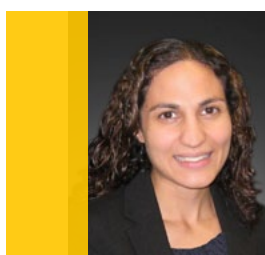


The business value of volunteering

How CIBC Mellon strengthens employee engagement and delivers client service excellence by giving back to the communities where we live and work

APRIL 2015



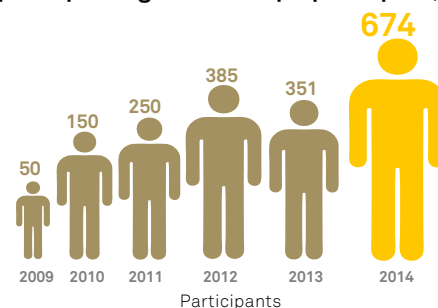
By Muna Al-Joulani
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Corporate volunteering projects are increasingly acknowledged by the Canadian business community as a valuable use of time and effort. For example, the Canadian Corporate Council on Volunteering asserts that “through corporate community involvement, companies improve brand reputation, recruit and retain talented employees, increase social capital and invest in professional development—all while making a positive impact in the communities in which they work and live.” CIBC Mellon’s corporate volunteering program engages the majority of our employees, is core to our employee experience, and helps position us to connect with and serve our clients better. We strongly encourage our corporate peers to launch, grow or further expand their corporate volunteering programs.

1,335 PER CENT PARTICIPATION GROWTH

When CIBC Mellon launched its volunteering program in 2009, the program offered quarterly volunteering events organized centrally as team-building activities for a few groups across the company: 50 employees participated. The program has grown tremendously: over fiscal 2014, 674 individual employees participated at one of 150 events organized by participants across the company. Hundreds of employees participated multiple times, bringing our total non-unique participation count to 1,054 in 2014.

CIBC Mellon employee volunteering participation growth – unique participant(s)



WHY WE NEED VOLUNTEERING

As a leading Canadian provider of asset servicing, CIBC Mellon and its employees provide complex financial services to some of Canada’s largest banks, pension plans, mutual funds and corporations. Our sophisticated clients not only expect advanced technological solutions, but also expert staff who follow industry trends, take the time to understand clients’ needs, and deliver highly attentive service at each interaction. Our investments into engaging employees with our communities continue to provide a direct and positive impact to our business success, and we are committed to further expanding employee participation in the months and years ahead.

Volunteering activities are a powerful opportunity to gather teams of employees in a positive shared enterprise, building bonds with one another as they give back to the community. Volunteering brings together individuals who would not normally connect as part of their day-to-day work, breaking down silos

and providing new opportunities for employees to share ideas and collaborate – a critical component of business success. Community involvement helps employees feel connected with one another, with their communities, and with CIBC Mellon – the very definition of employee engagement. Employees who are engaged, who care about their jobs and who have strong relationships across our company are better able to deliver the service our clients expect. Engaged employees are also far more likely to stay with our firm, take an active interest in continuous improvement, and to work with care and responsibility to serve our clients – behaviours that help drive overall business success.

FUNDING ALIGNMENT, EMPLOYEE EMPOWERMENT: PER-VOLUNTEER DONATIONS

When charities host corporate volunteers, this draws on the charities' very limited time and resources. Even though volunteers can help charities take on big tasks they might not otherwise be able to undertake, charities must still direct staff attention to planning, hosting and organizing an event. At CIBC Mellon, it's our aim to leave charities in a stronger position whenever we engage with them. That's why we have a set policy of providing a \$100 donation for each employee who volunteers through our program. As strong supporters of United Way and United Way agencies across Canada, when employees volunteer in support of a United Way member agency or program, CIBC Mellon donates \$100 to the host charity, plus an additional \$100 per volunteer to the city's United Way umbrella organization.

Our per-volunteer donation program is designed to appeal to our many stakeholders: employees get to direct time, energy and corporate financial support to a charity that matters to them; our charity partners receive funding and volunteer energy; and CIBC Mellon has a clear understanding of the causes that matter most to employees. In addition to team volunteering, CIBC Mellon supports employees' personal volunteering with donations of up to \$1,500 in recognition of those who give 40 or more hours of their personal time with a not-for-profit organization.

VOLUNTEER-DRIVEN PROGRAM

CIBC Mellon's CSR program is built on a volunteer engagement model: no CIBC Mellon employees are dedicated full-time to CSR; instead, a network of more than 100 employees participate across 10 volunteer committees, enabling interested employees to participate in organizing CSR activities in addition to their daily work. Reporting into CIBC Mellon's CSR steering committee, the company's corporate volunteering group includes a volunteer representative from each department who is charged with helping their business group reach its goals. As with external volunteering events, our volunteer CSR committees give employees opportunities to take on new projects, meet colleagues from across the company and make a positive difference.

Employee volunteer teams can select from a well-researched menu of hundreds of volunteering event choices or propose their own activities in partnerships with charities that matter most to them. Time off is taken during regular business hours, and employees are paid as usual for their time. Reasonable guidelines and approvals are in place: supported organizations must be registered charities, and support for certain categories is restricted (for example, employees cannot receive donations in recognition of volunteering with a political party).

CLIENT VOLUNTEERING ENGAGEMENT

We take an active role in connecting with clients through volunteering, and encourage our clients, prospects, vendors and other business stakeholders to undertake volunteering projects. We are pleased to include our clients in events we organize, and to provide per-participant donation support when clients and employees volunteer together. We've had great client events with an array of non-profit partners like United Way, Second Harvest, Habitat for Humanity, Daily Bread Food Bank, and the Nature Conservancy of Canada.

“CIBC Mellon’s innovative volunteering program brings together corporate volunteering energy, per-volunteer funding support and a genuine focus on what will help make a difference in our communities. We’ve worked with them on projects with a number of member agencies, and it’s clear that the people at CIBC Mellon are truly committed to helping us move people from poverty to possibility. We at United Way applaud their ongoing efforts!”

-Rasheeda Qureshi, Senior Manager, Corporate Philanthropy, United Way Toronto

Business benefits of volunteering

- **Boosts employee engagement** with a fun and positive experience.
- **Breaks down silos** as employee networking brings together people who would not normally connect.
- **Helps foster creative problem solving** as employees work to address unfamiliar challenges.
- **Reinforces the company as a great employer**, demonstrating that the/a company's values align with employees' values.
- **Aligns with clients**, working together through volunteering helps build relationships and reinforce the company's commitment to helping clients deliver great results.
- **Doing well by doing what's right**, reinforces the company's commitment to acting responsibly, earning trust and acting at the highest standards at all times.

We were also proud to work with United Way member agency FoodShare to issue a joint call for corporations to expand volunteerism. In a video message, Debbie Field, Executive Director of FoodShare, highlighted the importance of bringing corporate volunteer energy and corporate funding support together.

We look forward to continuing to work with our clients in making a positive difference in our communities.



DEPARTMENTAL AND BOARD-LEVEL REPORTING OF VOLUNTEERING

We recognize that reporting key metrics is critical to achieving our goals, which is why each department at CIBC Mellon has a set departmental participation goal, with performance reported to the entire executive team on a monthly basis. Our annual “departmental challenge” pushes each group to achieve a minimum participation level of 50 per cent of employees (and for smaller groups, up to 75 or even 100 per cent!), with celebratory events held for each department that reaches its goal. CIBC Mellon's corporate volunteering performance is also reported to our Boards of Directors on a quarterly basis as part of our overall tracking against our corporate goals.

VOLUNTEERING MATTERS: JOIN US AND MAKE A DIFFERENCE

Support for CIBC Mellon's volunteering program and broader CSR efforts continues to be both widespread and positive – from informal employee comments to management, feedback from prospective employees, our clients, and from prospective business partners, our charity partners and our parent companies. In our annual employee engagement survey, a number of employees have noted that “corporate responsibility programming participation is one of the best things about working for CIBC Mellon”.

In an age where Canada's vibrant non-profit sector and the community stakeholders that most need support are under substantial and growing pressure to do more with less, we recognize that corporations have a critical role to play in building a better society. As a successful, profitable business with talented people and the resources to move big projects forward, we believe we have a responsibility to give back to the communities where we live and work. We strongly encourage other members of corporate Canada to join us in making a positive difference.

We're happy to share our experiences with other corporate partners and community stakeholders. To learn more or to propose a volunteering activity, please contact us at CSR@cibcmellon.com.

Get started!

There are hundreds of non-profit organizations across Canada who welcome (and depend on) corporate volunteers and funders. Here are a few organizations you can contact to get started:

HABITAT FOR HUMANITY

Habitat for Humanity mobilizes volunteers and community partners in building affordable housing and promoting homeownership as a means to breaking the cycle of poverty. <http://www.habitat.ca/en/get-involved/volunteer-opportunities-in-canada>

NATURE CONSERVANCY OF CANADA

The Nature Conservancy of Canada (NCC) protects areas of natural diversity for their intrinsic value and for the benefit of our children and those after them. The NCC secures important natural areas through their purchase, donation or other mechanisms, and then manages these properties for the long term. <http://www.natureconservancy.ca/en/what-you-can-do/conservation-volunteers/>

SECOND HARVEST

Second Harvest is the largest food rescue program in Canada. Since 1985, Second Harvest has been picking up donated, surplus food, which would otherwise go to waste, and delivering that food to community agencies in Toronto. Second Harvest delivers rescued food to over 200 community agencies. <http://www.secondharvest.ca/volunteer-opportunities>

UNITED WAY CENTRAIDE CANADA

United Way Centraide inspires Canadians to make a lasting difference in their communities. Locally and nationally, our goal is the same: to create opportunities for a better life for everyone in our communities. United Way can refer your organization to hundreds of member agencies and projects across Canada. <http://www.unitedway.ca/get-involved/volunteer>

¹ CIBC Mellon's 10 CSR committees are: Community Volunteering, Clients and Products, Diversity, Social, Environmental Sustainability, Governance and Ethics, Parenting, Women's Initiatives Network and the overall CSR Steering Committee.