



**COMMITTEE FOR
BETTER BANKS**
BRINGING CHANGE TO OUR INDUSTRY

Dear Mr Scharf:

Charles Scharf, Chief Executive Officer
Wells Fargo Bank & Co
420 Montgomery Street
San Francisco, CA 94104

December 18, 2020

We want to thank you for taking the time to meet with us on December 7th, 2020, and we appreciate your leadership in wanting to hear from those of us who are on the front lines. It is that leadership that gives us hope that Wells Fargo will not only repair broken internal communication systems that fail workers when we try to address problems within the company, but also progress on the issues we raised at our virtual meeting.

While we understand the demands on your end, we regret that we ran out of time after one hour. As a result, we were unable to share with you some of our ideas on how to address these concerns that, we believe, would rebuild trust with bank employees and customers, and move Wells Fargo toward a more equitable, transparent and responsive place to work.

To recap, we presented employee concerns on the following topics: *Wells Fargo's workplace culture, rife with implicit bias and extreme pressure; Wells Fargo's support for employees' health and wellbeing during COVID-19; as well as pay, benefits and incentive structures.* Although we shared our own personal stories, we know they are not unique. We have talked to many of our coworkers who have had similar experiences.

Following is a summary of the issues we, as a committee, have identified and presented to you, as well as proposed solutions:

1. Covid Safety and Company Support

Lack of consistent implementation. While Wells Fargo did initiate tele-work and leave policies that were necessary, implementation overall has been uneven and continues to fall short for many employees. Safety during COVID is dependent on your job title, where you live and who your manager is. Managers should not have discretion over safety protocols. We believe that consistent company-wide COVID policies should be strictly adhered to. Furthermore, those on leave due to high health risks are unable to receive

accurate information through Teamworks and shouldn't have to rely on co-workers to get them the accurate information.

- *Will you work with us to create a comprehensive COVID safety plan, including internal communication systems for those at work or at home?*

Stress from layoff announcements. The stress and uncertainty stemming from the pandemic, keeping ourselves and our families healthy and safe, has been, unfortunately, exacerbated with your announcements of upcoming mass layoffs. There is widespread fear for those of us on pandemic or quarantine leave because we don't know if our need to prioritize our health could be putting our jobs at risk. In addition, we have heard instances where employees were told that Wells Fargo has discontinued their severance packages.

- *Will you disclose more details of your layoff plans to reduce staff anxiety, and commit to uphold the policies laid out in the employee handbook regarding severance?*

2. Pay, Incentives and Benefits

Low pay and unattainable sales goals. Many of us live paycheck-to-paycheck as most of us are paid between \$17 - \$21 an hour, which barely covers our basic living costs. For those of us who receive quarterly bonuses, they averaged to about an 8% pay increase, which obviously makes a huge difference. But our sales goals have not been adjusted during the pandemic, which means many of us have not been receiving quarterly bonuses this year, effectively resulting in a pay cut. Bonuses are not just rewards to us, but necessary to help us get by. Connecting bonuses and incentives to unattainable metrics does not lend itself to sustainable incomes for workers nor does it ensure quality of production.

In addition, there is a pattern around annual raises, the majority of which do not even keep up with the cost of living. For many of us, that means the longer you work at Wells Fargo the less you make. Meanwhile, Bank of America has announced increasing their minimum wage to \$20 an hour.

High cost of health insurance. The cost and quality of our health insurance, sky-high deductibles, and expenses for life-saving prescription drugs further compound our financial strain. Bankwide emails about record billion-dollar profits every few weeks are hard to accept while we are struggling daily. Given the size and wealth of Wells Fargo, we know the bank can do better by frontline workers who play a critical role in the bank's success, and have kept the bank running amid this pandemic.

- *Will you commit to raising the minimum wage for employees to \$20 an hour and commensurate raises for employees currently at or near \$20 an hour?*

3. Culture (Implicit Bias, Bullying/Retaliation, and Metrics)

Metrics, sales goals and management pressure undermine quality. Regardless of our department or office location, Wells Fargo is still a very stressful place to work for frontline

workers. Many of us get trapped between official policies, metrics we must meet, and the pressure put on us by our managers who need to meet their own goals. This often results in workers getting in trouble for following directions from managers. The consequence for customers can mean time and money.

- *Will you work with us to get our input on current and future metrics to ensure that they will achieve the intended outcomes?*

Need to redouble effort against implicit bias. Furthermore we believe that, whether intentionally or unintentionally, the culture at Wells Fargo is missing a welcoming environment, one that factors in the opinions of all its employees, particularly workers of color. As just one example, we relayed a shocking Juneteenth story from 2019, where the “celebration” included the passing out of a watermelon. It wasn’t until 2020 when Black Lives Matter protests took hold across the country that workers in that department received training on implicit bias. Unfortunately this is not an isolated incident, there are many. We believe this is connected to the failure to meet diversity benchmarks. We are in a moment, a reckoning for racial justice in this country. We want to be part of the solution and we also believe that Wells Fargo could be a leader in this moment, too.

- *Will you commit to disclosing internal policies around hiring and promotion as well as better implementation of anti-bias training?*

Broken internal complaint resolution process. We requested this meeting with you because we felt we had exhausted all normal internal channels of communication within the bank to voice our concerns. The systems Wells Fargo has in place (namely Human Resources and Raise Your Hand) not only fail to address systemic problems but also, in our experience, put a target on your back. In short, we have experienced overt and subtle forms of retaliation for raising concerns. As a result, we believe Wells Fargo’s internal complaint resolution process is broken.

- *Can you commit to regularly meeting with frontline workers to hear our concerns around management retaliation and bullying?*

Meeting with you and the senior leadership of the bank is important because our safety, jobs, financial security, raises, and general work environment are at the behest of managers, who—on the whole—are unaccountable and unresponsive to workers like us.

In many ways, the company today feels much like the Wells Fargo of the past, focusing solely on profits over people. Wells Fargo’s response to the COVID-19 pandemic is the latest example. We believe that we can play a crucial role in being a part of the change needed to make Wells Fargo better for employees and customers alike. That starts with us having an on-going, open dialogue. As members of the Committee for Better Banks, we built a Wells Fargo Organizing Committee with this intention.

The task at hand is a big one — Wells Fargo’s culture wasn’t broken in a day, and it certainly won’t be fixed in one day, or with one meeting.

We appreciate you taking the time to listen to our concerns. We believe that if we engage in dialogue together, we can make Wells Fargo a better place to work, enabling us to better serve our customers and rebuild the public's trust in the bank. We also believe an on-going dialogue will produce innovative solutions for the aforementioned issues in such challenging times. As you can see by our persistence, we feel a deep urgency to address these issues and respectfully request a response by the end of business on January 15th, 2021. Thank you and we look forward to hearing from you.

Sincerely,

The CBB Wells Fargo Organizing Committee

Reina Abrahamson, Customer Success Specialist
Christina Gratzner, Personal Banker
Meggan Halvorson, Consumer Loan Underwriter
Teodoro Laurel, Account Resolution Specialist
Miguel Meza, Customer Success Specialist IV
Alexander Ross, Loan Documents Specialist
Juan F. Sanchez, Global Remittance Banker 2