

# TAKING CARE

2008 CORPORATE SOCIAL RESPONSIBILITY INAUGURAL REVIEW



CIBC MELLON

# Corporate Social Responsibility at CIBC Mellon

## SHARED VALUES

At CIBC Mellon, our Corporate Social Responsibility (CSR) program is built on our shared values, and its success relies on the commitment of our employees to actually live those values every day. What we do each day, and the way in which we choose to do it, can have far-reaching consequences.

The goal of our CSR program is that we take responsibility for the impact of our actions on our various constituents—and society as a whole. We believe we should be accountable for doing the right things the right way.

CIBC Mellon's success is built on the strength of our people and our shared commitment to a set of corporate values and competencies. You can expect these values and competencies to be evident in all our interactions.

### CORE VALUES

**CLIENT FOCUS** – we recognize, understand and strive to meet and exceed the expectations of our internal and external clients.

**RESPECT** – we demonstrate sensitivity and awareness of others and their unique needs.

**INVEST** – we believe that by being accountable and responsible we make an investment in ourselves as employees, in our colleagues, and in our client relationships, which benefits our organization, our clients and our communities.

**LEAD** – we demonstrate our commitment to excellence and growth through our actions, which reflect individual accountability and initiative.

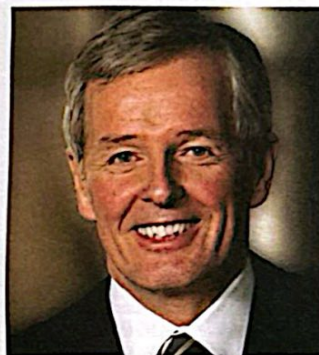
### COMPETENCIES

**INTERPERSONAL** – we believe the ability to clearly communicate ideas, information and knowledge enables us to build and maintain effective relationships with internal and external clients.

**TEAMWORK** – we recognize that by cooperating, contributing and setting and reaching goals, we will effectively achieve results through collaboration and team effort.



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## Our Shared Responsibility

At CIBC Mellon, corporate social responsibility isn't just a trendy phrase—it defines who we are and what we do. We understand that in order to be a superior company, our success will not be measured solely by how we perform financially. It will also be measured by responsible action. We need to earn the respect of our clients, partners, employees and shareholders.

We need to encourage creativity and innovation while aligning our business practices with our values. We have a shared responsibility to take care of our communities, society and the environment.

Simply put, it's the right thing to do.

We also recognize that corporate social responsibility is fundamental to both our reputation and our success. It supports our recruiting efforts and inspires our employees. It motivates our clients in today's socially conscious marketplace. It helps us find new ways to use resources more efficiently. And it provides a high quality of life for employees and those people impacted by our business.

In short, it's good business.

By finding new and better ways to deliver exceptional service and products in a socially responsible way, we are striving to earn the trust of our clients, employees, partners, and people in the communities where we do

business. Critical to this is the dedication of our employees who make a difference each and every day.

I am pleased to present our first-ever review of CIBC Mellon's approach to corporate social responsibility. This is an exciting opportunity and one that keeps us motivated as we work to integrate policies and programs more seamlessly into our organization. At the same time, we realize this is just the beginning. Please consider our work to date as the first step on a journey and feel free to provide us with your feedback on the path we have chosen. We will continue to review our practices as we map out a course that ensures that CIBC Mellon maintains its leadership role.

Warm regards,

Thomas C. MacMillan

## Who We Are

- ▶ CIBC Mellon is jointly owned by CIBC and The Bank of New York Mellon
- ▶ We are a leading Canadian provider of asset servicing, stock transfer and corporate trust services
- ▶ Our services are provided through two operating entities, CIBC Mellon Trust Company and CIBC Mellon Global Securities Services Company
- ▶ We have approximately 1,000 custody clients and 1,200 trust clients, representing a 32 per cent market share in Canada\*
- ▶ We have \$856 billion in assets under administration\*
- ▶ We perform more than 15,000 daily transactions valued at approximately \$35 billion\*

\*AS OF DECEMBER 31, 2008.

# Setting Our Direction

## CORPORATE SOCIAL RESPONSIBILITY AT CIBC MELLON

At CIBC Mellon, we believe in being a responsible corporate citizen. We have a responsibility that goes beyond just doing well financially. We're committed to doing well by doing right—from an economic, social and environmental perspective.

Being socially responsible requires commitment. We demonstrate our commitment on an ongoing basis to our clients, employees, shareholders and to our communities each and every day. Our CSR program puts those words into action by enabling us to:

- ▶ Perform with the highest standards of good governance and ethics
- ▶ Provide products and services that meet the rising expectations of our clients and business partners
- ▶ Attract and retain quality employees
- ▶ Provide meaningful support in our communities
- ▶ Improve the social and environmental impacts of our business practices and those of our suppliers



## CSR Committee

Good intentions are simply not enough. Real change only happens if responsibility is embedded in a company's culture. The CIBC Mellon CSR committee—comprising a dedicated group of employees from all parts of the organization—recognizes this and is charged with creating, developing and implementing plans to foster change.

CIBC Mellon's CSR committee drives the company's CSR strategy, programs and campaigns and makes decisions on CSR requests (including all requests for financial sponsorships, donations or campaigns to support charitable or community organizations).

There are five CSR sub-committees each with its own mandate and objectives. They meet on a regular basis and report back to the chair of the CSR committee. The sub-committees and their mandates are as follows:

### Compliance and Ethics

CIBC Mellon is dedicated to strong corporate governance; acting in the best interest of the company, its clients and its stakeholders. With a solid reputation as a trusted organization, we will continue to ensure that our actions reflect the highest level of integrity, ethics and accountability.

### Clients and Products

The clients and products sub-committee will leverage CSR activities to grow business through new relationships and through greater philosophical alignment between our clients and us.

### Employees

CIBC Mellon is committed to creating and maintaining a positive work environment and employee experience. To accomplish this we will focus on four areas: employee engagement, growth and learning, total rewards, and health and wellness.

### Community

This committee designs, promotes and maintains a framework that allows CIBC Mellon and its employees to fulfill their responsibilities to the communities in which CIBC Mellon operates.

### Environmental Sustainability

CIBC Mellon is committed to operating in an environmentally responsible manner. We developed a set of environmental sustainability commitments to support us in this promise, and to deliver solutions that allow us to operate in a way that makes sense from both an environmental and a business perspective.

**1** Compliance and Ethics

**2** Clients and Products

**3** Employees

**4** Community

**5** Environmental Sustainability

# Taking Care of the Details

## DILIGENCE IN PRACTICE

### SOLID PERFORMANCE THROUGH SOUND PRACTICE AND INTEGRITY

CIBC Mellon's commitment to operating with integrity and through sound business practice stems from our strong corporate governance culture. Responsibility for our corporate governance structure and procedures rests with the Board of Directors. Working with the executive management team, our well-informed Board of Directors takes an active role in ensuring that our governance standards promote ethical behaviour, based on the principles of accountability, transparency and responsibility, throughout the organization.

We believe in continually striving to strengthen our corporate governance, ensuring full compliance with all regulatory requirements and risk management initiatives. The Board of Directors also reviews, enhances and re-approves our corporate governance practices on an annual basis to further strengthen the governance structure. The Board is also responsible for ensuring alignment with our shareholders' (CIBC and The Bank of New York Mellon) initiatives and processes.

Today's financial services industry demands extreme diligence and high levels of controls regarding the security of information. We safeguard the personal and confidential information of our clients, and meticulously ensure that we are dealing only with reputable clients.



### Risk Management

Effective risk management is fundamental to CIBC Mellon's success. We want to ensure that the outcomes of our risk-taking activities are predictable and consistent with the company's objectives and risk tolerance. We have a comprehensive risk management framework in place—including corporate policies and limits, guidelines, processes and standards, and measurement and reporting—to monitor, evaluate and manage risks assumed. These pertain to all risks the company faces, including credit, market, liquidity, operational, and reputational. At every level, we take risk issues seriously.

The effectiveness of the framework is enhanced by strong governance, which includes the active participation of the Board of Directors, senior executives and business line management. Our independent risk management group is responsible for designing, promoting, and maintaining an enterprise-wide risk management framework that allows business units to provide assurance to the executive team, directors, shareholders and regulators that risks are being appropriately measured, managed and reported in accordance with established corporate policies. Our internal audit department independently monitors the effectiveness of our risk management policies, procedures and internal controls.

### Compliance

Our corporate compliance department manages the Legislative Compliance Management Program. The program provides processes and controls to identify, evaluate and manage compliance risk. It also ensures that related issues and trends are reported to our Board and management team to provide assurance that we are complying with relevant laws, regulations and ethical codes of conduct. Some of our key policies cover employee trading, disclosure, anti-money laundering and anti-terrorist financing.

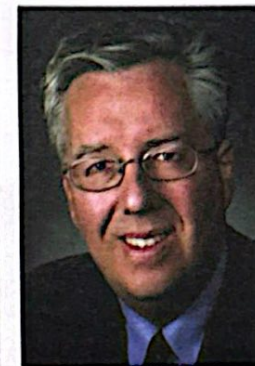
### Code of Conduct

Solid governance, however, requires more than creating policies and standards. We know that our stakeholders expect us to conduct our business with the highest possible standards, and to be ethical and law-abiding in everything that we do each and every day. To deliver on this commitment we must encourage and support our people to do the right thing in every decision they make. Our employees are required to follow the CIBC Mellon Code of Conduct. The Code governs our behaviour. If someone suspects a violation of the Code, we make it simple for them to report their concerns through our Employee Ethics Hotline, which is independently operated and entirely confidential.

Some of the ways we support our governance efforts include:

- ▶ Proactive development of our systems to support new statutory and regulatory reporting requirements in advance of new reporting deadlines.
- ▶ A strong focus on maintaining our clients' privacy and confidentiality through mandatory training for all our employees. They are required to meet all internal and external regulatory requirements by completing learning and training modules such as the Code of Conduct and our Privacy Policy on an annual basis.
- ▶ Mandatory anti-money laundering training to alert all our employees to the types of activities that may signal activity in this area. These training modules are designed to comply with the reporting requirements of the Proceeds of Crime (Money Laundering) and Terrorist Financing Act.

We invite you to visit [www.cibcmellon.com](http://www.cibcmellon.com) to access our privacy policy and Code of Conduct.



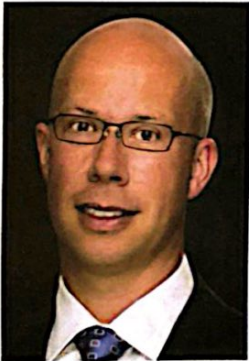
*"At CIBC Mellon, we encourage and empower every employee to be a risk manager. This is essential because while we may put the best controls in place, ultimately it is our people who must exercise good judgement and make sound and prudent decisions."*

*Mark Hemingway, senior vice president, general counsel and chief compliance officer*

# Taking Care of the Details

## CSR IN ACTION: THE LEHMAN DEFAULT

Last September, Lehman Brothers Holdings Inc. filed for bankruptcy protection. CIBC was the lender of record for our clients' securities lending programs and CIBC Mellon was the lending agent for securities lending loans to Lehman. On Sept. 15, 2008, based on available information, it appeared that Lehman Brothers Inc. (LBI) was in financial difficulty and would likely be seeking bankruptcy protection.



*"The Lehman Brothers' bankruptcy was a strong testament to the effectiveness of our internal governance and risk management processes."*

*James Slater, senior vice president and head of capital markets*

In accordance with our agreements and applicable law, CIBC Mellon issued recalls for all loaned positions. We subsequently declared Lehman in default, seized and sold the securities lodged as collateral and bought in the loaned securities to replace them for our clients. By the end of day on September 18, we had completed the bulk of the transactions required.

During this time period, senior management and relationship managers also began reaching out to clients to advise them of the situation and to provide information. We continued to regularly communicate with clients as information became available.

With due diligence and strong client service focus we were able to protect our clients' assets without any losses. No trading restrictions were placed on clients.

### HERE'S THE LEHMAN BROTHERS' BANKRUPTCY DEFAULT TIMELINE:

- Prior to Sept. 13:** In response to concerns about Lehman's health, credit lines and balances are reduced

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- Sept. 13-14:** CIBC Mellon management team meets throughout weekend to determine course of action

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- Sept. 13:** Lehman Brothers Holdings Inc. seeks protection; the main counterparty for securities lending, Lehman Brothers Inc. is still in business

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- Sept. 15:** CIBC Mellon recalls all securities from LBI and declares Lehman Brothers International (Europe) (LBIE) to be in default

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- Sept. 17:** LBI defaults, collateral is seized

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- Sept. 18:** Collateral is sold, loaned securities are purchased. Majority of transactions completed by close of Sept. 18

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- Sept. 18 onwards:** Securities settle into client accounts, no trading restrictions are imposed

Business



# Taking Care of Business

## EXCEEDING CLIENT EXPECTATIONS

At CIBC Mellon, we strive to consistently deliver client service excellence and are constantly looking for ways to exceed what our clients expect. In short, our commitment to client service is a driving force for everything we do. Delivering exceptional service is an integral part of how we do business—taking the time to know each client's specific needs and to provide customized solutions.

Clients demand superior, relevant services that are tailored to meet their individual requirements. They require improved trade data, reduced risks and errors, and increased efficiency. They need to know that returns are being maximized and that up-to-date reports are available every day. And they want value for their money!

We serve our clients through two main lines of business: asset servicing and issuer services.

### ASSET SERVICING

We provide our clients with a full range of asset servicing products and solutions, such as:

- ▶ Safekeeping, cash management and trade settlement
- ▶ Full service investment fund accounting, fund valuation services and unitholder record keeping
- ▶ Transition management
- ▶ Pension fund administration and benefit payment services
- ▶ Multinational services
- ▶ Securities lending and borrowing

We deliver key information to our clients, their investment managers and consultants by leveraging Workbench, our industry-leading online information delivery tool.

### ISSUER SERVICES

We offer four major issuer services to corporate clients:

- ▶ **Transfer agency** – we maintain accurate security holder records, issuing and cancelling certificates, ensuring that requests for transfers are authorized and continuously checking for transferability.
- ▶ **Corporate trust** – we provide a variety of corporate trust services including debt trustee, securitization and escrow agent services.
- ▶ **Corporate actions** – by combining our expertise, experience, and know-how, we ensure that corporate actions such as tender offers, plans of arrangement and odd lot programs are completed successfully, even when time is of-the-essence.
- ▶ **Employee share purchase plan services** – through our web-based technology ESPrit®, we provide automation and flexibility for participant record keeping, plan activity controls and conversion facilities. These abilities allow us to accommodate a variety of plan features that encourage maximum employee participation.



## Accolades from the Market

Our successes are acknowledged in the industry and we continue to outperform our major competitors in key market surveys, as demonstrated by the following accomplishments:

- ▶ **2008 Global Investor Global Custody Survey** – BNY Mellon ranked first among peers (unweighted)
- ▶ **2008 R&M Survey on Global Custody** – BNY Mellon placed first overall among peers
- ▶ **2008 Global Custodian Annual Major Markets Agent Bank Review** – CIBC Mellon was top-rated by both leading and cross-border clients and for the fourth consecutive year ranked first in Canadian subcustody according to leading clients
- ▶ **2008 Global Finance Sub Custodian Banks Survey** – CIBC Mellon was rated best subcustodian in Canada for the second consecutive year
- ▶ **2008 CIBC Mellon Investment Manager Survey** – CIBC Mellon was ranked as Canada's preferred asset servicing provider by a majority of survey respondents for the seventh consecutive year

### CSR IN ACTION: CELEBRATING CLIENT SERVICE

CIBC Mellon's Peers' Choice Awards shine a light on those employees who have made a significant contribution to the company's success. Last year, the trade settlements exception reporting team, led by Carol Revoredo, senior business analyst, did just that by developing an accurate, cost-effective, time-saving solution for trade matching.

This team was tasked with creating a solution that would identify and resolve trade exceptions without the cumbersome process of auditing and reviewing all the non-exception transactions. The project involved a complete restructuring of her department to accommodate the change in roles and transaction flows. Carol's positive attitude and specialized knowledge was put to work, facilitating team discussions and ensuring that a top-quality plan was created and successfully tested.

After extensive planning, testing and execution (not to mention a few late nights), the automation of trade exception processing was launched with great success, earning Carol and her team the Peers' Choice Gold Team Award.

Carol's peers also recognized her with the Pilot Award, which is given to an employee who takes "well-considered risks in exploring new territory ... guiding others to new places, further and faster than ever imagined." The team as a whole consisted of 18 employees and the Gold Team Award recognized their hard work "as a cohesive unit to achieve the team's mission ... The goal of the team is placed above individual goals and ambitions."



*"Our goal is to not only provide outstanding client service but to go above and beyond by becoming our clients' valued business partner. It means constantly innovating to deliver the best product for our clients, using technology wisely, and always listening to our clients."*

**David Linds**, senior vice president, business development and client relationship management

# Taking Care of Our Own

## BEING MINDFUL OF OUR GREATEST ASSET

Building a culture of engagement is all about creating a virtuous cycle—a cycle that states that with dedicated, motivated employees come responsible, successful companies. Such companies, in turn, attract the most engaged and inspiring employees. Developing this kind of work environment results from many factors but, perhaps most importantly, understanding and addressing employees' unique ambitions, needs and concerns, and aligning them with the company's business objectives.

At CIBC Mellon, we make every effort to align our business objectives with our employees' needs because we believe in providing ongoing opportunities for personal and professional growth. We support our employees with customized rewards and support programs. The result is a work environment where cultural and other differences are celebrated, where innovation and dedication are rewarded, and where a helping hand is given to those in need. Here's how we do it:

### Listening to our employees

In 2008, we conducted an Employee Engagement Survey to learn more about our employees' perceptions and priorities on improving the work environment in ways to help maximize engagement and improve organizational results. An impressive eighty-one per cent of our employees took the time to complete the survey. The survey results will help guide future programs and initiatives.

In 2008, CIBC Mellon contributed \$1 million to professional development opportunities for our employees.



## Continuous learning

Our company recognizes the importance of continuous learning and supports our employees' growth and development.

- ▶ We encourage employees to pursue external education opportunities to improve job performance and further their careers. The CIBC Mellon Learning Network partners with employees on their individual development path through our tuition assistance program, which offers employees up to \$2,500 each year for external industry-related learning. In 2008, more than 200 employees benefited from this program.
- ▶ The CIBC Mellon Learning Network offers employees a variety of business, technical and relational e-learning programs. There are more than 1,000 courses and support tools on topics ranging from MS Office and Lotus Notes desktop programs to effective e-mails, presentation skills and time management. In 2008, approximately 500 employees accessed the Learning Network and its programs.
- ▶ The CIBC Mellon Leadership Development Program I – Foundations of Management focuses on tactical people management skills, and provides an understanding of what genuine leadership looks and feels like. Last year, the program graduated 89 students. The Leadership Development Program II – Building on Foundations focuses on strategic leadership skills, how to be a leader of leaders, bridging strategies to outcomes, problem solving and building strong teams. This program had 12 graduates in 2008.

## The Women's Initiatives Network

The Women's Initiatives Network (WIN) is a group dedicated to promoting diversity and inclusiveness in the workplace while fostering employee development and business objectives. WIN initiatives focus on a number of areas including networking, mentoring and philanthropic opportunities.

## Supporting a healthy workforce

Supporting employees through health and wellness programs is mutually beneficial. Our company is committed to providing our employees with tools and resources that support their health and wellness, including:

- ▶ An employee assistance program offering confidential, independent professional counselling for our employees and their family members.
- ▶ Company-subsidized health programs including Weight Watchers and SmokEnders.

## LifeSpeak

In 2006, CIBC Mellon launched LifeSpeak workshops to support employees with everyday challenges in their work and personal lives. Building on the success of these workshops, in 2008, we began offering LifeSpeak On Demand. This online series offers high quality information in the form of streaming video clips from leading industry experts on a wide variety of topics.



*"Contributing to build strong communities where we live and work is an important part of who we are and what we do. Our contribution is not just monetary; our employees sit on boards, coach teams and commit themselves to causes that benefit the entire community."*

*Rajesh Uttamchandani, senior vice president, human resources and corporate affairs*

### QUICK FACTS

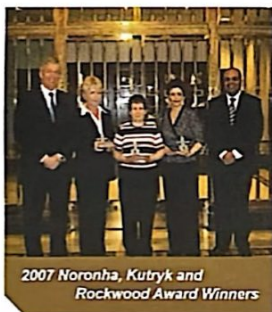
- ▶ We have 1,400 permanent, contract and part-time employees
- ▶ We paid out \$70 million in salaries plus an annual incentive plan and \$4 million in health benefits
- ▶ Nearly 60% of our employees are women
- ▶ Approximately 27% of women are in a people management role

# Taking Care of Our Own

## A rewarding experience

Being fairly compensated is one of the cornerstones of a rewarding job. CIBC Mellon is committed to providing a comprehensive compensation and benefits package that meets the needs of our diverse workforce by:

- › Offering a flexible benefits plan that is designed to meet our employees' needs now and as they change over time.
- › Providing a compensation package which includes pay scales that are aligned to market and pay-for-performance incentives.
- › Supporting our employees' retirement goals through pension and retirement savings programs.



## Celebrating our achievements

Not only are we proud of our achievements as an organization, we're proud of our employees—of the work they do and their commitment to our success. We have created several ways to recognize the most important contributor to CIBC Mellon's accomplishments—our people!

## Noronha, Kutryk, Rockwood Awards

CIBC Mellon's Noronha, Kutryk, Rockwood Awards honour three CIBC Mellon employees who passed away while employed by us. These employees consistently demonstrated outstanding client service and dedication to making CIBC Mellon and the community a better place to live and work. Each year, employees nominate individuals who demonstrate these values.

- › **The Ian Noronha Humanitarian Award** – Ian worked as a supervisor for CIBC Mellon Trust Company in our registered products department from 1998 to 2000. He was a dedicated humanitarian who made CIBC Mellon a better place to work and his community a better place to live. The Ian Noronha Humanitarian Award celebrates an employee that follows in Ian's footsteps by contributing to their community and/or the CIBC Mellon culture.
- › **The Rick Kutryk Superior Client Service Award** – Rick worked in our Calgary office as an account manager for CIBC Mellon Trust Company from 1992 to 1999. Rick maintained an excellent rapport with his clients and was highly regarded by clients and colleagues. The Rick Kutryk Superior Client Service Award is presented to a CIBC Mellon Trust Company employee who consistently goes above and beyond to provide exemplary client service.
- › **The Betsy Rockwood Superior Client Service Award** – Betsy was an assistant vice president of relationship management for CIBC Mellon Global Securities Services Company from 1997 to 2000. Betsy was very well known in the industry and was greatly respected and admired by clients, colleagues and industry peers. The Betsy Rockwood Superior Client Service Award is presented to a CIBC Mellon Global Securities Services Company employee who consistently goes above and beyond to provide outstanding client service.

## Peers' Choice Awards

The Peers' Choice Awards program provides our employees with a meaningful way to recognize fellow employees. Celebrated each quarter, these awards recognize individuals and teams who have made a real difference in the company's ability to meet our corporate goals.

## Postcard recognition program

Employees do not have to wait for special events to celebrate each other's achievements! Our postcard recognition program provides employees with an opportunity to thank and recognize a colleague's efforts. This informal, peer-to-peer program celebrates employees who live our values and competencies of lead, respect, invest, client focus, teamwork and interpersonal communication. Employees fill out and send postcards to colleagues who demonstrate these values in action!

In 2008, more than 500 postcards were given to employees for living our values!

## Years of service awards program

The years of service awards program recognizes the ongoing commitment and dedication of CIBC Mellon employees. Employees receive a letter of recognition for their one-year anniversary and a framed message for their three-year milestone. Employees with five years of service and multiples of five years (i.e. 10, 15, etc.) are invited to select a gift of their choice from our service awards catalogue. In addition, employees celebrating a service milestone of 15 years or higher (multiples of five-years, i.e. 15, 20, 25, etc.) are invited to attend an annual luncheon hosted by the executive management team.

## CSR IN ACTION: LEARN. GROW. INSPIRE!

Tracy Sasaki, senior learning specialist, client and advisor services group (CASG), is a regular visitor to the CIBC Mellon Learning Network (CMLN) e-learning site. When she is not bookmarking courses that she would like to take through CMLN, she is searching for courses that would be advantageous for the CASG team.

"We offer training to our employees and are looking for ways to leverage the courses offered through CMLN," says Sasaki. "There are a few courses such as Building Strong Customer Relationships and Effective E-mail Techniques that are extremely beneficial for our employees and help us build a stronger, more skilled workforce."

CMLN offers employees a conducive learning environment to develop their skill set at their own time, at their own pace and, above all, at no cost to them. It is easy to use, intuitive and secure. Once employees finish a course, they take an assessment to check their understanding of what they've learned, and receive certification when successful.



# Taking Care of Our Communities

## MAKING A DIFFERENCE WHERE WE LIVE AND WORK

At CIBC Mellon, we consider ourselves privileged and active members of society and, by giving back, we believe that we can make a difference. Is there anything more fulfilling than a good deed? At CIBC Mellon, we strive to make our good deeds numerous and far-reaching. We're committed to making a difference in the communities where we live and work.

There are several ways that CIBC Mellon gives back to our communities:

- ▶ Charitable sponsorships
- ▶ Donations
- ▶ Volunteerism

The community-based organizations we support through our programs range from food banks to junior sports teams, from cultural associations to health causes, and many more. We actively participate in fundraising for many events, including the annual United Way campaign, the CIBC Run for the Cure and the Bay Street Rat Race. To ensure that our efforts are focused on truly unmet needs, we have developed a formal approach to screening and due diligence within a formal community investment framework. To ensure that our support has real and lasting impact, we are always seeking opportunities to amplify our financial contributions with employee volunteering.

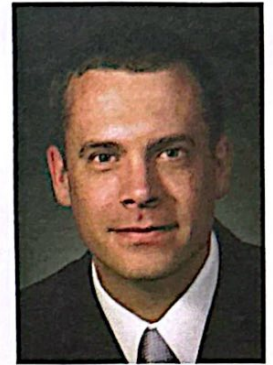


We have chosen four primary areas of focus for community involvement as part of our CSR program:

- ▶ Children and youth
- ▶ Health and well-being
- ▶ Arts and culture
- ▶ The environment

Active involvement in the communities where we live, work and do business is a responsibility CIBC Mellon employees take to heart. Building strong communities doesn't stop with charitable work. In addition to community engagement, we put tremendous support behind encouraging and engaging employees to get involved in their communities.

In 2008 CIBC Mellon and its employees contributed more than \$800,000 in direct donations to nearly 80 organizations.



*"I have always been involved with charitable work. It is very important to me to be able to take time to give back to my community. CIBC Mellon is very supportive in allowing me time to focus my efforts towards charitable work."*

*James Dennison, vice president, risk management and portfolio analysis, and chair, CSR committee*

## HERE ARE SOME OF THE ORGANIZATIONS THAT WE HAVE SUPPORTED:

### The United Way

One of the ways we help build stronger, more prosperous communities is through our support of the United Way. We have been participating in the United Way since our inception.

#### UNITED WAY SPONSORED EMPLOYEE PROGRAM

Since 2007, CIBC Mellon has participated in the United Way's Sponsored Employee Program. For 15 weeks from September to December, an employee receives their regular salary from CIBC Mellon while working at a United Way office.

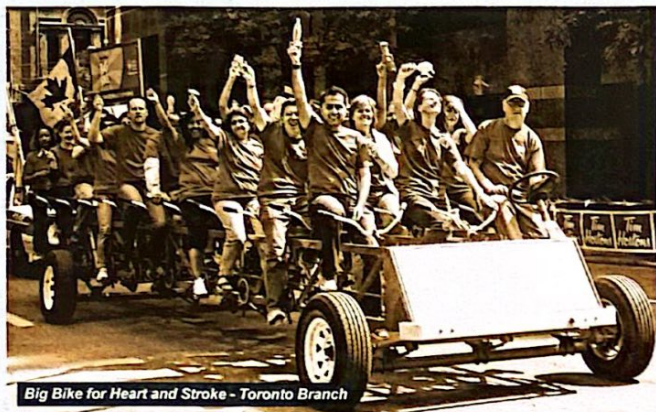
After an intensive one-week training program, the employee develops strategies, motivates canvassers, runs workplace campaigns and deepens relationships with the non-profit organizations delivering services. In return, sponsored employees see firsthand the positive results of the United Way's work while gaining new skills.

### CIBC Run for the Cure

Almost 90 employees, friends and family ran or walked five- or one-kilometre routes to support the fight against breast cancer through the CIBC Run for the Cure.

Employees from our London, Toronto and Calgary branches participated in the event. Through pledges, the corporate 50 per cent match, a casual week and other fundraising projects like our jewellery sale, we raised more than \$30,000 (our highest total yet for this event!)

# Taking Care of Our Communities



Big Bike for Heart and Stroke - Toronto Branch



Angel Hair for Kids



Big Bike for Heart and Stroke - London Branch

## The Nature Conservancy of Canada (NCC)

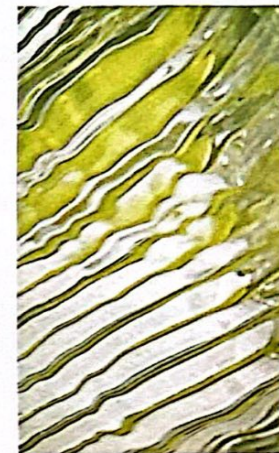
NCC is Canada's leading land conservation organization. Since 1962, it has helped to protect more than 800,000 hectares coast to coast. NCC works with private corporations, governments and individual landowners to protect our most valuable lands, making certain the properties retain their natural values. CIBC Mellon is proud to support the efforts of NCC.

## The Canadian Opera Company

CIBC Mellon has partnered with CIBC to co-sponsor performances at the Canadian Opera Company annually since 2006. We also provide multi-year support to the Canadian Opera Company's capital campaign.

## Ambassador program

We support our employees in making a difference in their communities through our Ambassador program. Employees who volunteer with a registered charity or community-based, not-for-profit organization, are eligible to receive a donation of up to \$1,000 per fiscal year to that organization from CIBC Mellon, in recognition of their contribution. Employees are eligible to receive one Ambassador grant per fiscal year. Through our Ambassador program, we contributed nearly \$20,000 to 25 groups and contributed 2,500 hours in volunteered time.



### CSR IN ACTION: BIG BIKE FOR HEART AND STROKE

On June 19, 2008, our London branch took up their cameras and press passes for their seventh annual Big Bike for Heart and Stroke. The theme for the ride was "Red Carpet." Dressed in black shirts and armed with cardboard cameras, we did what all paparazzi do—stalk a major Hollywood star! Tom Cruise (a.k.a. Rob Shier, senior vice president and chief operations officer) was in town and striking poses on the red carpet!

Despite the cool, rainy weather, and minus their signature water guns, the Strokebusters—London branch's Big Bike team—once again rose to the challenge of raising funds for the Heart and Stroke Foundation. The team raised approximately \$7,000, including CIBC Mellon's 50 per cent match on pledges.

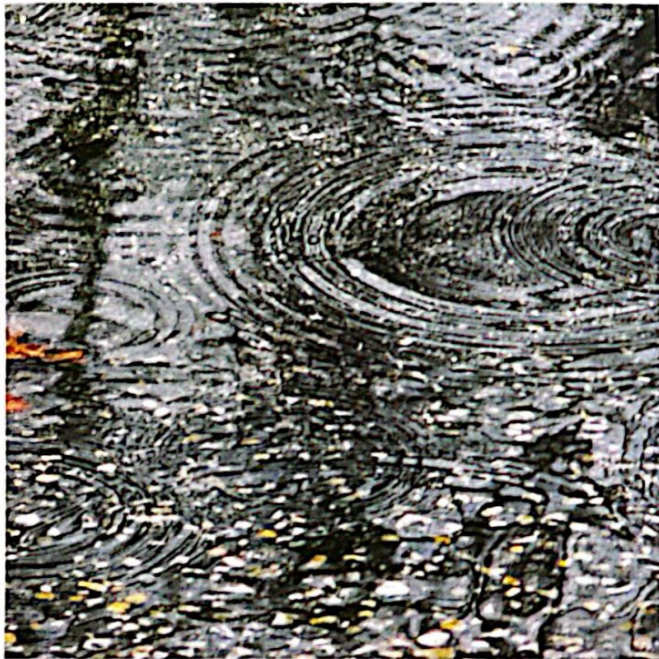
Following our London branch's lead, the Toronto branch came together to form the CIBC Mellon Heart Throbs—the branch's first Big Bike team. The 29-member strong Heart Throbs raised more than \$4,600, well beyond our original goal of \$2,000!

On August 25, 2008, crowds of onlookers supported the Heart Throbs with cheers of support as they rode through the heart of Toronto's financial district.

# Taking Care of Our Precious Resources

## PROTECTING OUR FUTURE

At CIBC Mellon, we are committed to operating in an environmentally responsible manner. We've developed a set of environmental sustainability commitments to support us in this promise. This allows us to deliver solutions that enable us to operate in a way that makes sense from both an environmental and a business perspective. Last year, we established a solid foundation upon which we will be building our environmental sustainability initiatives.



## Together we are making a difference!

With the support of our Green Team, an enthusiastic group of 40 employees who have taken on the task of measuring and reducing our impact on the environment, we are beginning to make progress in several key areas.

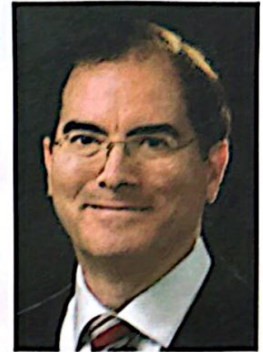
In 2008, we reduced the amount of paper we use (while maintaining our essential transactional "paper trail") and switched to paper from Forest Stewardship Council certified sources. We also undertook initiatives such as the Clean Air Commute, a partnership with Pollution Probe in which more than a hundred "clean air heroes" walked, biked and carpoled to save more than five tonnes of greenhouse gas emissions!

While we have successfully launched our environmental program, we still have challenges in the areas of sourcing greener energy supplies for our buildings, implementing environmental procurement policies and developing internal reporting channels to monitor, measure and improve our performance. Yet our experience so far has shown us that even the smallest of actions can get concrete results.



### CSR IN ACTION: OUR SUCCESSES

- ▶ Prevented more than 35 tonnes of green house gas emissions
- ▶ Reduced paper consumption in our offices by 39.7% versus 2007
- ▶ Office paper now forest stewardship certified
- ▶ 100% recycled eco logo certified paper towels used
- ▶ Diversion of 87.7% of waste material in Toronto office



*"It is the obligation of the corporations to think about long-term sustainability of our communities and the environment. Together with our employees we are taking steps to help improve the environment."*

**Tim Rourke**, vice president, relationship management, and chair, environmental sustainability sub-committee, CSR committee

COMPLIANCE AND ETHICS		2009 OBJECTIVES
Governance		Continue to maintain the high standards of governance
Ethics		Implement ethics workshop/educational sessions
CLIENTS AND PRODUCTS		2009 OBJECTIVES
Industry Leadership		Participate in industry working groups and committees
Annual Surveys		Participate in client satisfaction and performance surveys conducted by trade publications and industry groups
EMPLOYEES		2009 OBJECTIVES
Employee Engagement		Develop baseline measures across the company based on 2008 employee engagement survey
Growth and Learning		Create a mentorship program
Health and Wellness		Continue to offer company-subsidized health and wellness programs and explore new opportunities
COMMUNITY		2009 OBJECTIVES
Volunteer Network		Launch Community Volunteer Days Participate in United Way Days of Caring
Sponsorship and Donation Framework		Review and amend criteria for sponsorship and donation requests
Ambassador Program		Explore opportunities to maximize program
Equipment and Supplies		Donate items that are no longer required for business purposes
Walk of Fame		Create a Walk of Fame to showcase 'tokens of appreciation' received in support of CSR related activities
ENVIRONMENTAL SUSTAINABILITY		2009 OBJECTIVES
Carbon Emissions		Explore methods to measure our carbon emissions; develop and implement programs to support carbon emission reduction at work and at home
Environmental Performance		Improve our environmental performance within the buildings that we occupy
Paper and Supplies		Decrease our paper use and increase sourcing of recycled products made from post-consumer materials Phase out distribution of monthly Institutional accounting statements and deliver electronic statements to all clients
Vendor Products and Services		Collaborate with suppliers to purchase and use products/services that reduce any negative impacts on the environment
Employee Education		Further develop and support our employee advocacy committee—the Green Team—and deliver employee education and action programs that positively impact the environment
Reporting		Publicly report on our environment commitments at least once a year

“ AT CIBC MELLON,  
CORPORATE SOCIAL  
RESPONSIBILITY ISN'T  
JUST A TRENDY  
PHRASE—IT DEFINES  
WHO WE ARE AND  
WHAT WE DO. ”

—Thomas C. MacMillan  
President and CEO

## ENVIRONMENTAL BENEFITS AND DISTRIBUTION

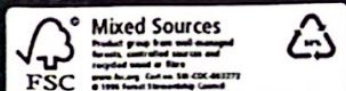
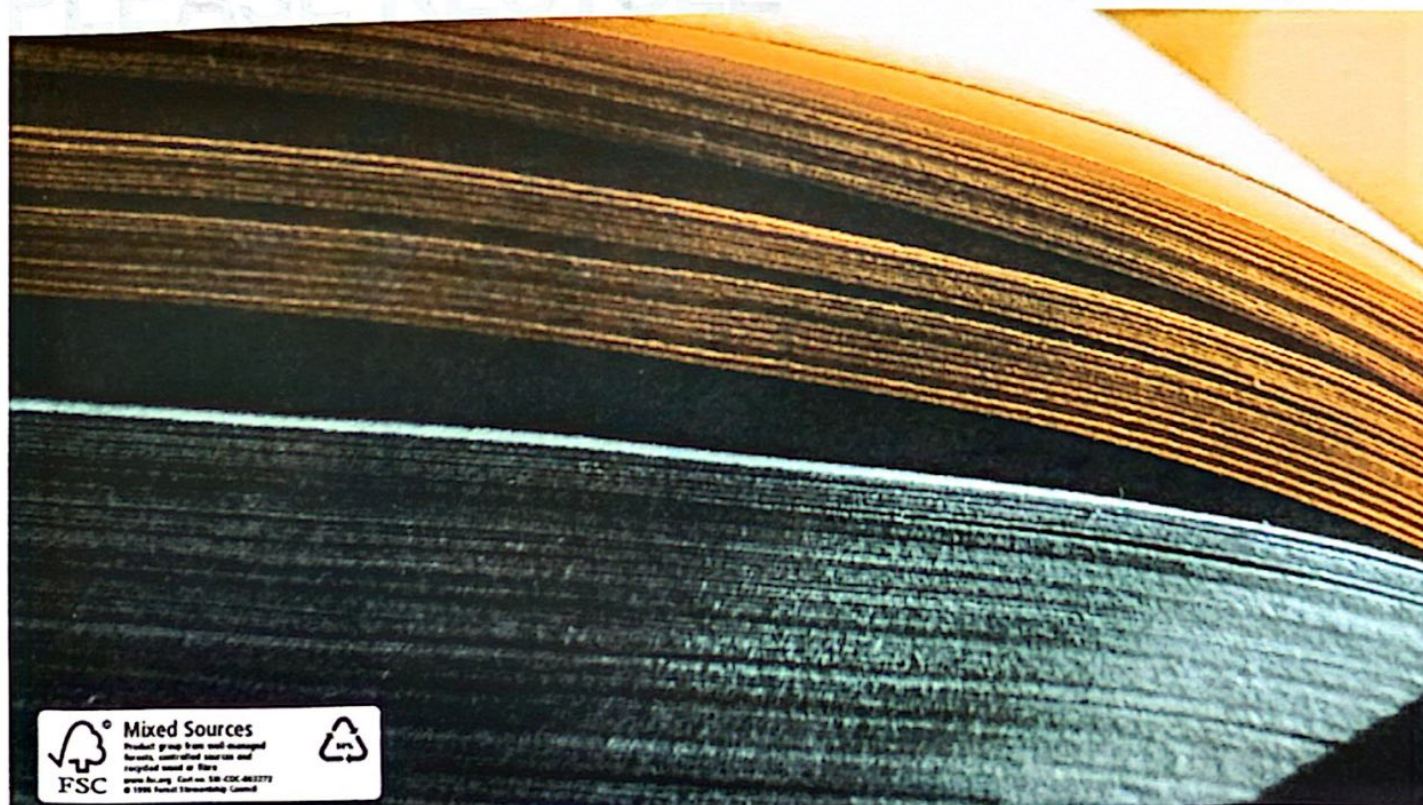
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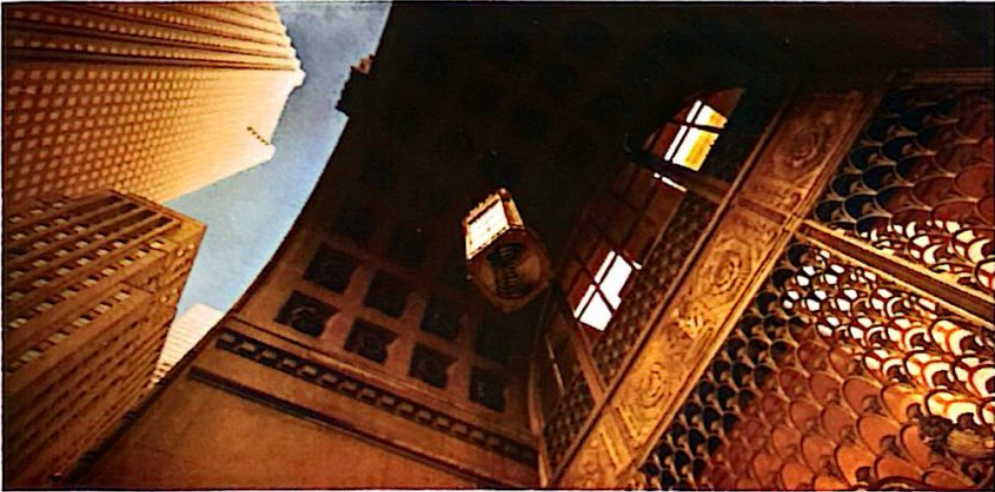
### FOR MORE INFORMATION:

- ▶ **WEBSITE:**  
[www.cibcmellon.com](http://www.cibcmellon.com)
- ▶ **E-MAIL:**  
[corporate\\_affairs@cibcmellon.com](mailto:corporate_affairs@cibcmellon.com)
- ▶ **ADDRESS:**  
Corporate Affairs, CIBC Mellon, 320 Bay Street, P.O. Box 1, Toronto, ON M5H 4A6

PLEASE RECYCLE



# Responsibility. Care. Commitment.



# Corporate Social Responsibility at CIBC Mellon in 2009

A MESSAGE FROM OUR CHAIRMAN



# CSR is good business

CSR Objectives and Results	0.6
Governance	0.8
Client Service	1.2
Employees	1.6
Community	2.0
Environment	2.4

At CIBC Mellon, we understand that success is measured not only by how we perform financially, but also by our willingness to take responsibility for the impact of our actions - on clients, employees, shareholders, partners, our community and the environment. I am pleased to report that we achieved much in 2009 as we worked to find new and better ways to deliver exceptional service and products in a socially responsible way.

Our second annual corporate social responsibility (CSR) review captures our actions against our CSR goals. 2009 was a successful year for CSR at CIBC Mellon as we:

- Expanded our comprehensive business continuity and disaster recovery programs.
- Achieved numerous top rankings for client service as we helped clients succeed in a challenging marketplace.
- Introduced new mentorship, scholarship and education programs to support our employees' growth, development and personal goals.
- Worked closely with clients, suppliers and employees to embrace more environmentally sustainable practices.
- Launched a workplace volunteer program, with five events and more than fifty employee volunteers in our inaugural year.
- Contributed financially to more than 100 non-profit organizations.

We believe that corporate social responsibility is good business; it helps us build trust, engages our employees and helps us connect with our clients and communities. We worked hard throughout 2009 to earn the trust of our various constituents and make a positive difference in our communities.

Our employees played an essential role in our success over the past year, and I am grateful for their continued commitment to responsible business practices at CIBC Mellon.

As we move forward in 2010, I am confident that CIBC Mellon will continue to maintain its leadership role by conducting business with responsibility, care and commitment.

Warm regards,

*Tom MacMillan*

Thomas C. MacMillan

A MESSAGE FROM OUR PRESIDENT AND CEO



# Responsibility. Care. Commitment.

These words describe our CSR program, our company, and our determination to take responsibility for the effects of our actions on stakeholders, clients, employees and the communities where we live and work

Being a responsible corporate citizen isn't just good for the community, it's good for our business as well. Our CSR program helps us recruit, retain and inspire our employees. It motivates our clients in a competitive, socially conscious marketplace. It helps us use resources more efficiently, and provides opportunities for us to help our clients to do the same. It helps us support the causes that matter most to our employees, our clients and our communities. Quite simply, working to be a more responsible company helps us be a better company.

In 2010, we will:

- Lead by making proactive efforts to provide clients, employees and community organizations with new opportunities to partner with us on socially responsible initiatives.
- Invest time and funds to support non-profit organizations that share our focus on making our communities better places to live and work.
- Respect our people, our communities and our environment.
- Demonstrate client focus by supporting our clients in their efforts to become more responsible, and by partnering with clients and stakeholders to further the causes that matter most to them.
- With teamwork and interpersonal communication, we will provide opportunities for every CIBC Mellon employee to make a difference through our CSR programs.

We set new goals each year within each of our five CSR focus areas: community; clients and products; governance; employees; and environmental sustainability. You'll find a breakdown on our progress in 2009 and our goals for 2010 within each of these areas on the next few pages.

With a dedicated group of volunteers focused on guiding, driving and measuring our efforts within each focus area, and the commitment of all of our employees to work to exceed expectations every day, I am confident that we will build on our progress to date and become an even more responsible company.

Looking forward to great things in 2010,

*Tom Monahan*

Tom Monahan

## Who We Are

- ▶ CIBC Mellon is jointly owned by CIBC and BNY Mellon.
- ▶ We are a leading provider of asset servicing, stock transfer and employee plan services.
- ▶ Our services are provided through two operating entities, CIBC Mellon Trust Company and CIBC Mellon Global Securities Services Company.
- ▶ CIBC Mellon provides asset servicing to approximately 1,100 institutional clients, with C\$953 billion in assets under administration.
- ▶ CIBC Mellon provides issuer services, including securities transfer, to more than 1,200 Canadian equity issuers, and offers investor services to more than one million registered investors.

\*As of December 31, 2009.



## Corporate Social Responsibility Committee

CIBC Mellon is committed to doing business with responsibility, care and commitment to the communities where we live and work. CIBC Mellon's corporate social responsibility (CSR) committee sets our strategy, drives our overall program, and makes decisions on all related requests - including all requests for donations, financial sponsorships and campaigns in support of non-profit organizations.

Our CSR committee also provides formal oversight over our five sub-committees as they work to achieve our CSR goals.

### CSR SUB-COMMITTEES

#### Governance

Our governance committee is responsible for helping CIBC Mellon's employees adhere to the highest standards of compliance and ethics. This committee promotes and supports our efforts to ensure strong ethical practices and accountability, good governance and integrity within our company at all times.

#### Clients and Products

Our clients and products committee works to leverage our CSR activities to grow our business and build stronger client relationships. This committee also works to identify new opportunities to deliver our products and services in more responsible ways.

#### Employees

This committee helps develop and implement programs to build employee engagement, enhance the employee experience and create a positive working environment at CIBC Mellon.

#### Community

Our community committee works to develop and manage programs to support our employees in making meaningful contributions to our communities. The committee organizes volunteering events, helps support employees' participation in their communities and seeks opportunities for our company to build strong community connections.

#### Environmental Sustainability

This committee is charged with helping ensure CIBC Mellon operates in an environmentally responsible manner. The committee helps us make better use of resources, defines our green strategy and promotes sustainability initiatives across our company.

## CSR OBJECTIVES AND RESULTS

	WE SAID... 2009 OBJECTIVES	WE DID... 2009 RESULTS	WE WILL... 2010 OBJECTIVES
<b>GOVERNANCE</b>			
Governance	Continue to maintain high standards of governance	Continued to enhance our comprehensive governance and reporting structure, which is applicable to all departments	Continue high levels of governance and interaction between departments to ensure reporting and accountability
Ethics	Implement ethics workshop/educational sessions	<ul style="list-style-type: none"> <li>Identified and evaluated program components</li> <li>Ongoing initiative to introduce ethics training to all employees</li> </ul>	Increase promotion of ethics awareness and implementation of ethics training
Convergence			Enhance the effectiveness of our governance programs through the convergence of risk, compliance and audit frameworks
Information Security and Privacy			Create an information security/privacy committee that will further promote, support and sustain a control environment that ensures the effective protection of information under CIBC Mellon's control
<b>CLIENTS AND PRODUCTS</b>			
Industry Leadership	Participate in industry working groups and committees	<ul style="list-style-type: none"> <li>Founding member of the Canadian Securities Lending Association</li> <li>Participated in a variety of industry associations and committees</li> </ul>	<ul style="list-style-type: none"> <li>Participate in industry working groups and committees</li> <li>Develop marketing and promotional initiatives that focus on environmental impact and sustainability</li> </ul>
Annual Surveys	Participate in client satisfaction and performance surveys conducted by trade publications and industry groups	Achieved numerous top rankings in industry surveys, compared favourably with both Canadian and international peers	Conduct bi-annual investment manager satisfaction survey. Participate in client satisfaction and performance surveys conducted by trade publications and industry groups
<b>EMPLOYEES</b>			
Employee Engagement	Develop baseline measures across the company based on 2008 employee engagement survey	Identified baseline measures of employee engagement. Developed and executed a company-wide action plan to address employee feedback	<ul style="list-style-type: none"> <li>Continue the programs and initiatives included on the 2009 action plan</li> <li>Develop and execute an action plan for 2010 based on 2009 results</li> </ul>
Growth and Learning	Create a mentorship program	<ul style="list-style-type: none"> <li>Mentorship program developed. We matched 34 pairs of mentees and mentors in the inaugural year</li> <li>Developed "CIBC Mellon 101" seminars to provide employees with the opportunity to learn about CIBC Mellon's key business areas and possible career paths across the company</li> </ul>	Continue to focus on growth and learning by expanding current programs and exploring new initiatives
Health and Wellness	Continue to offer company-subsidized health and wellness programs and explore new opportunities	<ul style="list-style-type: none"> <li>Supported employees' health and wellness with LifeSpeak workshops and online resources</li> <li>Hosted retirement savings education and money management seminars</li> </ul>	Continue to support employee health and wellness, including holding a wellness week in Spring 2010

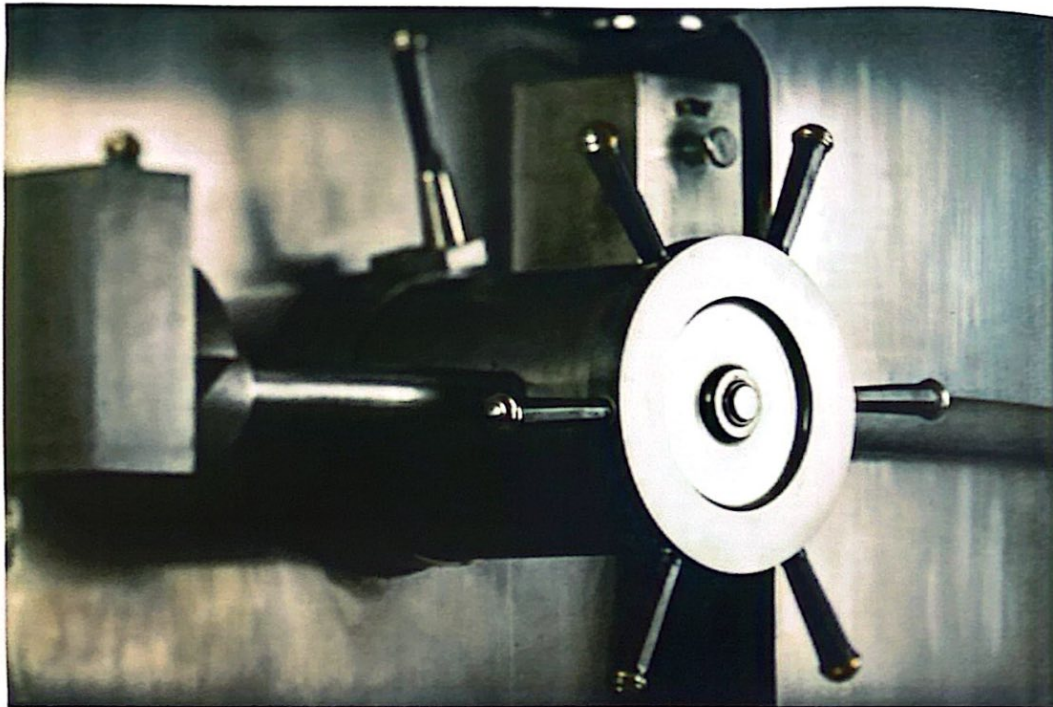
	WE SAID... 2009 OBJECTIVES	WE DID... 2009 RESULTS	WE WILL... 2010 OBJECTIVES
<b>COMMUNITY</b>			
Volunteer Network	Launch Community Volunteer Days	<ul style="list-style-type: none"> <li>Created a new community volunteering program including quarterly events and ad hoc team building events</li> <li>More than 50 employees took part in five volunteering events</li> </ul>	<ul style="list-style-type: none"> <li>Create a central online volunteering resource to help employees learn more about community involvement</li> <li>Grow our community volunteering program, bringing in additional business units and offices across Canada</li> </ul>
	Participate in United Way Days of Caring	Hosted volunteering events with several United Way sponsored agencies	Continue to support United Way Days of Caring through our Together in Action volunteering program
Sponsorship and Donation Criteria	Review and amend criteria for sponsorship and donation requests	Revised and further formalized process for evaluating CSR requests	
Ambassador Program	Explore opportunities to maximize program	Maintained funding and expanded publicity of program in branch locations across Canada	
Equipment and Supplies	Donate items that are no longer needed for business purposes	Auctioned off unneeded equipment to raise funds for United Way	Continue to identify opportunities to donate equipment and supplies to community-based organizations
Walk of Fame	Create a Walk of Fame to showcase "Tokens of appreciation" received in support of CSR-related activities	Collected Walk of Fame materials for employee lunch room placement	
<b>ENVIRONMENTAL SUSTAINABILITY</b>			
Carbon Emissions	Explore methods to measure our carbon emissions, develop and implement programs to support carbon emission reduction at work and at home	Participated in Pollution Probe's Clean Air Commute, ranking 13th of 121 corporate participants for average savings per employee and 19th for total workplace savings	Increase employee participation in Pollution Probe's Clean Air Commute campaign to reduce transit emissions
Environmental Performance	Improve our environmental performance within the buildings we occupy	Reduced our use of office supplies and expanded our recycling programs	Continue to support our "green team" employee advocacy group in identifying and implementing measures to improve environmental performance
Paper and Supplies	Decrease our paper use and increase sourcing of recycled products made from post-consumer materials	Kept paper usage 33 per cent below 2007 baseline levels despite adding new clients and growing our business	<ul style="list-style-type: none"> <li>Reduce paper consumption within three business units with the largest usage</li> <li>Maintain 100 per cent use of recycled paper</li> </ul>
	Phase out distribution of monthly paper institutional and pension accounting statements and deliver electronic statements to all clients	<ul style="list-style-type: none"> <li>Saved nearly 3.5 million sheets of paper and 20,000 courier trips</li> <li>99 per cent of clients participating</li> </ul>	Monitor and build on paper savings by implementing electronic information delivery for client statements
Vendor Products and Services	Collaborate with suppliers to purchase and use products/services that reduce any negative impacts on the environment	<ul style="list-style-type: none"> <li>Installed new technology systems that reduce power consumption</li> <li>All offices using paper that meets the mark of responsible forestry</li> <li>Partnered with environmentally responsible suppliers wherever possible</li> </ul>	Identify and work with vendors and suppliers whose products and services help reduce environmental impacts
Employee Education	<ul style="list-style-type: none"> <li>Further develop and support our "green team" employee advocacy committee</li> <li>Deliver employee education and action programs that positively impact the environment</li> </ul>	Green events included an Earth Day display, a new cell-phone-and-battery recycling program, a speaker from the Nature Conservancy of Canada and a volunteering day	<ul style="list-style-type: none"> <li>Launch two green education campaigns for employees to help reduce environmental impacts at employees' homes and at our offices</li> <li>Host two speakers on environmental initiatives at our offices</li> </ul>
Reporting	Publicly report on our environmental commitments at least once a year	P. 24 of this review outlines our green successes in 2009	

## GOVERNANCE

RESPONSIBILITY, CARE AND COMMITMENT:

# Governance at CIBC Mellon

CIBC Mellon's commitment to operating with integrity and through sound business practices is built on our strong corporate governance structure: two active Boards of Directors, dedicated risk management and compliance groups, and a fully independent internal audit group. The goal of our CSR program is to take responsibility for our actions; our comprehensive governance programs help ensure accountability, transparency and responsibility in everything we do. Despite being privately held by BNY Mellon and CIBC, our commitment to doing business at the highest standards drives us to provide public-company-level controls and compliance programs to ensure we safeguard client and stakeholder interests at all times.



## Risk Management

Our independent risk management group is responsible for designing, promoting and maintaining an enterprise-wide risk management framework that allows business units to provide assurance to the executive team, directors, shareholders and regulators that risks are being appropriately measured, managed and reported. The risk group evaluates all areas of risk at CIBC Mellon, including credit, market, liquidity, operational, physical and information security, and reputational risk. The risk group maintains a presence on all our senior committees and has designated risk officers stationed within every business group. All risk officers receive regular and ongoing training to ensure they are fully equipped to manage and mitigate risk within their business units.

### CSR IN ACTION: Founding the Canadian Securities Lending Association

In April 2009, CIBC Mellon helped found the Canadian Securities Lending Association (CASLA). CASLA works with Canadian regulators, self-regulatory organizations and other market participants to ensure the long-term viability of the Canadian securities lending industry and the adoption of best practices. CASLA's four founding companies account for more than 90 per cent of Canada's securities lending market.

## Did you know?

CIBC Mellon makes it simple for employees to anonymously report ethical concerns or violations of our Code of Conduct through our confidential, independently-operated Employee Ethics Hotline.



## Compliance

Our corporate compliance department administers CIBC Mellon's legislative compliance management (LCM) program. Our LCM program provides processes and controls to identify, evaluate and manage regulatory risk; LCM supports our employees in complying with all relevant laws, regulations and ethical codes of conduct.

Our compliance team includes a chief compliance officer, a chief anti-money laundering officer, a chief privacy officer and designated compliance officers within each business area. This group supports compliance with the policies and procedures that help our company and employees adhere to highest possible standards and to be ethical and law-abiding in everything we do.

Some of our key policies include:

- ▶ Our Employee Code of Conduct outlines the personal and business guidelines that help safeguard the interests of clients, employees, shareholders and CIBC Mellon. You can view our Employee Code of Conduct at [www.cibcmellon.com](http://www.cibcmellon.com).
- ▶ Our Privacy and Information Security Policy ensures our employees safeguard the personal information under CIBC Mellon's control with responsibility, care and diligence, managing risk and securing information in accordance with its nature.
- ▶ Our Anti-Money Laundering and Anti-Terrorist Financing Policy helps our employees to be alert for the types of transactions that may signal activity in this area, and to report them according to the Proceeds of Crime (Money Laundering) and Terrorist Financing Act.

Each of the above policies is supported with a learning module, a comprehension test and an attestation that together ensure that every CIBC Mellon employee is aware of and agrees to adhere to these policies. Through detailed training, regular awareness initiatives and strong controls, we help our employees act with responsibility, care and commitment.

## Internal Audit

Our comprehensive internal audit program covers all business areas, independently evaluating the areas of risk and controls. Internal audit provides assurance that we act in our stakeholders' best interests and according to both industry and government guidelines. This group also provides regular feedback to help our business units continually improve their practices. Our internal audit group reports directly to the Audit, Risk and Conduct Review Committee of our Boards of Directors, and conducts its audits in accordance with the International Standards for Professional Practice of Internal Auditing.

## CIBC Mellon's Boards of Directors

Our two Boards of Directors take active roles in ensuring that governance and risk management initiatives at CIBC Mellon adhere to the highest standards. Our risk, compliance and internal audit groups prepare quarterly reports for our Boards of Directors, providing independent assurance of our ethical and responsible practices.

## Best practices from industry-leading parents

As a 50-50 joint venture, CIBC Mellon leverages world-class processes and systems from our parent companies. By tapping into resources like our parents' risk groups, operational event analyses, corporate compliance practices and internal audit groups, CIBC Mellon benefits from our parents' size and strengths. Our parents also provide business continuity support and consulting to further strengthen our already robust systems, applications, networks and recovery processes.

### CSR IN ACTION: Business continuity and disaster recovery at CIBC Mellon

Our clients depend on our products and services, so we are well-prepared to deliver essential services even in the most extreme circumstances. We own, monitor and maintain dedicated technology-recovery infrastructure at an offsite location managed by SunGard Availability Services Canada. This location is connected to CIBC Mellon's network, to our parent companies' networks, to our parents' disaster-recovery sites and to our own disaster-recovery data centre, which is backed up hourly from our primary data centre.

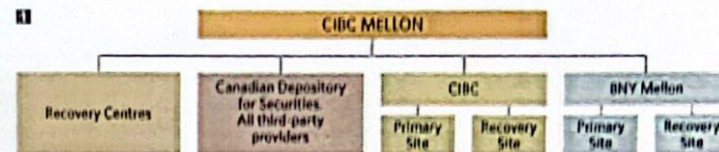
To ensure we are fully prepared, we conduct two-day business continuity tests twice yearly, run scheduled and surprise employee exercises, regularly test our call-free program to mobilize our people, and incorporate our third-party vendors into recovery tests. With offices in six cities across Canada, we also have numerous options to conduct critical business and deliver key client services in the unlikely event of a catastrophe.

## Did you know?

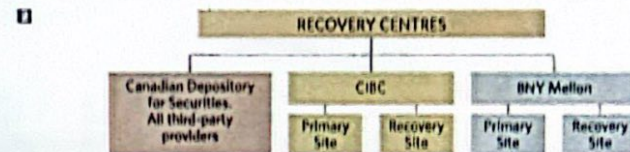
On our 2009 employee engagement survey, 88 per cent of employees agreed that CIBC Mellon has a strong commitment to ethical business decisions and conduct - the global norm is 74 per cent.\*

\* Source: Keneka Global Employee Engagement Surveys

### Normal Connections Recovery Connections



Our disaster recovery facility gives us an emergency workspace for critical business. This offsite location is equipped with our own computers and is exclusively reserved for CIBC Mellon's use 24 hours per day, 365 days per year.



RESPONSIBILITY, CARE AND COMMITMENT:

# Exceptional client service

Delivering exceptional client service drives every aspect of our business. We take the time to understand each client's business, industry, opportunities and challenges. We are committed to delivering tailored solutions with responsibility, care and a relentless commitment to helping our clients achieve their business goals.



CIBC Mellon's long-term focus on asset servicing and issuer services, commitment to risk management and record of dependable execution bring our clients confidence, enhanced productivity and new opportunities for growth. We constantly work to understand how risk, transparency and execution issues impact clients' businesses both today and in the future.

By maintaining client focus at all times, we are able to deliver superior and relevant services. Tools like our industry-leading Workbench information-delivery platform enable us to provide improved trade data, up-to-date daily reports and comprehensive account information to help our clients make well-informed decisions.

## Relationship managers

Our commitment to clients is clear in CIBC Mellon's unique approach to customer service. We provide every client with a relationship manager: a single point of contact for all of their business needs. Taking care of clients means ensuring they never wonder who to contact when they need our support. CIBC Mellon's relationship managers serve as their clients' advocates within our company, working to ensure client needs are paramount in all our operations.

## Flight to strength in 2009

Clients and prospects continue to recognize our commitment to delivering unparalleled service. In 2009, CIBC Mellon's assets under administration grew to \$953 billion from \$851 billion as we won 39 new asset servicing clients in a flight to strength under difficult market conditions.

### A RESPONSIBILITY TO IMPROVE:

## New services in 2009

At CIBC Mellon, we are committed to supporting clients' evolving needs. In the past year, we introduced several new services including:

- ▶ Expanded unitholder recordkeeping and fund administration services through the acquisition of Felcom Data Services Inc. Our new capabilities help our clients benefit from an enhanced, fully-integrated asset servicing solution, market-leading online reporting and a wealth of custody opportunities.
- ▶ The EquiLend suite of services, a global standard in securities automation. EquiLend enhances efficiency in securities borrowing and lending, providing clients with increased revenue potential and assistance in further reducing operational risks in securities lending transactions.
- ▶ Tax-Free Savings Account services to help our clients offer their investors more opportunities to invest and save tax-free.

## Industry leadership

Our executives and senior managers participate in a wide range of industry associations, including:

- Canadian Securities Lending Association
- Chief Information Officers (CIO) Executive Council
- Global Association of Risk Professionals
- International Securities Lending Association
- Risk Management Association, Subcommittee on Securities Lending
- Securities Transfer Association of Canada
- Investment Funds Institute of Canada

### CSR IN ACTION: Working with clients to build for the future

CIBC Mellon is committed to helping clients build for the future. In May 2009, 15 CIBC Mellon clients, prospective clients and employees took this responsibility literally, volunteering with Habitat for Humanity to help build homes for families in need. Habitat for Humanity's Women Build event started in 2008 in an effort to encourage women to get involved in a traditionally male-dominated field in a way that focuses on women as leaders. The home the group helped build goes to a family in need that will, in turn, pay it forward by donating 500 volunteer hours to help build additional Habitat for Humanity homes.

"CIBC Mellon has so many clients that have women in leadership positions and employees who are really interested in helping their communities. This was a fantastic opportunity to make a difference in our community while strengthening relationships with our clients."

—Barbara Barrow, vice president, business development

Did you know?

On our 2009 employee engagement survey, 95 per cent of employees identified a strong emphasis on client service at CIBC Mellon - the global norm is 79 per cent.\*

\* Source: Kenecis Global Employee Engagement Surveys

PRIVATE COMPANY, PUBLIC-LEVEL ACCOUNTABILITY:

Industry-leading ratings for deposit and debt

CIBC Mellon was awarded the highest deposit and debt ratings among Canadian custodians in 2009 from both DBRS Limited and Moody's Investors Service. These ratings provide our clients with independent assurance of our strength and stability as a well-capitalized institution with a strong tier 1 capital ratio.

DBRS assigned us a short-term deposit rating of R-1 (middle) and a long-term debt rating of AA (low), both with stable trends. Moody's Investors Service reaffirmed CIBC Mellon's short-term deposit rating of P-1 and long-term deposit rating of Aa2. Moody's also affirmed CIBC Mellon's bank financial strength rating (BFSR) of B+, our long-term issuer rating of Aa2 and a stable outlook. Moody's assigned these same ratings in 2008, citing our company's excellent standing in our primary Canadian markets (asset servicing and issuer services), robust governance discipline, excellent capitalization, a lack of material credit risk and an operations and technology platform available through BNY Mellon that enables us to benefit from economies of scale.

Although we have no plans to issue debt under the short-term rating, this second rating helps assure clients that we remain very stable.

**CSR IN ACTION: Restructuring the asset-backed commercial paper market**

CIBC Mellon was entrusted with the \$32 billion restructuring of the non-Canadian, non-bank-sponsored asset-backed commercial paper (ABCP) market, a significant event for Canada's capital markets. We worked closely with the Pan-Canadian Investors' Committee throughout the restructuring to provide solutions that benefited all participating parties in this highly challenging transition.

During the initial phase of restructuring, CIBC Mellon provided depository services to facilitate the exchange of short-term ABCP for new long-term notes as called for under the plan. In its role as custodian, CIBC Mellon was responsible for the custody of asset pools held by the newly created trusts, including Master Asset Vehicles (MAV) I, II and III. CIBC Mellon ensured the safekeeping of securities, and facilitated accurate trade settlement and timely collection of entitlements, which contribute to the protection of capital and reduction of risk to affected investors.

The complex restructuring, which involved issuing new long-term notes to investors in exchange for their short-term paper, was developed by a group of major banks and investors with the support of the Canadian federal government. The restructuring plan was fully implemented by the Pan-Canadian Investors' Committee in January 2009.



Accolades from the market

- ▶ CIBC Mellon is #1 in Canadian subcustody for the most sophisticated global financial institutions, according to leading and cross-border clients in Global Custodian magazine's 2009 Agent Banks in Major Markets Survey. CIBC Mellon was "Top-Rated" by both leading and cross-border clients.
- ▶ CIBC Mellon is the best subcustodian in Canada for the third consecutive year, according to the 2009 Global Finance Magazine survey
- ▶ BNY Mellon Asset Servicing took top honours in the 2009 R&M global custody survey, ranking #1 overall in five categories.

**CIBC MELLON IS NUMBER ONE GLOBALLY IN SECURITIES LENDING SERVICE**

According to International Securities Finance (ISF) magazine's 2009 Equity Lending Survey, CIBC Mellon ranked #1 in the world for securities lending service over the past year.

The annual ISF equity lending survey is an impartial evaluation of how securities borrowers and lenders view each other based on their securities lending experience over a given year. The results allow market participants to benchmark performance, while understanding changing client needs that drive continuous improvement within the securities lending industry.

We are proud that we outperformed the world's largest securities agent lenders and placed far above our Canadian competitors in this prestigious survey.

*"During a period of unprecedented market change, CIBC Mellon worked diligently to provide its clients with transparency and flexibility while also managing risk. Our sharp focus on the needs of borrowers continues to help us generate above average returns for our securities lending clients."*

—James Slater, senior vice president and head of capital markets

Did you know?

CIBC Mellon ranked highly in a number of important categories in the 2009 ISF Equity Lending Survey

- Securities Lending Service - #1
- Product Knowledge - #2
- Relationship Management - #2
- Risk Management - #5
- Stability of Supply - #4

RESPONSIBILITY, CARE AND COMMITMENT:

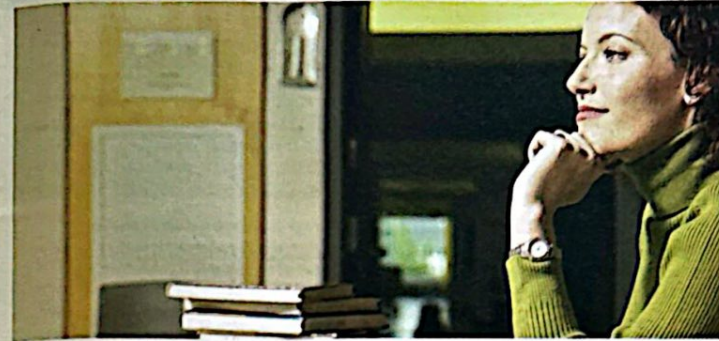
# For and by our people

CIBC Mellon is committed to understanding and addressing employees' unique needs and goals. We strive to create a work environment where cultural and other differences are celebrated, where innovation and dedication are rewarded, and where learning is encouraged and supported. We are committed to rewarding and recognizing our employees' efforts and achievements, and to supporting their growth and development both inside and outside the office.

## Responding to employees' needs

In our 2008 employee engagement survey, employees commended our strong focus on internal and external client service, our ethical and responsible business practices, and our strong teamwork within business units. Our employees also asked us to focus on growth and development and on rewards and recognition, so we responded by launching a number of new programs in 2009:

- ▶ A mentorship program to help employees connect, share and grow with senior colleagues.
- ▶ CIBC Mellon 101 seminars to help employees learn about key business areas and career paths across our company.
- ▶ An employee advisory group from across departments and levels to generate additional ideas to support our employees' growth and development.
- ▶ Pension and retirement education and managing your money seminars to help employees learn how to save for the future.
- ▶ A new student scholarship program to help employees support their dependants' post-secondary education.
- ▶ A President's Leadership Award to recognize an outstanding leader within our company.



## Rewarding a job well done

We know that fair compensation is key to attracting, retaining and motivating talented employees. In 2009, we reinforced our comprehensive performance management system to further motivate our people, refined our pension and retirement savings programs to better serve employees' needs and held education sessions to help employees better understand and take full advantage of our total rewards package. We provide employees with a flexible benefits program, a corporate defined contribution pension plan and a 50 per cent RSP match program for employee contributions.

### CSR IN ACTION: Education for success

CIBC Mellon's business initiatives and support (BIS) group works to refine internal systems, develop new methodologies and oversee projects to help CIBC Mellon serve clients more effectively. With support and encouragement from her manager, BIS team member Ruth McLelland took advantage of CIBC Mellon's tuition assistance program to attend a project management boot camp and earn her Project Management Professional (PMP) designation. Combining formal training with on-the-job experience, Ruth has put her new capabilities to use on successful initiatives like Project Forest, which focused on helping our company and clients go green with electronic statements.

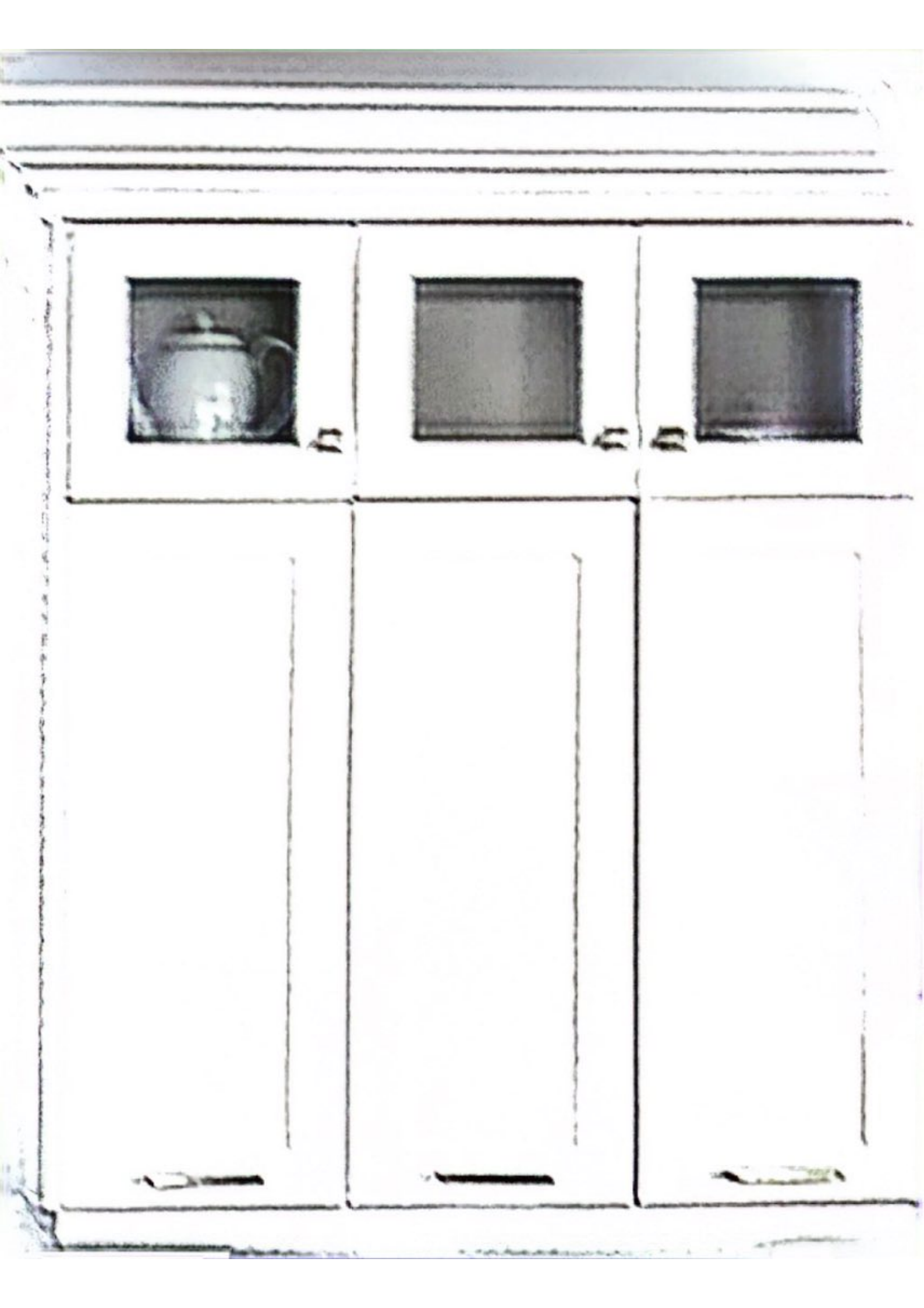
*"My education helped better equip me to work with an evolving plan - to move logically yet quickly when new items or information demand a response. I'm grateful to CIBC Mellon for helping me build my skills."*  
 —Ruth McLelland, project manager, business initiatives and support



## Did you know?

Employee growth and development by the numbers:

- 200 employees received more than \$300,000 in tuition assistance.
- 169 employees graduated from our Leadership Development Program.
- 622 employees accessed our e-learning program for 1,941 hours, earning 463 certificates.
- 400 employees attended our Right Thinking problem-solving workshops.
- 410 employees attended a LifeSpeak workshop for support with workplace and life challenges.
- 691 employees received recognition postcards celebrating their efforts to live our corporate values.





Did you know?

- We have 1,400 full-time, part-time and contract employees.
- Nearly 60 per cent of our employees are women.
- Nearly 30 per cent of our female employees are in a management or team-leadership role, including members of our executive management team. We also have female membership on both Boards of Directors.

*\*As of December 31, 2009*



Recognizing our employees' achievements

CIBC Mellon employees recognize their colleagues through our quarterly Peers' Choice Awards and through our postcard recognition program. These programs enable our employees to recognize their peers' achievements and commitment to living our corporate values of Lead, Invest, Client Focus, Respect, Teamwork and Interpersonal communication.

The Rick Kutryk and Betsy Rockwood Awards recognize two CIBC Mellon employees for outstanding achievements in client service. The Ian Noronha Award celebrates an employee's outstanding dedication to making our communities better places to live and work.

The Ian Noronha Humanitarian Award was awarded to Karen Boomsma, senior specialist, Institutional and pension accounting, of our London branch. A tireless booster of both colleagues and charities, Karen arranged fundraisers, promoted community involvement and organized many social events (she also remembers everyone's birthday).

The Rick Kutryk Superior Client Service Award was awarded to Andrea St. Hill-Moore, call centre supervisor, Answerline. Andrea worked to create an environment of accountability and responsibility within her team, reinforcing the importance of training and development to constantly improve client service.

The Betsy Rockwood Superior Client Service Award was awarded to Laura Barker, assistant vice president, pension benefit operations, for her diligence and skill in recognizing and rapidly responding to client needs through several major projects.

We also recognized 138 Peers' Choice Award recipients for their substantial contributions to achieving our corporate goals and for living our corporate values.



Life-long learning

CIBC Mellon is committed to supporting its employees as they grow and develop in their careers. We support our employees' education with a number of programs:

- ▶ Up to \$2,500 per year in tuition reimbursement for our employees' external, employment-related education.
- ▶ Right Thinking problem-solving workshops to help employees develop creative and effective strategies to achieve workplace goals.
- ▶ Comprehensive on-boarding to help new employees join the CIBC Mellon team quickly and effectively.
- ▶ Leadership Development Program for new and growing managers.
- ▶ Relational Learning Program to support individual contributors.
- ▶ More than 1,000 e-learning courses to support technical and relational skills.
- ▶ Live and online seminars on parenting, work-life balance, healthy living and much more.

Women's Initiatives Network

With women making up more than 60 per cent of our employee population, we are committed to addressing women's issues and to supporting women's growth and development. Our Women's Initiatives Network (WIN) organized a diverse array of networking, mentoring and philanthropic activities for the women and men of CIBC Mellon in 2009, including:

- ▶ "Our People, Our Passion," a networking event focused on introducing employees to volunteering opportunities within the community.
- ▶ "Three Women's Stories," a panel discussion featuring three women at the top of their respective fields.
- ▶ A thought-provoking evening addressing women's cancers featuring Dr. Robert Buckman of the Princess Margaret Hospital Foundation.
- ▶ A new award recognizing an employee's contribution to women's issues at CIBC Mellon with a donation to a charity of her or his choice.
- ▶ The launch of monthly WIN Links news updates to keep employees updated on women's issues.



## RESPONSIBILITY, CARE AND COMMITMENT: In our Communities

At CIBC Mellon, we are committed to making a positive difference in the communities in which we live and work, helping us earn the trust of our employees, clients, stakeholders and communities. In 2009, we delivered on this commitment by contributing volunteer hours, fundraising efforts and direct donations in support of more than 100 non-profit organizations.

Our corporate social responsibility program focuses charitable contributions on four areas: health and wellbeing, children and youth, arts and culture, and environmental sustainability. Our corporate social responsibility committee guides our efforts as we work to form strong partnerships with non-profit organizations whose goals align with these focus areas.

Reporting into our corporate social responsibility committee, our community sub-committee works to develop and manage programs to support our employees in making meaningful contributions to our communities. We encourage our employees to become actively involved in their communities through a variety of formal programs.

Meals on Wheels: Our employees joined Mid-Town Community Services' Meals on Wheels program to deliver hot meals in our local community.

United Way: As part of United Way Days of Caring, our employees volunteered with GreenHere, a neighbourhood revitalization project held in conjunction with The Davenport-Perth Neighbourhood Centre. Our volunteers worked to increase and improve green space in this local Toronto community.

### TOGETHER IN ACTION:

## CIBC Mellon's community volunteering program

In 2009, we launched Together in Action, a volunteering program designed to help CIBC Mellon employees support local communities. Together in Action actively encourages employees and managers to spend a full or half day outside the office volunteering in support of a local non-profit organization. The program gives employees new opportunities to come together and reinforces CIBC Mellon's commitment to provide meaningful support to organizations that share our focus on making positive differences in our communities. In the program's first year, more than 50 employees delivered hot meals, packed fresh produce and cleaned up neighbourhoods at five separate events.



### CSR IN ACTION: Ride 4 Kidney

Since 2005, CIBC Mellon employee Gina Cuomo and her husband have supported the Kidney Foundation of Canada - Ontario Division by organizing an annual motorcycle ride fundraiser in support of the foundation as it works to raise funds and awareness to help Canadians suffering from kidney failure and related disorders. CIBC Mellon supported Gina's volunteer efforts with a grant through our Ambassador program as well as a fundraiser in our offices.



## Ambassador program

We support our employees' efforts to make a difference - both in our offices and outside of them. CIBC Mellon employees who volunteer in support of a registered charity or community-based not-for-profit organization are eligible to receive a donation of up to \$1,000 per fiscal year to that organization from CIBC Mellon in recognition of their contributions. In 2009, our Ambassador program supported more than 2,500 hours of our employees' volunteer time.

## Fundraising events

CIBC Mellon employees organize many fundraisers each year, joining colleagues to raise awareness and financial support for the organizations that matter most to them. Here are just a few of the events our employees supported in 2009:

- ▶ Bay Street Hoops basketball tournament in support of three children's charities
- ▶ Bay Street Rat Race, CN Tower Climb and Bay Street Hockey for United Way
- ▶ Big Bike for Heart and Stroke
- ▶ CIBC Run for the Cure for the Canadian Breast Cancer Foundation
- ▶ Juvenile Diabetes Foundation Ride
- ▶ Volleyball tournament benefitting the SickKids Foundation

## Ethical suppliers: Eva's Phoenix Print Shop

Eva's Initiatives works collaboratively with homeless and at-risk youth to get them off the streets permanently. In addition to safe shelter, Eva's Phoenix program provides employment and pre-apprenticeship programs to help youth develop life skills, build careers and live independently.

In 2009, we expanded our partnership with Eva's Initiatives, arranging for a donation drive to collect personal care items and incorporating Eva's full-service Phoenix Print Shop as one of our external suppliers for print projects like our holiday greeting cards and this review.

CIBC Mellon is committed to partnering with non-profit organizations that make our communities better places to live and work. By incorporating ethical suppliers into our business, we help make a difference in our communities and encourage a more responsible marketplace.

### Did you know?

From 2006 to 2009, CIBC Mellon and its employees contributed more than \$2.6 million to non-profit organizations.

Did you know?

On our 2009 employee engagement survey, 83 per cent of employees said that CIBC Mellon has an excellent image within the community - the global norm is 61 per cent.\*

\*Source - PricewaterhouseCoopers Global Employee Engagement Surveys

OUR PEOPLE IN THE COMMUNITY

CIBC MELLON EMPLOYEES ARE COMMITTED TO SUPPORTING A WIDE VARIETY OF WORTHY CAUSES

The Duke of Edinburgh's Award

The Duke of Edinburgh's Award is an exciting self-development program available to all young people, equipping them with life skills to make a difference to themselves, their community and their country. Rob Chuich, executive director and head of trading, global securities lending, serves as a member of the Board of Directors for the Duke of Edinburgh's Ontario division. CIBC Mellon has provided financial support for the Duke of Edinburgh's Award program since 2006, helping the organization support personal development programs for youth in need.

*"By helping expand the program and provide greater support for youth of all backgrounds, we'll help the community leaders of tomorrow develop to their full potential. I'm honoured to be involved with The Duke of Edinburgh's Award and grateful to CIBC Mellon for its support."* —Rob Chuich



Giving back to families and schools

Kent Lee, senior manager, treasury, in CIBC Mellon's capital markets unit, donates his time and expertise as a chartered accountant to help build better communities. For the past seven years, Kent has volunteered at the Canadian Institute of Chartered Accountants' Free Tax Clinics, preparing income tax returns for low-income families free-of-charge.

Kent also spends time speaking with high school students about the importance of education.

*"When I was in high school, I didn't get much guidance about possible career choices or the value of a professional designation. Looking back, it would have been very helpful. Answering students' questions is a way for me to give back to the high school community."* —Kent Lee

Children's Wish Foundation

In September 2009, Rob Shier, senior vice president and chief operations officer, fulfilled a long-held dream of climbing to the Mt. Everest base camp. In preparing for his trip, Rob reflected on the importance of childhood dreams, and decided to use his trip as an opportunity to raise funds for the Children's Wish Foundation. Rob called on colleagues, clients and friends to sponsor his climb, and personally matched all pledges at 10 per cent.

In total, the event raised nearly \$16,000 for the Children's Wish Foundation - far exceeding the original fundraising goal of \$8,350. These funds will help the Children's Wish Foundation give children suffering from life-threatening illnesses the opportunity to realize their most heartfelt wish.

United Way

2009 saw our most successful United Way fundraising campaign to date, with offices in Halifax, Montreal, Toronto, London, Calgary and Vancouver raising more than \$333,000 through employee pledges, events and corporate donations. Next to governments, United Way is the largest funder of the voluntary sector and social services in Canada, enabling many worthy local initiatives to benefit from fundraising efforts like our annual campaign.

CIBC Mellon has also participated in United Way's sponsored employee campaign for the past three years. In 2009, Marianne Tai, senior fund accountant, investment fund services, spent 15 weeks working full-time at United Way Toronto while collecting her regular CIBC Mellon salary. During her secondment, Marianne supported the planning, execution and wrap-up of more than 40 United Way workplace fundraising campaigns in the financial sector.

CIBC Mellon's commitment to the United Way also includes volunteering efforts with local organizations like Toronto's FoodShare. FoodShare works on food issues "from field to table" - everything from growing, processing and distributing food to its purchasing, cooking and consumption. Partially funded by the United Way, FoodShare works to provide fresh food to needy people. CIBC Mellon supported this organization through our Together in Action volunteering program, sending 28 employees to help pack food at FoodShare's warehouse.



□ Duke of Edinburgh's Award: STOPP (Students Triumph Over Peer Pressure) is one of many groups that The Duke of Edinburgh's Award supports by inspiring initiative, promoting healthy living and subsequently recognizing the service these young people provide to themselves and their communities.

□ FoodShare: Packing fresh food for needy people at FoodShare, an organization dedicated to food issues "from field to table."

RESPONSIBILITY, CARE AND COMMITMENT:

## Environmental Sustainability

We are committed to operating in an environmentally responsible manner. We have developed a set of environmental sustainability commitments that enable us to operate in a way that makes sense from both environmental and business perspectives. We worked hard in 2009 to reduce our environmental impacts by tapping into one of our most valuable resources: our people.

Our environmental strategy is guided by the environmental sustainability sub-committee of our corporate social responsibility committee. The environmental sustainability sub-committee works in conjunction with a volunteer "green team" of more than 40 enthusiastic employees that organize events, educate employees about green causes and seek out opportunities to reduce environmental impacts across the company.



### Our green successes in 2009 include:

- ▶ Combined office use and vendor printing was 33 per cent lower in 2009 than in our 2007 baseline year - saving more than 12 million pages.
- ▶ Installing new enterprise storage systems that use 16 per cent less power.
- ▶ Using 100 per cent recycled paper certified with the mark of responsible forestry in all our offices.
- ▶ Replacing bottled water at meetings with reusable glasses and pitchers.
- ▶ Removing disposable cutlery from our kitchens, saving 75,000 pieces.
- ▶ Introducing an office recycling program for employees' batteries, small electronics (including old cell phones) and printer cartridges.
- ▶ Reduced paper towel usage in our offices by 56 per cent with new dispensers.
- ▶ Diverted more than 86 per cent of waste material in our Toronto office away from landfills.

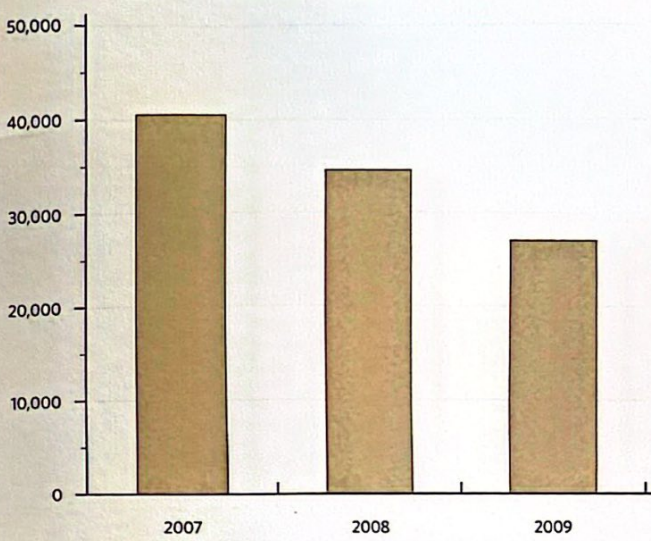


**CSR IN ACTION: Helping protect the Oak Ridges Moraine**

We are committed to protecting the natural resources within our communities. Through our Together in Action community volunteering program, a group of our employees spent a full day supporting the Nature Conservancy of Canada (NCC) by helping restore a section of the Oak Ridges Moraine - an environmentally sensitive, geological landform in south-central Ontario.



**PAPER USAGE AT CIBC MELLON: OFFICE USAGE AND VENDOR PRINTING (000s OF PAGES)**



**CSR IN ACTION: Project Forest**

In 2009, CIBC Mellon implemented Project Forest, a broad initiative to replace monthly paper statements for institutional and pension clients, investment managers and third-party consultants with electronic statements delivered via our industry-leading Workbench technology. In addition to enabling clients to receive statements 24 hours sooner, Project Forest reduced or eliminated the risks inherent with producing, mailing and storing large quantities of sensitive data on a monthly basis. From an environmental perspective, Project Forest cut paper usage by more than 3.5 million pages and eliminates nearly 20,000 courier trips annually. With 99 per cent of clients participating, Project Forest is testament to our ability to partner with clients to provide exceptional service while reducing environmental impacts and helping our clients do the same.

**Socially and environmentally responsible distribution:**

Approximately 80 per cent of the distribution of this review will be achieved electronically. Printed copies are on Revive100 paper, which is manufactured from 100 per cent post-consumer recycled fibre and meets the mark of responsible forestry.

Printed copies of this document were produced at Eva's Initiatives Phoenix Print Shop, a socially and environmentally responsible commercial printer. The Eva's Initiatives Foundations of Print training program for homeless youth has connected more than 100 youth with career-building opportunities in the graphic communications sector.

RESPONSIBILITY. CARE. COMMITMENT.  
These words describe CIBC Mellon and  
our relentless determination to serve  
clients, stakeholders and communities  
to the very best of our abilities.

—**Tom Monahan**  
*President and CEO*

## Contact

For more information about our corporate social responsibility program,  
please contact:

- ▶ Website: [www.cibcmellon.com](http://www.cibcmellon.com)
- ▶ E-mail: [corporate\\_affairs@cibcmellon.com](mailto:corporate_affairs@cibcmellon.com)
- ▶ Address: Corporate Affairs, CIBC Mellon, PO Box 1, 320 Bay St.,  
Toronto, ON M5H 5A6



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