

**The right people. The right passion. The right focus.**  
*Serving communities in the real economy.*



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John G. Stumpf



*To our stakeholders,*

At Wells Fargo, we believe our responsibility as a corporation goes beyond protecting our customers' assets and helping them succeed financially. We want to help create long-term economic growth and quality of life in our communities. As our business and communities have expanded globally, so has our role to lead by example and make a difference through our ongoing corporate social responsibility efforts.

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Our nation's economic recovery hasn't been fast or broad enough. Unemployment remains stubbornly high. Some housing markets are still struggling to recover. Millions of individuals, businesses and communities, including many of the customers we serve, continue to suffer in the real economy. We hear from them every day in our local banking stores, on our phone lines and over the internet. We also hear with increasing frequency from community groups, elected officials, and other stakeholders who want us to take a bigger role in solving broad-based social, economic and environmental challenges.

We support the real economy in many ways, including enabling people to buy new homes, providing needed capital for business investment and expansion, and helping consumers plan for retirement and a more sustainable future. In this report, you'll read about some of the important work our company is doing to actively support the revitalization and growth of the economy, including in our hardest-hit communities. You'll also find stories about how we are operating our company in a responsible way, with an increased focus on integrating environmental and social practices into our business strategies, products, operations and supply chain.

Throughout our history, Wells Fargo has been committed to supporting the communities in which our team members and customers live and work. Now, more than ever, corporate social responsibility is a driving force in our business. In fact, one of our company's six strategic priorities, which I invite you to read about in our [2013 Annual Report](#), is "connecting with communities and stakeholders." We understand the importance of reaching out and engaging in conversations with many interested parties every day — listening and understanding, doing what's right, and, when we make mistakes, admitting them and learning from them.

Our progress has not been perfect. We know there are many opportunities ahead for Wells Fargo. I am proud of our achievements as a business, and I'm equally proud of how we *do* business. And I want to personally thank our more than 264,000 team members, as well as our customers, community leaders, suppliers and partners who are working with us to make our world a better place.



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

# Q&A

*Wells Fargo CEO John Stumpf recently sat down with Mindy Lubber, president of Ceres,<sup>1</sup> a nonprofit organization that advocates for sustainable business practices. Mindy and John discussed Wells Fargo's approach to corporate social responsibility and the role of the financial services industry in society and the environment. Following are highlights from the interview, edited for clarity and length.*

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**ML:** Today your stakeholders expect Wells Fargo, as one of the world's largest financial institutions, to achieve business results while also creating solutions for sustainability and helping solve many of the world's problems. How do you view Wells Fargo's role in this new normal?

**JS:** It is a new normal. There's no question about that. There was a time when, as business leaders, you worked hard, produced earnings, kept your head down, and the market would tell the story for you. Today it's very different. People want to work for a company that they identify with, are proud of, and that shares similar values. Customers expect you to lend responsibly and fairly and to make responsible business decisions. Those in the community have an economic and a social interest in what you're doing.

The job of the CEO and senior leaders across all companies has changed for the better, I think. We're a 162-year-old company. We want to be here another 162 years. We have only so many resources as a society, so let's use those as best we can. I spend a lot more time with public officials and community leaders discussing sustainability topics. We don't always agree, but we have a dialogue. As we develop products and services, we think more about the overall risk and benefit to society, not only to our customers.

**ML:** It's been five years since the financial crisis and the economy is slowly recovering. An issue that remains is the public perception about the role of large banks in helping to create the crisis. How can the financial services sector rebuild trust and confidence in the hearts and minds of stakeholders?

**JS:** Our industry reputation was unfortunately earned by some companies that made mistakes. Most of those companies are gone today, but we own that reputation as an industry. We can't earn the trust back of the American public through a marketing campaign. Actions speak louder than words. What's most important is that we use what we've learned to help America rebuild the future.

We're helping to rebuild the economy in many ways. Our team members give time to their communities. Last year we were named the No. 1 corporate donor (based on 2012 giving) and one of the highest payers of U.S. federal income taxes. And those taxes help build roads, educate children, and keep the trains and government running. We help people buy homes and provide capital for small businesses. We invest in a whole host of environmental efforts like LEED®-certified buildings, clean technology start-ups, and paperless stores and ATMs.

The long and short of it: We're Americans first, and we're banks second. And we're in this together. The entire industry has more work to do.

**ML:** *There is a growing realization among investors that critical environmental, social, and economic issues pose business risks and opportunities to companies like Wells Fargo. How do you build those types of challenges into your core business model and risk analysis?*

**JS:** I grew up on a farm and you can never take the farm out of the boy. The responsible use of natural resources and land is a part of how I grew up.

Today, we're the largest agricultural lender and the largest crop insurer in the country. When we look around our marketplace and at those we choose to do business with, sustainable farming, clean water, and the appropriate use of the natural resources are core parts of our risk analysis.

We invest a lot in wind and solar, and we also have a large energy portfolio. We work to make sure environmental and social impacts are considered in our business practices — the loans we make, the deposits we take, the kind of business we're active in. When it comes to financing high-impact projects, we provide specialized training to our bankers and have a council that helps our business underwriters make good decisions. And when we find that there is too much risk, we do walk away from some business. If it's not good for America, it isn't good for us.

**ML:** *Women are well-represented on your Board and your company has strong diversity throughout your employee base. Is it a conscious decision to make sure you are inclusive and have a diverse workforce and Board?*

**JS:** We have 14 directors. One third are persons of color and one third are women. We want the Board to reflect the diversity of the marketplace. We don't want to be "in" the market, we want to be "of" the market. And as America changes, we want to have a workforce, thought process and value system that reflect the difference.

About 39 percent of our workforce is ethnically diverse. But our job is not done. If you take the top six layers of management, the diversity gets very narrow. That is the big issue we're focused on.

Banks have long sales cycles — the harvesting we're doing today is probably the result of seeds we planted 10 and 20 years ago. We've got to plant seeds today. We plan ahead and set goals. But sometimes you need to interfere with the process. In some cases, we've actually slowed down the hiring process to make sure we have the broadest pool of qualified candidates possible.

**ML:** *You influence enormous numbers of businesses that want to do business with you. Do you expect your suppliers to live up to the same sustainability leadership standards that you expect of your own people?*

**JS:** Absolutely. In fact, whatever they do, their actions become our actions. When we do our vendor or partner reviews, we look at their attitudes towards the things that are important to us — our values, our vision, our inclusiveness, and our sustainability views. And increasingly, we find that when people do business with us, they're asking us the same questions.

<sup>1</sup> Wells Fargo is a member of the Ceres Company Network, a network of more than 70 members from 20 industries focused on accelerating the adoption of sustainable business practices.



Jon R. Campbell

## *Adapting to our changing economy and communities.*

We understand our business is necessary for helping to create long-term economic growth and well-being of people and communities around the globe. I invite you to read this, our 2013 Corporate Social Responsibility Report, to learn more about how our company and more than 264,000 team members are working with key stakeholders to help individuals and businesses prosper and succeed. All of our actions are taken with thoughtful consideration of their impact on people, communities and the environment.

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Over the past several years, Wells Fargo's CSR efforts have focused on five strategic areas on which we have the greatest impact: environmental sustainability, community investment, product and service responsibility, ethical business practices, and team member engagement. During 2013, we made progress in each of these areas. We achieved three of our 19 goals, and believe we are on track to meet or exceed the remaining goals by 2020 or earlier. Following are a few highlights. See pages 12–13 for a summary and progress report on our 2020 goals.

### **Environmental sustainability**

We continued making headway toward our 2020 environmental goals—minimizing our energy, water consumption and waste stream; “greening” our stores and administrative buildings; and financing environmental opportunities—all while building stronger communities and engaging our team members. Since 2012, we’ve invested more than \$12 billion in “greener” commercial real estate and low- and moderate-income developments, wind and solar

projects, and other environmentally sustainable businesses. We’re already 40 percent of the way to meeting our 2020 goal of providing \$30 billion in environmental financing.

In 2013, we committed \$21.8 million to nonprofits supporting community-based environmental projects and innovation in clean technology and initiatives. Through our relationship with the [National Fish and Wildlife Foundation](#) we funded 64 nonprofits focused on sustainable agriculture and forestry, land and water conservation, habitat and urban ecosystem restoration, and environmental education.

### **Community investment**

We continue to actively support the revitalization and growth of the economy, focusing on affordable housing, community services and economic development in low- and moderate-income areas. Since 2011, through loans or investments, we have provided \$14.2 billion in financial support to community development projects, including \$6 billion in 2013. And last year, our team members delivered financial education to 108,820 individuals and families, helping us surpass our 2014 goal a year early (see page 26).

In 2013, we donated \$275.5 million to help 18,500 nonprofits deliver critical services, including \$81.6 million to 8,000 educational programs and schools.<sup>1</sup> We focus on developing deep connections with nonprofits and other key stakeholders to create practical, sustainable solutions to meet local needs. Take, for example, our support for [Operation Homefront](#). We jointly give an average of six mortgage-free houses to military families each month as part of our \$35 million commitment to support military service members and veterans.

### **Product and service responsibility**

We work hard to build relationships with our customers, providing them with meaningful products, advice and guidance so they can make informed financial choices. For us, this means keeping deposits safe, lending responsibly and fairly, helping students pay for college and customers plan for their financial futures, and providing needed capital and financial services to businesses of all sizes.

We’re doing our part to help businesses grow and create jobs. In 2013, we lent \$18.9 billion to American small businesses, up 18 percent from 2012, and over the past decade we lent more in total dollars than any other bank. Since 1995, we’ve extended more than \$43 billion to women-owned businesses, supporting our goal to lend a total of \$55 billion to women-owned small businesses by 2020.

We also continue supporting sustainable housing in cities affected by the economic downturn. In the past two years, we’ve helped more than 5,000 new homeowners in 24 markets through our *NeighborhoodLIFT*® and *CityLIFT*® programs. Just as important, we’re helping people stay in their homes. Wells Fargo is a leader in preventing foreclosures. Since 2009, we have completed more than 904,000 home loan modifications, provided \$7.7 billion in principal forgiveness, and helped 45,000 customers facing financial hardships at our Home Preservation workshops.

## Ethical business practices

We constantly monitor and refine our governance, business and risk management practices to ensure appropriate controls are in place to support the financial success of our customers and communities and all team members are performing ethically and with integrity.

In 2013, we established an Ethics Program Office to conduct a company-wide assessment of our approach to the governance of ethics and procedures for handling conflicts of interest. The office determines whether there are changes we should make to improve our effectiveness and efficiency in this area.

In addition, we achieved our goals to publish a [Supplier Code of Conduct](#) and a [Human Rights Statement](#).

## Team member engagement

There's a reason our team member engagement scores are higher than the national average.<sup>2</sup> We care about our people, and they care about our customers and our communities. They work tirelessly every day to help people open bank accounts, plan for retirement and approve loans for entrepreneurs. And they work hard behind the scenes to integrate environmental and social practices into our business strategies, products, operations and supply chain.

Equally important, our team members drive our company's connection with communities. They unselfishly give their time, talent and personal financial resources to causes that are important to them. In 2013, they volunteered a record 1.7 million hours in their communities. And for the fifth year in a row, we were also named United Way Worldwide's No. 1 workplace giving campaign in the U.S. for the record \$64.9 million our team members contributed to 25,000 nonprofits and schools.

## Our evolving CSR strategy

It has been more than five years since we formed our first company-wide CSR strategy. We're proud of how far we've come, but we realize that we must continue to evolve to reflect new opportunities, challenges and stakeholder needs. Given our increased size and scope, we're expected to help solve a variety of economic, social and environmental challenges, from decreasing economic and social divisions to being a leader in the conversation on how to address climate change and help communities build resiliency.

For us, this is a journey. We're doing many things right, but we know we can do more. And in the still-difficult economic climate, we're working to balance the changes in our economy and industry with evolving stakeholder expectations and the economic and social challenges facing our customers and communities.

We regularly engage in direct conversations with our stakeholders, who help us develop new business practices, policies and products, as well as proactively address urgent issues. In 2013, we conducted an assessment (see page 14) to better understand the topics most important to our company and social and environmental stakeholders. Our assessment revealed that while we've been appropriately

focusing on relevant issues, we need a more strategic focus on three business imperatives which are highly interconnected:

- **Social:** Expand our efforts to meet the changing financial and social needs of our increasingly diverse customers, workforce and supply chain.
- **Economic:** Improve human well-being and social equity by investing in underserved and underbanked communities and exploring new ways to expand their access to high-quality and responsible financial products, services, education and solutions.
- **Environmental:** Accelerate the transition to a "greener" economy and more sustainable communities by financing renewable energy, clean technology, and other environmental opportunities, while enhancing the environmental performance of our operations.

We're using the results of the assessment to redefine our core business strategies, goals and resources for CSR moving forward. We believe our combination of values, expertise, resources and scale will allow us to address these and other pressing issues. Equally important are our deep connections at the local level. We have 9,000 locations, 101 Volunteer Chapters, 70 Green Teams and nine Team Member Networks with 293 chapters that connect with communities and enable us to address local opportunities and challenges.

Thank you for accompanying us on our journey. We know there is still a lot for us to learn and accomplish and we are committed to continuing to share information about our CSR programs, priorities, goals and performance. As always, we encourage you to share your thoughts on our performance, as well as your ideas for how we can continue to improve.



**Jon R. Campbell**

Executive Vice President, Government and Community Relations  
Wells Fargo & Company

<sup>1</sup> Total corporate giving includes giving by Wells Fargo Bank, its subsidiaries, the Wells Fargo Foundation, the Wells Fargo Regional Foundation, and \$20.4 million in matching gifts to education-related nonprofits and Habitat for Humanity.

<sup>2</sup> GALLUP® 2013 – Wells Fargo's ratio of engaged to actively disengaged team members is 7.1 to 1, compared to the national average of 1.7 to 1.









## *Serving communities in the real economy.*

At Wells Fargo, we provide the capital, credit, financial education and solutions that communities need to operate and grow in the real economy.

What is the real economy? It's Navy veteran Deramichaelous Daniels (see page 11) and his family, who have a new home thanks to a donated property from Wells Fargo and Operation Homefront. It's team members like [Brendan Flores](#) who helped coordinate disaster relief efforts in the aftermath of Typhoon Haiyan. It's small business owners like [Pablo Oliveira](#), who is making dreams come true with Nüage Designs, an event supply company specializing in couture furniture and linens in Miami. It's teachers like John Swanston (see page 8), who is using our Hands on Banking® program to help seventh-graders learn the basics of money and credit. It's couples like [Jolyn and Warren Bright](#), who received a solar energy system on their new home to keep energy costs down and build a brighter, more sustainable future.

These are real people, invested in, and affected by, the real economy. And we understand and embrace the important role we play in people's lives, the environment and the economic health of our communities.



*“I think this program could be a good fit for schools throughout the state.”*

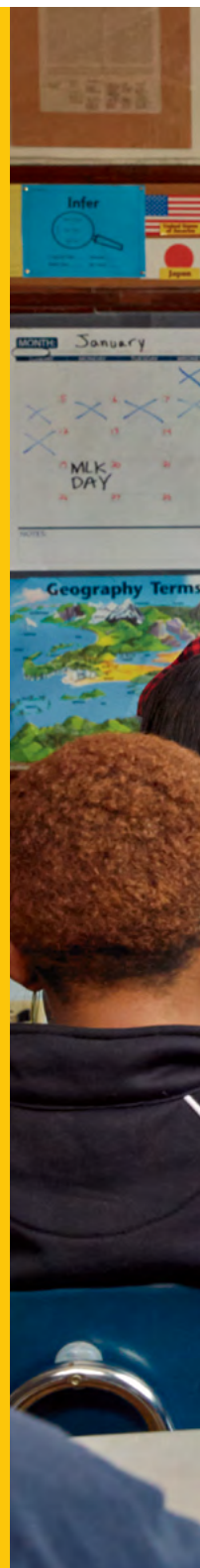
Wells Fargo wants every community we are in to be better because of our presence there. And now, for the first time, we are collaborating with an entire school district to use our Hands on Banking® financial education program as part of the curriculum for students.

In conjunction with the Missouri Council on Economic Education, the *Hands on Banking* curriculum for teens is being incorporated into social studies classes at 13 St. Louis public middle schools. “The information will fit in well with our economics curriculum,” said John Swanston, a seventh-grade social studies teacher at Lyon Academy. “I’m excited to see my students learn this.” Mike English, CEO of the Missouri Council on Economic Education, said, “I think this program could be a good fit for schools throughout the state.”

The *Hands on Banking* program is free and not affiliated with any product. It is designed to teach money and credit basics to kids, adults, entrepreneurs, seniors, and members of the military. The [handsonbanking.org](http://handsonbanking.org) site reaches thousands of users each year in more than 190 countries.

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John Swanston (right) | St. Louis, Missouri













*“This will give our children a place to run around and just enjoy their new life.”*

**U.S. Navy veteran Deramichaelous Daniels and his family have a new home**, thanks in part to a property donated by Wells Fargo. “Everything lately has felt like such an uphill battle, and this is the best news that we’ve had since I left the Navy,” he said.

Those who serve in uniform sometimes face challenges upon returning home, including navigating the complexities of managing credit. Efforts like the one organized by SERKET Racing, Wells Fargo, and the nonprofit Operation Homefront are helping.

“Too many of our veterans are struggling to make ends meet,” said Mark Llano, who founded the SERKET Racing team and is also the team’s driver. Llano’s company, Source One Distributors, Inc., is a Wells Fargo Capital Finance customer. SERKET Racing joined with the military nonprofit Operation Homefront and Wells Fargo in 2013 to award homes to veterans at three race events.

“This will provide us with such an amazing opportunity and will give our children a place to run around and just enjoy their new life,” said Daniels. “We have discussed owning a home since getting married.”

All told, Wells Fargo made 86 home donations to veterans in 2013 through nonprofits like Operation Homefront. It’s a model of success: Each veteran who receives a home lives there for a trial period — paying no rent or mortgage — but is required to attend financial education courses. At the end of the trial period, the veteran receives the deed to the home free and clear.

In 2012, Wells Fargo committed \$35 million to military service members and veterans, including \$30 million in real estate owned property donations committed over three years to qualifying nonprofits that serve military service members and veterans.



Deramichaelous and Mistie Daniels with children | Marietta, Georgia  
Mark Llano | Atlanta, Georgia

## 2013 progress report

GOAL	TARGET DATE	ANNUAL PERFORMANCE		FY2013 HIGHLIGHTS
		2012	2013	
<b>Environmental sustainability</b>				
Provide environmentally focused nonprofits with \$100 million in grants and increased volunteerism.	2020	\$8 million <i>On track</i>	\$21.8 million <i>Ahead</i>	<ul style="list-style-type: none"> <li>\$21.8 million in environmental grants to more than 350 nonprofits, including 64 projects in 45 communities through our Environmental Solutions for Communities grant program and partnership with the National Fish and Wildlife Foundation.</li> <li>36,283 hours volunteered in environmental projects such as building and/or renovating 343 homes meeting “greener” building standards in low- to moderate-income communities.</li> </ul>
Invest \$30 billion in environmentally sustainable businesses.	2020	\$6 billion <i>On track</i>	\$6 billion <i>Ahead</i>	<ul style="list-style-type: none"> <li>\$6 billion in environmental loans and investments, including “greener” buildings and businesses and renewable energy projects.</li> </ul>
Provide \$1 billion in financing to environmental initiatives in low- to moderate-income communities.	2020	\$900 million <i>Ahead</i>	\$1.2 billion <i>Achieved</i>	<ul style="list-style-type: none"> <li>\$1.2 billion in financing to affordable housing and commercial properties in low- to moderate-income communities.</li> </ul>
Increase customer education and engagement on environmental opportunities to cut costs.	2020	<i>On track</i>	<i>On track</i>	<ul style="list-style-type: none"> <li>46 percent of receipt-eligible ATM transactions resulted in an e-receipt, resulting in more than 1 billion paperless transactions.</li> <li>160,000 trees conserved by customers choosing online only statements, for a total of 492,000 trees.<sup>1</sup></li> </ul>
Enhance our Environmental Management System (EMS) and strategy to comprehensively track, measure, and reduce our environmental footprint.	Ongoing	<i>On track</i>	<i>On track</i>	<ul style="list-style-type: none"> <li>Completed implementation of automated greenhouse gas emissions tracking and measurement tool and expanded scope to include all facilities leased and owned worldwide.</li> <li>Aligned EMS with the core elements of ISO 14001 standards.</li> </ul>
Foster a culture of sustainability by increasing team member environmental stewardship in our communities and at work.	2020	<i>On track</i>	<i>On track</i>	<ul style="list-style-type: none"> <li>7,000 team members participate in 70 Wells Fargo Green teams.</li> </ul>
Increase efficiency and environmental performance of our operations by reducing our total absolute greenhouse gas emissions by 35 percent and meeting other targets (cumulative from 2008 baseline year).	2020	-20% <sup>2</sup> <i>On track</i>	-23% <i>On track</i>	<ul style="list-style-type: none"> <li>23 percent reduction in greenhouse gas emissions since 2008.</li> <li>21 percent increase in energy efficiency, 34 percent increase in water efficiency, and 12 percent increase in LEED® buildings since 2008.</li> <li>65 percent increase in waste diversion, meeting our 2020 goal ahead of schedule.</li> <li>Named to the CDP Global 500 Climate Performance Leadership Index.</li> </ul>

## Product and service responsibility

Provide \$190 million to Wells Fargo’s LIFT programs, including \$133 million in down payment assistance, to advance the recovery of neighborhoods. <sup>3</sup>	2016	<i>On track</i>	<i>Ahead</i>	<ul style="list-style-type: none"> <li>Increased our overall program commitment to LIFT programs by \$20 million: <ul style="list-style-type: none"> <li>Helped 5,000+ new homeowners from \$100 million in down payment assistance in 2012–2013</li> <li>21,800+ potential homebuyers have attended LIFT events in 24 housing markets,<sup>4</sup> up from 16 markets in 2012</li> </ul> </li> </ul>
Provide a total of \$7 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 (cumulative from 2009).	2014	\$6.3 billion <sup>5</sup> <i>Ahead</i>	\$7.7 billion <i>Achieved</i>	<ul style="list-style-type: none"> <li>\$7.7 billion in principal forgiveness since 2009, including immediate principal forgiveness and forgiveness borrowers can earn through on-time payments over three years.</li> <li>More than 904,000 home loan modifications completed since 2009.</li> </ul>
Lend \$55 billion to women-owned businesses <sup>6</sup> (cumulative from baseline year; see page 56).	2020	\$38 billion <sup>7</sup> <i>On track</i>	\$43 billion <sup>8</sup> <i>Ahead</i>	<ul style="list-style-type: none"> <li>\$43 billion in new loan commitments to women-owned businesses since 1995.</li> </ul>



GOAL	TARGET DATE	ANNUAL PERFORMANCE		FY2013 HIGHLIGHTS
	2012	2013		
<b>Community investment</b>				
Invest and/or lend a total of \$15 billion in community development projects.	2016	\$4 billion <sup>9</sup> On track	\$6 billion Ahead	<ul style="list-style-type: none"> <li>\$6 billion in community development loans and investments in affordable housing, community services, and economic development in low- and moderate-income areas, up 50 percent over 2012.</li> </ul>
Deliver financial education to a total of 450,000 people. <sup>10</sup>	2014	153,902 people On track	108,820 people Ahead	<ul style="list-style-type: none"> <li>374,697 total individuals and families since 2011 received financial education through a Hands on Banking® workshop, helping us surpass our original goal one year early.</li> <li>Launched <i>Hands on Banking</i> for Military and <i>Hands on Banking</i> for Seniors.</li> </ul>
Provide \$35 million to support military service members and veterans. This includes \$30 million in real-estate owned (REO) property and nonprofit donations and \$5 million for hiring and mentoring initiatives, financial education, and philanthropic grants.	2015	New goal	\$15.5 million On track	<ul style="list-style-type: none"> <li>86 REO property donations to military service members and veterans for a total of \$11.9 million.</li> <li>\$3.6 million for hiring and mentoring initiatives, financial education, and philanthropic grants.</li> </ul>
Overall corporate giving will total \$1 billion.	2017	\$315.8 million On track	\$275.5 million <sup>11</sup> Ahead	<ul style="list-style-type: none"> <li>\$275.5 million invested in 18,500 nonprofits and schools, for a total of \$805 million since 2011.</li> <li>Named America's No. 1 Most Generous Cash Donor by <i>The Chronicle of Philanthropy</i>, based on 2012 giving.</li> </ul>
<b>Ethical business practices</b>				
Develop a human rights statement.	2013	On track	Achieved	<ul style="list-style-type: none"> <li>Published our <a href="#">Human Rights Statement</a>.</li> </ul>
Enhance our ethical and sustainable supply chain practices, integrating social responsibility factors while deploying a new supplier code of conduct.	Ongoing	Behind	On track	<ul style="list-style-type: none"> <li>Integrating social responsibility factors into our business practices and published the Wells Fargo <a href="#">Supplier Code of Conduct</a>.</li> </ul>
Achieve 10 percent of Wells Fargo's total controllable procurement spending annually with diverse-owned business enterprises.	Ongoing	7% On track	8% On track	<ul style="list-style-type: none"> <li>Spent 8 percent of our total controllable spending with certified diverse-owned businesses.</li> <li>Named Corporation of the Year by the Georgia Minority Supplier Development Council and named to the Million Dollar Club by the United States Hispanic Chamber of Commerce for the 4th consecutive year.</li> </ul>
<b>Team member engagement</b>				
Create and sustain a diverse and inclusive culture that will strengthen our competitive advantage in the marketplace by making progress in three key areas: team member outcomes, marketplace outcomes, and regulatory, reputation building and advocacy activities.	Ongoing	On track	On track	<ul style="list-style-type: none"> <li>39 percent of team members are ethnically/racially diverse, up from 38 percent in 2012; 58 percent are women; 7,500 are self-identified veterans.</li> <li>30,000+ team members participate in nine Team Member Networks with more than 293 chapters across the company.</li> <li>Senior leaders serve as board members on nearly 60 multicultural nonprofits.</li> </ul>
Mobilize our team members to contribute a total of 6 million hours of community service.	2014	1.5 million hours Ahead	1.7 million hours Ahead	<ul style="list-style-type: none"> <li>1.7 million hours volunteered, for a total of 4.7 million hours since 2011.</li> <li>55,600 team members reported community involvement and volunteer hours.</li> </ul>

<sup>1</sup> Provided statements are not printed at home. Environmental impact estimates were made using the [Environmental Paper Network Paper Calculator Version 3.2](#).

<sup>2</sup> Total absolute greenhouse gas emissions for 2008–2012 were underreported at 18 percent due to incomplete data as of the publication date of the 2012 CSR report.

<sup>3</sup> Previously stated goal revised to reflect increased commitment in LIFT program support.

<sup>4</sup> January 2012–February 2014.

<sup>5</sup> Includes \$4.9 billion in immediate principal forgiveness and \$1.4 billion in forgiveness borrowers can earn through on-time payments over three years (2009–2012).

<sup>6</sup> Updated commitment announced in January 2013.

<sup>7</sup> October 1995–March 2012.

<sup>8</sup> October 1995–September 2013.

<sup>9</sup> Total community investments in 2012 were \$4 billion, reflecting a revision from the \$7 billion reported in our 2012 CSR report.

<sup>10</sup> Previously stated goal revised to reflect our increased commitment to financial education (see page 26).

<sup>11</sup> Our annual nonprofit contributions were down by 13 percent due to the additional investment we made in 2012 to Wells Fargo's NeighborhoodLIFT™ program.

## Corporate social responsibility at Wells Fargo

At Wells Fargo, corporate social responsibility (CSR) is a core element of the company's vision and values. Our CSR initiatives support our vision to help all of our customers and communities succeed financially.

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Our CSR strategy is defined by five strategic focus areas:

- Environmental sustainability
- Product and service responsibility
- Community investment
- Ethical business practices
- Team member engagement

These five areas, which have corresponding goals through 2020 (see pages 12–13), closely align our unique combination of values, expertise, resources and scale with the needs of our stakeholders and communities. As our customer base and locations has expanded throughout the U.S. and internationally, so has customer, public, legislative and regulatory expectations regarding our role in helping to solve economic, social and environmental challenges. We're making progress toward many of our goals, but we recognize our strategy must continue to evolve.

In 2013, we conducted an assessment to better understand the social, economic and environmental topics most important to the business value of our company and our key stakeholders. We conducted our last assessment in 2009.

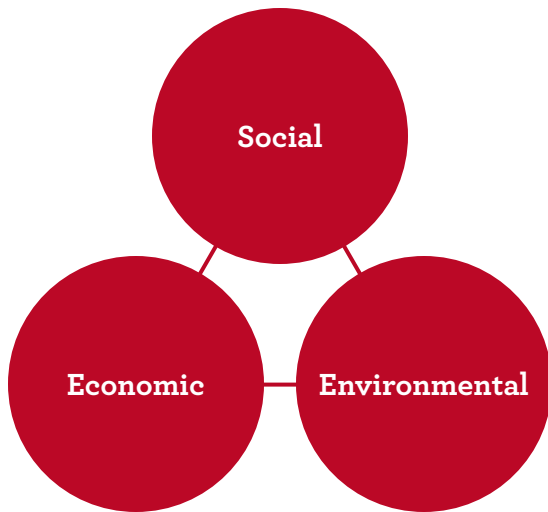
We used a combination of interviews with Wells Fargo senior leaders and industry benchmarking information to prioritize topics with the most significant impact on our company's long-term business success and our key stakeholders: team members, customers, communities, governments/regulators, non-governmental organizations (NGOs), and

investors. We engaged Ceres, an advocate for sustainability leadership, to facilitate sessions with key stakeholders, including NGOs and socially responsible investors, who provided feedback on our content and insights.

We developed a matrix that ranks and prioritizes the issues considered most relevant—in terms of concern by our stakeholders and impact on our company. Our assessment revealed that we need a more strategic focus on three, business imperatives which are highly interconnected.

- **Social:** Expand our efforts to meet the changing financial and social needs of our increasingly diverse customers, workforce and supply chain.
- **Economic:** Improve human well-being and social equity by investing in underserved and underbanked communities and exploring new ways to expand their access to high-quality and responsible financial products, services, education and solutions.
- **Environmental:** Accelerate the transition to a "greener" economy and more sustainable communities by financing renewable energy, clean technology, and other environmental opportunities, while enhancing the environmental performance of our operations.

We're currently working to refine our core business strategies and goals for CSR as well as prepare for changes in CSR reporting based on updated guidance from the Global Reporting Initiative.



In 2014 and beyond, our CSR strategy will focus on three strategic business imperatives.

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### Managing corporate social responsibility

Jon R. Campbell, executive vice president, director, Government and Community Relations (GCR), is responsible for setting the overall strategic direction and developing specific programs and initiatives related to CSR. The GCR team is composed of 250 team members with diverse backgrounds and skill sets who manage strategic philanthropy and partnerships, community relations, Community Reinvestment Act (CRA) risk management, environmental affairs, diversity and inclusion, and federal and state government relations.

GCR is responsible for leading Wells Fargo's efforts to integrate CSR practices and activities into business strategies and operations across the company, including coordination with internal and external stakeholders. Our organizational structure requires the team to closely collaborate across all of our business groups, including our product groups, Human Resources, Corporate Properties, Supply Chain Management, Compliance and Risk Management, and the Law Department, among others.

The Corporate Responsibility Committee of the Board of Directors has primary oversight for the company's policies, programs, and strategies regarding CSR matters (see page 18).

Our CSR priorities are also supported by our vision and values, products and services, community investments, and the expertise and caring of our more than 264,000 team members.

### Measuring and reporting our performance

We have comprehensive goals for CSR (see pages 12–13) through 2020 that align with our five strategic areas and are committed to annual reporting. As part of the annual reporting process, we measure and evaluate our performance in each of these areas and communicate our progress and challenges. Our annual process of collecting, analyzing and reviewing report content engages and educates team members, senior management and the company's Board of Directors on CSR issues while driving improvements.

Our CSR report content and structure closely aligns with the Global Reporting Initiative (GRI) G3.1 Sustainability Reporting Guidelines, as well as its Financial Services Sector Supplement. The GRI Guidelines are a globally developed and recognized standard for the disclosure of CSR performance. We invite you to read the table on pages 58–67 which provides information on our use of GRI. Based on internal review, we determine this to be a B Application Level report.<sup>1</sup>

<sup>1</sup> A GRI Application Level reflects the extent to which a report has addressed the disclosure items in GRI's Sustainability Reporting Framework and Guidelines. Please visit [globalreporting.org](http://globalreporting.org) for more information.



## Governance, commitments and engagement

At Wells Fargo, trust means maintaining the highest ethical standards, and in many cases, going above and beyond requirements and industry standards. That's how we earn the trust of our customers, communities and stockholders. We constantly monitor and refine our governance, business and risk management practices to ensure appropriate controls are in place to support the financial success of our customers and communities and to ensure that all team members are performing ethically and with integrity.

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Wells Fargo is managed under the direction of our Board of Directors which is committed to sound and effective corporate governance principles and practices. Our [Corporate Governance Guidelines](#), available on [www.wellsfargo.com](http://www.wellsfargo.com), provides the framework for the governance of the Board and our company, including our policies and processes for the functions, composition and operations of our Board of Directors. Our [proxy statement](#) for our annual meeting discusses detailed information on our key governance practices, including leadership and committee structure, committee membership, director independence, the Board's role in risk oversight, stockholder outreach and other topics. We also provide extensive information regarding Wells Fargo's director and executive compensation.

### Governance

#### **Board structure and composition**

Our Board consists of 14 directors with diverse backgrounds in various industries and professions. Five of our directors are women, one is African American, two are Asian, and two are Hispanic.

The Governance and Nominating Committee (GNC) identifies, evaluates and recommends candidates for Board membership. The GNC also designates committees and reviews the structure and assignments annually. See our [Corporate Governance Guidelines](#) and our annual [proxy statement](#) for more information about the process for determining the qualifications and expertise of our directors and the nominations of directors.

Our Board has seven standing committees, the charters of which are available on [www.wellsfargo.com](http://www.wellsfargo.com).

- Audit and Examination
- Corporate Responsibility
- Credit
- Finance
- Governance and Nominating
- Human Resources
- Risk

## Director independence

The Board has determined that, except for CEO John G. Stumpf, who is a team member, all current directors are independent under our director independence standards, which consist of the New York Stock Exchange “bright line” standards of independence and the Board’s categorical standards of independence. Each of the standing Board committees is composed entirely of independent directors.

The offices of the chairman of the Board and the chief executive officer are combined, with Mr. Stumpf serving as chairman and CEO. The Board believes that combining the chairman and CEO positions is the right corporate governance structure for the company at this time because it most effectively uses Mr. Stumpf’s extensive experience and knowledge regarding the company and provides for the most efficient leadership of our Board and company.

Although the Board believes that today it is more effective to have one person serve as the company’s chairman and CEO, it also recognizes the importance of strong, independent leadership on the Board. Since 2009, the Board has appointed a lead director who provides independent leadership. The current lead director is Stephen W. Sanger, the retired chairman and CEO of General Mills Inc. In addition, the Board and its committees each meet in executive session on a regular basis without the presence of management, and all Board members have complete access to management and outside advisors.

Our annual [proxy statement](#) provides detailed information on director independence and our Board leadership structure.

## Stockholder feedback

We provide contact information on [www.wellsfargo.com](http://www.wellsfargo.com) for stockholders and other interested parties who want to communicate with the company’s Board of Directors. Please review our annual [proxy statement](#) for additional information.

In addition, as part of our commitment to effective corporate governance practices, in 2010 we initiated an investor outreach program to help us better understand the views of our stockholders on key corporate governance topics. We value dialogue with our stockholders and believe our annual outreach efforts, which are in addition to other communication channels available to stockholders and interested parties, help ensure our corporate governance practices continue to evolve and reflect the insights and perspectives of our many stakeholders.

## Compensation

Our annual proxy statement includes an in-depth discussion of our approach to compensation for our directors and certain executive officers. In April 2014, our stockholders approved the 2013 compensation of the company’s executives named in our proxy statement.

The Board’s Human Resources Committee (HRC) provides independent oversight of the company’s overall compensation strategy, including implementation of risk-balancing and risk management practices for incentive compensation plans and programs.

Diversity and inclusion objectives are evaluated for the CEO and his direct reports when determining the incentive compensation for those executives.

## Conflicts of interest

We expect our team members to adhere to the highest possible standards of ethics and business conduct with customers, team members, stockholders and the communities we serve, and to comply with all applicable laws, rules and regulations that govern our businesses. Our [Code of Ethics and Business Conduct](#) (see pages 44–45), which is updated regularly to reflect the current business environment and best practices, sets forth our policy and standards concerning ethical conduct for all team members.

We are committed to continuously monitoring and refining our business practices to ensure that all team members are performing ethically and with integrity. In late 2013, we established an Ethics Program Office to conduct a company-wide assessment of our approach to the governance of ethics and procedures for handling conflicts of interest. The office will determine whether there are changes we should make to improve our effectiveness and efficiency in this area.

Our [Director Code of Ethics](#) states our policy and standards for ethical conduct by our directors. We expect our directors to act in a manner that serves the best interests of the company; that is fair, honest and trustworthy; that is in compliance with applicable laws, rules and regulations; that will preserve confidential information; that will avoid conflicts of interest or the appearance of conflicts of interest; and that will protect and promote the proper use of Wells Fargo’s assets. Directors are expected to raise any questions concerning potential conflict of interest issues with the chair of the GNC.

## Managing economic, environmental and social topics

At Wells Fargo, we are committed to running our business responsibly and in a manner that benefits our communities, the economy, and our environment.

The Board's Corporate Responsibility Committee (CRC) meets at least three times a year and has primary oversight for the company's policies, programs, and strategies regarding CSR matters of significance to our company and the public at large, including:

- Community development and reinvestment activities and performance
- Fair and responsible lending
- Government relations
- Support of charitable organizations
- Policies and programs related to environmental sustainability
- Policies and programs related to human rights

The CRC monitors the company's reputation and relationships with external stakeholders regarding significant CSR matters as well as the company's reputation with customers, including complaints and service matters. The CRC also advises the Board and management on strategies that affect the company's role and reputation as a socially responsible organization. The [CRC Charter](#) is available on [www.wellsfargo.com](http://www.wellsfargo.com).

In addition to the CRC, the oversight responsibilities of several other committees of the Board include matters relating to aspects of CSR, such as risk management, diversity and executive compensation.

The CRC is chaired by Judith M. Runstad, Wells Fargo Board director since 1998. CRC members are appointed by the Board on the recommendation of the GNC and may be replaced by the Board. Our annual proxy statement includes biographical information about each member of the CRC and additional information about the specific experience, qualifications, attributes or skills that led to their director nomination.

The company director of Government and Community Relations, Jon Campbell, provides regular progress updates to the CRC. Among other matters, in 2013 the CRC reviewed the company's new supplier code of conduct and human rights statement.

## Risk management

Financial institutions must manage a variety of business risks that can significantly affect their financial performance. Among the key risks that we must manage are operational risks, credit risks and asset/liability management risks, which include

interest rate, market, and liquidity and funding risks. Our risk culture is strongly rooted in our vision and values, and in order to succeed in our mission of satisfying all our customers' financial needs and helping them succeed financially, our business practices and operating model must support prudent risk management practices.

The Board and its committees work closely with management in overseeing risk. We have a dual control structure. Our business groups are responsible for analyzing and addressing their risk directly. The Corporate Risk group provides independent oversight at the enterprise level to ensure our corporate functions and businesses appropriately manage risk, comply with applicable laws and regulations, and offer products and services that help our customers meet their financial needs. Corporate Risk also provides "credible challenge" to the business groups when appropriate. Our internal audit team provides independent assessment, assurance and advisory services to evaluate and improve the effectiveness of risk management, control and governance processes. Please read our [2013 Annual Report](#) for more information about our approach to risk management.

Since the enactment of the Dodd-Frank Act in 2010, the U.S. financial services industry has been subject to a significant increase in regulation and regulatory oversight. We regularly review and update our business policies and practices to ensure their alignment with our commitments and with all regulatory requirements. Our Regulatory Change Management Office, formed in December 2010, facilitates, coordinates, and provides oversight for our regulatory reform efforts, from rulemaking through implementation. Supported by the collaborative work of Wells Fargo's Law Department, Government Relations, and business groups across the company, the Regulatory Change Management Office helps ensure that we are prepared to meet the requirements of the Dodd-Frank Act and other regulatory reform.

## Product and service risk management

We take seriously our commitment to provide responsible financial solutions through all of our products and advisory services that truly meet the needs of all communities. In the current environment of almost constant change in business and regulatory requirements, as well as changes in the needs and expectations of our customers and stakeholders, we are continually working to improve the quality of our product and service risk management practices.



Over the past two years, we've implemented more comprehensive risk management processes for all new and existing products and services. The Product Risk Management Initiative, led by Corporate Risk, focuses on developing, maintaining, and offering products and services in a manner that benefits our customers and stockholders while effectively managing risks that may be present throughout product lifecycles.

We published a Product and Service Risk Management Policy and established a standardized risk assessment and rating system for all of our products and services. The process includes a consistent rating methodology to ensure comparability of risk, including credit, market, operational and reputational risks, across all new, modified or retiring products and services.

The Corporate Product Risk Oversight (CPRO) team, with representatives from each risk discipline, meets bi-monthly and works to ensure that new and modified products are effectively assessed and approved at the appropriate levels of the company. In 2013, the group developed guidelines for the businesses to use in assessing their product and service risk. The CPRO reports on the state of the company's product and service risk management to the Enterprise Risk Management Committee.

In addition, the CPRO launched an enterprise-wide product risk assessment tool that allows systematic logging and tracking of product risk assessments and approvals. The online tool uses a standardized system of assessing risks across all new, modified, and retiring products and services using a cross-disciplinary (credit, market, operational, and reputation) approach.

### **Operational risk management**

Effective management of operational risks, which include risks relating to management information systems, security systems, and information security, is also an important focus. As a large institution that serves more than 70 million customers through more than 9,000 locations, 12,000 ATMs, the internet, and other distribution channels across the U.S. and internationally, we depend on our ability to process, record and monitor a large number of customer transactions. We have robust information security procedures and controls, and continually monitor our operational structures and systems for potential failures, disruptions, and breakdowns.

Wells Fargo and reportedly other financial institutions continue to be the target of various evolving and adaptive cyber-attacks, including malware and denial-of-service, as part of an effort to disrupt the operations of financial institutions, and

potentially test their cybersecurity capabilities or obtain additional, proprietary or other information. We have not experienced any material losses relating to these or other cyber attacks. We are focused on cybersecurity and the continued development and enhancement of our controls, processes, and systems to protect our networks, computers, software, and data from attack, damage, or unauthorized access.

### **Environmental and social risk management**

As a provider of financial products to commercial customers in different businesses and geographies around the world, we recognize that understanding non-financial risks, such as our business customers' environmental and social impacts, is integral to our overall risk management approach. We also believe that engaging with responsible customers and clients leads to stronger credit quality and stockholder value. We are continually working to enhance our risk assessment process for business customers, particularly those in environmentally sensitive industries.

Our [Environmental and Social Risk Management \(ESRM\)](#) statement provides a framework for integrating analysis of potential environmental and social impacts into our decision-making for corporate lending, securities, and capital markets transactions. Our procedures help ensure we're doing business with responsible companies that support best practices in their industry with respect to environmental protection, community engagement and safety (see page 34).

### **Supply chain activities**

In order to effectively run our business, we engage numerous suppliers — companies that have direct contractual relationships with us — to provide various goods and services. These mutually beneficial relationships enhance the value of the products and services we are able to offer our customers, and create long-lasting collaborative relationships within our communities.

The Wells Fargo [Supplier Code of Conduct](#), published in 2013, articulates the basic principles for supplier conduct when working with us. The Code states: "we firmly believe our suppliers and their actions are an extension of our own actions and reputation, and expect our suppliers to demonstrate strong values and ethical practices with regard to labor standards, health and safety, and the environment." It includes ethical business practices, community investment, and environmental stewardship requirements for all current and prospective suppliers.

In 2013, we also continued to improve our sustainability practices throughout our supply chain. Supply Chain Management is a core member of the internal Wells Fargo Environmental Affairs Partner Forum, allowing us to align our practices as they relate to industry standards, and provide ongoing engagement with internal and external stakeholders to gather feedback. Based on these insights, we continue to develop and refine tools, templates, and processes to better integrate social responsibility factors such as environmental impacts and supplier diversity into our business practices.

### **Advocacy and memberships**

We take an active role in a number of organizations that share common business interests. For example, we're serving on the Advisory Committee working to develop the Greenhouse Gas Protocol Financial Sector Guidance in collaboration with the World Resource Institute and United Environment Programme Finance Initiative. The guidance will help financial institutions assess the emissions from their lending and investment portfolios and carbon asset risks in their equity, bond and loan portfolios.

Here are some of the other national, regional and global organizations in which we are an active member:

- American Bankers Association
- American Council on Renewable Energy
- American Wind Energy Association
- Center for Financial Services Innovation
- Ceres Company Network
- Financial Services Roundtable
- Solar Energy Industry Association
- State banking associations
- U.S. Green Building Council
- United States Council for International Business

In addition, we actively create long-term, strategic relationships with national organizations where we share resources, expertise, and distribution networks so we can help each other reach our mutual goals (see page 24). Many of our senior leaders serve on the boards of these nonprofits and offer business guidance.

Public policy advocacy is managed by the Wells Fargo Government Relations team. The company is active in many financial services industry trade associations, which provide a forum for discussing important public policy issues and advocate for common business interests. Our participation in these groups comes with an understanding that we may not always agree with every position of the organization or their members. We provide a sample list of organizations to which we belong on [www.wellsfargo.com](http://www.wellsfargo.com).

### **Stakeholder engagement**

We regularly engage with a broad range of stakeholders, including team members; customers; stockholders; policy makers; regulators; business organizations; suppliers and nonprofit, advocacy and NGOs. These relationships help us ensure we are offering responsible financial products and services that truly meet the needs of all communities as well as jointly address relevant issues of mutual concern.

We have a wide range of mechanisms for engaging and communicating with stakeholders with the primary goal of building relationships, listening and understanding their perspectives, and also helping them understand our strategy and performance. We learn from these dialogues, which help us develop new business practices and policies, create and deliver new products, and develop new approaches to serving our customers and communities.

Our best conversations with key stakeholders lead to innovative ideas and long-term relationships where we share resources, expertise and distribution networks to create practical, sustainable solutions meeting the needs of our customers and communities. For example, we have a five-year, \$5 million national effort with United Way Worldwide to provide financial counseling and access to financial education and resources to low- and moderate-income households. This turnkey program is being replicated in several local markets across the U.S.

The following table provides an overview of how we engage with our key stakeholder groups.

STAKEHOLDER GROUP	OUR ENGAGEMENT
Team members	<p>We encourage direct and candid communication between team members and managers across all levels. We routinely communicate with our team members and give them the opportunity to share their ideas, questions and concerns in a wide variety of ways, including:</p> <ul style="list-style-type: none"> <li>• Annual engagement surveys that allow team members to provide feedback on a range of topics. Managers use the results to develop action plans with their teams to improve workplace and team member engagement.</li> <li>• Quarterly Town Hall meetings with our CEO, held in major business locations and broadcast live companywide.</li> <li>• Timely, candid, two-way communication involving email, print, online and social media channels, as well as an online video news program.</li> <li>• Wells Fargo's EthicsLine, a 24-hour-a-day, seven-day-a-week service through which complaints, concerns and violations of our Code of Conduct, company policies or laws can be confidentially and/or anonymously reported.</li> </ul>
Customers	<p>We take customer feedback very seriously as we are always working to develop new approaches to better serve our customers and communities. We have a variety of mechanisms to solicit and respond to customer feedback about our products, services and company.</p> <p>We conduct regular research and surveys across all of our businesses to measure our customers' experience with our touch points.</p> <p>Customers can communicate with us in our stores, by mail and phone, and now 24/7 through social media channels such as <a href="#">Facebook</a>, <a href="#">YouTube</a>, <a href="#">Twitter</a> and eight <a href="#">blogs</a> for consumers and businesses.</p> <p>Since 2010, customers have engaged with us about CSR topics through the Wells Fargo Environmental Forum, a website and blog featuring information about environmental banking solutions and the company's efforts to take action in its communities, increase operational sustainability and make investments toward a "greener" global economy.</p> <p>We continued to expand our ability to better stay in touch with customers across our social media platforms, including:</p> <ul style="list-style-type: none"> <li>• <a href="#">The Wells Fargo Blog</a>: news source about Wells Fargo, our customers and team members that encourages constructive dialogue on a variety of topics, including CSR.</li> <li>• <a href="#">Life in the Balance</a>: forum for women in business and entrepreneurs featuring financial guidance and reflections by Community Banking executive Lisa Stevens about the challenges of balancing home and work.</li> <li>• <a href="#">Wells Fargo Stories</a>: an online journal launched in early 2014 that brings our company to life through stories about our team members, our customers, and our communities. The website shares real stories about how we live Wells Fargo's vision and values throughout everyday actions at work and in our communities.</li> </ul>
Stockholders	<p>We reach out to stockholders in many ways, including investor presentations, quarterly earnings investor calls, regulatory filings, investor meetings and our annual stockholder meeting.</p> <p>Our investor outreach program helps us better understand the views of our investors on key corporate governance topics. Our Lead Director and other members of management meet with large institutional stockholders each year to discuss and obtain feedback on corporate governance, executive compensation, and other related issues important to our stockholders. We also regularly meet with other investors and organizations interested in our practices and policies. See our <a href="#">Investor Relations website</a> for more information.</p>
Policy makers	<p>We actively engage in public policy advocacy with policymakers and regulators on a wide range of issues that may impact our business at the local, state and federal levels. We are also active in many financial services industry trade associations (see page 51).</p>
Business organizations	<p>We take an active role in a number of organizations focused on business issues to better understand stakeholder expectations, share best practices and learn from other leading companies in various sectors. These engagements range from industry-specific groups such as the Center for Financial Services Innovation, to global organizations such as the United States Council on International Business.</p>
Suppliers	<p>We engage with numerous suppliers that provide Wells Fargo with goods and services. These mutually beneficial relationships enhance the value of the products and services we are able to offer our customers and create long-lasting collaborative relationships within our communities (see pages 19, 22–23).</p>
Nonprofit, advocacy and non-governmental organizations	<p>We reach out and engage in conversations with a range of community groups and NGOs interested in sustainability aspects of the financial services industry to understand their concerns and how we can better serve their needs. We also work closely with thousands of community organizations at the national and local level as part of our community development and philanthropic efforts. We coordinate these stakeholder relationships through a variety of channels, including:</p> <ul style="list-style-type: none"> <li>• 50 Market Reputation Committees across the country whose members include local Wells Fargo leaders, and community development and community affairs managers. These committees are responsible for maintaining relationships with local nonprofits, community organizations, and advocacy groups to address local opportunities and issues.</li> <li>• Community Advisory Boards in several local markets are made up of community members and local Wells Fargo leaders who provide insights on local community needs, and help us identify opportunities to serve communities more effectively.</li> <li>• Strategic relationships with national nonprofits where we share resources, expertise and distribution networks so we can help each other reach our mutual goals. Many of our senior leaders serve on the boards of these nonprofits and offer business guidance.</li> <li>• Senior leaders serve as board members on nearly 60 local and national-level multicultural nonprofit organizations across the country (see page 39).</li> <li>• Team members serving on 101 Volunteer Chapters, 70 Wells Fargo Green Teams, and nine Team Member Networks with 293 chapters.</li> </ul> <p>We also engage with NGOs and other stakeholders through the Wells Fargo <a href="#">Environmental Forum</a>.</p> <p>In 2013, topics of concern raised through these channels included unemployment, access to capital, fair and responsible lending, climate change, diversity in senior management, product fees, and the need for financial education and affordable financial products for underserved populations.</p>



## Economic performance

In 2013, we were named the nation's No. 1 corporate donor by *The Chronicle of Philanthropy* in its annual survey of corporate giving.<sup>1</sup> Wells Fargo, as a company, and the Wells Fargo Foundation contribute to thousands of national and local-level nonprofits annually. We focus our philanthropic giving in six areas: education, environmental sustainability, human services, community development, civic initiatives, and arts and culture.

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We believe our company's presence and contributions are making a real difference in communities around the globe. Our commitment to community investment goes beyond philanthropy. Many people benefit from our direct and indirect contributions, which include nonprofit support and grants, volunteerism, community lending and investments, environmental investments, financial education, and our products and services.

Our business model emphasizes local decision making. That's because we believe our team members, who are closest to our customers and who live and work in the communities we serve, know what's best for their communities. The majority of our nonprofit giving goes to local nonprofits in the U.S. In 2013, we initiated a program with United Way Worldwide to provide grants to nonprofits outside the U.S. to support CSR efforts in the communities where our non-U.S. team members live and work.

Our Government and Community Relations team oversees community affairs and corporate giving and works closely with local market leaders to manage our support of community-based organizations. The team includes more than 150 Community Relations team members located in major markets across the U.S. who maintain relationships with community organizations, activist groups, agencies, and nonprofits to ensure we are effectively working to help meet local needs.

In our local markets, our Community Connection Grant Program is led by groups of senior executives and team members. Through the program, our banking

stores and business banking offices annually select a local nonprofit or school to receive a one-time \$1,000 grant. The program gives our team members the opportunity to learn about and respond to the needs of their community. The selected grantees may also receive a one-year volunteering commitment from our team members.

In addition, we have more than 50 Market Reputation Committees across the country whose members include local Wells Fargo leaders, and community development and community affairs managers. These committees are responsible for maintaining relationships with local nonprofits, community organizations, and advocacy groups to address local opportunities and issues.

### Market presence

#### **Community-based and diverse suppliers**

We support local economies through the development, inclusion and use of certified minority-, women-, and disadvantaged- (LGBT, disabled, veteran and disabled veteran) owned small business enterprises (MWDSBEs). Our supplier diversity program touches communities across the country, from large metropolitan areas to small towns.

We are on track to meet our goal of spending 10 percent annually with MWDSBEs. In 2013, we spent \$824 million or 8 percent of our total controllable spending with certified diverse-owned businesses, up 1 percent over 2012.

We attribute these results to the strong alignment among Supply Chain Management, Corporate Properties, and business groups across the company. They work together to ensure supplier diversity is integrated into our strategic sourcing and procurement processes to generate efficiency, innovation, and increased opportunities for first- and second-tier suppliers. During 2013, we hosted several internal networking sessions and activities to help business groups identify and engage diverse suppliers for future opportunities.

In addition, we establish and support relationships with the diverse business community, developing these businesses for growth and engaging with community organizations that share our commitment. In 2013, we continued to support a wide range of organizations that contribute to the professional and economic development of diverse businesses through our Leaders of Change program. This included scholarships for diverse suppliers to attend executive education training and development at institutions such as Tuck School of Business at Dartmouth and Kellogg School of Business at Northwestern. Since 2010, more than 1,000 diverse businesses, students and advocacy organizations have participated in Leaders of Change.

In 2013, we were recognized as Corporation of the Year by the Georgia Minority Supplier Development Council and named to the Million Dollar Club by the United States Hispanic Chamber of Commerce for the fourth consecutive year. We were also nominated as Corporation of the Year by the Northern California Minority Supplier Development Council and Carolina/Virginia Minority Supplier Development Council.

### Local hiring

Our diversity and inclusion strategy includes a focus on recruiting team members across all levels of our business who reflect the diversity of the customers and communities we serve. Diverse representation alone is not the desired outcome. We also need an inclusive culture that is accepting of differences and open to new ideas that can help our company create a competitive advantage in the marketplace.

We source talent through job listings, career fairs, search firms, and team member referrals. In addition, we support local colleges and universities in many of our markets as well as a variety of national and global professional organizations to attract the best diverse talent to our company.

We have recruitment alliances with organizations such as the National Black MBA Association, the National Society of Hispanic MBAs, the National Association of Asian American Professionals, LGBT Reaching Out MBA, Out and Equal, *Careers & the disABLED* Career Expo Alliance, Military.com/NCAOA Career Expo Alliance, American Corporate Partners, 100,000 Jobs Mission, Hero 2 Hired, America Wants You, and Military Spouse Employment Partnership, National Urban League, Organization of Chinese Americans, and the National Association of Black Accountants.

### Indirect economic impacts

#### Philanthropy and community initiatives

During the past five years, we have donated at least \$200 million annually to help nonprofits and communities affected by the recession. In 2013, we donated a total of \$275.5 million to 18,500 community nonprofits, for a total of \$805 million since 2011. Next year, we expect to surpass the goal we set in 2011 to contribute \$1 billion by 2017.



#### 2013 NONPROFIT GRANTS

- Community development: \$84.2 million
- Education: \$81.6 million
- Human services: \$52.9 million
- Environment: \$21.8 million
- Arts and culture: \$18.5 million
- Civic: \$16.4 million

<sup>1</sup> In 2013, The Chronicle of Philanthropy named Wells Fargo the nation's top corporate donor for contributing \$315.8 million in 2012.

Through a variety of initiatives, we contribute to the specific needs of our communities with a focus on education, environmental sustainability, human services, community development, civic initiatives, and arts and culture. The majority of our funding decisions are made locally to support local community outreach and nonprofits. We support our team members' commitment to strengthening communities through a matching program and awards for volunteer grants (see page 26).

We also actively create strategic, long-term relationships with national organizations where we share resources, expertise, and distribution networks so we can help each other reach our mutual goals. For example, in 2013 we contributed \$1.03 million to United Way Worldwide as part of our five-year, \$5 million effort to create the Wells Fargo Financial Capability Network (FCN) to help establish a support network for low- and moderate-income households through local United Way chapters. Through FCN, community-based groups are providing families with financial education, access to safe and effective financial products, and training on how to use them. This turnkey program is being replicated in several local markets across the U.S.

For example, the [United Way Mobile Prosperity Center](#) in Winston-Salem, N.C., is a state-of-the-art mobile trailer equipped with computer stations and other resources that brings financial services and education to neighborhoods without traditional access to financial services. This was made possible by a \$300,000 FCN grant from Wells Fargo.

In addition to this long-term commitment, we donated \$14 million to more than 300 local United Way chapters in 2013.

We also have long-term relationships with 11 national organizations through our Strategic Partnerships program. In 2013, we contributed \$10 million to organizations that improve education, help to close the student achievement gap, provide access to higher education for financial aid-eligible students, and provide access to financial education and community development programs and services. These organizations are: Asian Pacific Islander American Scholarship Fund, Hispanic Scholarship Fund, NAACP, National Council of La Raza, National Urban League, Thurgood Marshall College Fund, United Negro College Fund, Point Foundation, Rainbow PUSH Coalition, Citizen Education Fund, and U.S. Hispanic Chamber of Commerce (USHCC).

These relationships help us better understand the needs of the community and allow us to provide

resources, financial education and financial services to underserved audiences that historically lack trust in big banks. For example, we contributed \$100,000 to the USHCC for a new Microgrants Program that is providing access to capital and job creation for Hispanic-owned small businesses. The donation is part of a multi-year commitment (2013–2015) of \$700,000 to the USHCC.

### Community stabilization and housing

We stand out among our peers because of our unique, locally focused approach to community development and philanthropy. In each of our markets, we have robust teams of experts who meet regularly with community and nonprofit leaders to stay current on local issues. Their connection to the communities, combined with their knowledge of the bank's products and services, helps bring meaningful solutions to communities.

Homeownership is the foundation of neighborhoods large and small, and for most people, their most important asset. In 2013, we surpassed our goal to provide consumers with \$190 million in down payment assistance, homebuyer financial education and support to advance community stabilization by 2015. We increased our original commitment, set in 2012, by \$20 million.

To support this effort, we launched the *NeighborhoodLIFT*® down payment assistance program in February 2012. This program provides down payment assistance, homebuyer education and support, and access to home financing to potential homeowners in communities most deeply impacted by the recession. In July 2012, as part of our settlement with the Department of Justice (DOJ), we introduced a second initiative called *CityLIFT*®. The Wells Fargo LIFT programs are distinct and complementary programs that advance the recovery of cities and neighborhoods most affected by the housing crisis.

Since early 2012, we have provided down payment assistance to help more than 5,000 people buy homes in 24 markets (see page 55).

In September 2013, we entered into an agreement with the U.S. Housing and Urban Development (HUD) Department and committed \$11.4 million to 59 nonprofits as part of the *UrbanLIFT*™ Community Grant Program. The program, funded by Wells Fargo and administered by NeighborWorks America®, supports large neighborhood improvement projects, helping to strengthen distressed neighborhoods in 25 cities that were impacted by foreclosures.



The eligible cities were determined by HUD. Local, regional and national 501(c)(3) nonprofit organizations applied for grants to support four types of projects: single-family housing rehabilitation, demolition, neighborhood improvement and housing-related site improvements.

Just as important, we are helping people stay in their homes. We continue to host large-scale home preservation workshops in areas challenged with foreclosures, educating individuals about the home lending process and assisting customers in retaining homes. Since 2009, we've held 107 workshops where we have met one-on-one with nearly 45,000 customers facing financial hardships. We have been able to offer about 70 percent of customers who choose to work with us an alternative to foreclosure. In addition, we've participated in nearly 1,200 home preservation events hosted by local nonprofit counseling organizations.

An estimated 30 million homes have potential health threats that contribute to asthma and other respiratory diseases, carbon-monoxide poisoning, lung cancer, falls and burns.<sup>1</sup> In 2013, the Wells Fargo Housing Foundation committed \$850,000 over three years to help launch the "Healthy Housing Challenge" in collaboration with the National Center for Healthy Housing, a national nonprofit dedicated to creating safe and healthy homes. The new initiative seeks to bring home improvement help to seniors, veterans and low-income families currently living in homes with potential safety and health threats. Rebuilding Together, a nonprofit dedicated to creating safe and healthy housing for America's families, is leading the home improvement work with team member volunteers contributing a minimum of 2,400 hours to improve 40 homes.

In 2013, we celebrated the 20th anniversary of the Wells Fargo Housing Foundation. Since its inception, the Housing Foundation has contributed more than \$278 million and 4.7 million team member volunteer hours to affordable housing and community revitalization programs. In addition, the Wells Fargo Housing Foundation's Team Member Volunteer Program has mobilized more than 192,000 volunteers to build or refurbish more than 5,000 homes in low-to-moderate income communities.

### Disaster relief

When communities are hit with loss of life, injuries, and property damage following devastating events, we're there to supply resources and hands-on

assistance to help them recover and rebuild. Our business continuity and disaster recovery plans, and Regional Incident Response Team, protect team members, keep our business running and help provide customers with immediate help.

In 2013, we donated a total of \$2.1 million to the American Red Cross and other nonprofits to aid disaster relief efforts and rebuild. For example, we donated \$100,000 to help victims of a deadly tornado in Moore, Oklahoma, and \$150,000 for those affected by floods in Colorado. We also donated \$250,000 and waived remittance fees in response to Typhoon Haiyan in the Philippines.

We have several four-wheel-drive trucks that serve as mobile ATMs and can be functioning within 30 minutes upon arriving at the scene of a disaster. Customers can use them just like any other ATM (each truck has two), plus they can get updates on the weather and emergency-related information in their area.

In addition to corporate donations, we support donations from our customers and team members. Wells Fargo is an industry leader in using ATMs to accept donations in response to major disasters. In 2013, customers donated \$877,000 to the American Red Cross for seven disasters, including a plant explosion and tornado in Texas; wildfires in three states; flooding in Colorado; and [Typhoon Haiyan](#) in the Philippines.

### Team member giving and volunteerism

We encourage team members to contribute to causes of their choice, often lending their talent to local communities. Eligible team members receive two days of paid time off each year for volunteering.

In 2013, 55,600 team members volunteered 1.7 million hours in their communities, a 12.7 percent increase from 1.5 million hours in 2012. These volunteer hours served 37,665 organizations and represented an estimated \$37.4 million in volunteer time.<sup>2</sup> In 2014, we expect to surpass the goal we set in 2011 to mobilize team members to contribute a cumulative total of six million hours of community service. More than 33,000 team members actively participate in one of the 101 Volunteer Chapters in 35 states and two countries. These grass-roots community involvement networks organize local volunteer activities.

<sup>1</sup> 2013 Healthy Homes Strategy for Action report.

<sup>2</sup> Calculation based on the value of one volunteer hour (\$22.14) according to Independent Sector, a U.S. coalition of 550 philanthropic organizations.

We offer volunteer opportunities through relationships with nonprofits like Reading First, where team members read to pre-kindergarten through second-grade classrooms and donate books. Team members visited more than 6,800 classrooms in 2013 and donated 68,000 books.

In support of our team members' commitment to strengthening communities, we offer a matching program and awards for volunteerism. In 2013, team members donated more than \$23 million to educational organizations and schools, which we matched dollar for dollar, up to \$5,000 per team member—for an additional \$20 million.

In addition, we awarded \$446,000 in Volunteer Service Awards grants to recognize the volunteer efforts of 187 U.S.-based team members, and we donated \$55,000 to non-U.S. based nonprofits in recognition of volunteer work performed by our team members located outside the U.S. We also awarded 24 team members a combined 49 months in paid volunteer leaves through our Volunteer Leave Award program.

Our team members pledged a record total of \$89 million to nonprofits in 2013, including \$64.9 million during our annual Community Support and United Way Campaign. This marks the 10th consecutive year that team members increased donations by a double-digit percentage. We were named United Way Worldwide's No. 1 workplace giving campaign in the U.S. for the fifth year in a row.

## Financial education

In 2013, 1,836 team members delivered financial education lessons to 108,820 individuals and families through the [Hands on Banking®](#) program. Our *Hands on Banking* program and its Spanish-language equivalent, *El futuro en tus manos®*, is a free and fun money management program for kids, teens, young adults, adults, small business owners, seniors, and members of the military and their families. Since 2011 we have delivered financial education to a total of 374,697 people—surpassing our original goal one year early. As a result, we updated our goal—to deliver financial education to 450,000 people by 2014.

We're continuously working to enhance the program and its content. In 2013, we launched [Hands on Banking for Seniors](#). The fully accessible program for seniors, their caregivers and loved ones addresses retirement planning, spending management, healthcare cost issues and also how to spot and avoid elder financial abuse.

We also launched [Hands on Banking for Military](#) to address financial education opportunities facing military members, veterans and their families at every stage of their career. The program includes 10 individual lessons on topics ranging from the basics of banking to planning for retirement.

Every year we participate in a variety of financial education programs. The largest campaigns are sponsored by the American Bankers Association: *Teach Children to Save* and *Get Smart About Credit*, which we expand into monthlong campaigns. We also participate every February in *America Saves / Military Saves* with the America Savings Education Council.

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## Environmental performance

We have a responsibility to lead positive environmental change and we embrace that responsibility. That's why, as we do business, we protect natural resources and the environment. We're finding new ways to minimize our energy consumption, reduce waste, and support renewable sources of energy — all while building stronger communities.

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In recent years, our efforts for reducing greenhouse gas emissions and building sustainably have been recognized by the U.S. Environmental Protection Agency's Center for Corporate Climate Leadership, the CDP and the U.S. Green Building Council.

In April 2012, we released a new environmental commitment with comprehensive goals and metrics that we are measuring against through 2020 (see page 12). We developed the goals and metrics through conversations with stakeholders, and our commitment focuses on three areas — creating change within the company by reducing the environmental impact of our operations, taking action in our communities, and investing in a global economy and environment.

With more than 30 team members dedicated solely to renewable energy and clean technology businesses and products, we continue to build upon our core traditional banking services for companies in these sectors. The company's multiple cleantech-focused groups and regional teams work together to support enterprises seeking to prosper in a sustainable way.

Our environmental customers are served by a variety of the company's business teams around the world, including:

- Business Banking
- Community Lending and Investment
- Environmental Finance
- Equipment Finance and Commercial Asset Leasing and Financing
- Global Cleantech Group
- Insurance
- Real Estate Banking and Real Estate Capital Markets
- Securities Renewable Energy Group
- Sustainable Public Infrastructure

One of our goals is to continually enhance our Environmental Management System (EMS) and strategy to comprehensively track, measure and reduce our environmental footprint. During 2013, we completed the implementation of an automated greenhouse gas emissions tracking and measurement tool and expanded the scope to include all facilities leased and owned worldwide. In addition, we further aligned our EMS with the core elements of ISO 14001 standards.

## Products and services

We believe there is tremendous potential for energy efficiency, renewable energy and other clean technologies to help address the range of sustainability challenges. We provide lending, insurance brokerage, construction financing, among other products, as well as advisory services for our customers who are working to advance solutions to meet critical sustainability needs. In addition, we focus on reducing waste through our products and services and engaging and educating our customers where appropriate.

Our current goal, which we set in 2012, is to invest \$30 billion in environmentally sustainable businesses by 2020, including at least \$1 billion in low- to moderate-income neighborhoods that can benefit from lower electricity and water bills. In 2013, we provided more than \$6 billion in financing to “greener” buildings, “greener” businesses, and renewable energy projects. This brings our total environmental finance investment since 2012 to more than \$12 billion — 40 percent of the way toward meeting our new goal.

Our total environmental financing investments do not include an estimated \$800 million in financing for electric and hybrid vehicles in 2013. We are working to accurately track and measure those investments and aim to integrate them into our reporting in 2015.

Our investments to date also include:

- \$1.2 billion in financing to affordable housing and commercial properties in low- to moderate-income communities, exceeding our goal of \$1 billion by 2020.
- \$5 billion for LEED®, ENERGY STAR, brownfield site redevelopment, and other “greener” building and development projects.
- \$600 million in financing to renewable energy projects and clean energy companies.

In 2013, we also financed a \$16.5 million project for [Turtle Island Foods](#), a community-based business in Oregon known for its Tofurky line of tofu products. The company only manufactures plant-based alternatives to meat and dairy foods. These naturally sourced foods have environmentally favorable benefits, such as reduced groundwater contamination, air pollution, and resource demands. The new facility in Hood River will create 105 new construction jobs and 64 permanent jobs (with an estimated 70 percent of jobs to be filled by nonmanagerial employees), helping to provide economic stability to a rural community otherwise dependent on a seasonal economy. The building will be LEED® Platinum certified and include energy efficient processing equipment, solar thermal water heaters, rainwater harvesting systems, free electric car charging stations, and a roof top garden.

This financing project incorporated many complex financial structuring strategies and products, including the New Markets Tax Credit (NMTC) program (see page 47), which is a powerful vehicle that helps us meet the needs of low-income communities.

## Environmental loans and investments

	2012–2013 PROGRESS (IN MILLIONS)
Clean energy	\$ 1,374
Clean tech	397
Solar	415
Wind	562
Green building	\$ 9,987
ENERGY STAR	756
Environmental Protection Agency Brownfields Program	412
LEED	6,068
Other “green” building	2,752
“Green” business	\$ 1,298
Closed loop resource management and environmental remediation	682
Energy efficiency, environmental conservation, sustainable water management, sustainable transportation and environmentally responsible products	474
Sustainable food and resources, USDA organic and other sustainable agriculture	137
Other “green” business	6
Total	\$12,659

Tracking environmental finance is challenging because our customers’ specific use of funds is not always known. For example, if we provide a \$1 million line of credit to a farm where 50 percent of its production is conventional and 50 percent is organic, we do not count any portion of the financing towards our goal. As such, our reported environmental financing data is conservative and may underestimate our activity.

We provide more information about what is included in each environmental finance category in the Wells Fargo Environmental Forum blog post, [“Environmental Finance — What counts?”](#) For example, “renewable energy” includes solar, wind, geothermal, biomass (plant, wood or wood waste, landfill gas, biogas, and biofuels used for electricity generation), small hydropower, and wave and tidal power generation. It excludes large-scale hydropower, natural gas and nuclear power.



475

Since 2009, Wells Fargo customers have made more than 1 billion paperless ATM transactions — saving an average of 475 printed ATM receipts per minute.



63,000

In four years, paperless ATM transactions have eliminated the need for 63,000 miles of receipt paper. That's enough paper to encircle the earth more than two times!

### Waste reduction through products and services

We continually seek to offer products and services that are convenient while also conserving resources and reducing waste.

We offer customers a variety of products, services and advice to help them become environmentally responsible. For example:

- **Desktop Deposit®:** Business Online customers may use our *Desktop Deposit®* service to scan checks, review them for accuracy, and securely submit them for deposit online without having to travel to the bank.
- **Solar energy investments:** solar financing specialists help businesses reduce utility costs and take advantage of government incentives by providing customized financing options through customized loan and lease structures.
- **EcoMind®:** vehicle service contract option that protects both the vehicle and the environment. The coverage works by providing additional component coverage on parts of the vehicle that help cars burn fuel the most effectively, like catalytic converters, smog pumps and O2 Sensors. These parts are not covered under traditional extended service policies. For every sale of EcoMind, 25 trees are donated for planting as needed to national forests that have been devastated by wildfires or disease.

In addition, all retail banking stores accept paperless withdrawals, eliminating paper waste for those transactions. Eighty-eight percent of withdrawals use this electronic option. Customers in banking stores can also choose to select an e-receipt or no-receipt similar to at our ATM's.

In 2013, our customers helped us conserve more than 160,000 trees by choosing online-only statements. Since the inception of online statements five years ago, we have conserved more than 492,000 trees together with our customers.<sup>1</sup> We expect these results to continue increasing until it's no longer a factor as online-only statements will become the norm due to convenience, security and environmental reasons.

In 2013, we switched the defaults on new banking accounts so that customers automatically receive online statements and must “opt-in” for paper statements if they prefer. Online statements are more secure and more convenient than the paper alternative.

We were the first bank to offer its customers envelope-free ATMs, and later e-receipts. Today, 46 percent of receipt-eligible ATM transactions result in an e-receipt or a customer selecting not to print a receipt. Since 2009, our customers completed more than 1 billion paperless transactions at our ATMs through the use of e-receipts. That's more than 63,000 miles of receipt paper, which could circle the earth's circumference more than twice. In 2013, we also became the first bank to introduce a text receipt option.

We serve one in three households in the U.S., giving us tremendous reach. Just as we provide customers with tips and advice about how to make smarter financial decisions, we use our communications channels to educate and engage customers to support environmental awareness.

Since 2010 we've engaged customers, team members, and other stakeholders about our progress and initiatives through our [Environmental Forum blog](#). In 2013, we published 93 blog posts.



## Suppliers

The Wells Fargo [Supplier Code of Conduct](#), published in 2013, articulates the basic principles for supplier conduct when working with us (see page 19). The code includes ethical business practices, community investment, and environmental stewardship requirements for all current and prospective suppliers. Core areas of focus include greenhouse gas emissions, energy efficiency, water consumption, and waste diversion from landfills.

## Water conservation

Efficient use of water is important to the communities we serve, and we're working toward a company-wide goal of reducing our water use by 45 percent by the year 2020. We're taking several approaches to decreasing water usage across our operations, with a focus on landscaping at our more than 9,000 locations—an area that offers significant water savings.

In 2012, we launched a pilot program at 40 stores in California, Florida and Texas, which resulted in saving more than 30 million gallons of water—and nearly \$250,000 in utility costs—in just one year. During the pilot, we replaced our timer-based system—which often results in over-watering—with a “smart” irrigation system. The system monitors rainfall and other things like soil and plant types, and then delivers the appropriate amount of water to our landscaping if and when it's needed.

In 2013, we expanded the program to include 600 additional stores nationwide. We also launched a second pilot at 12 corporate campuses, saving more than 20 million gallons of water over eight months. We plan to replace irrigation systems at 3,000 retail banking stores and corporate campuses with smart irrigation systems for a potential savings of one billion gallons of water annually.

## Emissions, effluents and waste

In our own operations, we're committed to finding new ways to minimize energy consumption and use renewable sources of energy. We're on target to reduce our absolute greenhouse gas emissions by 35 percent below 2008 levels by 2020. Our total reduction of greenhouse gas emissions, since 2008, is 23 percent.<sup>2</sup>

Since 2008, we've been deploying Leadership in Energy and Environmental Design (LEED®) in our new and existing building portfolio.

The majority of our Scope 1 and Scope 2 greenhouse gas emissions—approximately 93 percent—come from “purchased electricity,” or anything that runs on power. We're working to reduce our usage of purchased electricity through ongoing efforts to make our data centers more energy efficient. Efforts include:

- Significant increase in server virtualization.
- Aggressive decommissioning of old hardware.
- Significant improvements in IT hardware efficiency.
- Facility infrastructure and operational improvements.

We were recognized by the CDP in 2013 for its actions to reduce greenhouse gas emissions, achieving a position on the CDP Global 500 Climate Performance Leadership Index. We first appeared on the CDP Leadership Index in 2008 and continue to develop aggressive goals toward investing in environmental solutions. We were also recognized by the Environmental Protection Agency's Center for Corporate Climate Leadership with a Goal Setting award for [Excellence in Greenhouse Gas Management](#).

### Reducing the environmental impact of our operations

GOAL BY 2020 <sup>3</sup>	PROGRESS TO DATE
35% square footage in leased and owned buildings LEED certified	12%
65% increase in waste diversion (recycling rate)	65%
40% increase in energy efficiency	21%
45% increase in water efficiency	34%
35% reduction in absolute greenhouse gas emissions below 2008 levels by 2020	23%

<sup>1</sup> Provided statements are not printed at home. Environmental impact estimates were made using the [Environmental Paper Network Paper Calculator Version 3.2](#).

<sup>2</sup> Greenhouse Gas reductions are measured from the 2008 baseline year.

<sup>3</sup> Baseline year adjusted to 2012 in accordance with new environmental goals published April 2012.

## Environmental footprint of our operations

	2012	2013
<b>Common factors used for the purpose of measuring relative performance levels</b>		
Square footage (SF) <sup>1</sup>	109,409,758	104,267,000
Team members (active, full-time equivalent)	269,200	264,000
Total revenue (in millions USD)	\$86,086	\$83,800
<b>Energy usage (MWh)</b>		
Natural gas	408,239	446,354
Fuel <sup>2</sup>	30,527	32,346
Purchased electricity	2,512,186	2,387,892
District heating	12,777	12,817
<b>Renewable energy credits (MWh)</b>		
Renewable energy credits purchased	11,032	143,160
Renewable energy credits sold/transferred <sup>3</sup>	319,257	326,883
<b>Greenhouse gas emissions (ghg) (MTCO<sub>2</sub>e)<sup>4</sup></b>		
Scope 1 (direct)		
Stationary combustion	78,149	86,707
Mobile combustion	3,388	2,218
Refrigerants and fire suppressants	12,367	11,841
Total Scope 1	93,904	100,765
Scope 2 (indirect)		
Purchased electricity	1,330,621	1,260,365
District heating	2,751	2,817
Total Scope 2	1,333,372	1,263,182
Total Scope 1 and Scope 2	1,427,276	1,363,948
Scope 3 (optional)		
Business travel by air	134,452	147,328
Total Scope 3 <sup>5</sup>	134,452	147,328
Total Scope 1, 2 and 3 Emissions	1,561,728	1,511,276
<b>Absolute indicator</b>		
Total reduction in absolute ghg emissions, (cumulative from 2008 baseline year)	20%	23%
<b>Relative indicators</b>		
(Purchased electricity consumption)		
kWh/sq. ft.	22.96	22.90
kWh/team member	9,330	9,050
Greenhouse gas emissions		
Total Scope 1 and Scope 2 MTCO <sub>2</sub> e/revenue	16.57	16.27
Total Scope 1 and Scope 2 MTCO <sub>2</sub> e/SF	0.013	0.013
Total Scope 1 and Scope 2 MTCO <sub>2</sub> e/FTE	5.3	5.2

	2012	2013
<b>Relative indicators (continued)</b>		
“Greener” buildings		
Total number of buildings with LEED certification	116	169
% increase in LEED buildings with LEED certification (year over year)	29%	46%
Percentage of SF of buildings with LEED certification	5%	12%
<b>Waste stream (in short tons)</b>		
Recycling		
Recycling — plastic, metal & cardboard (partial data with 40% of portfolio reporting)	6,373	4,975
Compost	111	102
Paper recycled	66,793	65,801
Media/hazardous electronic waste recycled <sup>6</sup>	2,015	2,544
Total measured recycling	75,292	73,423
Landfill		
Actual — Waste to landfill	19,065	16,600
Estimated — Waste to landfill	28,546	22,111
Total landfill	47,611	38,711
Total waste stream	122,903	112,134
Diversion rate	61%	65%
Hazardous electronic waste exported to developing countries (short tons)	0	0
<b>Water</b>		
Water <sup>7</sup>	14,912,816	13,273,548
<b>Paper</b>		
% of copy paper made from >30% post-consumer waste	80.6%	80.6%
% of copy paper that is Forest Stewardship Council (FSC)-certified	87.8%	87.6%
% of stationery made from >80% post-consumer waste and FSC certified	95%	95%
<b>Environmental violations</b>		
Relevant environmental violations	0	0

1 Includes square footage from Wells Fargo-owned and leased facilities worldwide as well as our network of more than 12,000 ATMs in the U.S. Excludes 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.

2 Includes fuel oil, propane, and fuels for fleet vehicles.

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

4 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>.

5 For a complete list of Scope 3 emissions, please see our CDP report.

6 Wells Fargo is an E-Steward enterprise and follows the highest standards for disposal of “hazardous electronic-waste” which includes electronic equipment, parts, and materials (i.e., computers, monitors and peripherals, fax machines, printers and copiers, cell phones, etc.) 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.

7 Reported in cubic meters.



## Environmental and social risk management

We recognize our efforts should extend beyond our own operations and work to promote responsible ways of doing business together with our business customers. We believe engaging with responsible customers and clients leads to stronger credit quality and stockholder value in all of our relationships. We seek relationships with companies who operate responsibly with respect to environmental protection, health and safety, and community engagement, and proactively work to address industry challenges, risks and opportunities.

We have been in the risk management business for more than 160 years. It's central to what we do, and it's never been more important. For example, our Wholesale Reputation Risk Council, made up of senior business leaders, is a forum for assessing, monitoring and managing environmental and social reputational risks in our Wholesale business.

In certain sectors, we apply our [Environmental and Social Risk Management](#) procedures in tandem with our standard risk management procedures in order to help better manage our environmental and social impacts. Managing environmental and social risk is a shared responsibility between our relationship teams and our Environmental Affairs group. Together we apply a consistent approach, using qualified experts to evaluate and manage environmental and social risks in our business activities.

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.

We're committed to following industry best practices for managing environmental and social risk. Where possible, we align our environmental and social risk management practices with external initiatives:

- **Carbon Principles:** The Carbon Principles provide a consistent approach for banks and their U.S. power customers to evaluate and address carbon risks in the financing of electric power projects. Since 2010, we participated in one transaction requiring application of the Carbon Principles.
- **Equator Principles:** The Equator Principles are a standard by which banks can manage environmental and social risks associated with a specific type of financing known as "project finance." Since joining as an associate member of the Equator Principles in 2005, we have not participated in the type of financing that would require application of the Equator Principles. In 2013, the Equator Principles expanded their scope to include additional project-related financial transactions. We are implementing procedures to identify transactions that would trigger the revised requirements, and plan to report any applicable transactions in future reporting.
- **Greenhouse Gas Protocol:** We are serving on the Advisory Committee working to develop the Greenhouse Gas Protocol Financial Sector Guidance in partnership with the World Resource Institute and United Environment Programme Finance Initiative. The guidance will help financial institutions assess the emissions from their lending and investment portfolios and carbon asset risks in their equity, bond and loan portfolios.

## Environmental and social risk management key performance indicators

	2010	2011	2012	2013
Percentage of applicable transactions reviewed through Environmental and Social Risk Management process	Not tracked	100%	100%	100%
Number of projects financed requiring application of the Equator Principles	0	0	0	0
Tons of greenhouse gas emissions from project finance	0	0	0	0
Number of transactions requiring application of the Carbon Principles	1	0	0	0

## Listening and learning

A key part of our approach includes engaging with key stakeholders with different perspectives to understand the complex environmental, social and economic issues associated with industries we support.

For example, in recent years we've engaged with organizations to hear their opinions about financing of companies involved in fracking/hydraulic fracturing, which is a method of extracting shale gas. We believe responsibly developing and using natural resources such as shale gas provides an opportunity for our country to become more energy independent in a responsible manner. We share stakeholder concerns and manage risks associated with financing businesses using hydraulic fracturing techniques through specific credit policies and due diligence procedures.

## Community initiatives

Our 2020 environmental commitment includes a goal to contribute \$100 million in grants to environmental nonprofits. To help us meet this goal, in 2012 we launched two strategic environmental grant programs focusing on community-based environmental projects as well as investments that foster innovation and advancements in clean technology. Both programs fund projects in key environmental sectors such as renewable energy, "greener" buildings, sustainable agriculture and other areas where we also provide banking services.

In 2013, we committed \$21.8 million in environmental grants to more than 350 nonprofits across the country. Approximately \$18 million was contributed through our two environmental grant programs, and the remaining was contributed through local giving channels.

## Environmental Solutions for Communities

Our Environmental Solutions for Communities grant program supports local projects that engage communities by linking economic development and community well-being to the stewardship and health of the environment. In 2012, we established a five-year, \$15 million grant program with the National Fish and Wildlife Foundation (NFWF), a nonprofit leader in conservation, to help guide our funding efforts to local nonprofits focused on sustainable agriculture and forestry, land conservation and water resource management,

habitat and urban ecosystem restoration, "green" infrastructure investments, economic development and environmental education.

This program encourages broad-based team member participation through our vast network of Green Team volunteers and also focuses on projects supporting rural and urban low- and moderate-income communities. The program funds projects in 25–30 priority markets annually in communities across the U.S.; many of which are also eligible for federal matching grants. In 2013, we invested more than \$3.1 million in 64 projects across 45 communities in the U.S. through the program.

Through our Environmental Solutions for Communities grant program and support for nonprofits like GRID Alternatives (see page 36), we made significant environmental impacts in 2013, including:

- 132,709 trees planted<sup>1</sup>
- 1,631 acres restored
- 91,730 tons of greenhouse gas emissions<sup>2</sup>
- 1,050 solar homes installed
- \$29 million in energy savings for low-income families (over the next 30 years of system lifetime)
- 3,058 people trained in "green" jobs

## Clean Technology and Innovation program

In order to support a global clean energy economy, we require new technologies to maximize natural resources and minimize the impact on our planet. The Clean Technology and Innovation (CTI) program, established in 2012, focuses on supporting innovative organizations, universities, colleges, industry labs, and other organizations. These groups are focused on research, development and the commercialization of new clean energy technologies related to renewable energy, energy efficiency, "greener" buildings, alternative transportation, sustainable agriculture and water. Grants through this program support some of the world's strongest clean technology incubator and accelerator programs that are fostering entrepreneurs and businesses seeking to provide solutions in a low-carbon economy.

In 2013, we provided \$2 million to nearly 25 organizations through the CTI program. [Grant recipients](#) demonstrated long-term economic, social and environmental benefits to communities such as CO2 reduction, water conservation, land protection, job creation, and energy and cost savings.

<sup>1</sup> Total number of trees planted, acres restored and "green" jobs provided by NFWF.

<sup>2</sup> Total amount of emissions, solar homes, and energy savings provided by GRID Alternatives.

For example, we provided a \$250,000 CTI grant to the Orange County Great Parks to support the U.S. Department of Energy Solar Decathlon. Twenty international collegiate teams and more than 2,000 college students competed and showcased designs to build and operate solar-powered, cost-effective, practical, energy-efficient and aesthetically pleasing homes.

- The Kentucky/Indiana team designed its house for families who need to rebuild quickly after natural disasters with a prefabricated living area, a secondary bedroom module, and a bathroom with a steel door, non-shattering windows and reinforced ceiling that serves as a “safe room” during tornadoes.
- Team D.C. donated its home, equipped with a bio-medical suite, to a wounded veteran.
- Team Stanford’s house will house the family of the ranger of its Jasper Ridge Biological Preserve near the main campus in Palo Alto, Calif.

The educational competition attracted 64,000 attendees from across the globe, including 3,000 middle and high school students. Volunteers, including those from the local Green Team and Volunteer Chapter, provided 7,700 volunteer hours and more than 300,000 house visits and tours.

We are a multi-year sponsor and supporter of the Cleantech Open, the world’s largest clean technology business plan competition and accelerator. The Cleantech Open network provides entrepreneurs with opportunities to align with key industry stakeholders and professionals, including team members, who help refine technologies and business models. During 100 regional events and four larger events across the country, entrepreneurs compete for prize money for the leading emerging technologies in energy generation, distribution, and storage, energy efficiency, “green” buildings, transportation, air, water, waste and much more.

One of our early CTI grantees, Imagine H<sub>2</sub>O,<sup>™</sup> is now one of the world’s leading water technology and innovation accelerators and is responsible for \$1 out of every \$10 that goes towards early-stage water innovation.

### Team member engagement

We want Wells Fargo to be a role model for environmentally responsible practices, and we can’t do that without our team members who volunteer on environmental projects throughout the year. In 2013, our team members volunteered 36,283 hours on environmental projects, representing an estimated \$803,000 in volunteer time.<sup>1</sup>

For example, nearly 150 team members participated in solar installations with GRID Alternatives, a nonprofit focused on clean, affordable energy in low- and moderate-income communities, in 10 cities across California and Colorado. We’ve committed \$2 million over the next five years to help GRID expand its model across the country. In 2013, we helped GRID Alternatives launch its work in the New York/New Jersey area.

Our team members also helped to build or renovate 343 homes for low- and moderate-income homeowners meeting “greener” building standards, and donated \$4.7 million to affordable housing nonprofits for the work on these homes through the Wells Fargo Housing Foundation’s team member volunteer program.

Today we have 70 Wells Fargo Green Teams with nearly 7,000 members. These grassroots, volunteer-driven networks help our company conserve resources, reduce waste, and promote environmental awareness in the workplace and in the community.

For example, the Uptown Charlotte Green Team volunteered 325 hours to host a number of operational and community projects. They collected thousands of pounds of recycled materials, including 410 pounds of batteries, 169 pounds of plastic bags, 857,000 pounds of office paper, 115,000 pounds of cardboard, and 30,000 pounds of cans and bottles. The team also helped raise awareness of energy issues, helping set monitors to sleep mode or encouraging team members to turn them off completely for an estimated \$31,000 in annual energy savings.

The St. Louis Green Team won the St. Louis Regional Chamber Green Business Challenge award for the third year in a row. The team provided 1,000 volunteer hours and \$200,000 in environmental grants, helping local organizations like Operation Brightside, the St. Louis Zoo, the Missouri Botanical Garden and the local chapter of the U.S. Green Building Council. In addition, the Green Team helped the headquarters of Wells Fargo Advisors boost energy efficiency by 4.3 percent, reduce water usage by 10 percent, and increase waste diversion to 65.85 percent, thanks to the introduction of compost for the kitchen and yard waste.

Our Green Team in Frederick, Md., organized a monthlong energy efficiency campaign that helped reduce electricity use at the local campus by an estimated 98.2 KWH. The team also hosted a number of community events that focused on reducing waste, restoring local parks and supporting affordable “green” housing with their local chapter of Rebuilding Together.

In 2013, Wells Fargo Green Teams:

- Helped us achieve our 65 percent waste reduction goal by hosting recycling events and education campaigns which resulted in an estimated 1 million pounds of personal and office waste diverted from landfills.
- Contributed to increasing energy efficiency by running local energy campaigns to encourage team members to turn off monitors, change out light bulbs and support USGBC LEED® certification efforts. Green Team-led campaigns in Charlotte, N.C., and Frederick, Md., helped us save an estimated \$62,000.
- Helped achieve LEED certification in nine of our administrative buildings in 2013. Active teams at each location helped develop and qualify us for LEED-Innovation credit, the first of its kind and now a blueprint for other companies.
- Supported more than 180 environmental projects in schools through DonorsChoose.org donations, primarily in low- and moderate-income communities.
- Reduced Scope 3 emissions through commute campaigns, resulting in savings of more than 1,400 gallons of gas, equating to roughly 12.6 metric tons of greenhouse gas emissions.
- Influenced the company decision to eliminate polystyrene use across the company.

<sup>1</sup> Calculation based on the value of one volunteer hour (\$22.14) according to Independent Sector, a U.S. coalition of 550 philanthropic organizations.



## Labor practices and decent work

We've become one of the nation's largest financial institutions, serving one in three U.S. households and employing one in 500 working Americans. We have more than 264,000 team members in 36 countries who serve 70 million customers in more than 130 countries around the world. In 2013, we were named one of *Fortune's* most admired companies; *DiversityInc* ranked us No. 25 of the Top Companies for Diversity; and we received a perfect score from the Human Rights Campaign on its annual Corporate Equality Index, earning a spot on its list of Best Places to Work for LGBT Employees for the 11th consecutive year.

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We are an employer that truly cares about our people. Teamwork is valued and rewarded, and “how” the work gets done is just as important as getting the work done. We're a relationships company, but our relationship with our customers is only as strong as our relationship with each other. We view our team members as our most important stakeholders because they're the single most important influence on our customers. We say “team members” and not “employees” because we view them as resources to be invested in, not expenses to be managed. That's why we strive to provide our team members with the knowledge and training they need, allow them to be responsible and accountable for their businesses, and recognize them for outstanding performance.

Our vision and values set us apart from our competitors. The 41-page [Vision & Values](#) booklet, first published in 1992, is updated biannually and describes our strategy, goals, culture and principles. It is provided to all team members and posted online for our stakeholders. It gives us a sense of shared responsibility in how we help our customers and communities succeed financially.

We survey our team members each year to hear directly from them on how well we're doing and to measure their level of engagement. Using those survey results, managers across the company work with their teams to develop specific action plans to improve team member engagement and learn how we can improve their work environment. The result: our ratio of engaged to actively disengaged team members is 7.1 to 1, compared with the national average of 1.7 to 1.<sup>1</sup>

### **Employment**

#### **Diversity and equal opportunity**

We employ a diverse workforce of more than 264,000 team members in 36 countries, with an overwhelming majority of team members located in the U.S. Some additional key facts about our workforce in 2013:

- Women made up 58 percent of our U.S. workforce and 22 percent of the leadership team.
- People of color made up 39 percent of our U.S. workforce, up from 38 percent last year.
- We had 7,500 self-identified veteran team members, including 169 service members on military leave.

- Our Board of Directors consists of 14 directors, including five women, one African American, two Asians, and two Hispanics.

One of our core values is our commitment to diversity and inclusion — a business imperative that helps us meet the changing needs of our customers, team members and the communities we serve around the world. We attract, develop and retain diverse team members and serve a diverse customer base, but we realize there is always more that can be done.

We define diversity to include (but not be limited to) difference by race, gender, gender identity, sexual orientation, work/life status, ethnic origin, culture, spiritual beliefs and practices, age, job type/level, physical/mental ability, and veteran status. Our definition of veterans goes beyond the current federal reporting classifications by including those who served honorably in the U.S. Armed Forces in any capacity.

At Wells Fargo, each person is valued for his or her individual skills and talents. Team members have the opportunity to fulfill personal ambitions, and contribute to the success of the company. Leaders at all levels bear an extraordinary accountability for integrating diversity and inclusion into our business. Through their actions and words, leaders model the behaviors needed to enhance our culture. They hold themselves and team members accountable for measurable progress on our diversity efforts.

Our diversity and inclusion goals and strategy focus on three core areas: team member outcomes, marketplace outcomes, and regulatory, reputation building and advocacy activities. To create accountability and measure progress in these three areas, we have a diversity scorecard linked to incentive compensation plans for the CEO and his direct reports.

Our Enterprise Diversity and Inclusion Council is chaired by our CEO and made up of senior executives from across the organization. The Council is responsible for setting direction, aligning our diversity and inclusion efforts, and implementing and supporting infrastructure and measurements to drive results across the company. We also have regional and line-of-business diversity councils that support the company's diversity and inclusion efforts.

Wells Fargo senior leaders serve as board members on nearly 60 local and national-level multicultural nonprofit organizations across the country, including Boys and Girls Club of America, Financial Women's Association, GLAAD, Marriott Foundation for People with Disabilities, National Council of La Raza, Thurgood Marshall College Fund Board and The National Urban League. Many senior leaders also participate in The Executive Mentoring Program, helping us create a leadership pipeline for the future. The program provides high-potential, diverse leaders with an opportunity to work directly with an executive from outside their business group for 18 months (see page 43).

Our Team Member Networks are a key part of our infrastructure for building and maintaining a diverse and inclusive workplace. They help us ensure that a range of perspectives and experiences is recognized and leveraged to drive business outcomes.

More than 30,000 team members participate in nine Team Member Networks with more than 293 chapters across the company. They are made up of team members who represent market segments that are part of our business strategy, and are open to all team members who often share a background, experience or other common affinity. These groups provide professional and leadership development, mentoring, and community involvement opportunities. They serve as resources for business development and customer insights. They also help recruit new team members and participate in advocacy activities, which helps strengthen our brand and reputation.

<sup>1</sup> GALLUP® 2013.

## 2013 U.S. team member composition

JOB CATEGORIES	WHITE	BLACK/ AFRICAN AMERICAN	HISPANIC / LATINO	ASIAN	NATIVE HAWAIIAN / PACIFIC ISLANDER	AMERICAN INDIAN	TWO OR MORE	TOTAL	WOMEN
Executive/senior managers	96%	4%	0%	0%	0%	0%	0%	<1%	22%
First/mid-level managers	72%	8%	12%	6%	.2%	.4%	1.2%	12%	51%
Professionals	76%	7%	6%	9%	.2%	.3%	1.1%	14%	51%
Technicians	69%	5%	3%	22%	.2%	.4%	1%	4%	33%
Sales	89%	2%	4%	3%	.2%	.2%	.8%	6%	18%
Administrative support	52%	16%	21%	7%	.4%	.6%	2.8%	61%	67%
Operations	68%	13%	7%	10%	.1%	.5%	1.3%	2%	40%
Service workers	32%	48%	12%	0%	.04%	.04%	0%	<1%	36%
Totals	61%	12%	16%	8%	.3%	.5%	2.1%	100%	58%

### Hiring

Our diversity and inclusion strategy includes a focus on recruiting team members across all levels of our business who reflect the diversity of the customers and communities we serve. Diverse representation alone is not the desired outcome. We also need an inclusive culture that is accepting of differences and open to new ideas to help create a competitive advantage in the marketplace.

We source talent through job listings, career fairs, search firms, and team member referrals. In addition, we support local colleges and universities in many of our markets as well as a variety of national and global professional organizations to attract the best diverse talent to our company. We have recruitment alliances with organizations such as the National Black MBA Association; the National Society of Hispanic MBAs; the National Association of Asian American Professionals; LGBT Reaching Out MBA; Out and Equal; *Careers & the disABLED* Career Expo Alliance; Military.com/NCAOA Career Expo Alliance; American Corporate Partners; 100,000 Jobs Mission; Hero 2 Hired; America Wants You; Military Spouse Employment Partnership; National Urban League; Organization of Chinese Americans; and the National Association of Black Accountants.

### Recruitment and retention

Our ability to attract, retain and advance qualified and diverse team members is critical to the success of our business. In 2013, we hired 115,772 full-time and

part-time team members. 47 percent of those hired were internal candidates, reinforcing our commitment to providing team members with the opportunity to move and grow within the company. Of all job placements, 57 percent were women and 49 percent were ethnically diverse. Turnover decreased from 24.2 percent in 2012 to 23.9 percent in 2013.

Since 2009, we've placed more than 7,000 team members in positions through our Short-Term Assignment Resource (STAR) program. STAR provides displaced team members with short-term assignments while they look for regular positions, which provides opportunities to work in different groups, gain new experiences and network throughout the company.

### Benefits

We provide all eligible regular and part-time team members with a comprehensive set of rewards for working here. These rewards are designed to support and protect their overall health and well-being and to help them make the most of their financial future.

Our total compensation package offerings combine base pay with a broad array of benefits. We regularly review our wages for competitiveness in the marketplace, and all of our team members' compensation levels exceed federal and state minimums. The majority of team members, including full-time and part-time team members, are eligible for most Wells Fargo-sponsored benefits.

To help team members save for retirement, we offer a defined contribution 401(k) Plan, featuring dollar-for-dollar company matching contributions up to 6 percent of certified compensation. In 2013, our Board of Directors approved a discretionary profit-sharing contribution<sup>1</sup> in recognition of our outstanding business results. Eligible team members received a contribution of 2 percent of certified compensation to their 401(k) Plan accounts, totaling more than \$300 million.

Our comprehensive benefits include medical, dental, vision, life and accident insurance, disability, long-term care, flexible spending accounts, commuter benefits, and transgender surgery benefits. Ninety-nine percent of our team members (including some retired team members) are eligible for coverage; 86 percent chose to enroll in our plans.

We provide equal benefits to our lesbian, gay, bisexual, and transgender (LGBT) team members and their families. In January 2014, we provided a special wage payment for more than 1,600 eligible team members who covered a same-sex domestic partner and/or his or her children designated as after-tax dependents in Wells Fargo-sponsored medical, dental, or vision coverage in 2013. The purpose of the special wage payment was to help offset the potential federal tax impact of this after-tax benefits coverage.

### Work-life balance

We provide a range of programs to help team members balance their lives and further their professional development. Our time-away policies provide a variety of options to accommodate diverse needs and life events, such as illness, family member care, vacation, the birth or adoption of a child, or the loss of a family member. These options include paid time off, community service time, and bereavement, as well as volunteer and family leaves. We also offer:

- Flexible work arrangements, including flexible work hours, telecommuting, part-time hours, and job sharing for eligible team members.
- Backup childcare at more than 500 care centers nationwide.
- Onsite nursing-mother rooms.
- Resource and referral services for childcare and eldercare accommodations.
- Adoption reimbursement of up to \$5,000 per child.
- Employee Assistance Consulting, which provides confidential counseling and referrals to team members and their families for personal and workplace issues.

### Health and well-being

We support a culture of health and well-being, providing information and resources to team members so they can be at their best — at work, at home, and in their communities. We offer voluntary, confidential, and personalized programs to help team members meet their health and well-being goals in the areas of nutrition and weight management, tobacco cessation, exercise, stress management, and chronic-condition management.

We provide access to commercial fitness center discounts, as well as healthful meals, snacks, and beverage options in our cafeterias and vending machines. We also provide access to telephonic health coaching, as well as a broad array of online health and wellness programs and resources.

Team members can participate in various activities to earn up to \$800 in health and wellness dollars to be deposited into their health care spending accounts. Enrolled spouses/domestic partners of team members can also earn up to \$800, totaling \$1,600 that can be earned through wellness activities. In 2013, participation rates for team members and their enrolled spouses or domestic partners included:

- 142,000 health assessments
- 70,000 online and telephonic health education courses/coaching sessions
- 90,000 biometric health screenings

### Health and safety

One of our most important priorities is providing a safe and healthy working environment for all our team members, customers and visitors. This includes complying with regulatory safety standards and taking precautions to protect the safety and well-being of everyone who visits our business locations.

We believe the development, implementation and maintenance of a safe and healthy workplace involve all team members. They are expected to perform their duties in a manner that adheres to safe work practices and procedures, ensuring the individual's health and safety as well as that of others. It is the responsibility of all managers and supervisors to continually review their operations and working conditions, and where required, provide adequate protection, instruction, information, training and supervision. In addition, many of our business locations have safety committees who conduct safety and health inspections, advise management on health and safety issues, and enhance safety awareness among team members.

<sup>1</sup> The discretionary profit sharing contribution is a feature of the 401(k) Plan, which is the retirement plan offered to eligible U.S.-based team members as part of the U.S.-based compensation and benefits programs. Team members outside the U.S. are offered compensation and benefit programs, based on local market competitive practices.



Team members formally responsible for occupational health and safety programs include:

- Wells Fargo's Risk and Insurance Management's Loss Prevention team is responsible for developing, administering, and maintaining safety and health policies, as well as responding to safety and health issues, either directly or through local management.
- Our Enterprise Incident Management Team is responsible for helping team members respond safely during emergencies such as natural disasters.
- Our Enterprise Business Continuity Planning (BCP) office works to ensure that business continuity planning takes place as appropriate for each unit within the company.

### Prevention and education

We recognize the role of prevention to enhance overall health and well-being and offer comprehensive benefit plans (see pages 40–41), programs, tools, and resources to help our team members take a more proactive role in maintaining their own health and the health of their families.

To help prevent the spread of seasonal flu, in 2013, more than 21,000 team members received flu vaccines at one of 130 on-site events across our locations. At no additional cost, team members and their enrolled spouse/partner/dependents may also receive flu immunizations through their primary care doctor or at medical convenience clinics.

To help reduce the risk of injury and illness in the workplace, team members are provided with information about safe working conditions through various types of communications and training. Team members have access to an online stretch-break program, as well as tutorials on office ergonomics. We also provide ergonomic guidance for team members who work in untraditional office environments, such as remote workers and team members who work in our operation centers and retail banking stores.

### Training and education

We're committed to creating a learning culture that allows team members to build their skills, maximize their potential, and prepare for future advancement within the company or other opportunities.

We encourage team members to be actively involved in their own development, and we hold managers accountable for developing others. We offer a range of development opportunities, tools and training,

including leadership, management and skills-based training at all levels of the company, as well as online training on a variety of topics.

In 2013, we invested 3 percent of payroll dollars into team member training. Each team member receives a total of 23.38 hours of training, on average, each year. In addition, our tuition reimbursement program helped 13,595 eligible team members subsidize their education costs toward career-related classes and degrees, with financial assistance totaling \$24 million.

Career development is a shared responsibility between team members and their managers. All team members receive an annual performance review from their manager where they discuss their professional goals and create an individual plan to support their professional development.

### Training in 2013 by job category

	HOURS
Professional	21
Executives/senior managers	19
Administration/support team	16
Managers	30
Technical/IT team	14
Sales/account management	25
Supervisors	31
Product/line team	31
Totals (average)	23.38

### Mentoring

Effective mentoring is a development strategy that allows team members to broaden their view of the organization, gain new perspectives and insights, and develop cross-business relationships, which can result in improved performance and enhanced team member engagement. Our mentoring programs include self-directed arrangements between individuals and more structured programs designed for specific business groups to support their unique priorities and talent management strategies.

In 2013, we launched Mentoring, a website that provides learning activities, tools, and resources to guide team members through the stages of an effective mentoring relationship. The content is organized by role to help team members make the most of their mentoring relationship. Resources are also provided to managers and human resources professionals as they support mentoring relationships within the organization.

The Executive Mentoring Program, our premier structured mentoring program, pairs our most senior executive leaders with high-performing talent from different business groups for an 18-month mentoring relationship. As team members get the chance to learn about other businesses, we create a leadership pipeline for the future. Approximately 200 mentees have participated in the program since its inception in 2011.

### **Supporting displaced team members**

In a company our size, jobs are always changing, going away or being added to satisfy customer needs. A company has a responsibility to its stockholders and its customers to eliminate duplicate jobs and operate as efficiently as possible while maintaining outstanding customer service. That doesn't mean we have to lose good people and their experience, loyalty and commitment. New jobs are being created virtually every day somewhere in our company. We make it a priority to help team members whose jobs have been eliminated find positions elsewhere in the company.

Many displaced team members are eligible for salary continuation leave, meaning those displaced team members are still considered employed by Wells Fargo and receive a regular paycheck, benefits, and an opportunity to search for another position elsewhere in the company.

Through our Career Connection Team, we provide team members recruiting resources and career counselors to help them navigate the process. We also encourage team members to consider short-term assignment opportunities through our STAR program (see page 40) while they look for regular positions.

### **Financial education**

We believe one of the most important ways we can help our team members prepare for transitions in their personal and professional lives is through financial education. Our Team Member Financial Education Initiative is focused on helping team members become more confident financial consumers. In 2013, we launched a new Team Member Financial Education Center with educational resources and webinars on a wide range of topics, including financial basics, managing credit, financing an education, owning a home, and retirement planning.

In addition, we offer retirement savings and investment plans (see page 41), as well as resources, tools, counseling and online training to help team members prepare for retirement.

## Human rights

As a company with more than 264,000 team members in 36 countries, and thousands of community and vendor relationships, we recognize the fundamental importance of respecting the human rights of all people. To that end, we strive to respect human rights throughout our operations, products and services.

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In 2011, we formed a cross-functional working group to conduct industry benchmarking and review our principles, policies and practices related to respecting human rights. This process involved a broad group of subject matter experts, and the resulting work was reviewed by senior leaders and the Corporate Responsibility Committee of the Board of Directors. The outcome was a formal [Human Rights Statement](#), which was published on [www.wellsfargo.com](http://www.wellsfargo.com) in December 2013.

We seek tangible ways to apply these principles through our actions and relationships with team members, customers, suppliers and the communities in which we do business.

We also have the Wells Fargo [Supplier Code of Conduct](#), available publicly on [www.wellsfargo.com](http://www.wellsfargo.com), which sets forth policies and standards for suppliers providing products and services to our company. While we recognize that each supplier will have varying policies and approaches to human rights, we strive to engage with those suppliers whose values and business principles reflect their respect for the human rights of the people with whom, and the communities in which, they do business.

### **Investment and procurement practices**

The Wells Fargo [Vision & Values](#), published since 1992 and updated biannually, describes the company's strategy, goals, culture and principles, including aspects of human rights. The document, which is provided to all our team members and posted online for our stakeholders, gives our team members a sense of shared responsibility in how we help our customers and communities succeed financially.

We expect our team members to adhere to the highest possible standards of ethics and business conduct with customers, team members, stockholders and the communities we serve, and to comply with all applicable laws, rules and regulations that govern our businesses. The [Code of Ethics and Business Conduct](#) which is updated regularly to reflect the current business environment and best practices, sets forth our policy and standards concerning ethical conduct for all team members. Our aim is to promote an atmosphere in which ethical behavior is well recognized as a priority and practiced.

All team members are required to comply with the Code of Ethics and Business Conduct, and complete annual training to review the Code and recertify their compliance and understanding of it. The Code helps ensure that all team members behave responsibly, morally, and ethically. In 2013, 99.96 percent of team members completed the Code of Ethics training, logging more than 191,000 hours.

The Code requires team members to report known or suspected violations of the Code, or violations of other company policies, laws and regulations that apply to our business. Wells Fargo's EthicsLine is a service through which complaints, concerns and violations can be reported to the company or the Board on a confidential and/or anonymous basis through a third-party vendor. Team members can reach the EthicsLine by phone or online 24 hours a day, seven days a week. We strictly prohibit retaliation against team members who report their concerns in good faith.

### **Diversity and inclusion and Affirmative Action training**

We also respect human rights by building and sustaining a diverse and inclusive culture for our team members.

We believe it's important for every team member to know the company's policies and expectations concerning [equal opportunity](#), Affirmative Action (AA), and diversity and inclusion. All managers, supervisors, and HR professionals are required to participate in AA training biannually. In 2012–2013, 45,326 team members — 99.75 percent of those who are required — completed the training, logging more than 27,100 hours.

We also offer a suite of diversity and inclusion training courses that focuses on promoting a culture of inclusion, equality and mutual respect among all team members, customers and the communities we serve. The courses help team members understand the business case for diversity and allow them to gain diversity self-awareness and practice job-specific diversity and inclusion skills. More than 151,100 team members completed at least one diversity course in 2013.

### **Wholesale Banking Credit Management Training**

Environmental and social issues, including respect for human rights, are addressed in our Wholesale Banking Credit Management Training Program. This training helps increase awareness and understanding of environmental and social risks and opportunities associated with our business activities as outlined in our [Environmental and Social Risk Management](#) statement. The Credit Management Training Program has been offered at our company for more than 30 consecutive years and its graduates include some of our highest-ranking credit officers.

### **Security practices**

We seek to promote a safe and secure business environment for all of our team members, customers, and visitors. All uniformed security officers are required to undergo annual training, during which human rights issues are covered, including our policies on maintaining a violence-free workplace, promoting diversity, and ensuring non-discrimination. In 2013, 100 percent of security officers took this training.



## Society

Part of helping customers succeed financially — our company vision — means supporting thousands of neighborhoods and communities and all their varied priorities. We invest our unique combination of talent, skills, expertise and financial resources to support long-term economic growth and improved quality of life for everyone in our communities.

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We understand one size doesn't fit all. Every city, every neighborhood, and every resident has unique challenges, needs and stories. We focus on reaching out and engaging in conversations with a range of local nonprofits, advocacy groups, NGOs and policy makers to understand their concerns and how we can better serve their needs. We also work closely with thousands of community organizations at the national and local level as part of our community development and strategic philanthropy efforts. Our goal is to be active community leaders and work side by side with stakeholders to create local solutions for local needs. For more information about our approach to stakeholder engagement, see pages 20–21.

We support economic development, job creation, community services and affordable housing by investing debt and equity capital in areas of need nationwide. In the U.S., the Community Reinvestment Act (CRA) guides our efforts to extend credit and make investments in underserved communities with limited access to traditional financial services. In our last CRA exam, published in 2009, we earned an "Outstanding" CRA rating — the highest rating possible, earned by less than one in five national banks. We expect to receive a rating on our performance from Oct. 1, 2008, through Dec. 31, 2012, after the publication of this report.

The CRA Risk Management team is part of Government and Community Relations. The team of risk and compliance professionals provides a company-wide integrated approach to effectively identify, measure, monitor and control risks associated with our community lending and investments. The team collaborates closely with Community Banking, Community Relations, the Community Lending and Investment team, and other business groups to enhance and develop CRA programs, products and processes needed to meet the credit needs of low- and moderate-income communities in the areas of affordable housing.

### **Local community**

#### **Community development lending and investing**

Our current goal, which we set in 2011, is to invest and lend a total of \$15 billion by 2016 to help underserved communities with limited access to traditional financial services. In 2013, we extended more than \$6 billion<sup>1</sup> in community development loans and investments in the U.S., for a total of \$14.2 billion since 2011. We believe we will surpass our goal next year. These CRA-qualified investments supported economic development, job creation, community services, and affordable housing in low-income communities.

## Community development lending and investments (in millions<sup>2</sup>)

	2011	2012	2013	TOTAL
Affordable housing	\$ 2,939	\$ 3,268	\$ 4,490	\$10,697
Community services	\$ 321	\$ 264	\$ 745	\$ 1,330
Economic development	\$ 158	\$ 191	\$ 243	\$ 592
Revitalize and stabilize low- and moderate-income communities	\$ 675	\$ 294	\$ 569	\$ 1,538
Total	\$ 4,092	\$ 4,018 <sup>3</sup>	\$ 6,047 <sup>4</sup>	\$14,157

Wells Fargo's Community Lending and Investment Group provides various financing programs, including construction loans and equity dollars for affordable housing, Low-Income Housing Tax Credits (LIHTC), Historic Tax Credits, New Market Tax Credits (NMTC), and Equity Equivalent Investments (EQ2) to contribute debt and equity capital in areas deemed to be in need.

In 2013, we provided \$4.5 billion in affordable housing financing in the U.S. Our lending, tax credit equity investments and real estate development commitments include development for low- and moderate-income families, seniors and veterans, as well as projects that incorporate energy-efficiency.

We help build infrastructure to support economic growth in urban and rural low-income communities by providing capital and services to a range of public benefit organizations, including nonprofits, government agencies, and community facilities like healthcare clinics, charter schools and child care centers.

The NMTC program is a federal tax incentive intended to stimulate investment capital and job creation in small businesses and commercial real estate in economically distressed communities, including investments in mixed-use, transit-oriented developments, high-impact real estate projects, community facilities, and financial intermediaries that provide loans to small businesses. Through NMTC allocations, we reduce borrowing costs for nonprofits and entrepreneurs, enabling higher-risk loans and investments that shoulder collateral shortfalls and credit risks.

NMTC allocations are awarded by the federal government annually. In 2013, we invested \$219 million in federal and state NMTC projects, providing the needed capital for 23 NMTC projects.

Here are a few examples of our community lending and investment projects in 2013:

- \$8 million in NMTC financing and LIHTC equity for LifeWorks, a Portland, Ore. nonprofit that provides community-based mental health, addiction, and prevention services to 16,500 people from throughout the region — the majority from impoverished, underserved populations. Our investment financed the construction of Beech Street Apartments, a 32-unit substance-free family apartment building located next door.
- \$8.7 million NMTC investment to help the Pascua Yaqui Tribe in Tucson, Ariz. complete a 40,000 square-foot education center, which includes an extensive library and resource center, technology-based education program and cultural preservation center dedicated to preserving the Hiaki language and Yaqui culture. The center, which will serve more than 5,000 Native American residents, includes classrooms, a literacy library, and the Intel Clubhouse with computers, a music room, and activity room. Approximately 80 percent of full-time employees are tribal members living on the reservation and within a qualified low-income census tract. The project created nearly 40 construction and 60 permanent jobs.
- \$22 million in NMTC financing for construction of Mile High United Way, a nonprofit in Denver focused on school readiness, youth success, and adult self-sufficiency. The new building in historic Curtis Park will feature a 10,000-square-foot conference and collaboration space open to nonprofits and community organizations working to create positive change for children, individuals, and families. The building will also host a space for a café, operated by Work Options for Women, and Mile High United Way's 211 Call Center.

<sup>1</sup> Preliminary CRA-qualified data as of Feb. 26, 2014.

<sup>2</sup> Rounded up to the nearest one-millionth.

<sup>3</sup> Total community investments in 2012 were \$4 billion, reflecting a revision from the \$7 billion reported in our 2012 CSR report.

<sup>4</sup> Preliminary CRA-qualified data as of Feb. 26, 2014.

In 2013, we invested more than \$70 million in Community Development Financial Institutions (CDFIs). CDFIs provide loans and technical assistance to nonprofits, businesses, and individuals in disadvantaged communities who can't obtain credit from traditional sources.

In addition, the Wells Fargo [NEXT Awards](#) for Opportunity Finance awarded \$8.25 million to three CDFIs. The NEXT Awards honor community lenders for providing innovative financial products and services to people in economically distressed areas. These services include specialized financing for low-income homebuyers, nonprofit developers, community facilities, and small businesses. We have awarded more than \$55 million to CDFIs since the program's inception in 2007.

The awardees — Opportunity Fund, Capital Impact Partners, and Housing Partnership Network — are using the award capital to implement new solutions for small business financing, community development, and affordable housing in some of the most underserved communities in the U.S.

### **Military veterans**

We have a long history of providing safe, sustainable housing to veterans and active duty military. Our Military Affairs program provides outreach to members of the military, veterans, and their families undergoing financial hardship. In 2013, we continued to be the No. 1 Veterans Affairs home mortgage lender in the country.<sup>1</sup>

Our goal is to provide \$35 million to support military veterans and service members with sustainable housing, jobs and financial education by 2015. Our pledge includes \$30 million for real-estate owned (REO) property and nonprofit donations, and \$5 million for hiring and mentoring initiatives, financial education, and grants.

In 2013, we donated 86 REO homes to military service members and veterans, for a total of \$11.9 million. Just one of those recipients: Minnesota Army National Guard Sgt. Jeremy Aebly and his family received the keys to a [mortgage-free home](#) in Delano thanks to Wells Fargo and Operation Homefront (see page 54).

In addition, Wells Fargo's Community Lending and Investment group worked with Chinatown Community Development Center and Swords to Plowshares to renovate a historic San Francisco commercial building that now provides 75 formerly homeless veterans with affordable housing and extensive resident supportive services. Additionally, we worked with the Beswick Partnership in Los Angeles to construct a new senior apartment

complex consisting of four buildings with 32 housing units for veterans over the age of 62 who are chronically homeless and have disabilities.

We are committed to hiring and retaining military veterans, veterans with disabilities, active military personnel, national guardsmen, and reservists. In 2013, the company participated in more than 150 job fairs and hired almost 1,500 veterans. We have nearly 7,500 self-identified veteran team members, including 169 service members on military leave. In addition, we mentored 52 veterans through our alliance with American Corporate Partners.

In 2013, we joined the U.S. Small Business Administration's (SBA) Veteran Pledge Initiative in an effort to increase SBA lending to military veteran business owners by 5 percent annually over the next five years. The industry-wide pledge is expected to result in 2,000 more SBA loans for military veteran entrepreneurs who seek financing and are ready to use credit for their business.

In July 2013, we launched the [Hands on Banking® for Military](#) program to address the financial education challenges facing service members, veterans and their families. The program offers 10 individual lesson topics specifically for service members, ranging from the basics of banking to planning for retirement.

Wells Fargo also joined forces with the National Foundation for Credit Counseling (NFCC) to bring *Hands on Banking for Military* to service members through close to 700 [member agencies](#) across the country. In addition, agency counselors will provide one-on-one personalized financial reviews and budget planning.

### **Microfinance**

Since 1998, we have invested more than \$381 million in nonprofit microfinance lenders across the country that help self-employed, low- and moderate-income people start or expand their businesses in rural and urban communities coast to coast.

For example, in 2013 we provided a \$1 million equity equivalent investment (EQ2) to Grameen America to support its lending operations. EQ2s are a limited below-market-rate loan reserved for community development organizations. With an average loan size of \$2,200, Grameen America provides much-needed capital to women who live in poverty so they can build small businesses and create better lives for their families. Wells Fargo's investment had helped Grameen America expand its operations in California and Texas. Our previous \$1 million EQ2 investment helped them expand operations in Charlotte, N.C. and the San Francisco Bay Area.

In 2013, we also committed \$100,000 to the United States Hispanic Chamber of Commerce Foundation for a micro grant program designed to strengthen and foster growth within Hispanic communities.

We also provide small business owners with financial advice and information they need to succeed financially. In addition to the guidance provided by our bankers and team members, we offer business owners an online [financial education portal](#). It provides business owners with objective information from industry experts and best practices from fellow small business owners. It features award-winning videos, articles and podcasts covering a wide range of business topics, such as credit, cash flow management, and marketing.

### **Access to 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 2013, we provided access through our more than 6,200 banking stores across the U.S., including 1,724 in low- and moderate-income areas. We opened 20 new banking stores, two of which were located in low- and moderate-income communities. We also closed 41 stores, with 12 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.

For those who want to enter or re-enter the banking system, we offer a spectrum of deposit accounts, from low-fee basic accounts to full-service accounts, most with multiple ways to waive the standard monthly service fee through balances, direct deposit or account use. Opportunity Checking® is a basic checking account for customers who have been unable to open a checking account because of their prior credit or banking history.

For those customers who do not have a credit history or have been turned down for credit in the past, we offer options for building or rebuilding their credit. The Wells Fargo Secured Card can be used wherever Visa® credit cards are accepted and, unlike with a debit card or a prepaid card, secured card payment information is reported to major credit bureaus, providing customers with the opportunity to build a credit history with responsible use. We also offer online credit education and account management tools to help customers stay on the path to good credit.

We know that moving from a secured credit card into an unsecured card is a significant step for customers, and we want to help them achieve that goal. For that reason, we recently updated the Secured Card graduation process to make the transition easier — and quicker — for qualifying customers. Qualifying customers are now more frequently reviewed for graduation into an unsecured card, pending an assessment of their payment history with Wells Fargo, among other factors. Because of this, we expect to nearly double the number of customers graduated from a Secured Card into an unsecured credit card in 2014.

Customers who have a Wells Fargo certificate of deposit or savings account can use it as collateral for a loan — meaning they get a lower annual percentage rate (in comparison to unsecured loan or line of credit products) without touching their savings. And, just like with a secured credit card, payment information is reported to major credit bureaus so managing the loan responsibly can help build or rebuild credit.

For more than 10 years, we have provided competitive remittance services for customers to send money to family and friends overseas. Today, we offer the ExpressSend® service to 13 countries: Mexico; Guatemala; El Salvador; Honduras; Nicaragua; the Dominican Republic; Colombia; Ecuador; Peru; the Philippines; India; Vietnam and China. There are more than 37,500 payout locations.

We remain committed to offering remittance services and have made significant technology investments to meet the new regulatory compliance requirements of the Dodd-Frank Remittance Rule. In the latest market study (2012), the Inter-American Dialogue named Wells Fargo a top-ranking consumer remittance services provider. Wells Fargo tied for first place with two other companies, out of a field of 37. This is the only industry study focused on evaluating remittance services providers based on price, foreign exchange rates, convenience, distribution and quality of service.

Our customers increasingly rely on ATMs, and online and mobile devices to access our products and services. Mobile banking is the fastest-growing channel in our history, growing twice as fast as the online channel and reaching 11.9 million active mobile customers as of December 2013. Additionally, our mobile penetration rate — the rate at which our online customers are adopting the mobile channel — is 55 percent, a strong indicator of engagement.

<sup>1</sup> U.S. Department of Veterans Affairs.



In 2013, we continued to invest in mobile banking technology. We enhanced our mobile home pages with more options for customers to manage their finances on-the-go. In addition, we made payments easier with a refreshed iPad design with money-movement capabilities such as Wells Fargo SurePay<sup>SM</sup> and we expanded our mobile app offering to include Windows 8.

### Community outreach and education

We provide financial education programs and resources through our stores, online channels, and relationships with nonprofits and government agencies to help educate the underserved community about the safety and convenience of bank accounts and how to properly manage accounts and avoid fees. Our bankers are very active in their communities and 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.

In 2013, 1,836 team members delivered financial education lessons to 108,820 individuals and families through the Hands on Banking<sup>®</sup> program. Our *Hands on Banking* program and its Spanish-language equivalent, *El futuro en tus manos<sup>®</sup>*, is a free and fun money management program for kids, teens, young adults, adults, small business owners, seniors, and members of the military and their families (see page 26).

In 2006, we began participating in the Bank On San Francisco program to help low-income consumers obtain checking and savings accounts and begin building credit. In 2013, we participated in 37 Bank On programs in 43 cities in 21 states, providing starter bank accounts and free money management workshops.

We also participated in 49 Earned Income Tax Credit Campaigns in 19 states, including California, Florida, Georgia, New Mexico, and Texas. At these events, our team members volunteered to provide free tax preparation and financial education to help low- and moderate-income families claim and receive tax credit refunds.

### Accessibility

We're committed to providing access to Wells Fargo products and services and ensuring effective communications with individuals with disabilities.

Our stores and offices accommodate team members, customers and visitors with disabilities. We regularly monitor our locations for compliance with the Americans with Disabilities Act (ADA), accessibility requirements for ATMs, parking, ramps, walkways, store entrances, and teller counters. Our team members who interact with customers in person or on the phone are required to complete awareness training related to the ADA and effective communications with individuals with disabilities. And we have processes for promptly responding to and remediating accessibility complaints or concerns.

Account statements and other materials are available in alternative formats to meet the specific needs of individual customers, including Braille, larger font sizes, screen-reader accessible and audio. All of our ATMs offer eight languages and voice instructions in English and Spanish. We provide auxiliary aids and services such as free ATM earphones; wallet-size magnifiers; and debit, ATM and consumer credit cards in Braille. We accept telecommunications relay calls and provide American Sign Language interpreters. In 2013, we implemented Video Remote Interpreting at our Home Preservation workshops, providing almost instant access to American Sign Language interpreters.

Our website accessibility standards and efforts are based upon the Web Content Accessibility Guidelines 2.0. We have an ongoing commitment to review and enhance the accessibility of our websites. The Wells Fargo [2013 CSR report](#) is available for download in PDF format and is compatible with adaptive technologies including screen readers.

### Anti-corruption

Wells Fargo's Global Anti-Corruption Standards require lines of business to assess risks relating to corruption. We prohibit the payment or receipt of bribes or other corrupt payments by team members, officers or agents. All team members, officers and directors of Wells Fargo are required to complete awareness training related to global anti-corruption as part of their annual Code of Ethics and Business Conduct training (see pages 44-45). Additional risk-based training is provided to certain businesses, team members, officers and directors of Wells Fargo companies.

## **Public policy**

We are actively engaged in public policy advocacy on a wide range of issues that may impact the company and our business. We believe that active participation in the legislative process is an important part of responsible corporate citizenship.

We use on-staff government relations professionals, contract lobbyists, and trade associations in Washington, D.C., and at state capitols to monitor and provide comment on proposed legislation and regulation that may affect how our customers can be served by our businesses. These areas may include mortgage lending and servicing, credit and debit cards, deposit and checking accounts, other consumer and business lending, insurance, securities and investment banking matters.

Our employee Political Action Committees (PACs), funded entirely through voluntary contributions by team members, are the only way we contribute to candidates seeking public office. During the 2012–13 election cycle, Wells Fargo PACs contributed approximately \$800,000 to 309 candidates. Our recent disbursement reports are available on [www.wellsfargo.com](http://www.wellsfargo.com).

For the third year in a row we ranked in the top tier of S&P companies in the Center for Political Accountability/Zicklin Index of Corporate Political Accountability and Disclosure report for disclosure, policies, compliance, and oversight of corporate political spending programs.

## Product responsibility

Today, one in three households in the U.S. does business with Wells Fargo. As a financial institution, we play a critical role in our customers' lives and helping them succeed financially. We provide individuals and organizations with the capital, credit and solutions they need to operate and grow. For us, this means keeping deposits safe, lending responsibly and fairly, helping students pay for college and customers plan for their financial futures, and providing needed capital to businesses of all sizes.

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Most importantly, we put our customers first, in everything we do. We focus on offering the right financial solutions across all of our consumer and business products, services and advice. We do not offer products that fail to serve our customers' best interests or are inappropriate for their needs and circumstances. And, we regularly have conversations with customers and stakeholders to make sure we're providing exactly what they need.

For information on how we manage product and service risk, see pages 18–19.

### **Customer service and satisfaction**

We're continually focused on improving and strengthening the way we serve our customers, from how we listen to and communicate with them, to how we develop products and services to meet their unique needs. Our goal is to deliver a consistent experience each time a customer interacts with us — in person, over the phone, online, or with mobile and tablet devices.

We currently have a series of efforts underway to improve the way our customers experience us, including improvements in how we open and fulfill accounts, resolve service issues, manage our technology and data, onboard new customers, achieve transactional excellence, and recognize and reward long-standing customer relationships.

Winning our customers' loyalty is critical to our success. We consider customers to be loyal when they are satisfied overall, are highly likely to continue doing business with Wells Fargo and are willing to recommend us to a friend or family member.

We conduct regular research and surveys across all of our businesses to measure our customers, experience with the various touch points. We use various methodologies, including online, phone, mobile, mail, ATM channels, and qualitative focus groups and interviews.

The results are shared with senior leaders and combined with other operating and organizational metrics to improve products and programs so they are consistent with our vision of helping all of our customers be successful.

For example, each month we survey more than 60,000 customers who have recently visited a Wells Fargo retail banking store. In 2013, more than eight out of 10 customers indicated they are "extremely satisfied" with their recent visit to a banking store, the highest possible rating. We use customer feedback from this survey process and monitor external research to continuously refine and improve our products and processes.

We're committed to providing timely responses to customer complaints, and take prompt corrective action if we've made an error. In the past two years, we've taken steps to improve the way we identify, manage and resolve complaints from across the organization to better serve our customers. In 2013, the majority of complaints were focused on mortgage loans, checking accounts, investments, credit cards and debit cards. Managers work together across the company to identify trends and address the root causes of customer concerns, and are continuously looking for ways to improve our performance.

### **Marketing communications**

We're committed to providing information to help customers make informed choices about purchasing our products and services. Our advertising and marketing materials are reviewed by our legal and compliance teams to ensure materials clearly, accurately and fairly represent our product and servicing offering, treat all customers with respect, and comply with applicable legal and regulatory requirements.

### **Customer privacy and security**

Our customers trust us to protect their confidential information. We share personal information among our many businesses to provide our customers with products and services that can save them time and money. We do not sell customer information to third parties. Our security and privacy policies are available on [www.wellsfargo.com](http://www.wellsfargo.com).

The [Code of Ethics and Business Conduct](#) sets forth our policy and standards concerning ethical conduct for all team members, including their role in protecting confidential information about Wells Fargo, its customers, team members and vendors. All team members are required to complete annual information security training, and it addresses privacy.

### **Product portfolio**

We're committed to doing all we can to help individuals and businesses prosper and succeed from enabling people to buy homes, providing needed capital for business investment and expansion, to helping students pay for college.

We are firmly committed to making financial services available to existing and prospective customers on a fair and consistent basis, and to being a responsible credit provider in all of our markets. We prohibit discrimination based on race, age or other demographic factors, and also prohibit abusive, misleading or fraudulent lending practices.

All of our businesses that engage in consumer credit and noncustomer credit activities are guided by our [fair and responsible lending](#) policies and practices.

### **Charging for our services**

We are firmly focused on offering products and services that provide value. There are some services for which we charge a fee. Fees are based on the type of account a customer has and the services that customer uses. To help customers avoid unexpected fees, at account opening we explain when fees may be charged, and when possible, how to qualify for a fee waiver. Information about fees is easily accessible online.

Still, many services we provide to our customers come at no extra charge, including access to more than 12,000 ATMs across the U.S., online banking, and personal financial management tools. In addition, many of our accounts are designed to provide increased value and convenience for customers as they increase their banking relationship with us.

### **Homeownership**

We're proud to be the nation's leading originator and servicer of residential mortgages, and get to see every day the difference that a home can make in people's lives and in their communities. We fund one out of every five mortgages, either directly to our customers or through other home lenders, and service one of every five mortgage loans in the U.S. We take this responsibility very seriously because we know that no financial product is more important to a family's financial security than their home. We rely on careful underwriting practices to qualify customers for loans in order to help make sure they succeed financially. As a result, at the end of 2013, more than 94 percent of our customers were current on their home loans.

### **Making credit accessible**

In 2013, housing sales exhibited the strongest performance since 2006. By Dec. 2013, existing home sales were up 9 percent and new home sales were up 16 percent from 2012. In 2013, we supported the housing recovery by making credit accessible to consumers, providing financing to 1.5 million consumers to purchase homes or refinance existing mortgages.

Since January 2009, we have helped nearly 9 million homeowners with new low-rate loans to either purchase a home or refinance their existing mortgage. This includes refinancing more than 1.5 million loans through the Home Affordable Refinance Program, which offers rate relief to borrowers, including those who owe more on their homes than the home is worth.



## Financial education

For two-thirds of Americans, a home loan is one of the largest financial transactions they will ever make. At Wells Fargo, we're committed to investing in the tools and team members to help our customers prepare for the responsibilities of homeownership to help them understand their options and make informed choices.

Thousands of people have visited [My FirstHome<sup>SM</sup>](#), an online interactive tool to help first-time and ready-again buyers prepare for homeownership. For consumers who have been unable to qualify for a mortgage, we offer My Home Roadmap<sup>SM</sup> financial coaching. Paid for by Wells Fargo, consumers learn how to handle the financial responsibilities of homeownership from an accredited credit counseling agency. We also offer an online learning and planning center for customers to explore and evaluate home financing options through at-a-glance loan product comparisons.

Just as important, we're committed to helping customers manage their home loan and sustain homeownership. After a customer closes on his or her home loan, we offer support throughout the mortgage loan lifecycle—in good and challenging times—with the Your Home Matters<sup>SM</sup> program.

## Supporting homeowners in distress

Wells Fargo is a leader in preventing foreclosures. Across the industry, the combined percentage of loans at least one payment past due or in foreclosure was the lowest in five years. And we have achieved a significantly lower total delinquency and foreclosure rate than the industry average.<sup>1</sup>

For those customers who continue to experience financial hardship due to unemployment, illness, divorce or other reasons, we remain committed to respectfully engaging, understanding and informing them of all available options for resolving their delinquency and preventing foreclosure.

When struggling customers are willing to work with us, we help seven out of 10 remain in their homes. Since 2009, we have provided more than 904,000 home loan modifications and extended \$7.7 billion in principal forgiveness—surpassing our goal one year early. Since 2009, we've participated in more than 4,305 outreach activities across the U.S. through Home Preservation Workshops, Home Preservation Centers and consumer education

through alliances with organizations like the United States Conference of Mayors. We've participated in more than 1,200 home preservation events, including 107 of our own workshops where we have met one-on-one with nearly 45,000 customers facing financial hardship. We offered about half of them an answer on the spot or shortly thereafter.

Beginning in 2013, we committed \$30 million in real estate owned (REO) property donations over three years to qualifying nonprofits that serve military service members and veterans. Through this initiative, we donate foreclosed homes to nonprofits, which in turn match the properties to veterans in need. As part of our commitment, we have donated 86 REO homes to military service members and veterans, for a total of \$11.9 million.

To kick off National Homeownership Month, we surprised five military families with mortgage-free homes in conjunction with [Operation Homefront](#) and the Military Warriors Support Foundation. In the same week, we donated 11 additional homes to veterans. In December 2013, we announced \$1.1 million in home donations to veterans on live television during eight college football bowl games.

## Stabilizing and caring for communities

Responsible management and disposition of REO properties is a key tenet of Wells Fargo. Between 2009 and 2013, we improved and sold more than 79,500 properties through average repair expenditures of \$11,400 per home. We also reached agreements with the U.S. Department of Housing & Urban Development (HUD) and the National Fair Housing Alliance (NFHA) covering the maintenance and marketing of houses after foreclosure as well as funding for 13 NFHA member organizations and grants to other not-for-profit housing groups.

When homeowners are unable to achieve an affordable payment, our goal is to get unoccupied homes reoccupied by new owners as soon as possible. In 2013:

- More than three quarters of the REO properties sold by Wells Fargo were purchased by owner-occupants.
- 1,614 REO properties were donated to nonprofits and 479 additional properties were sold at a discount to nonprofit and community organizations.

Through our 2013 Leading The Way Home Program® Priority Markets Initiative, the Wells Fargo Housing Foundation committed \$6 million, bringing the total to more than \$25 million since 2009. The program is helping to stabilize and revitalize distressed neighborhoods, as well as stimulating long-term economic growth through affordable housing development.

In addition, we're supporting sustainable housing in cities affected by the economic downturn by working with nonprofits and government agencies. Our goal is to provide consumers with \$190 million in down payment assistance, homebuyer financial education, and support to advance the recovery of neighborhoods through Wells Fargo's *NeighborhoodLIFT*® and *CityLIFT*® programs by the end of 2015. We increased our original commitment, set in 2012, by \$20 million. Since early 2012, we have provided down payment assistance to help more than 5,000 people buy homes in 24 markets.

### Housing reform measures

In 2013, the housing industry continued to face a great deal of change. In this environment, we shared the same goals and priorities as our regulators — doing the right thing for customers. Although there is still work to do, we adopted beneficial housing reform measures. For example:

- In Jan. 2013, the Consumer Financial Protection Bureau (CFPB) issued seven regulations implementing many elements of the Dodd-Frank Wall Street Reform and Consumer Protection Act. These rules impact a broad range of mortgage banking activities, from origination to servicing to the secondary market. We completed the implementation of new mortgage servicing rules by the Jan. 10, 2014 effective date, which helps establish consistent servicing standards throughout the mortgage industry and ensures that customers receive clear and transparent information about their mortgage account.
- We continued to make progress towards achieving closure of the OCC Consent Order that Wells Fargo and 13 other large servicers signed related to foreclosure practices.
- We implemented new mortgage origination rules, including the qualified mortgage (QM) final rule. While the QM final rule will provide benefits and

represent most of Wells Fargo's lending, we plan to originate non-QM loans to hold in our portfolio to serve strong borrowers excluded by the provisions of QM. Participation in the non-QM market will ensure these creditworthy borrowers will continue to have access to credit. The credit products we offer have prudent underwriting standards and strong loan performance, and we will continue to make many of these loans going forward.

- In March 2014, the Office of Mortgage Settlement Oversight confirmed that Wells Fargo fulfilled its consumer relief and refinance commitment of \$4.3 billion under the terms of the National Mortgage Settlement. We continue to work with the National Mortgage Settlement Monitor to assess our performance on the servicing standards and on efforts to improve service to our customers.
- Wells Fargo passed all reported metrics of the ongoing National Mortgage Settlement compliance testing for the first half of 2013. The metrics ensure that banks are adhering to standards for loan modifications, short sales, foreclosures and other servicing-related policies and practices.

### Responsible lending and servicing principles

We consistently follow business practices we believe serve the interests of our customers for the long term. These core principles are simple, straightforward and consumer-focused:

- The customer must have the ability to repay the loan according to its terms and conditions and the customer's financial circumstances.
- The loan transaction must deliver benefit to the customer.
- We must do what we can to support the customer's goal of making informed choices.
- We deliver what we believe our customers deserve — a dedicated and knowledgeable service team — by hiring and retaining experienced professionals who excel in serving customers.
- We build a bridge to our customers based on respect and attention to individual needs.
- We do all we can to keep people in their homes — because we believe in homeownership.

<sup>1</sup> Wells Fargo's total delinquency and foreclosure rates were 6.4% as of Q4 2013, compared with an industry average of 7.73% for the same time period.

## Small businesses

The steady improvement of our economy depends on the health and growth of our nation's small businesses. As the nation's largest lender to small businesses, we are helping business owners every day get the capital and financial services they need to operate and grow their businesses.

For more than a decade, we have loaned more money to small businesses than any other bank.<sup>1</sup> In 2013, we increased new loan commitments to small business owners 18 percent over 2012, extending \$18.9 billion in new loan commitments to small businesses throughout the U.S. (primarily with annual revenues of less than \$20 million).

We work together with the U.S. Small Business Administration (SBA) to stimulate small business lending in communities across the U.S. Through our SBA Lending division, we offer 7(a) and 504 loan programs as part of its overall lending to small business. SBA lending is a crucial part of helping small business owners because it offers an alternative to those who may not be able to obtain conventional bank financing.

In 2013, we approved more SBA 7(a) loan dollars for America's small businesses than any other lender. We approved a record \$1.47 billion in SBA 7(a) loans for small businesses in federal fiscal year 2013, and have been the No. 1 SBA 7(a) lender in dollar volume for five consecutive years.

In 1995, we established a national outreach and education program to support women small business owners. Since then, we have extended more than \$43 billion<sup>2</sup> to women-owned businesses, supporting our goal to lend a cumulative total of \$55 billion to women-owned small businesses by 2020.

We are continually looking for ways to improve the services and support we offer to help small businesses succeed financially. In 2013, we introduced two new secured credit products for business owners: Wells Fargo Secured Business line of credit and Wells Fargo Business Secured Credit Card. The products were designed to meet the needs of new and established businesses, including businesses that may not qualify for unsecured credit, have no credit history, are trying to re-establish their business credit, or are seeking financing to supplement cash flow while preserving savings.

To support the growth and success of U.S. small businesses, we increased the number of team members who serve business owners in our banking stores.

We added more than 1,900 store-based bankers who serve small businesses and consumers from June 2012 to June 2013 — a 6 percent increase year over year. These team members are among the approximately 32,000 bankers who assist small business customers in our banking stores across the U.S.

## Financing education

When it comes to financing education, we encourage borrowers to look at all of their options — including grants, scholarships and loans from all sources — and make careful comparisons among all choices. If they determine a private student loan is right for them, we offer a variety of fixed-rate and variable-rate loans with interest rates that vary according to the product and in some cases are lower than federal loan rates.

We are the nation's No. 1 provider of private student loans among commercial banks and the No. 2 private student lender overall. In 2013, we originated \$1.58 billion in private education loans. Our products are competitive, fairly priced, and provide many borrower protections such as military deferments, forgiveness upon death and disability, and other loan modification programs.

In addition, we allow student borrowers to refinance their private education loans with Wells Fargo. Student borrowers can refinance a single loan or multiple loans, and the loans that are being refinanced can include private education loans held by Wells Fargo or other private loan lenders. This allows borrowers to simplify repayment by turning multiple loans into one and is designed to provide a lower monthly payment and/or a lower interest rate.

We work within our [Responsible Lending Principles and Marketing Practices for Education Financing](#) — which was first published in 2007. We approve applications where we believe the borrower has the ability to repay the loan according to its terms. Our private student loan default rates are significantly lower than the national average, with 98 percent of private student loan customers current with their payments as of Dec. 31, 2013.

During 2013, we continued to review, evaluate, and adjust our policies and processes in order to help our student borrowers succeed financially. As part of our borrower education efforts, we take a proactive approach and contact customers during their six-month grace period following graduation to ensure they understand the next steps, their options, and are on a successful track as they enter repayment.

We continue to help students and families better understand the process of financing a college education. In 2013, we launched the [Five Steps to Financial Aid](#) video series to educate students and their families on ways to pay for college. We also offer a free private student loan calculator, and information on banking, credit, money management, financial assistance and financial matters in connection with post-secondary education through our CollegeSTEPS® program. In 2013, we expanded the program, awarding \$1,000 checks to 520 high school student winners in communities across the country. [Wells Fargo Community](#) is a free online community of students, parents, teachers, guidance counselors, and financial advisors devoted to open dialogue about college planning, selecting majors, and paying for school and housing.

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 \$5.7 billion in lending to the not-for-profit higher education segment, including more than 460 U.S. colleges and universities. An additional \$430 million is committed to higher education organizations through our Commercial Lending division.

### **Money management tools and financial education**

We offer a variety of educational resources and tools to help consumers and team members better manage their spending, save, and pay down debt. Launched in 2013, [My Financial Guide](#) is aimed at helping customers assess, plan and monitor their financial lives. Online resources include articles, worksheets, tips, strategies and videos on eight core subjects: basic finances, credit management, education finances, homeownership, investing, retirement, insurance and protection, and small business.

We also introduced [My Retirement Plan](#)®, a free online tool that helps customers — and the general public — plan and save for retirement. The tool provides a realistic savings goal tailored to each customer and a realistic plan for pursuing that goal.

The free Debt Pay Down Solution® helps consumers chart a path toward becoming debt free by using My Spending Report, the company's free online budgeting tool that's only available to Wells Fargo savings account customers. In addition, since 2012, we have helped more than 400,000 customers access their free credit scores and credit report through our Free Credit Score promotions.

We also help customers and communities understand the importance of saving and money management through financial education programs like Hands on Banking® (see page 26).

<sup>1</sup> 2002–2012 Community Reinvestment Act government data for small business loans less than \$100,000, and loans less than \$1 million.

<sup>2</sup> October 1995 – September 2013.



## Global Reporting Initiative disclosures

The table below provides information on our 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 2013 Corporate Social Responsibility Report, 2013 Annual Report, 2014 Proxy Statement, 2013 Form 10-K, Environmental Finance Report, CDP report, Environmental and Social Risk Management Statement, or where otherwise noted. All of the noted documents are on our website at [wellsfargo.com](http://wellsfargo.com).

GRI PROFILE DISCLOSURE	DESCRIPTION	LEVEL OF REPORTING	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.	Fully	CEO letter (pg. 1)
1.2	Description of key impacts, risks and opportunities.	Fully	CEO letter (pg. 1); Q&A (pgs. 2-3); Adapting to our changing economy and communities (pgs. 4-5); Corporate social responsibility at Wells Fargo (pgs. 14-15); 2013 Annual Report; 2014 Proxy Statement; 2013 Form 10-K; CDP report
<b>2. Organizational profile</b>			
2.1	Name of the organization.	Fully	About this report (pg. 68)
2.2	Primary brands, products and services.	Fully	About this report (pg. 68); 2013 Annual Report; <a href="http://www.wellsfargo.com">www.wellsfargo.com</a>
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries and joint ventures.	Fully	2013 Annual Report; 2013 Form 10-K
2.4	Location of organization's headquarters.	Fully	About this report (pg. 68)
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.	Fully	2013 Annual Report; 2013 Form 10-K
2.6	Nature of ownership and legal form.	Fully	2013 Annual Report; 2013 Form 10-K
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	Fully	About this report (pg. 68); 2013 Annual Report; 2013 Form 10-K

GRI PROFILE DISCLOSURE	DESCRIPTION	LEVEL OF REPORTING	LOCATION / NOTES
<b>2. Organizational profile (continued)</b>			
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.	Fully	About this report (pg. 68); 2013 Annual Report; 2013 Form 10-K; <a href="http://www.wellsfargo.com">www.wellsfargo.com</a>
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.	Fully	Society (pg. 49); 2013 Annual Report; 2013 Form 10-K
2.10	Awards received in the reporting period.	Fully	2013 progress report (pgs. 12–13); Economic performance (pgs. 22–23); Environmental performance (pgs. 28, 31); Labor practices and decent work (pg. 38); About this report (pg. 68)
<b>3. Report parameters</b>			
<b>Report profile</b>			
3.1	Reporting period (e.g. fiscal/calendar year) for information provided.	Fully	About this report (pg. 68)
3.2	Date of most recent previous report (if any).	Fully	About this report (pg. 68)
3.3	Reporting cycle.	Fully	About this report (pg. 68)
3.4	Contact point for questions regarding the report or its contents.	Fully	About this report (pg. 68)
<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.	Fully	Corporate social responsibility at Wells Fargo (pgs. 14–15); About this report (pg. 68)
3.6	Boundary of the report (e.g. countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).	Fully	About this report (pg. 68)
3.7	State any specific limitations on the scope or boundary of the report.	Fully	About this report (pg. 68)
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.	Fully	About this report (pg. 68)
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.	Fully	About this report (pg. 68); data measurement techniques marked throughout the report.
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).	Fully	Re-statements are marked throughout the report.
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	Fully	About this report (pg. 68)
<b>GRI content index</b>			
3.12	Table identifying the location of the Standard Disclosures in the report.	Fully	Global Reporting Initiative disclosures (pgs. 58–67)
<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.	Fully	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 available in our CDP report.

GRI PROFILE DISCLOSURE	DESCRIPTION	LEVEL OF REPORTING	LOCATION / NOTES
<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.	Fully	Governance, commitments and engagement (pgs. 16–18); 2013 Annual Report; 2014 Proxy Statement
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.	Fully	Governance, commitments and engagement (pg. 17); 2014 Proxy Statement
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.	Fully	Governance, commitments and engagement (pg. 17); 2014 Proxy Statement
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Fully	Governance, commitments and engagement (pg. 17); 2014 Proxy Statement
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).	Fully	Governance, commitments and engagement (pg. 17); 2014 Proxy Statement; <a href="#">Director Code of Ethics</a>
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Fully	Governance, commitments and engagement (pg. 17); 2014 Proxy Statement
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.	Fully	Governance, commitments and engagement (pgs. 16–18); 2014 Proxy Statement; <a href="#">Corporate Governance Guidelines</a>
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.	Fully	Governance, commitments and engagement (pgs. 19–20); Labor practices and decent work (pg. 38); Human rights (pgs. 44–45); <a href="#">Supply Chain Code of Conduct</a> ; <a href="#">Human Rights Statement</a> ; <a href="#">Code of Ethics and Business Conduct</a> ; <a href="#">Director Code of Ethics</a> ; <a href="#">Our Commitment to Equal Employment Opportunity and Affirmative Action</a>
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.	Fully	Governance, commitments and engagement (pg. 18); 2014 Proxy Statement; Corporate Governance Guidelines
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental and social performance.	Fully	Governance, commitments and engagement (pgs. 17–18); 2014 Proxy Statement; <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.	Fully	Governance, commitment and engagement (pgs. 18–20); Human rights (pg. 45); Environmental Finance Report; CDP report; Environmental and Social Risk Management statement; Our Commitment to Equal Employment Opportunity and Affirmative Action
4.12	Externally developed economic, environmental, and social charters, principles or other initiatives to which the organization subscribes or endorses.	Fully	Corporate social responsibility at Wells Fargo (pgs. 14–15); Governance, commitments and engagement (pg. 20); Environmental performance (pgs. 28–37)
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.	Fully	Governance, commitments and engagements (pgs. 20–21); Economic performance (pgs. 22–26); Environmental performance (pg. 34); Labor practices and decent work (pgs. 39–40)

GRI PROFILE DISCLOSURE	DESCRIPTION	LEVEL OF REPORTING	LOCATION / NOTES
<b>4. Governance, commitments, and engagement (continued)</b>			
<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.	Fully	Governance, commitments and engagements (pgs. 20–21)
4.15	Basis for identification and selection of stakeholders with whom to engage.	Fully	Governance, commitments and engagements (pg. 20)
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	Fully	Governance, commitments and engagements (pg. 20)
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.	Fully	Q&A (pgs. 2–3); Adapting to our changing economy and communities (pgs. 4–5); Corporate social responsibility at Wells Fargo (pgs. 14–15); Governance, commitments and engagements (pg. 21); Environmental performance (pgs. 29–30)
<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.	Fully	Corporate social responsibility at Wells Fargo (pgs. 14–15); Economic performance (pgs. 22–23)
<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.	Fully	2013 Annual Report; Form 10-K
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	Fully	CDP report; 2013 Annual Report
EC3	Coverage of the organization's defined benefit plan obligations.	Fully	Labor practices and decent work (pgs. 40–41); 2013 Annual Report
EC4	Significant financial assistance received from government.	Fully	Wells Fargo did not receive significant financial assistance from the government in 2013.
<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.	Partially	Labor relations and decent work (pg. 40)
EC6	Policy, practices and proportion of spending on locally-based suppliers at significant locations of operation.	Partially	Economic performance (pgs. 22–23)
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	Partially	Economic performance (pg. 23); Labor practices and decent work (pgs. 38–40)
<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.	Fully	Economic performance (pgs. 22–26); Environmental performance (pgs. 29–30); Society (pgs. 46–50); Product responsibility (pgs. 53–57)
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	Fully	Economic performance (pgs. 22–26); Environmental performance (pgs. 29–30); Society (pgs. 46–51); Product responsibility (pgs. 53–57)
<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.	Fully	Corporate social responsibility at Wells Fargo (pgs. 14–15); Environmental performance (pgs. 28–37); Wells Fargo Environmental Forum



GRI PROFILE DISCLOSURE	DESCRIPTION	LEVEL OF REPORTING	LOCATION / NOTES
<b>6. Environmental performance (continued)</b>			
<b>Materials</b>			
EN1	Materials used by weight or volume.	Not	Not reported
EN2	Percentage of materials used that are recycled input materials.	Partially	Environmental performance (pgs. 32–33)
<b>Energy</b>			
EN3	Direct energy consumption by primary energy source.	Fully	Environmental performance (pgs. 32–33)
EN4	Indirect energy consumption by primary energy source.	Fully	Environmental performance (pgs. 32–33)
EN5	Energy saved due to conservation and efficiency improvements.	Fully	Environmental performance (pgs. 29–35); CDP 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.	Fully	Environmental performance (pgs. 29–30); CDP report
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	Fully	Environmental performance (pgs. 28–31); CDP report; Environmental Finance Report; <a href="#">Wells Fargo Environmental Forum</a>
<b>Water</b>			
EN8	Total water withdrawal by source.	Not	Not reported; we provide information about our water conservation initiatives on page 31.
EN9	Water sources significantly affected by withdrawal of water.	Not	Not reported
EN10	Percentage and total volume of water recycled and reused.	Not	Not reported
<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.	Fully	We do not have any locations in, or adjacent to, protected areas.
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	Not reported
EN13	Habitats protected or restored.	Partially	Environmental performance (pgs. 35–37)
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	Partially	Environmental performance (pgs. 35–37)
EN15	Number of IUCN Red List species and nations conversation list species with habitats in areas affected by operations, by level of extinction risk.	Fully	We do not have any locations in, or adjacent to, protected areas.
<b>Emissions, effluents and waste</b>			
EN16	Total direct and indirect greenhouse gas emissions by weight.	Fully	Environmental performance (pgs. 32–33)
EN17	Other relevant indirect greenhouse gas emissions by weight.	Fully	Environmental performance (pgs. 32–33)
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Fully	Environmental performance (pgs. 28–37); CDP report; Environmental Finance Report; Wells Fargo Environmental Forum
EN19	Emissions of ozone-depleting substances by weight.	Fully	Zero
EN20	NOx, SOx, and other significant air emissions by type and weight.	Fully	Zero
EN21	Total water discharge by quality and destination.	Not	Not reported
EN22	Total weight of waste by type and disposal method.	Fully	Environmental performance (pgs. 32–33)
EN23	Total number and volume of significant spills.	Fully	Zero

GRI PROFILE DISCLOSURE	DESCRIPTION	LEVEL OF REPORTING	LOCATION / NOTES
<b>6. Environmental performance (continued)</b>			
<b>Emissions, effluents and waste (continued)</b>			
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.	Fully	Environmental performance (pgs. 32–33)
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.	Fully	Zero
<b>Products and services</b>			
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	Fully	Environmental performance (pgs. 29–30, 34); Environmental and Social Risk Management statement
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	Not	Not reported as Wells Fargo does not manufacture products sold in packaging.
<b>Compliance</b>			
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	Fully	Environmental performance (pgs. 32–34)
<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.	Partially	Environmental performance (pgs. 32–33)
<b>Overall</b>			
EN30	Total environmental protection expenditures and investments by type.	Partially	Environmental performance (pgs. 35–37)
<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.	Fully	Corporate social responsibility at Wells Fargo (pgs. 14–15); Labor relations and decent work (pgs. 38–43)
<b>Employment</b>			
LA1	Total workforce by employment type, employment contract and region, broken down by gender.	Partially	Labor practices and decent work (pgs. 38–40)
LA2	Total number and rate of employee turnover by age group, gender and region.	Partially	Labor practices and decent work (pg. 40)
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	Partially	Labor practices and decent work (pgs. 40–41); 2013 Annual Report
<b>Labor/management relations</b>			
LA4	Percentage of employees covered by collective bargaining agreements.	Not	Not reported
LA5	Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements.	Not	Not reported
<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.	Fully	Labor practices and decent work (pgs. 41–42)
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities by region and by gender.	Not	Not reported

GRI PROFILE DISCLOSURE	DESCRIPTION	LEVEL OF REPORTING	LOCATION / NOTES
<b>7. Labor practices and decent work (continued)</b>			
<b>Occupational health and safety (continued)</b>			
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	Fully	Labor practices and decent work (pgs. 41-42)
LA9	Health and safety topics covered in formal agreements with trade unions.	Not	Not reported
<b>Training and education</b>			
LA10	Average hours of training per year per employee by gender, and by employee category.	Partially	Labor practices and decent work (pgs. 42-43)
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Fully	Labor practices and decent work (pgs. 42-43)
LA12	Percentage of employees receiving regular performance and career development reviews, by gender.	Fully	Labor practices and decent work (pg. 42)
<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.	Partially	Labor practices and decent work (pgs. 38-40)
<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	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.	Fully	Corporate social responsibility at Wells Fargo (pgs. 14-15); Human rights (pgs. 44-45); Our commitment to Equal Employment Opportunity and Affirmative Action
<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.	Partially	Our enhanced due diligence process for corporate customers in identified sensitive industries includes screening for human rights issues. We are also developing human rights-specific due diligence tools for our relationship teams.
HR2	Percentage of significant suppliers, contractors, and other business partners that have undergone human rights screening and actions taken.	Partially	We launched our human rights statement in 2013 and are working to develop human rights screening processes.
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.	Fully	Human rights (pgs. 44-45)
<b>Non-discrimination</b>			
HR4	Total number of incidents of discrimination and actions taken.	Not	Not reported
<b>Freedom of association and collective bargaining</b>			
HR5	Operations and significant suppliers 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	Not reported

GRI PROFILE DISCLOSURE	DESCRIPTION	LEVEL OF REPORTING	LOCATION / NOTES
<b>8. Human rights (continued)</b>			
<b>Child labor</b>			
HR6	Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the abolition of child labor.	Not	Not available
<b>Forced and compulsory labor</b>			
HR7	Operations and significant suppliers identified as having significant risk for incidents of forced compulsory labor, and measures taken to contribute to the elimination of forced or compulsory labor.	Not	Not available
<b>Security practices</b>			
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	Fully	Human rights (pg. 45)
<b>Indigenous rights</b>			
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	Not	Not available
<b>Assessment</b>			
HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.	Not	Not available
<b>Remediation</b>			
HR11	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.	Not	Not available
<b>9. Society</b>			
DMA	Provide concise disclosure on the following Management Approach items, with reference to the Society Aspects: Community, corruption, public policy, anti-competitive behavior, and compliance.	Fully	Corporate social responsibility at Wells Fargo (pgs. 14–15); Society (pgs. 46–51)
<b>Local communities</b>			
SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	Partially	Governance, commitments and engagement (pgs. 20–21); Economic performance (pgs. 22–26); Labor relations and decent work (pgs. 41–42); Society (pgs. 46–49)
SO9	Operations with significant potential or actual negative impacts on local communities.	Partially	Environmental performance (pg. 31); Society (pg. 49); Product responsibility (pgs. 53–57)
SO10	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.	Partially	Environmental performance (pg. 31); Society (pg. 49); Product responsibility (pgs. 53–57)
<b>Corruption</b>			
SO2	Percentage and total number of business units analyzed for risks related to corruption.	Fully	Society (pg. 50); 2013 Annual Report
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	Fully	Governance, commitments and engagement (pg. 17); Labor relations and decent work (pgs. 42–43); Human rights (pg. 45); Society (pg. 50)
SO4	Actions taken in response to incidents of corruption.	Partially	Human rights (pg. 44); Code of Ethics and Business Conduct
<b>Public policy</b>			
SO5	Public policy positions and participation in public policy development and lobbying.	Fully	Society (pg. 51)
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	Fully	Society (pg. 51)



GRI PROFILE DISCLOSURE	DESCRIPTION	LEVEL OF REPORTING	LOCATION / NOTES
<b>9. Society (continued)</b>			
<b>Anti-competitive behavior</b>			
SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	Fully	2013 Annual Report
<b>Compliance</b>			
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	Not	Not reported
<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.	Fully	Corporate social responsibility at Wells Fargo (pgs. 14–15); Product responsibility (pgs. 52–57); <a href="#">Wells Fargo Privacy Policies</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	Not reported: the requested information is not relevant to our operations as Wells Fargo does not create and package consumer products.
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	Not reported
<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	Not reported
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	Not reported
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	Fully	Product responsibility (pgs. 52–53); 2013 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.	Fully	Product responsibility (pg. 53); Wells Fargo Privacy Policies; <a href="#">Wells Fargo Student Loan Marketing Practices</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	Not reported
<b>Customer privacy</b>			
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	Partially	Product responsibility (pg. 53); <a href="#">Wells Fargo U.S. Consumer Privacy Policy</a>
<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.	Fully	2013 Annual Report
<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.	Fully	Governance, commitments and engagement (pgs. 18–19); Environmental performance (pgs. 34–35); Environmental and Social Risk Management statement

GRI PROFILE DISCLOSURE	DESCRIPTION	LEVEL OF REPORTING	LOCATION / NOTES
<b>11. Financial services sector: product and service impact indicators (continued)</b>			
<b>Aspect: product portfolio (continued)</b>			
FS2	Procedures for assessing and screening environmental and social risks in business lines.	Fully	Governance, commitments and engagement (pgs. 18–19); Environmental performance (pgs. 34–35); Environmental and Social Risk Management statement
FS3	Processes for monitoring clients' implementation of and compliance with environmental and social requirements included in agreements or transactions.	Partially	Governance, commitments and engagement (pgs. 18–19); Environmental performance (pgs. 34–35); Environmental and Social Risk Management statement
FS4	Processes for improving staff competency to implement the environmental and social policies and procedures as applied to business lines.	Partially	Governance, commitments and engagement (pgs. 18–19); Environmental performance (pgs. 34–35); Human rights (pg. 45); Environmental and Social Risk Management statement
FS5	Interactions with clients/investees/business partners regarding environmental and social risks and opportunities.	Fully	Corporate social responsibility at Wells Fargo (pgs. 14–15); Governance, commitments and engagement (pgs. 19–21); Environmental performance (pgs. 28–37); Environmental Risk Management statement
FS6	Percentage of the portfolio for business lines by specific region, size (e.g. micro/SME/large) and by sector.	Fully	2013 Annual Shareholder Report; 2013 Form 10-K
FS7	Monetary value of products and services designed to deliver a specific social benefit for each business line broken down by purpose.	Fully	Society (pgs. 46–50); Product responsibility (pgs. 53–57); 2013 Annual Report; Environmental and Social Risk Management statement
FS8	Monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose.	Partially	Environmental performance (pgs. 29–30); 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.	Partially	Governance, commitments and engagements (pg. 34); Environmental and Social Risk Management statement
<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	Not available
FS11	Percentage of assets subject to positive and negative environmental or social screening.	Not	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.	Not	Not reported
<b>Aspect: community</b>			
FS13	Access points in low-populated or economically disadvantaged areas by type.	Fully	Society (pgs. 46–50)
FS14	Initiatives to improve access to financial services for disadvantaged people.	Fully	Economic performance (pgs. 22–26); Society (pgs. 49–50); Product responsibility (pgs. 53–57)
<b>Aspect: product and service labeling</b>			
FS15	Policies for the fair design and sale of financial products and services.	Fully	Product responsibility (pgs. 53–57); 2013 Annual Shareholder Report; <a href="#">Responsible Lending Principles</a> ; <a href="#">Responsible Servicing Principles</a> ; <a href="#">Wells Fargo's Responsible Lending Principles for Education Financing</a>
FS16	Initiatives to enhance financial literacy by type of beneficiary.	Fully	Economic performance (pgs. 24–26); Society (pgs. 46–50); Product responsibility (pgs. 53–57)

## About this report

This voluntary report provides an overview of Wells Fargo's CSR programs, activities, and the commitments we've identified as most relevant to our business as well as key stakeholders. This report is the main way Wells Fargo communicates about our CSR programs and demonstrates our commitment to sound governance and transparency. The content and structure of our CSR report closely aligns with the Global Reporting Initiative (GRI) G3.1 Sustainability Reporting Guidelines, as well as its Financial Services Sector Supplement. Additional information about our company can be found in our [2013 Wells Fargo & Company Annual Report](#) and [2014 Proxy Statement](#). Wells Fargo issued its first CSR report in 2005 and is committed to annual reporting. We are currently publishing a full CSR report biennially. Our previous report was an interim report covering 2012, published in April 2013. Our last full report — covering the GRI and including 2011 data and activities — was published in May 2012. All of our previous reports can be found at [www.wellsfargo.com](http://www.wellsfargo.com).

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### Report scope and boundary

This report covers 2013 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. We also highlight certain international activities. Financial data is presented in U.S. dollars.

### Company profile

Wells Fargo & Company (NYSE: WFC) is a nationwide, diversified, community-based financial services company with \$1.5 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 locations, 12,000 ATMs, and the internet, and has offices in 36 countries to support customers who conduct business in the global economy. With more than 264,000 team members, Wells Fargo serves one in three households in the United States. Wells Fargo & Company was ranked No. 25 on *Fortune's* 2013 rankings of America's largest corporations. Wells Fargo's vision is to satisfy all our customers' financial needs and help them succeed financially. We invite you to visit [wellsfargo.com](http://wellsfargo.com) and [blogs.wellsfargo.com](http://blogs.wellsfargo.com) for more information about our company.

### Contacts

Please send questions or comments to [SocialResponsibility@wellsfargo.com](mailto:SocialResponsibility@wellsfargo.com).

### 2013 awards and accolades:

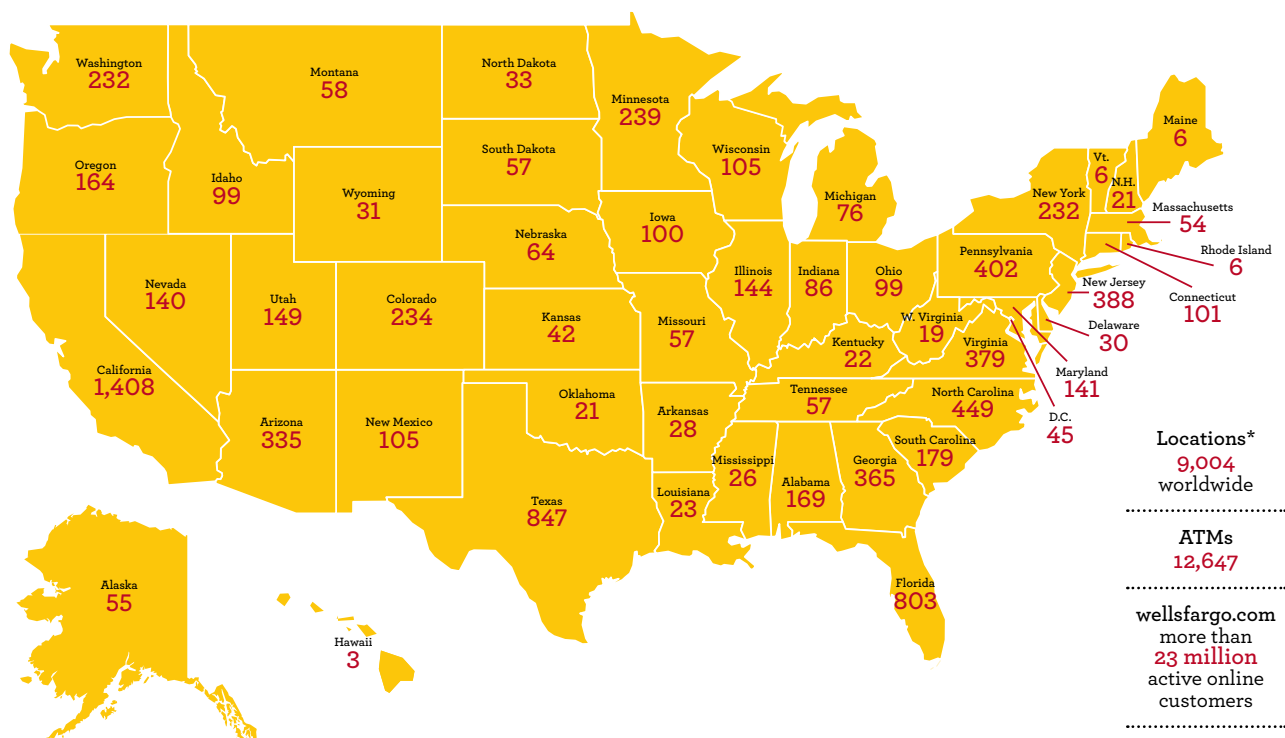
- *American Banker*: Most Powerful Women in Banking; One of America's Top Banking Teams
- *Barron's*: World's 27th Most Respected Company
- *BLACK ENTERPRISE*: One of the Top 40 Best Companies
- BrandZ®: Among the Top 20 Most Valuable Brands in the World
- *CAREERS & the disABLED*: Among Top 50 Employers
- *The Chronicle of Philanthropy*: America's No. 1 Most Generous Cash Donor
- CDP: Named to 500 Climate Performance Leadership Index for Leadership in Reducing Greenhouse Gas Emissions
- *DiversityInc*: 25th Best Company for Diversity; Top Company for LGBT Employees; 6th Best Company for Executive Women
- *Fortune*: World's 35th Most Admired Company<sup>1</sup>
- Human Rights Campaign: Perfect Score of 100 on Corporate Equality Index
- *LATINAStyle*: 25th Best Company for Latinas
- *G.I. Jobs*: 36th of Top 50 Military Spouse Friendly Employers

### SEC filings

Our annual reports on Form 10-K, quarterly reports on Form 10-Q, current reports on Form 8-K, and amendments to those reports are available free of charge on our website ([www.wellsfargo.com](http://www.wellsfargo.com)) as soon as practical after they are electronically filed with or furnished to the SEC. Those reports and amendments are also available free of charge on the SEC's website at [www.sec.gov](http://www.sec.gov).

<sup>1</sup> *Fortune*, February 2014.

## Wells Fargo's extensive network



### Around the world

Argentina  
Australia  
Bahamas  
Bangladesh  
Brazil  
Canada  
Cayman Islands

Chile  
China  
Colombia  
Dominican Republic  
Ecuador  
France  
Germany

Hong Kong  
India  
Indonesia  
Ireland  
Israel  
Italy  
Japan

Korea  
Malaysia  
Mexico  
Philippines  
Russia  
Singapore  
South Africa

Spain  
Taiwan  
Thailand  
Turkey  
United Arab Emirates  
United Kingdom  
Vietnam

**Locations\***  
9,004  
worldwide

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**ATMs**  
12,647

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**wells Fargo.com**  
more than  
23 million  
active online  
customers

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**Mobile banking**  
more than  
12 million  
active mobile  
customers

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**Wells Fargo  
Customer  
Connection**  
450 million  
customer  
contacts annually

\* Numbers on map represent domestic stores

### Forward-looking statements

This CSR report contains forward-looking statements about our future activities and expectations. Forward-looking statements can be identified by words such as “anticipates,” “intends,” “plans,” “seeks,” “believes,” “estimates,” “expects,” “target,” “projects,” “outlook,” “forecast,” “goal,” “will,” “may,” “could,” “should,” “can” and similar references to future periods. Forward-looking statements are not based on historical facts but instead represent our current expectations and assumptions regarding our business, the economy and other future conditions. You are urged to not unduly rely on forward-looking statements as actual results could differ materially from expectations. Forward-looking statements speak only as of the date made, and we do not undertake to update them to reflect changes or events that occur after that date. For more information about factors that could cause actual results to differ materially from expectations, refer to our reports filed with the Securities and Exchange Commission, including the discussion under “Forward-Looking Statements” and “Risk Factors” in our Annual Report on Form 10-K for the year ended Dec. 31, 2013.



**Wells Fargo & Company**  
420 Montgomery Street  
San Francisco, California 94104  
1-866-878-5865 wells Fargo.com

### **Our Vision:**

Satisfy all our customers' financial needs and help them succeed financially.

### **Nuestra Vision:**

Deseamos satisfacer todas las necesidades financieras de nuestros clientes y ayudarlos a tener éxito en el área financiera.

### **我們的目標：**

滿足客戶在財務方面的所有需求，幫助他們在財務上發展成功。

### **Notre Vision:**

Satisfaire tous les besoins financiers de nos clients et les aider à atteindre le succès financier.

**Together we'll go far**

