

2009 GOALS:

2009 RESULTS:

Governance

Board Governance

CSR Committee continue rigorous review process

CSR Committee met four times, set high standards for analysis and review

Ethics/Compliance

Continue high level of performance in annual survey

Completed all eight benchmarks of the ethics and compliance diagnostic survey

Political Activity & Lobbying

Update policies to reflect current environment and institute board review; communicate practices to the public

Political policies updated; Political Activity Statement developed and published; CSR Committee review established

Shareholder Reporting Transparency

Continue CSR reporting and enhancing the depth and transparency of shareholder reporting

Developed significantly expanded reporting

Business

Client Satisfaction

Maintain or improve positive ratings; improve relationship areas targeted from 2008 surveys

Annual measurement of operational service quality continuing with 10 businesses fielding surveys

Socially Responsible Investments

Increase assets managed under socially responsible investment products

Assets under management increased; two existing funds ended in top quartile of peer group; newest sustainability fund ended year up 25%; launched one hedge fund

Global Environmental Markets

Launch expanded carbon services offering and grow membership and credits under management

Launched Global Environmental Markets custody, trade settlement platform and Strategic Innovation Board for Environmental Financial Markets; focused development on product expansion and away from exclusive VCU custody work; VCU membership and credits decreased due to credit risk

Suppliers Engaged

Review CSR programs of all major suppliers

Reviewed CSR programs for major suppliers, representing 50% of total corporate supplier spend

Supplier Diversity

13% total spend on priority vendors

17% total spend on priority vendors; 10% with women and minority business

Employees

Employee Engagement

Continue to work toward achieving first-quartile performance by 2010

Achieved 2010 first-quartile performance goal on employee engagement, one year ahead of plan; diversity and inclusion measures continued to trend upwards for third consecutive year

Performance Management Program

Global implementation of online Performance Management Program

Globally rolled out online Performance Management Program; consistent approach is now used by all employees in goal setting, individual development planning, mid-year reviews and year-end appraisals

Affinity Networks

Continue global expansion

Globally expanded affinity networks with more than 6,000 employees participating in events; company recognized with more than 25 diversity and inclusion-related awards

2009 GOALS:

2009 RESULTS:

Community

Impact of Philanthropy

Produce meaningful and measurable results from major impact programs

Created meaningful and measurable results through employee-based Community Partnership program and new philanthropy focus — Powering Potential

Level of Employee Engagement in Community Partnership Program

Sustain value of giving and employee engagement in this difficult economic environment

Increased value of giving and employee engagement

Community Reinvestment Act (CRA) Ratings

Maintain our ability to achieve Satisfactory or better ratings

Maintained satisfactory or better ratings

Environment

Environmental Management System

Continue to make material progress in each area of commitment

Earned environmental sustainability program recognition through the Carbon Disclosure Project and extended practices to more areas of the company through green building design and investments in alternative energy sources

KEY PERFORMANCE INDICATORS 2010 GOALS

This year, we revised our list of Key Performance Indicators to focus on the three areas that we have identified to be of particularly high value, with opportunity for significant progress:

- Employee engagement
- Community support
- Environmental sustainability

The areas of governance and business continue to be of great importance from a CSR perspective, but are not expected to significantly change in 2010. All areas, including these, are regularly reviewed by our CSR Committee of the Board.

2010 GOALS:

Employees

Employee Engagement

Continue to focus on first-quartile engagement in 2010

Employee Development

Globally implement expanded talent development opportunities and tools for managers and employees at all levels of the organization

Diversity and Inclusion

Sustain positive trends in diversity and inclusion measures in annual engagement survey

Community

Impact of Philanthropy

Measurably increase the impact of our philanthropy

Environment

Environmental Management

Continue to be a leader among financial institutions in environmental sustainability