

December 23, 2016

Elizabeth A. Ising  
Direct: 202.955.8287  
Fax: 202.530.9631  
Eising@gibsondunn.com

**VIA E-MAIL**

Office of Chief Counsel  
Division of Corporation Finance  
Securities and Exchange Commission  
100 F Street, NE  
Washington, DC 20549

Re: *Wells Fargo & Company*  
*Stockholder Proposal of New York State Common Retirement Fund*  
*Securities Exchange Act of 1934—Rule 14a-8*

Ladies and Gentlemen:

This letter is to inform you that Wells Fargo & Company (the “Company”) intends to omit from its proxy statement and form of proxy for its 2017 Annual Meeting of Stockholders (collectively, the “2017 Proxy Materials”) a stockholder proposal (the “Proposal”) and statements in support thereof received from New York State Common Retirement Fund (the “Proponent”).

Pursuant to Rule 14a-8(j), we have:

- filed this letter with the Securities and Exchange Commission (the “Commission”) no later than eighty (80) calendar days before the Company intends to file its definitive 2017 Proxy Materials with the Commission; and
- concurrently sent copies of this correspondence to the Proponent.

Rule 14a-8(k) and Staff Legal Bulletin No. 14D (Nov. 7, 2008) (“SLB 14D”) provide that stockholder proponents are required to send companies a copy of any correspondence that the proponents elect to submit to the Commission or the staff of the Division of Corporation Finance (the “Staff”). Accordingly, we are taking this opportunity to inform the Proponent that if the Proponent elects to submit additional correspondence to the Commission or the Staff with respect to this Proposal, a copy of that correspondence should be sent at the same time to the undersigned on behalf of the Company pursuant to Rule 14a-8(k) and SLB 14D.

**THE PROPOSAL**

The Proposal states:

RESOLVED, Stockholders request that the Board prepare a report, at reasonable cost, that discloses to the extent permitted under applicable law and Wells Fargo’s contractual, fiduciary or other obligations, and without

compromising any ongoing investigations: (1) whether the Company has identified employees or positions who are eligible to receive incentive-based compensation that is tied to metrics that could have the ability to expose Wells Fargo to possible material losses, individually or as part of a group, as determined in accordance with generally accepted accounting principles; (2) if the Company has not identified such employees or positions, an explanation of why such identification has not been made; and (3) if the Company has identified such employees or positions:

- (a) the methodology and criteria used to identify those employees/positions;
- (b) the number of employees / positions, broken down by division;
- (c) the aggregate percentage of compensation, broken down by division; paid to those employees / positions that constitutes incentive-based compensation that is dependent on (i) short-term, and (ii) long-term performance metrics, in each case as may be defined by Wells Fargo with an explanation of such definitions.

A copy of the Proposal, and its supporting statement, as well as related correspondence with the Proponent, are attached to this letter as Exhibit A.

### **BASIS FOR EXCLUSION**

We hereby respectfully request that the Staff concur in our view that the Proposal may be excluded from the 2017 Proxy Materials pursuant to Rule 14a-8(i)(11) because the Proposal substantially duplicates another stockholder proposal previously submitted to the Company that the Company intends to include in its 2017 Proxy Materials.

### **BACKGROUND**

In September 2016, the Company reached settlements with the City Attorney of Los Angeles, the Consumer Financial Protection Bureau and the Office of the Comptroller of the Currency over allegations that some of the Company's retail banking customers received products they did not request (the "Settlement"). The Company has taken and is taking a number of actions to address those issues and mitigate sales practices risk following the Settlement, including addressing incentive compensation practices by eliminating product sales goals in the retail banking business effective October 1, 2016, and conducting an independent, enterprise-wide review of sales practices across the Company.

In addition, on September 27, 2016, the independent directors of the Company's Board of Directors announced that they had launched an independent investigation into the Company's retail banking sales practices and related matters (the "Independent Director Review"). The independent directors indicated that the investigation would be thorough, conducted with the due diligence it deserves, and will follow the facts wherever they lead. The independent directors also took a number of initial steps they believe were appropriate to promote accountability at the Company, including causing certain executive officers to forfeit incentive compensation. The Independent Director Review is ongoing, and the independent directors have publicly stated that they expect to make the findings public upon the completion of the investigation. In addition, the independent directors have stated that they may take other actions as they collectively deem appropriate, which may include further compensation actions before any additional equity awards vest or bonus decisions are made in early 2017, clawbacks of compensation already paid out, and other employment-related actions. In addition, the independent directors have indicated they will then take all appropriate actions to reinforce the right culture and ensure that lessons are learned, misconduct is addressed, and systems and processes are improved so there can be no repetition of similar conduct. See [https://www.wellsfargo.com/about/press/2016/independent-directors-investigation\\_0927/](https://www.wellsfargo.com/about/press/2016/independent-directors-investigation_0927/).

## ANALYSIS

### **The Proposal May Be Excluded Under Rule 14a-8(i)(11) Because It Substantially Duplicates Another Proposal That The Company Intends To Include In Its Proxy Materials.**

Rule 14a-8(i)(11) provides that a stockholder proposal may be excluded if it "substantially duplicates another proposal previously submitted to the company by another proponent that will be included in the company's proxy materials for the same meeting." When a company receives two substantially duplicative proposals, the Staff has concurred that the company may exclude the later proposal if the company includes the earlier proposal in its proxy materials. See *Great Lakes Chemical Corp.* (avail. Mar. 2, 1998); see also *Pacific Gas and Electric Co.* (avail. Jan. 6, 1994).

On October 7, 2016, before the Company received the Proposal on November 14, 2016, the Company received a proposal (the "Sisters' Proposal" and together with the Proposal, the "Proposals") from the Sisters of St. Francis of Philadelphia and various co-filers. See Exhibit B. The Company intends to include the Sisters' Proposal in its 2017 Proxy Materials.

The Sisters' Proposal states:

RESOLVED, Shareholders request that the Board commission a comprehensive report, available to shareholders by October 2017, on the root causes of the

fraudulent activity and steps taken to improve risk management and control processes. The report should omit proprietary information and be prepared at reasonable cost. . . .

The review and report should address the following:

1. An analysis of the impacts on the bank, its reputation, customers, and investors;
2. Changes implemented or planned to strengthen corporate culture and instill a commitment to high ethical standards at all employee levels;
3. Improvements in risk management and controls, including new or revised policies and investment in people or technological solutions;
4. Evidence that incentive systems are aligned with customers' best interests.
5. Changes in Board oversight of risk management processes;
6. Assessment plans to evaluate the adequacy of changes instituted over time;
7. Other steps to rebuild trust with key stakeholders—regulators, customers, and shareholders.

The standard that the Staff applies for determining whether proposals are substantially duplicative under Rule 14a-8(i)(11) is whether the proposals share the same focus. *See Pacific Gas & Electric Co.* (avail. Feb. 1, 1993). A proposal may be excluded as substantially duplicative of another proposal despite differences in terms or breadth and despite the proposals requesting different actions. *See, e.g., Union Pacific Corp.* (avail. Feb. 1, 2012, recon. denied Mar. 30, 2012) (concurring that a proposal requesting a report on political contributions and expenditures could be excluded as substantially duplicative of a proposal requesting a report on lobbying and grassroots lobbying); *Wells Fargo & Co.* (avail. Feb. 8, 2011) (concurring that a proposal seeking a review and report on the company's loan modifications, foreclosures and securitizations was substantially duplicative of a proposal seeking a report that would include "home preservation rates" and "loss mitigation outcomes," which would not necessarily be covered by the other proposal); *Chevron Corp.* (avail. Mar. 23, 2009, recon. denied Apr. 6, 2009) (concurring that a proposal requesting that an independent committee prepare a report on the environmental damage that would result from the company's expanding oil sands operations in the Canadian boreal forest was substantially duplicative of a proposal to adopt goals for reducing total greenhouse gas emissions from the company's products and operations); *Bank of America Corp.* (avail. Feb. 24, 2009) (concurring with the exclusion of a proposal requesting the adoption of a 75% hold-to-retirement policy as subsumed by another proposal that included such a policy as one of many requests); *Ford Motor Co. (Leeds)* (avail. Mar. 3, 2008) (concurring that

a proposal to establish an independent committee to prevent Ford family stockholder conflicts of interest with non-family stockholders substantially duplicated a proposal requesting that the board take steps to adopt a recapitalization plan for all of the company's outstanding stock to have one vote per share).

Both the Proposal and the Sisters' Proposal focus on, and request a Board report regarding, the Company's efforts to manage risk related to actual and potential losses arising from specific Company business practices (including employee incentive compensation practices) relating to the Settlement and that, as discussed above, will be covered by the Independent Director Review. For example, the Proposal seeks information regarding "the Company's incentive-based compensation practices and how those practices may expose the Company to material losses." This overlaps with the request in the Sisters' Proposal for an examination of the extent to which the Company's "incentive systems are aligned with customers' best interests." In this regard, in order to produce a report addressing the request in the Sisters' Proposal, such report would inevitably have to address the extent to which "the Company's incentive-based compensation practices . . . may expose the Company to material losses." Both Proposals also address risk management efforts related to incentive compensation. For example, the Proposal cites the Company's "risk management and oversight" practices related to "incentive-based compensation" and seeks information on the Company's procedures for identifying employees and positions that have the potential to expose the Company to risk, while the Sisters' Proposal references the need to assess whether "compensation clawbacks" implemented by the Board "are sufficient to prevent future lapses."

Moreover, other language in the Proposals demonstrates that they share the same focus:

- *Both Proposals express concern over consumer fraud carried out by low level employees.* The Proposal criticizes the Company for a "compensation structure that emphasized sales of Bank products and services to customers by Bank employees" and asserts that the Company "should disclose information regarding employees, other than named executive officers, who receive incentive-based compensation." Similarly, the Sisters' Proposal states that "Wells Fargo dismissed 5,300 employees for illegal acts [related to long-term and widespread consumer fraud] over 5 years, mostly sales employees."
- *Both Proposals express concern for losses that in the aggregate could expose the Company to material loss.* The Proposal states that the "incentive compensation paid by a major financial institution to its personnel who are in a position to cause the institution to take inappropriate risks that could lead to a material financial loss to the information is a significant policy issue." Similarly, the Sisters' Proposal asserts that the accumulation of "multiple charges of discrimination and fraud have resulted in

significant financial penalties and reputational repercussions that will undermine the confidence of customers, investors, and the public.”

- *Both Proposals seek to supplement the Company’s disclosures following the Settlement Order.* The Proposal expresses dissatisfaction over the fact that the reports required through the Settlement Order are not “required to be provided to stockholders.” Similarly, the Sisters’ Proposal asserts that “investors and customers still do not have a clear understanding of the scope of the” activities described in the Settlement Order.

The Staff previously has concurred in the exclusion of stockholder proposals because they are substantially duplicative even when the second proposal is more specific and targeted than the first proposal. For example, in *JPMorgan Chase & Co.* (avail. Mar. 14, 2011), the Staff concluded that a proposal that specifically requested a report on internal controls over its mortgage servicing operations could be omitted in reliance on Rule 14a-8(i)(11) as substantially duplicative of other previous proposals that asked for general oversight on the development and enforcement on already-existing internal controls related to loan modification methods. Irrespective of the differences in scope and detail, the principal focus and the core issue of general mortgage modification practices remained the same. *See also Exxon Mobil Corp.* (avail. Mar. 19, 2010) (concurring in the exclusion of a proposal seeking consideration of a decrease in the demand for fossil fuels as substantially duplicative of a proposal asking for a report to assess the financial risks associated with climate change); *Lehman Brothers Holdings Inc.* (avail. Jan. 12, 2007) ((concurring in the exclusion of a proposal requesting semi-annual reports on independent expenditures, political contributions, and related policies and procedures as substantially duplicative of a proposal that sought an annual disclosure of independent expenditures and political contributions); *American Power Conversion Corp.* (avail. Mar. 29, 2002) (concurring in the exclusion of a proposal asking that the company’s board of directors create a goal to establish a two-thirds independent board as substantially duplicative of a proposal that sought a policy requiring nomination of a majority of independent directors). Just as in these Staff precedents as well as in *Bank of America Corp.*, the overlap between the Proposal and the Sisters’ Proposal still makes the Proposal excludable even though the Sisters’ Proposal also asks for information about other, similar risk management efforts. Thus, the principal thrust of both the Proposal and the Sisters’ Proposal is the same, namely, to produce a Board report regarding the Company’s efforts to manage risk related to actual and potential losses arising from specific Company business practices (including employee incentive compensation practices) relating to the Settlement and that will be covered by the Independent Director Review. Therefore, the Proposal substantially duplicates and is subsumed by the earlier-received Sisters’ Proposal.

Office of Chief Counsel  
Division of Corporation Finance  
December 23, 2016  
Page 7

As noted above, the purpose of Rule 14a-8(i)(11) “is to eliminate the possibility of shareholders having to consider two or more substantially identical proposals submitted to an issuer by proponents acting independently of each other.” Exchange Act Release No. 12999 (Nov. 22, 1976). Therefore, because the Proposal has the same focus as, and overlaps with, the earlier received Sisters’ Proposal, which the Company intends to include in the 2017 Proxy Materials, the Proposal may be excluded under Rule 14a-8(i)(11) as substantially duplicative of the Sisters’ Proposal.

### CONCLUSION

Based upon the foregoing analysis, we respectfully request that the Staff concur that it will take no action if the Company excludes the Proposal from its 2017 Proxy Materials.

We would be happy to provide you with any additional information and answer any questions that you may have regarding this subject. Correspondence regarding this letter should be sent to [shareholderproposals@gibsondunn.com](mailto:shareholderproposals@gibsondunn.com). If we can be of any further assistance in this matter, please do not hesitate to call me at (202) 955-8287 or Mary E. Schaffner, Senior Vice President and Senior Company Counsel, at (612) 667-2367.

Sincerely,



Elizabeth A. Ising

Enclosures

cc: Mary E. Schaffner, Senior Vice President and Senior Company Counsel  
Willie J. White, Esq., Counsel  
Thomas P. DiNapoli, Comptroller of the State of New York  
Gianna M. McCarthy, Office of the Comptroller of the State of New York  
Maureen Madden, Office of the Comptroller of the State of New York

**EXHIBIT A**

THOMAS P. DiNAPOLI  
STATE COMPTROLLER



DIVISION OF CORPORATE GOVERNANCE  
59 Maiden Lane-30th Floor  
New York, NY 10038  
Tel: (212) 383-3931

STATE OF NEW YORK  
OFFICE OF THE STATE COMPTROLLER

November 14, 2016

Anthony R. Augliera, Corporate Secretary  
Wells Fargo & Company  
MAC #D1053-300  
301 South College Street, 30th Floor  
Charlotte, North Carolina 28202

Dear Mr. Augliera:

The Comptroller of the State of New York, Thomas P. DiNapoli, is the trustee of the New York State Common Retirement Fund (the "Fund") and the administrative head of the New York State and Local Retirement System. The Comptroller has authorized me to inform of his intention to offer the enclosed shareholder proposal for consideration of stockholders at the next annual meeting.

I submit the enclosed proposal to you in accordance with rule 14a-8 of the Securities Exchange Act of 1934 and ask that it be included in your proxy statement.

A letter from J.P. Morgan Chase, the Fund's custodial bank verifying the Fund's ownership of Wells Fargo & Company shares, continually for over one year, is enclosed. The Fund intends to continue to hold at least \$2,000 worth of these securities through the date of the annual meeting.

We would be happy to discuss this initiative with you. Should the Wells Fargo & Company's board decide to endorse its provisions as company policy, the Comptroller will ask that the proposal be withdrawn from consideration at the annual meeting. Please feel free to contact me at (212) 383-1343 should you have any further questions on this matter.

Very truly yours,

A handwritten signature in cursive script, appearing to read "Gianna M. McCarthy".

Gianna M. McCarthy  
Director of Corporate Governance

Enclosures

## Report on Incentive-Based Compensation and Risks of Material Losses

In 2016, Wells Fargo agreed to pay fines of approximately \$185 million related to investigations and enforcement actions concerning the Company's retail banking sales practices. Among other things, the Company entered into a Consent Order with the Department of the Treasury, Comptroller of the Currency, on September 6, 2016, in which the Comptroller found that Wells Fargo "set sales goals and established an incentive compensation structure that emphasized sales of Bank products and services to customers by Bank employees." Moreover, the Comptroller identified numerous deficiencies and unsafe or unsound practices in Wells Fargo's risk management and oversight of its sales practices that related to incentive-based compensation programs. Wells Fargo agreed under the Consent Order to retain an independent consultant to prepare a Sales Practices Risk Report and a Sales Practices Analysis Report. These reports are intended to provide a comprehensive review of and analysis of Wells Fargo's policies and procedures relating to its sales practices and risk management. Neither of these reports is required to be provided to stockholders. The Company announced its own investigation into these matters on September 27, 2016.

We believe Wells Fargo should provide stockholders with information regarding the Company's incentive-based compensation practices and how those practices may expose the Company to material losses.

The incentive compensation paid by a major financial institution to its personnel who are in a position to cause the institution to take inappropriate risks that could lead to a material financial loss to the institution is a significant policy issue. Wells Fargo should disclose information regarding employees, other than named executive officers, who receive incentive-based compensation and could expose the Company to material losses.

### RESOLVED,

Stockholders request that the Board prepare a report, at reasonable cost, that discloses to the extent permitted under applicable law and Wells Fargo's contractual, fiduciary or other obligations, and without compromising any ongoing investigations: (1) whether the Company has identified employees or positions who are eligible to receive incentive-based compensation that is tied to metrics that could have the ability to expose Wells Fargo to possible material losses, individually or as part of a group, as determined in accordance with generally accepted accounting principles; (2) if the Company has not identified such employees or positions, an explanation of why such an identification has not been made; and (3) if the Company has identified such employees or positions:

- (a) the methodology and criteria used to identify those employees / positions;
- (b) the number of those employees / positions, broken down by division;
- (c) the aggregate percentage of compensation, broken down by division, paid to those employees / positions that constitutes incentive-based compensation; and
- (d) the aggregate percentage of such incentive-based compensation that is dependent on (i) short-term, and (ii) long-term performance metrics, in each case as may be defined by Wells Fargo and with an explanation of such definitions.

# J.P.Morgan

Daniel F. Murphy  
Vice President  
CIB Client Service Americas

November 14, 2016

Mr. Anthony R. Augliera  
Senior Vice President and Corporate Secretary  
Wells Fargo & Company  
MAC# D1053-300  
301 South College Street  
30<sup>th</sup> Floor  
Charlotte, NC 28202

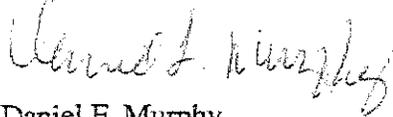
Dear Mr. Augliera,

This letter is in response to a request by The Honorable Thomas P. DiNapoli, New York State Comptroller, regarding confirmation from JP Morgan Chase that the New York State Common Retirement Fund has been a beneficial owner of Wells Fargo & Company continuously for at least one year as of and including November 14, 2016.

Please note that J.P. Morgan Chase, as custodian for the New York State Common Retirement Fund, held a total of 13,543,093 shares of common stock as of November 14, 2016 and continues to hold shares in the company. The value of the ownership stake continuously held by the New York State Common Retirement Fund had a market value of at least \$2,000.00 for at least twelve months prior to, and including, said date.

If there are any questions, please contact me or Miriam Awad at (212) 623-8481.

Regards,



Daniel F. Murphy

cc: Gianna McCarthy – NSYCRF  
Eric Shostal – NYSCRF  
Tana Harris – NYSCRF  
George Wong - NYSCRF

emely Urgent

This envelope is for use with the following services: UPS Next Day Air®  
UPS Worldwide Express®  
UPS 2nd Day Air®

UPS.com® or call 1-800-PICK-UPS® (1-800-742-5877)  
Schedule a pickup or find a drop off location near you.

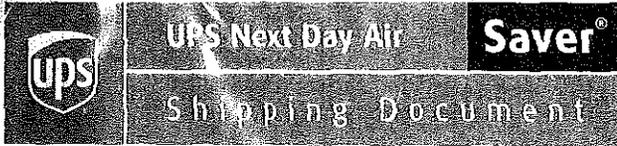
Shipments

For the lower rate, UPS Express Envelopes may only contain  
priority, urgent documents, and/or electronic media, and must

Insert shipping documents  
under window from the top.

Do not use this envelope for:

Round  
Standard  
Day Select®  
Worldwide Expedited®



See instructions on back. Visit UPS.com® or call 1-800-PICK-UPS® (800-742-5877)  
for additional information and Tariff/Terms and Conditions.

TRACKING NUMBER \*\*\*FISMA & OMB Memorandum M-07-16\*\*\*

1 SHIPMENT FROM  
SHIPPER'S UPS ACCOUNT NO. \*\*\*FISMA & OMB Memorandum M-07-16\*\*\*

REFERENCE NUMBER

NAME: Cicanna McCarthy (212) 383 1343  
TELEPHONE: (212) 383 1343  
COMPANY: CFC OF THE STATE COMPTROLLER

STREET ADDRESS: 59 MAIDEN LN FLR 30

CITY AND STATE: NEW YORK NY 10038

2 EXCLUSIVELY URGENT DELIVERY TO  
NAME: Anthony R. Aughera (704) 383 4901  
TELEPHONE: (704) 383 4901  
COMPANY: Well Forge Company Dress 300  
STREET ADDRESS: 301 South College St 30211  
CITY AND STATE: Charlotte NC 28201



3 WEIGHT: LTR  WEIGHT  DIMENSIONAL WEIGHT If Applicable  LARGE PACKAGE  4 SHIPPER RELEASE  1P

5 NEXT DAY AIR SAVER CHARGE \$

SATURDAY PICKUP See Instructions. \$

OPTIONAL SERVICES:  DECLARED VALUE FOR CARRIAGE For declared value over \$100, see instructions. \$ AMOUNT \$

C.O.D. If C.O.D. enter amount to be collected and attach completed UPS C.O.D. tag to package. \$ AMOUNT \$

7 ADDITIONAL HANDLING CHARGE:  An Additional Handling Charge applies for certain items. See Instructions. \$

TOTAL CHARGES \$

8 METHOD OF PAYMENT:  BILL SHIPPER'S ACCOUNT NUMBER  BILL RECEIVER  BILL THIRD PARTY  CREDIT CARD American Express, Club Card, MasterCard, Visa  CHECK

9 REFEREE'S/THIRD PARTY'S UPS ACCT. NO. OR MA OF CREDIT CARD NO. EXPIRATION DATE

THIRD PARTY'S COMPANY NAME

STREET ADDRESS

CITY AND STATE ZIP CODE

Shipper authorizes UPS to act as forwarding agent for export control and customs purposes. Shipper certifies that the contents, description, technology or software, and nature of the goods are not controlled under the U.S. Export Administration Regulations. Diversion contrary to law is prohibited.

10 DATE OF SHIPMENT: 11/14/16

All shipments are subject to the terms contained in the UPS Tariff/Terms and Conditions of Service, which are available at UPS.com and local UPS offices.  
0201952542609 6/12 RRD UPS COPY

This form not needed with UPS Internet Shipping at UPS.com



United States

[New User](#) | [Log-In](#) | [Changing Languages](#) | [Contact UPS](#) | [The UPS Store](#)  [Sub](#)

[My UPS](#) | [Shipping](#) | [Tracking](#) | [Freight](#) | [Locations](#) | [Support](#) | [UPS Solutions](#)

Save up to 18% on UPS shipping for your business.  
Sign up and start saving in your first week of shipping.

[Sign Up Now](#)

Tracking Number

[Track](#)

[Log-In](#) for additional tracking details.

[Other Tracking Options](#)

Tracking Detail

[Share](#)

[Print](#)

[Help](#)

[A](#) [A](#) [A](#)

\*\*\*FISMA & OMB Memorandum M-07-16\*\*\*

Updated: 12/22/2016 10:41 P.M. Eastern Time

Delivered

**Delivered On:**

Wednesday, 11/16/2016 at 10:08 A.M.

**Left At:**

Front Desk

**Received By:**

SY

[Proof of Delivery](#)

What time will your package be delivered to your home? Get **FREE** estimated Delivery Windows on most UPS packages. [I am already a UPS My Choice® Member](#)

Continue

[Notify me with Updates »](#)

Need more information?

[Get Help](#)

Shipping Information

To: CHARLOTTE, NC, US

Service

**UPS NEXT DAY AIR SAVER**

Shipment Progress

[What's This?](#)

Location	Date	Local Time	Activity
CHARLOTTE, NC, US	11/16/2016	10:08 A.M.	Delivered
	11/16/2016	7:42 A.M.	Out For Delivery
	11/16/2016	6:49 A.M.	Arrival Scan
	11/16/2016	6:19 A.M.	Departure Scan
	11/16/2016	6:03 A.M.	Arrival Scan
Louisville, KY, United States	11/16/2016	4:48 A.M.	Departure Scan
New York, NY, United States	11/14/2016	9:07 P.M.	Pickup Scan

Additional Information

Shipment Category: Package

Subscribe to UPS E-mail:  Enter e-mail address

[Sign Up »](#)

[View Examples](#)

Contact UPS

[Browse Online Support](#)

[E-mail UPS](#)

[Live Chat](#)

[Call Customer Service](#)

Support

[Get Started](#)

[Register](#)

[Open a Shipping Account](#)

[Change Your Delivery](#)

Solutions for:

[Healthcare](#)

[Small Business](#)

[High Tech](#)

[More...](#)

Other UPS Sites:

Select a website

Follow us:



UPS UNITED PROBLEM SOLVERS®

**EXHIBIT B**

**From:** Nora Nash [<mailto:nnash@osfphila.org>]  
**Sent:** Friday, October 07, 2016 8:19 AM  
**To:** Augliera, Anthony R  
**Subject:** RE: Business Standards Resolution

Good morning, Anthony,

I'm adding to the pains of the last few months, but hopefully, God's good intervention and the company's commitment to deep reflection, due diligence and ethical standards will get things back on track. Our goal is to empower Wells Fargo to strengthen every aspect of its reason for existence.

I am attaching the letter, resolution and verification letter. The hard copy will go in the mail today. There will be other ICCR co-filers over the next few weeks.

Peace and blessings!

Nora



THE SISTERS OF ST. FRANCIS OF PHILADELPHIA

October 7, 2016

Anthony R. Augliera, Corporate Secretary  
Wells Fargo Company  
MAC# D 1053-300,  
301 South College Street, 30<sup>th</sup> Floor  
Charlotte, North Carolina 28202

Dear Anthony,

Peace and all good!

As Sisters of St. Francis of Philadelphia and members of the Interfaith Center on Corporate Responsibility, we seek to reflect our values, principles and mission in our investment decisions. As long-term shareholders of Wells Fargo, since 2005 a group of ICCR members have been regularly meeting with management on numerous issues related to the original social purpose of financial institutions – that of providing equitable and affordable access to credit.

Following 2008, we called on the top U.S. banks to conduct in-depth reviews of their codes of conduct and business operations to learn from past mistakes and correct the ethical and cultural lapses that were at the root of the crisis. Several banks complied with our request yet Wells Fargo maintained that its Vision and Values statement was sufficient proof of the company's commitment to ethical standards and an employee code of conduct that would safeguard the interests of all its customers, as well as society and the common good.

At our meeting last December, we pressed for disclosure and we were denied the truth. And now we are confronted with painful accounts of Wells Fargo's fraud in the Philadelphia Enquirer which likens the company to "a vault of deception" and its branches to "sweatshops, pushing products customers don't need." Our thoughts are for these customers - some 80,000 in Pennsylvania alone. In light of the scandal, we are embarrassed to say that Wells Fargo is our local bank as well as the bank for our congregation all across the United States.

The Sisters of St. Francis of Philadelphia are, therefore, submitting the enclosed shareholder proposal, "Review and Report on Business Standards." I submit it for inclusion in the proxy statement for consideration and action by the shareholders at the 2017 annual meeting in accordance with Rule 14-a-8 of the General Rules and Regulations of the Securities and Exchange Act of 1934. A representative of the shareholders will attend the annual meeting to move the resolution as required by the SEC. Please note that the contact person for this resolution/proposal will be: Nora M. Nash, OSF, Director Corporate Social Responsibility. Contact information: [nnash@osfphila.org](mailto:nnash@osfphila.org) or 610-558-7661.

As verification that we are beneficial owners of common stock in Wells Fargo, I enclose a letter from Northern Trust Company, our portfolio custodian/record holder attesting to the fact. It is our intention to keep these shares in our portfolio at least until after the annual meeting.

We hope management sees this latest crisis as a time that is ripe for reflection, reconciliation, strong leadership, full disclosure and a rebuilding of trust.

Respectfully yours,

Nora M. Nash, OSF  
Director, Corporate Social Responsibility

## **REVIEW AND REPORT ON BUSINESS STANDARDS**

In September 2016, Wells Fargo reported a \$185 million settlement with the Consumer Financial Protection Bureau due to long-term and widespread consumer fraud, including setting up two million deposit and credit-card accounts for clients without their permission.

Wells Fargo dismissed 5,300 employees for these illegal acts over 5 years, mostly sales employees with approximately 10% at the branch manager level.

The bank faced a firestorm of public criticism and CEO John Stumpf was required to testify before the Senate Banking Committee and House Financial Services Committee where he faced sharp bipartisan criticism. The U.S. Department of Justice is currently investigating the company which could lead to civil or even criminal charges. Additionally, the U.S. Department of Labor is conducting a “top-to-bottom review” for possible violations of federal labor laws. Separately, the Comptroller of California and Treasurer of Illinois have suspended their business relationships with the bank as a result of the scandal.

This is not the first time that lack of oversight of policies and practices led to systematic, ethical lapses and alleged illegal activities at Wells Fargo. In 2012 the bank entered into a \$175 million settlement with the Department of Justice over allegations of widespread “discriminatory steering” of African-American and Hispanic borrowers into high-cost loans.

Multiple charges of discrimination and fraud have resulted in significant financial penalties and reputational repercussions that will undermine the confidence of customers, investors, and the public. Further, these impacts are expected to result in a loss of shareholder value.

While the Board initiated compensation clawbacks, for CEO Stumpf and Carrie Tolstedt totaling \$60 million, investors and customers still do not have a clear understanding of the scope of the fraud or the strategies in place to address it in order to determine whether they are sufficient to prevent future lapses.

### **Resolved:**

Shareholders request that the Board commission a comprehensive report, available to shareholders by October 2017, on the root causes of the fraudulent activity and steps taken to improve risk management and control processes. The report should omit proprietary information and be prepared at reasonable cost.

### **Supporting Statement:**

Shareholders believe a full accounting of the systemic failures allowing these unethical practices to flourish are critical to rebuilding credibility with all stakeholders and will strengthen risk management systems going forward.

The review and report should address the following:

1. An analysis of the impacts on the bank, its reputation, customers, and investors;
2. Changes implemented or planned to strengthen corporate culture and instill a commitment to high ethical standards at all employee levels;
3. Improvements in risk management and controls, including new or revised policies and investment in people or technological solutions;
4. Evidence that incentive systems are aligned with customers’ best interests.
5. Changes in Board oversight of risk management processes;
6. Assessment plans to evaluate the adequacy of changes instituted over time;
7. Other steps to rebuild trust with key stakeholders—regulators, customers, and shareholders.