities, and financial intermediaries that provide loans to small businesses. In 2011, we closed 26 transactions for more than \$440 million, doubling our 2010 commitments. We also awarded \$42 million in new allocations, and were one of the few banks to receive NMTC allocation in 2011. We invested \$11 million with Oregon Coast Community Action, a nonprofit that provides cost effective administration, leadership, and support for children's programs and emergency services on the southern Oregon Coast. These funds will support various programs, including Weekend Food Kits, which feeds hundreds of vulnerable children who might not otherwise have access to food during weekends.

Wells Fargo invests in 145 Alternative Assets funds, a diverse portfolio which includes investments such as private equity funds focused on small and middle market businesses aimed at job growth, real estate investments for community development purposes, community development entities and liquid and short term assets. One fund in our portfolio, The Bay Area Equity Fund I, LP, invests in growing companies that have created an impressive number of jobs, directly impacting local communities, such as BrightSource Energy, a builder and operator of renewable power plants for industrial and utility customers in the U.S. They created 1,400 construction jobs in the California High Desert region, an area of the state hit with higher-than-average unemployment.

We provided equity-like capital (unsecured, subordinate, low-rate debt) to Community Development Financial Institutions

(CDFIs) and nonprofit housing developers. Wells Fargo invests in a range of CDFIs — small to large, rural to urban, as well as nonprofit housing developers, many of whom are actively working to combat the effects of foreclosures through acquisition-rehab-resale programs of single-family homes. In 2011, Wells Fargo invested close to \$20 million through new and renewed EQ2s with these nonprofit community partners. One of our 2011 EQ2s went to Rural Nevada Development Corporation (RNDC), based in Ely, Nevada. Wells Fargo invested \$400,000 in RNDC to support its mission to serve rural counties and Native American tribes statewide by providing economic development assistance, financing opportunities to small businesses, and loans to promote safe, affordable housing.

The Wachovia Wells Fargo NEXT Awards for Opportunity Finance awarded \$8.35 million to six CDFIs. Each year since the program's inception in 2007, CDFIs have been recognized for their excellence in providing products and services to people in communities not served by traditional financial institutions. We renewed our support feeds by providing a new five-year commitment for the NEXT Awards.

In 2011, we increased the level at which we facilitated the transfer of real estate owned (REO) properties to low- and moderate-income families by 400% over 2010. We donated 1,245 properties, totaling almost \$18.9 million<sup>1</sup> in 41 states. For example, we committed to donate up to \$1.2 million in gifted equity and \$600,000 to Rebuilding Together to repair homes in distressed markets for sale to low- and moderate-income and first-time home buyers. We also became the first bank working with the Cuyahoga County Land Reutilization Corporation in Ohio to donate vacant and foreclosed low-asset properties and funds to the Cuyahoga County Land Bank, donating 26 properties and \$127,000 to the bank.

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<sup>1</sup> Includes Wells Fargo-owned assets and third-party assets managed.



## Supplier diversity

We continue to build relationships within the communities we serve through the development, inclusion, and use of certified minority-, women-, and disadvantaged- (LGBT, disabled, veteran, and disabled veteran) owned business enterprises (MWDBEs). Our goal is to spend \$1 billion annually with diverse-owned businesses beginning in 2013.

Wells Fargo spent \$733 million with MWDBEs in 2011 and approximately \$7 billion over the last nine years. Our spending in 2011 represents 7% of our controllable spending and is on par with the overall industry average.

Our supplier diversity program touches communities across the country, from large metropolitan areas to small towns. Wells Fargo is a client of Call One, Inc., a women-owned telecommunications business based in Cape Canaveral, Florida. In 2011, supply chain management — in partnership with several lines of business — awarded Call One a preferred supplier contract. Call One is now supplying and repairing the headsets used in call centers, trading floors, and throughout Wells Fargo. As a result of the contract, Call One has hired additional staff to meet the demand.

In addition, Wells Fargo helps diverse-businesses learn and grow through partnership development and education opportunities like its Leaders of Change program, which is dedicated to helping diverse suppliers develop their business. In 2011, Wells Fargo received numerous awards for its supplier diversity program, including recognition from groups such as the Women's Business Enterprise National Council, U.S. Hispanic Chamber of Commerce, and the National Minority Supplier Development Council to name a few.

To learn more about Wells Fargo's supplier diversity program, go to [wellsfargo.com/supplierdiversity](http://wellsfargo.com/supplierdiversity), or contact us at [corporatesupplierdiversity@wellsfargo.com](mailto:corporatesupplierdiversity@wellsfargo.com).

## Financial education

Wells Fargo provided financial education to individuals and families using Wells Fargo's *Hands on Banking*® program during classroom presentations and other community events throughout 2011. The *Hands on Banking* program and its Spanish language counterpart, the *El futuro en tus manos*® program, are free money management programs that offer financial information and tools in an easy-to-understand, commercial-free, and entertaining format for kids, teens, young adults, adults, and small business owners. We distributed more than 51,000 *Hands on Banking* CDs to organizations and schools across the U.S. and around the world.

More than 1,500 team members delivered 2,282 financial education lessons to a record 111,975 students and families during the American Bankers Association's Teach Children to Save and Get Smart About Credit campaigns. Our goal is to deliver financial education to 300,000 people by the end of 2014.

During the Teach Children to Save campaign, members of Wells Fargo's leadership team, based in Minneapolis, taught financial education using the *Hands on Banking* program to 30 students with the Little Earth of United Tribes, which serves the largest Native American community in any U.S. urban area. We also teamed up with Teach for America during the Get Smart About Credit campaign to deliver credit education lessons to more than 50 classrooms in 19 locations nationwide. Teach For America is the national corps of recent college graduates who commit to teach for two years in urban and rural public schools.

The San Francisco-based Self-Help for the Elderly hosted a series of financial education workshops in the city's Chinatown, and Wells Fargo team members were there to deliver *Hands on Banking* presentations in Cantonese, the native language of the nonprofit's clients. Self-Help for the Elderly strives to promote the independence, dignity, and self-worth of seniors by providing a comprehensive range of multi-cultural and multi-lingual services that empower seniors to help themselves. More than 50 low-income seniors participated in the first session of a four-part series that delivered education about critical banking basics, credit, the internet, and mobile banking.

# \$733 million

Spent \$733 million with certified diverse suppliers in 2011.



Geri Yang, community development officer, and personal bankers Sosa Imoisili and Debbie Guzman, hold their *Hands on Banking* CDs at the Mary Ella Brown Center in Fresno, California.

# 111,975

Individuals and families received financial education through a *Hands on Banking* workshop.

Through our partnership with the NAACP, we provided financial education, counseling, and home preservation resources to historically disadvantaged communities throughout the U.S. Together we opened the NAACP Financial Freedom Center in Washington, D.C., providing workshops and counseling on money management and home preservation as part of the NAACP Economic Department's Financial Freedom Campaign. We hosted home preservation workshops and seminars at the NAACP's 102nd National Convention, as well as during state and

regional NAACP conferences throughout the year. We also collaborated to launch a 21-market expansion of the NAACP Financial Freedom Center by participating in a three-day training of trainers for more than 40 NAACP branch unit leaders. These NAACP teams were awarded micro-grants to fund local community outreach and partnership efforts, including *Hands on Banking* seminars, homebuyer education, youth financial education workshops, and access to credit counseling resources.



## GRI index

The table below provides information on the use of the Global Reporting Initiative (GRI) G3.1 Guidelines. We are self-declaring a B Application Level. With regard to the location of specific information, we refer to relevant pages of our 2011 Corporate Social Responsibility Report, **2011 Annual Report**, **2011 Proxy Statement**, **2011 Form 10-K**, **2011 Environmental Finance Report**, **Carbon Disclosure Project Report**, **Environmental Risk Management Report**, or where otherwise noted. All of the noted documents are available on our website at [wellsfargo.com](http://wellsfargo.com).

### Color key

■	Reported
■	Partially reported
■	Not applicable
■	Not reported

GRI indicator	Indicator description	Location/notes
<b>1. Strategy and analysis</b>		
1.1	Statement from the most senior decision maker of the organization about the relevance of sustainability to the organization and its strategy.	Letter from John Stumpf, Chairman and CEO (pg. 4)
1.2	Description of key impacts, risks and opportunities.	Letter from John Stumpf, Chairman and CEO (pg. 4); Letter from Jon Campbell, EVP, Social Responsibility Group; Social responsibility at Wells Fargo (pg. 5-6); 2011 Annual Report; 2011 Form 10-K; Carbon Disclosure Project Report
<b>2. Organizational profile</b>		
2.2	Primary brands, products and services.	Company profile (pg. 3); 2011 Annual Report
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries and joint ventures.	2011 Annual Report; 2011 Form 10-K
2.4	Location of organization's headquarters.	Company profile (pg. 3)
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Company profile (pg. 3); 2011 Annual Report; 2011 Form 10-K
2.6	Nature of ownership and legal form.	2011 Annual Report; 2011 Form 10-K
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries.)	2011 Annual Report
2.8	Scale of the reporting organization including: number of employees, number of operations net sales or net revenues, total capitalization broke down in terms of debt and equity , an quantity of products or services provided.	Company profile (pg. 3); Product and service responsibility (pg. 20) 2011 Annual Report
2.9	Significant changes during the reporting period regarding size, structure or ownership including: location of or changes in operations, including facility openings, closings and expansions; and changes in the share capital structure and other capital formation, maintenance and alteration operations.	Company profile (pg. 3); Product and service responsibility (pg. 17); Community investment (pg. 39); 2011 Annual Report
2.10	Awards received in the reporting period.	Team member engagement (pg. 26); Environmental stewardship (pg. 32); Performance highlights (pg. 49)
<b>3. Report parameters</b>		
<b>Report profile</b>		
3.1	Reporting period (e.g. fiscal/calendar year) for information provided.	Report scope (pg. 3)
3.2	Date of most recent previous report (if any).	Report scope (pg. 3)
3.3	Reporting cycle	Report scope (pg. 3)
3.4	Contact point for questions regarding the report or its contents	Letter from Jon Campbell, EVP, Social Responsibility Group (pg. 5-6)

GRI indicator	Indicator description	Location/notes
<b>Report scope and boundary</b>		
3.5	Process for defining report, content, including: Determine materiality, prioritizing topics within the report, and identifying stakeholders the organization expects to use the report.	About this report (pg. 3); Social responsibility at Wells Fargo (pg. 7-8)
3.6	Boundary of the report (e.g. countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers)	Report scope (pg. 3)
3.7	State any specific limitations on the scope or boundary of the report.	Report scope (pg. 3)
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations and other entities that can significantly affect comparability from period to period and or between organizations.	Report scope (pg. 3)
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report.	Report scope (pg. 3)
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g. mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	Report scope (pg. 3)
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	Report scope (pg. 3)
<b>GRI content index</b>		
3.12	Table identifying the location of the Standard Disclosures in the report.	GRI index (pg. 41-48)
<b>Assurance</b>		
3.13	Policy and current practice with regard to seeking external assurance for the report accompanying the sustainability report, explain the scope and basis of any external assurance provided. Also explain the relationship between the reporting organization and the assurance providers.	Wells Fargo does not currently seek an external assurance report to accompany the entire CSR Report. We seek external assurance for our greenhouse gas emissions report. It is available in the Carbon Disclosure Project Report.
<b>4. Governance, commitments, and engagement</b>		
<b>Governance</b>		
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	Ethical business practices (pg. 11-12); 2011 Annual Report; 2011 Proxy
4.2	Indicate whether the Chair of the highest governance body is also an executive officer and if so, their function within the organization's management and the reasons for this arrangement.	Ethical business practices (pg. 11-12); 2011 Proxy
4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and or non-executive members.	Ethical business practices (pg. 11-12); 2011 Proxy
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Ethical business practices (pg. 11-12); 2011 Proxy
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives and the organization's performance (including social and environmental performance)	Ethical business practices (pg. 11-12); 2011 Proxy
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Ethical business practices (pg. 11-12); 2011 Proxy
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental and social topics.	Ethical business practices (pg. 11-12); 2011 Proxy
4.8	Internally developed statements of mission or values, codes of conduct and principles relevant to economic, environment and social performance and the status of their implementation.	Social Responsibility at Wells Fargo (pg. 7-8); Ethical business practices (pg. 9)
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environment and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct and principles.	Ethical business practices (pg. 11-12); 2011 Proxy; <a href="#">Corporate Responsibility Committee Charter</a>
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental and social performance.	Ethical business practices (pg. 11-12); 2011 Proxy; <a href="#">Corporate Responsibility Committee Charter</a>
<b>Commitments to external initiatives</b>		
4.11	Explanation of whether and how the precautionary approach of principle is addressed by the organization.	Ethical business practices (pg. 11); Product and service responsibility (pg. 15); <a href="#">Our Commitment to Equal Employment Opportunity and Affirmative Action</a> ; Environmental Finance Report; Carbon Disclosure Project Report; Environmental Risk Management Report
4.12	Externally developed economic, environmental, and social charters, principles or other initiatives to which the organization subscribes or endorses.	Ethical business practices (pg. 11)

GRI indicator	Indicator description	Location/notes
4.13	Membership in associations (such as industry associations) and/or national, international advocacy organizations in which the organization: Has positions in governance bodies; participate in projects or committees; provides substantive funding beyond routine membership dues or views membership as strategic.	Social responsibility at Wells Fargo (pg. 7-8); Product and service responsibility (pg. 18-19); Community investment (pg. 37)
<b>Stakeholder engagement</b>		
4.14	List of stakeholder groups engaged by the organization: Communities, Civil Society, Customers, Shareholders and Providers of Capital, Suppliers and Employees, other workers and their trade unions.	Social responsibility at Wells Fargo (pg. 7-8); Community investment (pg. 37)
4.15	Basis for identification and selection of stakeholders with whom to engage.	Social responsibility at Wells Fargo (pg. 7-8)
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	Social responsibility at Wells Fargo (pg. 7-8)
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	Social responsibility at Wells Fargo (pg. 7-8); Product and service responsibility (pg. 17-18); Environmental stewardship (pg. 31)
<b>5. Economic performance</b>		
DMA	Provide a concise disclosure on the Management Approach items with reference to the following Economic Aspects: Economic performance, market presence and indirect economic impacts.	Letter from John Stumpf, Chairman and CEO (pg. 4); Letter from Jon Campbell, EVP, Social Responsibility Group (pg. 5-6); Social responsibility at Wells Fargo (pg. 7-8); Ethical business practices (pg. 11-12); 2011 Annual Report
<b>Economic performance</b>		
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings and payments to capital providers and governments.	2011 Annual Report; Form 10-K
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	Carbon Disclosure Project Report
EC3	Coverage of the organization's defined benefit plan obligations.	Team member engagement (pg. 24-25); 2011 Annual Report
EC4	Significant financial assistance received from government.	Wells Fargo did not receive significant financial assistance from the government in 2011 Annual Report.
<b>Market presence</b>		
EC5	Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.	Not applicable
EC6	Policy, practices and proportion of spending on locally-based suppliers at significant locations of operation.	Not reported
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	Not reported
<b>Indirect economic impacts</b>		
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	Community investment (pg. 37-38)
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	Product and service responsibility (pg. 13-22); Environmental stewardship (pg. 30-31); Community investment (pg. 35-40)
<b>6. Environmental performance</b>		
DMA	Provide a concise disclosure on the Management Approach items with reference to the following Environmental Aspects: Materials, energy, water, biodiversity, emissions, effluents, waste, products and services, compliance, transport and overall.	Ethical business practices (pg. 11); Environmental stewardship (pg. 29-34); <a href="#">Wells Fargo Environmental Forum</a>
<b>Materials</b>		
EN1	Materials used by weight or volume.	Environmental stewardship (pg. 33-34)
EN2	Percentage of materials used that are recycled input materials.	Environmental stewardship (pg. 33-34)
<b>Energy</b>		
EN3	Direct energy consumption by primary energy source.	Environmental stewardship (pg. 33-34)
EN4	Indirect energy consumption by primary energy source.	Environmental stewardship (pg. 33-34)

GRI indicator	Indicator description	Location/notes
EN5	Energy saved due to conservation and efficiency improvements	Environmental stewardship (pg. 33-34); Carbon Disclosure Project Report
EN6	Initiatives to provide energy-efficient or renewable energy-based products and services and reductions in energy requirements as a result of these initiatives.	Environmental stewardship (pg. 32)
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	Carbon Disclosure Project Report; Environmental Finance Report; <a href="#">Wells Fargo Environmental Forum</a>
<b>Water</b>		
EN8	Total water withdrawal by source.	Not reported
EN9	Water sources significantly affected by withdrawal of water.	Not applicable
EN10	Percentage and total volume of water recycled and reused.	Not applicable
<b>Biodiversity</b>		
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	Not reported
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	Not reported
EN13	Habitats protected or restored.	Not reported
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	Not reported
EN15	Number of IUCN Red List species and nations conversation list species with habitats in areas affected by operations, by level of extinction risk.	Not reported
<b>Emissions, effluents, and waste</b>		
EN16	Total direct and indirect greenhouse gas emissions by weight.	Environmental stewardship (pg. 33-34)
EN17	Other relevant indirect greenhouse gas emissions by weight.	Environmental stewardship (pg. 33-34)
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Environmental stewardship (pg. 32); Carbon Disclosure Project Report; Environmental Finance Report; <a href="#">Wells Fargo Environmental Forum</a>
EN19	Emissions of ozone-depleting substances by weight.	Not applicable
EN20	NOx, SOx, and other significant air emissions by type and weight.	Not applicable
EN21	Total water discharge by quality and destination.	Not applicable
EN22	Total weight of waste by type and disposal method.	Environmental stewardship (pg. 33)
EN23	Total number and volume of significant spills.	Not applicable
EN24	Weight of transported, imported, exported or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	Environmental stewardship (pg. 33-34)
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	Not applicable
<b>Products and services</b>		
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	Environmental stewardship (pg. 29-30); <a href="#">Wells Fargo Environmental Forum</a>
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	Not applicable
<b>Compliance</b>		
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	Environmental stewardship (pg. 33)
<b>Transport</b>		
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations and transporting members of the workforce.	Environmental stewardship (pg. 33-34)
<b>Overall</b>		
EN30	Total environmental protection expenditures and investments by type.	Not reported

GRI indicator	Indicator description	Location/notes
<b>7. Labor practices and decent work</b>		
DMA	Provide a concise disclosure on the Management Approach items with reference to the following Labor Aspects: Employment, labor/management relations, occupational health and safety, training and education, diversity and equal opportunity, and equal remuneration for women and men.	Team member engagement (pg. 23-28); <a href="#">Our Commitment to Equal Employment Opportunity and Affirmative Action</a>
<b>Employment</b>		
LA1	Total workforce by employment type, employment contract and region, broken down by gender.	Team member engagement (pg. 25-27)
LA2	Total number and rate of employee turnover by age group, gender and region.	Not reported
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	Not reported
<b>Labor/management relations</b>		
LA4	Percentage of employees covered by collective bargaining agreements.	Not applicable
LA5	Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements.	Not applicable
<b>Occupational health and safety</b>		
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	Not applicable
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities by region and by gender.	Not reported
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	Team member engagement (pg. 25)
LA9	Health and safety topics covered in formal agreements with trade unions.	Not applicable
<b>Training and education</b>		
LA10	Average hours of training per year per employee by gender, and by employee category.	Team member engagement (pg. 24)
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Team member engagement (pg. 23-24)
LA12	Percentage of employees receiving regular performance and career development reviews, by gender.	Team member engagement (pg. 24)
<b>Diversity and equal opportunity</b>		
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership and other indicators of diversity.	Ethical business practices (pg. 11); Team member engagement (pg. 27)
<b>Equal remuneration for women and men</b>		
LA14	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.	Not reported
<b>8. Human rights</b>		
DMA	Provide concise disclosure on the implementation of due diligence processes on the following Management Approach items, with reference to the human rights Aspects: Investment and procurement practices, non-discrimination, freedom of association and collective bargaining, child labor, prevention of forced and compulsory labor, security practices, indigenous rights, assessment, and remediation.	Ethical business practices (pg. 9-10); Our commitment to <a href="#">Equal Employment Opportunity and Affirmative Action</a>
<b>Investment and procurement practices</b>		
HR1	Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns or that have undergone human rights screenings.	Not reported
HR2	Percentage of significant suppliers, contractors, and other business partners that have undergone human rights screening and actions taken.	Not reported
HR3	Total hours of employee training on policies and procedure concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	Ethical business practices (pg. 9)



GRI indicator	Indicator description	Location/notes
<b>Non-discrimination</b>		
<b>HR4</b>	Total number of incidents of discrimination and actions taken.	Not reported
<b>Freedom of association and collective bargaining</b>		
<b>HR5</b>	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.	Not applicable
<b>Child labor</b>		
<b>HR6</b>	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.	Not applicable
<b>Forced and compulsory labor</b>		
<b>HR7</b>	Operations identified as having significant risk for incidents of forced compulsory labor, and measure taken to contribute to the elimination of forced or compulsory labor.	Not applicable
<b>Security practices</b>		
<b>HR8</b>	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	Not applicable
<b>Indigenous rights</b>		
<b>HR9</b>	Total number of incidents of violations involving rights of indigenous people and actions taken.	Not applicable
<b>Assessment</b>		
<b>HR10</b>	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.	Not reported
<b>Remediation</b>		
<b>HR11</b>	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.	Not reported
<b>9. Society</b>		
<b>DMA</b>	Provide concise disclosure on the following Management Approach items, with reference to the Society Aspects: Community, corruption, public policy, anti-competitive behavior, and compliance.	Social responsibility at Wells Fargo (pg. 7-8); Ethical business practices (pg. 9-12);
<b>Local community</b>		
<b>S01</b>	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	Not reported
<b>S09</b>	Operations with significant potential or actual negative impacts on local communities.	Not applicable
<b>S010</b>	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.	Not applicable
<b>Corruption</b>		
<b>S02</b>	Percentage and total number of business units analyzed for risks related to corruption.	Not reported
<b>S03</b>	Percentage of employees trained in organization's anti-corruption policies and procedures.	Ethical business practices (pg. 9); Team member engagement (pg. 23-24)
<b>S04</b>	Actions taken in response to incidents of corruption.	Not reported
<b>Public policy</b>		
<b>S05</b>	Public policy positions and participation in public policy development and lobbying.	Ethical business practices (pg. 12); <a href="#">Government Relations</a>
<b>S06</b>	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	Ethical business practices (pg. 12); <a href="#">Government Relations</a>
<b>Anti-competitive behavior</b>		
<b>S07</b>	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	Not reported
<b>Compliance</b>		
<b>S08</b>	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	Not reported

GRI indicator	Indicator description	Location/notes
<b>10. Product responsibility</b>		
DMA	Provide concise disclosure on the following Management Approach items, with reference to the Product Responsibility Aspects: Customer health and safety, product and service labeling, marketing communications, customer privacy and compliance.	Product and service responsibility (pg. 13-22); <a href="#">Wells Fargo U.S. Consumer Privacy Notice</a>
<b>Customer health and safety</b>		
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	Not applicable
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services, by type of outcomes.	Not applicable
<b>Product and service labeling</b>		
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	Not applicable
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	Not applicable
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	Product and service responsibility (pg. 22); 2011 Annual Report
<b>Marketing communications</b>		
PR6	Programs for adherence to laws, standards and voluntary codes related to marketing communications, including advertising, promotion and sponsorship.	<a href="#">Wells Fargo U.S. Consumer Privacy Notice</a>
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, included advertising, promotion, and sponsorship, by type of outcomes.	Not reported
<b>Customer privacy</b>		
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	Not reported
<b>Compliance</b>		
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	Not reported
<b>11. Financial services sector: product and service impact indicators</b>		
<b>Aspect: product portfolio</b>		
FS1	Policies with specific environmental and social components applied to business lines.	Environmental Risk Management Report
FS2	Procedures for assessing and screening environmental and social risks in business lines.	Environmental Risk Management Report
FS3	Processes for monitoring clients' implementation of and compliance with environmental and social requirements included in agreements or transactions.	Environmental Risk Management Report
FS4	Processes for improving staff competency to implement the environmental and social policies and procedures as applied to business lines.	Environmental Risk Management Report
FS5	Interactions with clients/investees/business partners regarding environmental and social risks and opportunities.	Social responsibility at Wells Fargo (pg. 7-8); Environmental stewardship (pg. 30-31); Environmental Risk Management Report
FS6	Percentage of the portfolio for business lines by specific region, size (e.g. micro/SME/large) and by sector.	2011 Annual Report
FS7	Monetary value of products and services designed to deliver a specific social benefit for each business line broken down by purpose.	Community investment (pg. 37-38)
FS8	Monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose.	Environmental Finance Report
<b>Aspect: audit</b>		
FS9	Coverage and frequency of audits to assess implementation of environmental and social policies and risk assessment procedures.	Ethical business practices (pg. 11)
<b>Aspect: active ownership</b>		
FS10	Percentage and number of companies held in the institution's portfolio with which the reporting organization has interacted on environmental or social issues.	Not reported

GRI indicator	Indicator description	Location/notes
FS11	Percentage of assets subject to positive and negative environmental or social screening.	Not reported
FS12	Voting policies applied to environmental or social issues for shares over which the reporting organization holds the right to vote shares or advises on voting.	Ethical business practices (pg. 11-12); 2011 Proxy
<b>Aspect: community</b>		
FS13	Access points in low-populated or economically disadvantaged areas by type.	Product and service responsibility (pg. 20-21); Community investment (pg. 37-38)
FS14	Initiatives to improve access to financial services for disadvantaged people.	Product and service responsibility (pg. 20-21)
<b>Aspect: product and service labeling</b>		
FS15	Policies for the fair design and sale of financial products and services.	<a href="#">Wells Fargo Responsible Lending Principles for Consumer Credit</a>
FS16	Initiatives to enhance financial literacy by type of beneficiary.	Product and service responsibility (pg. 21); Community investment (pg. 39)

# Wells Fargo 2011 performance highlights<sup>1</sup>

We want to help all our customers succeed financially and support long-term economic growth and improved quality of life for everyone in our communities.

## Key facts

Please visit [wellsfargo.com](http://wellsfargo.com) for our most current financial information.

**Headquarters:** San Francisco

**Founded:** 1852

**Assets:** \$1.3 trillion

**Stores:** More than 9,000

**ATMs:** 12,211

**Team members:** More than 270,000

### Awards:

#### Fortune

- World's 41st Most Admired Company
- 23rd in Revenue Among All Companies in All Industries

#### Forbes

- Top 20 Biggest Public Companies in the World

#### American Customer Satisfaction Index

- America's #1 Large Bank for Customer Satisfaction

#### The Chronicle of Philanthropy

- America's Third Most Generous Cash Donor

#### CIO

- Among the Top 100 Companies for Technology Innovations that Advance Business Results

#### CR Magazine

- Top 100 Best Corporate Citizens (2012)

## Homeownership

- Completed **740,359** mortgage loan modifications for customers since January 2009.
- **93%** of our mortgage customers remain current on their home payments.

## Small business

- **No. 1** small business lender in dollars
- **No. 1** SBA 7(a) in dollars, extending a record \$1.2 billion in SBA 7(a) loans to small businesses in the 2011 federal fiscal year.

## Financial education

- **111,975** individuals and families received financial education through a *Hands on Banking* workshop.
- More than **1,500** team members presented financial education to students and parents during the Teach Children To Save and Get Smart About Credit campaigns.

## Environmental stewardship

- **\$2.8 billion** in environmental financing.
- **\$4.4 million** in grants to environmental nonprofits, up **33%** from 2010.

## Team member engagement

- **\$63.9 million** donated by team members to 25,000 nonprofits.
- **1.5 million** hours volunteered.

## Community development

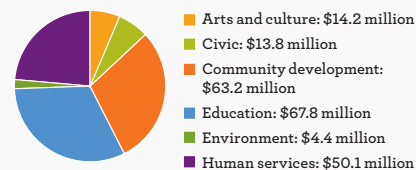
- **\$3.6 billion** in community development loans and investments in projects that support affordable housing, community services, and economic development, revitalization, and stabilization.
- **\$63.2 million** in grants to nonprofits focused on community development in distressed communities.

## Diversity

- **36%** of team members are ethnically/racially diverse; 59% are women.
- **\$733 million** spent with certified diverse suppliers.

## Philanthropy

- Invested **\$213.5 million** in **19,000** nonprofits.



<sup>1</sup> Information reflects 2011 data and activities except where otherwise noted.

We invite you to visit our website [wellsfargo.com/about/csr/](http://wellsfargo.com/about/csr/) for previous editions of our report, additional information about social responsibility at Wells Fargo, and for access to our 2011 Annual Report and other public filings. To ask questions or provide feedback, please contact us at [SocialResponsibility@wellsfargo.com](mailto:SocialResponsibility@wellsfargo.com).

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