

# Key Performance Indicators

2008 GOAL	2008 RESULTS	2009 GOALS
<b>GOVERNANCE/ETHICS/COMPLIANCE/SHAREHOLDERS</b>		
<b>Board Governance</b>		
CSR Committee reviews performance three times in 2008	CSR Committee adopted rigorous review process and met four times in 2008	CSR Committee continue rigorous review process
<b>Ethics/Compliance</b>		
	Exceeded 6 of 8 benchmarks measuring employee attitudes toward our compliance and ethics program	Continue high level of performance in annual survey
<b>Political Activity &amp; Lobbying</b>		
	Examined current practices and benchmarked against peer companies	Update policies to reflect current environment and institute board oversight; communicate practices to public
<b>Shareholder Reporting Transparency</b>		
Publish first CSR Report	Published first CSR Report	Continue CSR reporting and enhancing the depth and transparency of shareholder reporting
<b>CLIENTS/PRODUCTS</b>		
<b>Client Satisfaction</b>		
Achieve 80%+ positive ratings on all client satisfaction standard metrics	Completed surveys for 7 of 9 business lines; remaining 2 scheduled for Q1 2009; ratings at or near 80% positive	Maintain or improve positive ratings; improve relationship areas targeted from 2008 surveys
<b>Socially Responsible Products</b>		
Launch two socially responsible products and grow existing offerings	Launched 2 funds  Voluntary Carbon Unit (VCU) registry client numbers increased 200%, VCU volume increased 600%	Increase flows to socially responsible investment products  Launch expanded carbon services offering and grow membership and credits under management
<b>EMPLOYEES</b>		
<b>Performance Management Program</b>		
Global rollout of Performance Management Program	Global program rolled out, including goal setting and mid-year and year-end review process. Continued to create a performance management-based culture	Global implementation of on-line Performance Management Program
<b>Employee Engagement</b>		
Engagement survey response plans developed	Response plans developed; second annual survey distributed to employees globally; 90% of 2008 ranking targets were met	Continue to work toward achieving first quartile performance by 2010
<b>Affinity Networks</b>		
Implementation of governance structure	Active affinity networks for all four major categories	Continue global expansion

A core discipline to our focus on sustainability and managing our corporate social responsibility is establishing key performance indicators and monitoring and reporting our progress to the CSR Committee of the Board and the public.



2008 GOAL	2008 RESULTS	2009 GOALS
<b>ENVIRONMENTAL SUSTAINABILITY</b>		
<b>Environmental Management System</b>		
Adopt Environmental Statement and Commitments	Adopted; currently being implemented	
Develop management plan (energy and paper usage, emissions, waste)	Measured energy, recycling and carbon emissions for managed buildings, purchased alternative energy and launched employee engagement program	Continue to make material progress in each area of commitment
<b>Suppliers Engaged</b>		
Become aware of suppliers' CSR programs by requesting/collecting CSR information	CSR information collected for corporate RFPs, 48% of suppliers provided materials	Review CSR programs of all major suppliers
<b>COMMUNITY</b>		
<b>Impact of Philanthropy</b>		
Select & launch two major impact programs	Philanthropic strategy refined; financial stability launched as focus for both corporate philanthropy and employee giving program	Produce meaningful and measurable results from major impact programs
<b>Level of Employee Engagement in Community Partnership Program</b>		
48% of employees giving \$7M 10% of employees volunteer through corporate programs	Employees pledged over \$8M (30% increase) and completed over 450 team volunteer and fundraising projects globally (100% increase); total employee participation was 48%	Sustain value of giving and employee engagement in this difficult economic environment
<b>Community Reinvestment Act (CRA) Ratings</b>		
Continue CRA strategy in re-organized institutions to maintain ability to achieve Satisfactory or better ratings	Continued ability to maintain Satisfactory or better ratings	Maintain our ability to achieve Satisfactory or better ratings during upcoming CRA examinations
<b>Supplier Diversity</b>		
12% total spend on priority vendors	Exceeded spending goal on priority vendors	13% total spend on priority vendors