impact:
equipped 2,400 families with Internet access

helped create 11,000 jobs in Texas

organized activities for 20,000 students

educated 6,000 colleagues about SARS

established CIDA for 1,600 South Africans

collected 10,000 pints of blood

committed $500 billion for minority housing

inspired 400 U.K. children through music

funded 2,000 arts and cultural institutions

provided back-up child care for 15,000 employees

3 Letter from the Chairman and CEO
4 A place.
6 Revitalizing downtown Brooklyn
10 Building sustainable communities in Texas
14 Inspiring children in London
18 Opening doors to opportunity in South Africa
22 Responding to SARS in Asia
26 A partnership.
28 Impact on community revitalization
32 Impact on education
34 Impact on arts and culture
36 A commitment.
38 A commitment to employee giving
42 A commitment to an inclusive workplace
44 A commitment to work-life solutions
46 A commitment to the environment
48 Recognition and awards
The core of every JPMorgan Chase business includes our commitment to provide resources to help others do well and realize their aspirations. Beyond the balance sheet, that commitment is also evident in our development of community partnerships worldwide to support healthy, vibrant communities where we live and work. This is not a recent activity. We have long regarded these partnerships as a fundamental part of what we do and who we are around the globe.

JPMorgan Chase’s history of involvement in the community stretches back to our earliest predecessor company and, by modern standards, its unconventional start as a bank. In 1799, a group of businessmen, including Alexander Hamilton and Aaron Burr, formed the Manhattan Company to provide the citizens of New York City with pure water in response to an outbreak of yellow fever. Later, the company’s charter was amended to include banking. Our philanthropic efforts began in 1807 when the Manhattan Company gave free water rights to the New York Fire Department.

Now, as then, JPMorgan Chase community partnerships play a critical role in our efforts to support the development of strong, sustainable communities for current and future generations. We are committed to making an impact in three primary areas of need: Community Revitalization; Public Education; and Arts and Culture.

In 2003, JPMorgan Chase contributed more than $90 million to thousands of not-for-profit organizations around the world and provided more than $1 billion in community development lending and investing beyond our traditional small business and home finance activities. Contributions and financial solutions, though, are just the beginning of our community partnership efforts. Addressing the problems of distressed, underserved communities requires more than a commitment of cash. It requires imagination, teamwork and commitment — all ingredients that our values embrace and celebrate.

I was reminded, as I read through this report, just how committed my colleagues are — not only professionally but also through their personal commitment and dedication. The following pages contain many examples of inspired teamwork and descriptions of the partnerships our philanthropic professionals, community development professionals and thousands of JPMorgan Chase employees (through personal volunteerism and actions on behalf of the firm) have built with hundreds of not-for-profits, from community action groups to public schools to faith-based institutions to arts organizations. Each story truly demonstrates the impact we are making in our communities worldwide.

Leadership in community partnerships is part of the enduring culture of this firm, and I believe that leadership in this arena distinguishes JPMorgan Chase. I am proud of the impact that we have made.

William B. Harrison, Jr.
Chairman and Chief Executive Officer
The people who live and work together in a city, a village or the countryside define the place they occupy by the way they interact with one another. Collectively, these residents become a positive force within our larger society when the community they share is prosperous. JPMorgan Chase is located in more than 50 countries. We are proud of our community involvement in the places we reside. The communities we serve know us by our premier brands: JPMorgan Chase, JPMorgan and Chase. The five case studies in this report describe how we approach community partnership as a member of many varied communities around the world. These stories illustrate the special ways that JPMorgan Chase defines a place where people live and work.

Note: This report refers to contributions and partnerships of J.P. Morgan Chase & Co. and its affiliated entities, including The J.P. Morgan Chase Foundation.
In the late 1980s, when JPMorgan Chase was searching New York City for a site to relocate 6,000 employees, Brooklyn might not have seemed the logical first choice. Its glory days, marked by grand buildings and esplanades bustling with activity, had faded. Building vacancies and unemployment were on the rise. And yet, there were faint stirrings of new economic possibilities.

Envisioning a revitalized Brooklyn, senior executives believed a 10-block business and commercial complex could help transform the area in a way that would impact an entire community. By taking a risk and building two sandstone-colored brick office towers, the firm was among the leaders in developing the $1 billion Metro Tech Center. Today, Metro Tech is the current address for the 20,000-person workforce from JPMorgan Chase and other corporations plus 26,000 college students. Working hand-in-hand with community leaders and developers, the firm played an important role in inspiring others to invest in Brooklyn.

JPMorgan Chase moved to Metro Tech in 1992. Today, the firm’s impact is visible beyond the quadrangle of its buildings and includes revitalization of nearby Myrtle Avenue, hands-on involvement with the public schools, expansion of affordable housing, and a shared vision and growing partnership with the Brooklyn Academy of Music (BAM) — a cultural icon — in establishing a cultural arts district to further stimulate the local economy.

What distinguishes JPMorgan Chase’s approach to community revitalization is the combination of financial and human resources. “Streetbankers” like Seth Edwards are the link between community leaders, not-for-profits and JPMorgan Chase. Edwards constantly works the phones and the storefronts to match needs and capital, providing access to financial services, grants and sponsorships from a variety of sources. “Community engagement is part of the DNA of this organization,” says Michael Feller, president of The J.P. Morgan Chase Foundation.

“We make our financial resources and people available in partnership with local communities to enhance the quality of life for everyone.”

Not long after the move to Metro Tech in 1992, JPMorgan Chase became recognized as a pacesetter in the growing corporate community for its work-life programs. The firm established a back-up child care facility and a fitness center for its employees that remain models for other companies. Relationships with college neighbors in Metro Tech — Long Island University, Polytechnic University and New York City College of Technology — have created career opportunities for graduates and led to continuing education programs at those institutions for JPMorgan Chase employees. To integrate arts into the area, JPMorgan Chase has funded summertime concerts in the commons and installed contemporary art from the JPMorgan Chase Art Collection into its Metro Tech buildings. “By being willing to say that Brooklyn is a good place to be and getting Metro Tech off the ground, the bank helped spur the resurgence of the neighborhood,” says Michael Weiss, executive director of Metro Tech Business Improvement District.

Brooklyn soon became a crucible for new JPMorgan Chase programs that would spread to other parts of New York City. The move to Metro Tech sparked the Thomas G. Labrecque Smart Start Scholarship Program, which has provided 220 students since 1992 with full tuition at any of 11 New York City area four-year schools, plus paid internships during the summer and school year. The firm’s offices in Metro Tech were the first to bring in Smart Start students for jobs during the summer and school year — a key feature of the program — which serves as a pipeline for full-time employment upon graduation. But, just as important, says Doris Koon, a Smart Start student planning to graduate from Baruch College in 2004, “The program reinforces JPMorgan Chase’s strong community commitment and strengthens the employee base.”

Smart Start intern Doris Koon works on behalf of JPMorgan Chase with the ON_DEC program at the Ditmas Intermediate School.
Beyond the boundaries of Metro Tech, JPMorgan Chase employees volunteer in schools, serve on community boards and provide fundraising advice to not-for-profits and new business development districts. A major supporter of the arts, JPMorgan Chase partnered with the Brooklyn Academy of Music to help develop and fund the master plan for Brooklyn’s cultural district, adjacent to BAM.

“As a large consumer business, the bank truly cares about the quality of life in the borough,” says BAM president Karen Brooks Hopkins.

Near BAM and across Flatbush Avenue from Metro Tech, spruced-up shops and new businesses thrive along Myrtle Avenue, where boarded-up buildings sat just a few years ago. Myrtle Avenue has regained its vibrancy as the main shopping artery for the Fort Greene/Clinton Hill neighborhood. In the late ’90s, Streetbanker Edwards joined grass-roots neighborhood groups, local retailers, community leaders, elected officials and Pratt Institute in mapping out the Myrtle Avenue Revitalization Project to help overhaul what one merchant says was a “war zone.” Across town, Nancy Brogan could only envy the aura of excitement surrounding Metro Tech. The energetic, reform-minded principal of the Ditmas Intermediate School, a crowded, virtual United Nations of a middle school with more than 1,400 students from 60 countries speaking 48 languages, was worn down. “I just didn’t have much more to give,” she says. Enter JPMorgan Chase in 2000 with an ambitious goal, inspired by Chairman and CEO Bill Harrison. His idea: Select a single inner city school and “wrap it end-to-end in technology to bridge the digital divide.” The firm has provided technology training and personal computers to every teacher, every school staff member and every student’s home — a total of 2,400 computers thus far.

The Ditmas program, known as ON_DEC — Our Neighborhood Digital Education Community — galvanized employees throughout the firm. Technology professionals from the bank and curriculum specialists from the New York City Department of Education mapped out a plan to train all members of the school community, from parents to custodians. A contract was struck: Parents would undergo six hours of training from the child’s teachers, and students could keep their new PCs only if they graduated. The firm’s employees — many from Metro Tech — volunteered to install computers in the students’ homes. Volunteers continue to help ON_DEC thrive. Over just one weekend in October 2003, nearly 260 employees plus 100 friends and families wired 345 homes and helped parents navigate the Internet.

The early results at Ditmas are highly encouraging: Attendance is rising; discipline problems are falling. There is a new level of engagement between teachers and students and between parents and the school. Students create Web sites, and parents track their children’s progress online. “This has freed up so much more of my time to spend with the kids and to get to know them,” says eighth-grade math teacher Michelle Esposito. “When they see I’m so much more motivated, it invigorates them.” This is what principal Brogan hoped the partnership would deliver. “By leveraging the support and involvement of JPMorgan Chase, we can create the outcomes the country is looking for,” she says.

The initial $5 million investment in technology at Ditmas has grown immeasurably. JPMorgan Chase volunteers — more than 2,200 since 2000 — have installed computers in students’ homes and helped develop leadership training programs for teachers and administrators. JPMorgan Chase mentors meet with Ditmas students throughout the year — 30 relationships in 2003 — to provide guidance and support. The firm has enlisted an outside evaluator to study the academic benefits from the use of technology and is identifying ways to model this program for schools in Harlem, Tampa (Florida) and Wilmington (Delaware).

Across Brooklyn, the firm’s community engagement continues to grow. JPMorgan Chase is embedded in the economic, cultural and educational life of the borough and remains focused on sustaining the continued growth and vitality of this community.
building sustainable communities in Texas

As the closure of an El Paso casino owned by the Tigua Indians loomed in 2001, many employees faced the grim prospect of being thrown into an overcrowded and dismal employment market with few of the skills needed to climb back on the job ladder. But a novel program called Project ARRIBA (Advanced Retraining and Redevelopment Initiative in Border Areas) brought job training, career counseling and community college tuition — a real lifeline to people seeking employment. One former casino employee, a single mother with two special-needs children, has renewed hope as she is now nearing completion of a nurse training program at El Paso Community College made possible by Project ARRIBA. “I will be an example to my kids, give back to my community and pay taxes,” she says.

JPMorgan Chase helped found and fund El Paso’s Project ARRIBA. What is distinctive about this program, started in 1998, is the matching of employer needs with careful screening and counseling of job seekers while they are in training at El Paso Community College, with all tuition paid, if necessary. What’s more, in one of the poorest communities in the country, ARRIBA steers prospects — mostly Hispanic women, many with children — only to jobs paying at least $10.50 an hour plus benefits (in 2003, ARRIBA clients earned an average of $15 an hour). A clear sign of success: More than 90% of those entering new jobs are staying in jobs. “We are helping build self-sufficient individuals,” says ARRIBA chief executive Kathy Cox, “and we are helping employers staff hard-to-fill jobs. This is a win-win for everyone.”

Across Texas, success stories like this are multiplying. The sons and daughters of immigrants and minorities from low-income families are furthering their education and finding jobs that pay well over the minimum wage. Many have obtained low-interest loans to start up or expand businesses and create still more jobs. Others are sending their children to college with the help of scholarships. Even grade school children are learning the basics of finance as part of their preparation for becoming productive and responsible citizens. Add it all up, and thousands of people are attaining self-sufficiency, creating jobs for many others and helping build healthy, sustainable communities.

JPMorgan Chase is heavily involved in this progress. According to Todd Maclin, JPMorgan Chase South Region CEO, “We are committed to serving those who face educational or economic barriers and providing them with the tools to find jobs, start or strengthen businesses and become self-sufficient, contributing members of their local communities.” The firm provides funding, strategic advice and volunteers to help a variety of projects flourish. “We want to reach low- and moderate-income communities and help prepare them for long-term economic development,” says Algenita Scott Davis of JPMorgan Chase Community Affairs in Texas. To do this, JPMorgan Chase selects partners and develops long-term relationships with educational institutions, community action groups and a micro-lending organization aimed at fostering entrepreneurship in disadvantaged areas.

Education is a cornerstone of the bank’s community development efforts in Texas — and beyond. In Texas, teaching people the basics of financial education — from balancing a checkbook to understanding the principles of savings and investing — begins with grade school students and extends to senior citizens. The JPMorgan Chase Center on Financial Education at Texas Southern University (TSU) — an open enrollment university in the center of Houston — serves as a kind of community center for TSU faculty and students, community groups and teachers from neighboring public schools for training, research and classwork. One example of the center’s powerful impact: A “train the trainer” program brought in 15 Houston public school teachers, who have since touched 1,000 high school students with personal finance and economic educational material.
The center, opened in 2003, marked another stage in the firm’s more than decade-long partnership with TSU. JPMorgan Chase helped develop the accounting department’s curriculum in the early ‘90s and pitched in with fundraising and strategic planning for the opening of TSU’s Jesse H. Jones School of Business. The next step: a JPMorgan Chase endowed chair in financial education, to be filled by a professor who will be the architect of a broad financial education program. The central premise of the JPMorgan Chase/TSU partnership, says Dr. Priscilla Slade, TSU president, is “to provide the financial tools to students of all ages that will last a lifetime.” JPMorgan Chase, she continues, has been “the drum major for the university.”

Business support for public high schools in Dallas waned in the mid-to-late ’90s. Dropout rates were stuck at 50%. But Bob Thornton, a JPMorgan Chase executive, knew that too much was at stake for business to turn away. Thornton, who also was chairman of the Dallas County Community College District Foundation, brought together civic and business leaders and put before them a big challenge: how to provide kids from low-income families with a college education to match employer needs. Large banks traditionally are wary of lending to unproven businesses with little collateral to back them up. Over the past decade, ACCION Texas, an affiliate of one of the world’s leading micro-lending organizations, ACCION International, has provided low-interest loans, ranging from $500-$35,000, to several thousand entrepreneurs in nine Texas communities. There is an important cascading effect from the loans: ACCION-backed businesses have created 11,000 full- and part-time jobs for people who can support their families and generate buying power.

Progress in overcoming barriers to jobs through education and training is encouraging, but for those who hope to start new businesses or expand existing ones, there are other obstacles — chiefly, access to capital. Large banks traditionally are wary of lending to unproven businesses with little collateral to back them up. Over the past decade, ACCION Texas, an affiliate of one of the world’s leading micro-lending organizations, ACCION International, has provided low-interest loans, ranging from $500-$35,000, to several thousand entrepreneurs in nine Texas communities. There is an important cascading effect from the loans: ACCION-backed businesses have created 11,000 full- and part-time jobs for people who can support their families and generate buying power.

This is the progress that JPMorgan Chase envisioned when it helped fund ACCION Texas in 1994, as the state’s demographics began to resemble those in Latin America, where ACCION was founded. Over the years, as ACCION expanded beyond its initial home in San Antonio, JPMorgan Chase has stepped in with a combination of loans, grants and advice on new lines of business and on efficiencies like replacing checks with electronic funds transfers. “This is a true partnership,” says ACCION Texas CEO Janie Barrera. “The bank invests money — but also provides ideas — to make sure we are on the right path to building economic self-sufficiency.”

Perhaps one day, entrepreneurs like these, who are running floral design, tax preparation and catering businesses, among others, will set up shop and residency in the mixed-income, mixed-use revitalization of Austin’s historic East 11th and 12th Street corridors near the state capitol. JPMorgan Chase has been one of the lead sources of funding for a neighborhood that was once the heart of African-American culture and business but had fallen on hard times. Now tenants are moving back in, to be followed soon by residents. The excitement is spilling over into other areas of Austin. Indeed, across Texas, residents with in-demand skills, richer education and access to opportunities are bringing new life to their families and communities.
JPMorgan has been a major patron of the arts for more than a century, sponsoring exhibitions, collecting and donating works of art, and developing community outreach programs. So in 2000 when London’s Hayward Gallery was organizing its exhibition Saved! 100 years of the National Art Collections Fund, JPMorgan was delighted to become the lead sponsor. Saved!, which celebrates the 100th anniversary of the National Art Collections Fund, displays over 400 masterpieces spanning more than 4,000 years. In addition to sponsoring the exhibition, JPMorgan donated a work from its own art collection and sponsored the public talks and events program, which featured guided tours of the exhibition for small groups and free lectures by curators and artists.

But the Saved! exhibition quickly became something even more special — a way to draw upon JPMorgan’s long-standing dedication to the arts and marry it with an equally passionate commitment to education. Karen Whitehouse, head of development at the Hayward, who has worked closely with JPMorgan over the last four years, says, “The JPMorgan staff’s enthusiasm and energy went far beyond the traditional sponsorship role. They never faltered from believing in this exhibition and what the educational outreach programs could do for the community.”

For several years, JPMorgan employees have been deeply involved with grade school mentoring programs, and the firm has sponsored music education courses in city schools. So JPMorgan wondered: Could art, music and dance be brought together in a creative way to spark the imagination and improve the academic performance of children in economically disadvantaged city schools?

In collaboration with the Hayward Gallery and with funding support from Arts & Business, a London-based not-for-profit organization that brings arts and business groups together, JPMorgan developed an initiative called Dance to the Music of Art. The Arts & Business New Partners’ Programme awarded JPMorgan the highest amount available under the program so that the firm could develop this initiative. Children (aged six to 11) from Gallions, Grassmere and Northwold schools — all schools where JPMorgan had worked with students previously — were chosen to create original pieces of music and dance using, as their inspiration, six works of art from the Saved! exhibition. Also taking part was a group of teenagers selected by Community Links (an organization that works to reintegrate back into full-time education children who have dropped out of school by helping them develop the skills and confidence to re-enter). All the children visited the Hayward Gallery to view the works of art. “They were totally involved in talking about each piece,” says Mandy Milsom, head teacher at Northwold. “They discussed colors, composition and meaning. Having exposure to this helps with everything — creative thinking, language development and confidence.”

The students then took part in a number of creative workshops, working alongside the Orchestra of St. John and assisted by professional dancers and choreographers to create original pieces of music and dance. Finally, and most exciting, the youngsters will appear at the Royal Festival Hall on January 19, 2004, to perform their music and dance compositions before a live audience consisting of families, teachers, friends and JPMorgan employees.

Says Henry Timms, business development manager at Arts & Business, “We’re thrilled that JPMorgan is working with children. It’s very important to us that the next generation, whether they become bankers or artists, be exposed to the best of creativity at an early age.”

A decision was taken at Gallions School to link Dance to the Music of Art to the JPMorgan Makes Music program, an initiative which was currently under way at the school. This program is a creative expansion of JPMorgan’s commitment to bringing arts and education to communities where it has a presence. “We’re experienced at promoting the arts as a valuable tool for education,” says
Duncan Grant, head of philanthropy for JPMorgan’s Europe, the Middle East and Africa region. “It’s really helped the children to build their confidence in school and to interact socially.”

The firm’s support of music programs has had a demonstrable effect on teaching children about creativity and cooperation, teachers say. Bernadette Thompson, head teacher at Gallions School in Newham — which has 368 students between the ages of three and 11 — decided when the school opened in 1999 that its curriculum would be arts-based, immersing students in dance, drama and music. The introduction of the JPMorgan Makes Music program in 2002 enabled staff and students, from the age of six, to learn how to play either the cello or the violin. Launching the program was a challenge, but now grades are up, disciplinary problems are down, and 135 students and 25 out of 30 staff members are playing their hearts out. “I don’t know what we were thinking that first day,” laughs Thompson, “but the program has really been the main element that has knitted us together as a community.” Gallions School will have played two concerts at the Royal Festival Hall in the last year, the first of which was performed with the London Philharmonic Orchestra last summer.

The firm has also developed a partnership with Grasmere and Northwold schools as part of the JPMorgan School Mentoring program. Employees take part in weekly lunchtime mentoring sessions that help students with both reading and math. At Grasmere School, located in Hackney, one of the most deprived boroughs in London, the mentoring program was started three years ago. With 43 children and 38 JPMorgan mentors, the program focuses on students aged between seven and 11. “The quality of the people coming in as volunteers every Tuesday and Wednesday and their commitment to our children are fantastic,” says Ian McGovern, deputy head teacher. The JPMorgan employees bring experiences from all over the world, and, teachers say, serve as role models.

Northwold School, also located in Hackney, became involved with JPMorgan several years ago when it became an education action zone — set up to allow local partnerships among schools, parents, the community, businesses and local authorities — to find innovative solutions to their problems. The school, which has 462 children, 50% of whom receive free school meals and 35% who are special-needs students, has worked with JPMorgan to build another successful mentoring program. Twenty-two volunteers, known as “buddies,” work together with 32 students during lunch every Wednesday and Thursday to help them with reading and math. “But beyond the work, it’s building a relationship of trust with an adult that makes the program so successful,” says Jillson. “It’s great for the children to have these role models from the working world, and the one-to-one, small group interaction has had an enormous impact on them.”

In addition, JPMorgan employees come to Northwold for Community Days twice a year when they help paint classrooms and plant and clean up the school gardens; they’ve also helped to start a tennis club for the students. Additionally, mentors at both Grasmere and Northwold take the children on educational visits to cultural organizations such as the Globe Theatre and the National Portrait Gallery. “It’s providing these children with educational opportunities that they wouldn’t otherwise have,” says Milsom.

Outside the classroom, the firm is partnering with UKYouth, a large, London-based not-for-profit organization, in its support of after-school youth groups and clubs. Working with kids to further their informal, after-school education, UKYouth focuses on providing young people the opportunity to be with their peers in a structured environment. JPMorgan also provides operating funds for the national program; sponsors its Youth Achievement Awards each October, which recognize student artists; and provides funds to London’s Brunswick Club so it is able to remain open during school vacations when many parents are at work.

School teachers and administrators who have worked with JPMorgan employees come away impressed with the depth of the firm’s involvement. “I’ve been a teacher in this part of London for 22 years,” says Grasmere’s McGovern. “I’ve come across businesspeople doing this sort of thing before but not on this scale. I can’t overestimate the impact the volunteers have on the children.”

JPMorgan is the lead sponsor of Saved! 100 years of the National Art Collections Fund. The exhibition is on display at London’s Hayward Gallery.

Saved! 100 years of the National Art Collections Fund.

JPMorgan is the lead sponsor of Saved! 100 years of the National Art Collections Fund. The exhibition is on display at London’s Hayward Gallery.
When the first graduating class members receive their diplomas from Johannesburg’s CIDA City Campus in early 2004, it will mark a historic step in addressing one of South Africa’s most pressing needs. By providing low-cost, high-quality education to the country’s future entrepreneurs and business executives, the Community and Individual Development Association (CIDA) fills a role unlike any other in the country — providing access to a four-year university degree and future opportunity for 1,600 economically disadvantaged students.

Yet Taddy Blecher, one of the founders of CIDA, knew that there was a crucial “missing link” in his ambitious education plan — how exactly to match students newly equipped with university degrees with businesses that were facing a desperate skills crunch. Career counseling has never been a major feature of South African colleges, unlike in the U.S. or the U.K., according to Blecher. And trying to move graduates through well-oiled alumni networks was hardly practical for students coming from townships and the inner city.

Now the prospect of bringing new graduates and jobs together is within reach, thanks to a partnership between CIDA and JPMorgan South Africa. Drawing from best practices in the U.S. and the U.K. and using extensive contacts throughout the South African business community, JPMorgan is spearheading CIDA’s first career development center and counseling program. Combining financial support for computers, staff and furniture for a drop-in center with mentoring from JPMorgan executives, the new center “will provide quite a lifeline for our students,” says Blecher. “We have students coming to CIDA looking for a better life. It is one thing to provide education and yet another to get people into jobs. This is quite novel.”

The outcomes of innovative partnerships like those between CIDA and JPMorgan offer hope that vast gaps in South Africa between blacks and whites in areas crucial to building a stable democracy — good education, access to jobs and affordable housing — may narrow. The responsibility of the private sector was spelled out at the 2000 launch of the JPMorgan-supported Student Sponsorship Programme (SSP), which provides high school scholarships to private schools for students from townships and the inner city. South Africa’s Education Minister Kader Asmal applauded JPMorgan’s efforts and urged the private sector to play a key role in helping build “full democracy” because “the government lacks the resources.”

For JPMorgan, the economic and social imperative is clear. “There is a huge legacy of social disconnect in South Africa,” says Jill van der Velden, chairman of the JPMorgan Chase South Africa Trust, which oversees JPMorgan’s community support in the country. “If society does not make substantial progress in addressing the huge imbalance within 10 years, the system will implode.” JPMorgan in Johannesburg is responding by targeting access to primary and high school education, affordable housing and employment — sectors where financial support, risk-taking and strategic advice at key stages in an organization’s development are making a meaningful contribution. JPMorgan colleagues learn at the earliest stage of their careers with the firm that commitment to community is part of their responsibility: All new college recruits are sent out to work at charities. “We send a very clear message,” says van der Velden, “that part of the culture of this organization is to give back.”

The Vuleka School has captivated the attention of the bank and its employees. Each morning, minibuses pick up many of the 300 kindergarten to fourth-grade children from townships and take them to classrooms at five Johannesburg churches. At Vuleka (which means “to open up or to enlighten” in Zulu), lessons are taught in English, seldom a student’s first language, and teachers work to overcome cultural and educational hurdles, helping prepare children for the best state and private schools. Founded in 1989, Vuleka’s contribution to opening educational access...
is growing. One new program provides apprenticeships designed to launch aspiring blacks who are unable to find teaching positions into full-time jobs. Another enables AIDS orphans to attend Vuleka tuition-free.

JPMorgan has fully embraced the school. The firm is a major contributor to general operating funds, which helps keep tuition low and promotes new programs like the Orphans’ Fund. Employee participation, in ways large and small, extends the firm’s contribution further. JPMorgan employees have visited Vuleka to hear first graders read and take pride in their accomplishments. Others, following a JPMorgan fundraising cycling challenge for Vuleka, gathered in full biking gear with wide-eyed students to talk about their journey — an event “no one present will forget,” recalls Vuleka administrator Janet Saner. “JPMorgan’s financial support is like manna from heaven,” says Saner. “Its moral support is affirmation we are on the right track, which means a lot from a big business. The future of our country lies in education, and this is where JPMorgan’s commitment to investing in human capital comes together with the vision of Vuleka.”

The rewards can be heard in the proud voices of parents like Monica Mokgawa, who could not afford a private school without the SSP scholarship. Now her 18-year-old daughter, Tinhiko, is finishing her final year at St. Mary’s School and dreaming of colleges as far away as Harvard. “SSP offered Monica the opportunity to develop to her best potential,” Mokgawa says.

Indeed, in its basic approach to community investment, JPMorgan is driven to projects that offer hope and fundamental change at crucial life stages — education, jobs and housing.

JPMorgan’s focus on education as an agent for change extends beyond the youngest school-age children to the economically disadvantaged, high-achieving high-schoolers a group often overlooked for government and private support. Consider the Student Sponsorship Programme, which provides most of the cost of tuition, books and uniforms to 13 private Johannesburg high schools for 70 students from low-income families in townships or the inner city. JPMorgan’s school offers a group often overlooked for government and private support. Consider the Student Sponsorship Programme, which provides most of the cost of tuition, books and uniforms to 13 private Johannesburg high schools for 70 students from low-income families in townships or the inner city. JPMorgan’s school offers a group often overlooked for government and private support.

We provided a 10-year grant to the Johannesburg Housing Co., which set in motion construction of the 168-unit Elangeni townhouse project, the first privately financed, affordable rental complex (known as “social housing”) in the heart of Johannesburg.

From early childhood education to CIDA City Campus and to JHC, JPMorgan is betting on social pioneers to open doors for the formerly excluded. Amidst unemployment rates of 40%, gaping social inequality and a growing population infected with HIV/AIDS, standing on the sidelines is not an option. As Malcolm Horton, JPMorgan’s vice president for Human Resources, says, “When you have to serve the majority of the population, you have to change the system. The old ways of doing things are not effective for massive social change.”
In early 2003, a mysterious, deadly respiratory illness began spreading across Asia. Starting in mainland China, the virus, which soon became widely known by its acronym, SARS, consumed the region in fear, not least because its origins and cure were unknown. As a center for tourism, retail spending and commerce, Hong Kong was especially hard hit when SARS (severe acute respiratory syndrome) went unchecked in its early stages.

For JPMorgan, one of the leading financial services firms in the Asia Pacific region where it employs approximately 6,000 individuals spanning 12 countries, this was a call to action. Drawing upon its human, technological and financial resources, the firm quickly assembled a response plan that had three key elements: ensure the safety and health of the firm’s employees; take a leadership role in coordinating the flow of information within the financial services industry; and respond with all due speed to vital community organizations, such as the Red Cross.

“JPMorgan was out in front,” says Richard Mounce, JPMorgan’s chief operating officer in Asia. “We focused on our clients, our communities and our employees. We knew that life had to go on, and we all needed to keep moving forward.” Whether it was setting up emergency call trees or being the first firm to respond to a call for funds from the Hong Kong Red Cross, JPMorgan demonstrated sensitivity to both its employees and the region.

Clearly, though, SARS posed a unique challenge to the bank’s crisis management plans. “We’re accustomed to responding to a temporary crisis involving facilities or computers,” says Mounce. “This was completely new for us and the entire banking community. It was a frantic time.”

As the senior human resources officer for 6,000 employees, Florence Lam was a key point person in the firm’s efforts to respond. No stranger to addressing just about every employee concern imaginable, Lam was facing something entirely new with SARS. All at once, emotions, fears and rumors were running high. She and fellow members of the JPMorgan SARS Task Force team worked to gather, sift and distribute accurate information to all employees in the region. “There was so much information — and misinformation — and so much anxiety, we had to move forward quickly to make sure we got the right information out,” she recalls.

When news of the epidemic began to spread, the first challenge was to find a way for JPMorgan employees to meet safely and figure out a way to keep all employees across the region fully briefed. Senior management formed an internal Task Force, chaired by Mounce and made up of 19 people from throughout the region representing several departments, including Human Resources, Security, Technology and Office Services. Tackling internal concerns, gathering expert medical advice and staying on top of the latest developments, the Task Force aimed to maintain business as usual. During the first two months of the outbreak, the Task Force met in Hong Kong daily, with those in other locations — Sydney, Singapore, Tokyo, the Philippines, Indonesia, Malaysia, India, Pakistan, New Zealand and South Korea — patched in by phone, to pore over the most recent developments.

The absence of accurate information in the early days complicated matters. Organizing daily phone calls with its peer banks and meeting with infectious disease experts, JPMorgan took the lead in coordinating information gathering within the industry and creating a disciplined approach to the process. The JPMorgan SARS Task Force members were persistent in their efforts to separate rumor from fact, update employees and mitigate the growing sense of panic.

Working closely with Mounce, Lam spearheaded the effort to distribute information daily and collaborated with her counterparts at other financial services firms in Hong Kong to keep everyone posted and to share advice on best practices. “Communication was extremely important,” Lam says. “We needed to talk with the other banks to find out
how they were responding and what they knew," she says. "We had to constantly alert ourselves to what was going on, not only with our employees but in the larger community. Then we had to consolidate all that we were finding and get the facts back out to our employees." Crucial were the daily SARS Updates — delivered by hand, e-mail and fax — addressing issues such as whether anyone at the bank had contracted SARS (none of the employees did; some relatives did), how many new cases had been diagnosed, the latest travel advisories from the World Health Organization, and phone numbers and Web sites for information on doctors and employee assistance programs. JPMorgan held town hall meetings and video conference calls (in both Chinese and English) with the doctors who were on call in Hong Kong and Singapore and provided videotapes to make sure that any employee who wanted additional information had access to it. "We spoke with everyone we could and passed it along to our employees," Lam says. All of this went a long way toward calming employees and keeping business flowing.

Highly visible steps were taken to help assure employees that their safety was of uppermost concern. The firm provided masks, sanitary lotion and extensive daily cleaning services of bathrooms, conference rooms and elevators in all of its offices in Hong Kong. Flexible work plans were immediately put into place to allow those who chose to work from home to do so. Employees were allowed to work staggered schedules to avoid crowds during busy times of the day.

SARS was taking a toll on the marketplace in the region. Mergers and acquisitions, share trading and foreign exchange volumes slumped. "Risk-taking really fell off for about three months," says Mounce, "and there were lingering doubts well into the summer." But JPMorgan took steps to mitigate the downturn. The firm’s technology team in Asia Pacific played a vital role in enabling bankers to work remotely and setting up additional video conference capabilities for client meetings. Among key steps: passing out hundreds of laptops, wiring homes for broadband and making sure everyone had access to the proper software. As a result, the firm’s technology managers helped assure that business units were able to run smoothly even with many office staffs split to reduce the chance of infection.

Beyond looking after its employees, JPMorgan lent a big hand in the community. KM Chan, secretary general of the Hong Kong Red Cross, says, "JPMorgan’s prompt participation [HK$500,000] evoked public awareness of caring and mutual support in this distressful time." Addis Wong, "It was the first donation made by a multinational corporation and prompted others to give. It really demonstrated JPMorgan’s concern for this community." The money was used for essential emergency equipment and to prevent the spread of SARS, especially among medical staff and the elderly who were at higher risk. "JPMorgan reacted quickly and helped to spark a collective response within the banking community," says Peter McKillop, head of Corporate Communications for JPMorgan in the Asia Pacific region.

The firm also made contributions of $128,000 to the Beijing Red Cross to help fund the JPMorgan SARS Front-Line Family Assistance Fund that provided one-time special assistance for families of front-line medical workers in Beijing who lost their lives or were affected by SARS. And in June, JPMorgan held a “Fun Run” where its employees raised more than HK$113,000 for the Hong Kong University Research Fund for SARS.

As the crisis slowly faded, the firm could reflect on some of the broader lessons. In the early days, "we didn’t know what we were dealing with, even what the name of this disease was, and there was a definite sense of emergency," recalls Mounce. But by drawing upon the firm’s collective resources, JPMorgan Asia Pacific was able to devise some very local solutions. Above all, what was never lost was JPMorgan’s responsibility to its clients, to its employees and their families, and to the community.
For the past 200 years, JPMorgan Chase has been building deep and enduring relationships around the world. We are dedicated to providing more than capital to strengthen communities. In addition to financial resources, the firm provides strategic advice and encourages hands-on community participation by thousands of its employees. The bonds that JPMorgan Chase develops within communities grow from the firm’s commitment to ensure their prosperity. We spur sustainable economic development, help public schools flourish, encourage an eloquent mix of arts and culture, and support human services providers — all necessary ingredients to help communities thrive.
impact on community revitalization

JPMorgan Chase provides a range of financial services capabilities and philanthropic solutions to help revitalize communities all over the world. We provide funds that support sustainable economic development to help communities become a place where people want to live and work. We support programs that provide some of the basic necessities that individuals need to alleviate hunger or disease, house the homeless, reduce domestic violence and obtain training for jobs. JPMorgan Chase funds hundreds of not-for-profit organizations globally to help them achieve their goals. The programs highlighted in this section provide just a few examples of our activities all over the world.

THE STREETBANKERS OF JPMORGAN CHASE

The year 2004 marks the 35th anniversary of the JPMorgan Chase Streetbanker program. Streetbankers are assigned to low- and moderate-income communities in upstate and downstate New York, New Jersey, Connecticut and Texas to help solve local problems, bank-related and otherwise. They are a vital link between the firm and the community. They develop strong relationships with community leaders, local not-for-profits, retailers, small businesses and grassroots neighborhood groups. Streetbankers are part of the communities they serve — they regularly attend community meetings, provide technical assistance to community groups, promote financial education and serve on the boards of community-based organizations. They provide access to financial services, grants and sponsorships from JPMorgan Chase by offering technical resources and advice, including strategic planning, fundraising, budget planning and grant writing.

PROVIDENCE HOUSE FOR FAMILIES IN NEED

Providence House, a not-for-profit organization that supports homeless women and their children, received a $1.2 million commercial mortgage to purchase the five-story building it had been leasing at its Bedford Stuyvesant, Brooklyn, location. Providence House uses the building to provide transitional housing and supportive services to 15 families at one time. The financing enabled Providence House to continue providing these services, reduce real estate costs by converting leased property to owned property and to continue to build its relationship with the New York City Department of Homeless Services.

RECOVERABLE GRANTS FILL CRITICAL CAPITAL NEEDS

Pioneered by JPMorgan Chase in 1986, this program provides not-for-profit developers with working capital needed for the pre-development phase of building affordable housing, child care centers, commercial strips and community centers in low- and moderate-income neighborhoods. Recoverable grants typically fund engineering and architectural work required to close on project construction financing. Through 2003, $17.6 million has been provided for 180 projects throughout New York, New Jersey and Connecticut. The program will expand nationally in 2004.

ASHOKA EMPRENDEDORES SOCIALES ASOCIACION CIVIL — ARGENTINA

In Latin America, a long-debated subject is how to effectively integrate native people into broader society. Currently, 3 million people in Argentina from 17 native ethnic communities lack access to basic public services traditionally found in communities that have a sustainable economic framework. Studies of this “indigenous issue” in Argentina have shown that for solutions to be effective, they must come from within the native communities. One response involves Ashoka Fellow Carmen Llanquin, a Mapuche native, who will work with the Mapuches community on small initiatives, including sewing, silver crafts and tourism. The longer-term impact of this fellowship, funded by JPMorgan Chase, goes beyond the Mapuches to empower all 17 native ethnic communities to participate in provincial budget decision making that impacts them.

COMMITMENT TO HARLEM

JPMorgan Chase has had a presence in Harlem since 1880. During the past century, while the community has gone through periods of growth, development, neglect and revitalization, our commitment to Harlem has never wavered. Today, we operate six branches in this unique part of northern Manhattan, where we provide access to capital for Harlem businesses and residents. Our Harlem Streetbanker is well-known and respected by both elected officials and community leaders. Our community development lenders have financed thousands of units of affordable housing. Our philanthropic programs and sponsorships have strengthened the community by providing nearly $12 million to 296 Harlem-based not-for-profit organizations over the past decade. Whether the not-for-profit organization works in economic development, human services, housing, arts and culture or education, JPMorgan Chase has worked as a partner to help the neediest Harlem residents gain opportunities to improve their lives and their children’s futures. We are proud to be part of Harlem’s history and its resurgence.

CREATING JOBS IN SOUTHERN DALLAS

Creating jobs in the southern sector of Dallas is one of the many community revitalization goals that Southern Dallas Development Corp. (SDDC) is achieving. Recognized for its success in 2002, the International Economic Development Council bestowed its “Best Public/Private Partnership” award to SDDC. JPMorgan Chase was the first to fund this not-for-profit organization years ago and is proud of its ongoing relationship.

FAITH-BASED INITIATIVES

Religious congregations can be a major force for neighborhood revitalization and have played a unique role in addressing the nation’s urban crisis. Churches, synagogues, mosques and temples have developed thousands of affordable housing units and day care centers, reaching communities not traditionally served by other community development groups. JPMorgan Chase pioneered lending and philanthropic programs to assist faith-based organizations and, since 1997, has provided more than $5.7 million through 244 grants in 11 states for both project expenses and technical assistance.
THE JPMORGAN Chase CORPORATE CHALLENGE

The JPMorgan Chase Corporate Challenge is a series of 3.5-mile runs during a year-long calendar of global events. In each location that hosts the run, a community program or local charity benefits. Ongoing events through raffles, an auction, a cake bake and donations that constitute nearly £7,000 ($12,500). The firm made a quiz, karaoke, bowling nights and donations that constitute events through raffles, an auction, a cake bake and quiz, karaoke, bowling nights and donations that contributed £155,000 ($277,000). JPMorgan employees in Singapore and Johannesburg will join the roster as host cities for a total of 18 events within six countries across five continents. Pictured (left): the 2003 Frankfurt run. Pictured (right): the 2003 Sydney run.

COMMUNITY BUILDERS

Since 1995, JPMorgan Chase’s Community Builders grant program has funded $39.7 million to more than 1,000 community development not-for-profit organizations. These not-for-profits address a range of needs, including hunger alleviation, domestic violence prevention programs, technical assistance to other not-for-profits, affordable housing development, commercial revitalization, and micro-enterprise and small business development in poor and moderate-income areas. Community Builders is one of the few remaining grant programs that awards general operating support to enable not-for-profits to address their changing needs. Community Builders has been praised for helping to grow the capacity of not-for-profits focused on community development needs.

NPPOWER NY

Established in 1999, NPPOWER NY’s mission is to empower, assist and enable New York City’s not-for-profits to impact the effectiveness of their mission-critical work through the use of information technology. Currently, NPPOWER NY helps 170 not-for-profits increase their productivity by using technology and gaining access to technically skilled people. NPPOWER NY was instrumental in providing emergency technical services to more than 110 not-for-profits that lost computer and data as a result of the World Trade Center attacks in September 2001. JPMorgan Chase has provided funding and advice to NPPOWER NY since its inception and helped conceive its workforce development program, Technology Service Corps, which graduates 30 information technology professionals each year.

NEW COMMUNITY CORPORATION

Over the past 35 years, New Community Corporation (NCC) of Newark, New Jersey, has become one of the nation’s largest and most accomplished providers of community-based programs in economic development, affordable housing, workforce development, healthcare and many other services. Today, NCC continues to provide comprehensive support for the residents of Newark’s Central Ward. Since 1996, JPMorgan Chase has provided New Community with more than $300,000 in funding. Our latest grant will help NCC train community residents to enter careers as licensed practical and registered nurses.

YAYASAN CINTA ANAK BANGSA — INDONESIA

This group’s mission is to save the lives of Indonesia’s youth by combating narcotics problems through education, awareness and primary prevention. JPMorgan Chase provides funding to support workshops in cooperation with local authorities and nongovernmental organizations in 23 Indonesian cities to prepare trainers with the drug-prevention skills they need.

BAKA PERAK — MALAYSIA

This Malaysian organization focuses on improving the welfare of women, children and the elderly. Funding provided by JPMorgan Chase helps make possible financial assistance for single mothers, leadership courses for women, computer courses for single mother entrepreneurs, a legal education seminar for women and support for disabled children.

FUNDACIÓN MEXICANA BARTOLOMÉ DE LAS CASAS — MEXICO CITY

This school provides individuals with technical training classes and basic needs such as food and clothing. As part of the JPMorgan Chase Global Days of Service program, the firm’s annual month of worldwide volunteer service (see page 38 for further details), more than 100 JPMorgan Chase employees in Mexico City organized a project at the facility to waterproof the roof, paint the interior and exterior premises, and plant a vegetable garden and orchard to help Fundación Mexicana Bartolomé de las Casas meet the needs of the approximate 500 people who depend on its services.

PRO MUJER — PERU AND MEXICO

JPMorgan Chase provides grants to the Pro Mujer programs in Peru and Mexico, which empower 60,000 women from the bottom of the economic ladder to develop skills as businesswomen and leaders in their communities. Through an integrated program, women obtain credit training; small business loans; education in health, family planning and child development; and linkages to other needed services.

CHILDREN IN NEED — UNITED KINGDOM

For the ninth consecutive year, JPMorgan’s employees in Romford transformed their workplace into a regional pledge center for the BBC’s Children in Need appeal. Approximately 200 JPMorgan employees from Romford, plus a coach-load from Bournemouh and some BBC employees volunteered to staff the 55 phone lines from 7 p.m. until 2 a.m. In total, 6,174 calls provided total donations of £155,000 ($277,000). JPMorgan employees in Romford, Bournemouh and London also initiated fundraising events through raffles, an auction, a cake bake and quiz, karaoke, bowling nights and donations that contributed nearly £7,000 ($12,500). The firm made a contribution as well.

THE NEW YORK BLOOD CENTER

JPMorgan Chase’s partnership with the New York Blood Center comprises corporate funding, board membership and robust employee participation in blood drives. Since 1992, JPMorgan Chase has donated nearly $700,000 to the Blood Center and has been represented by corporate officers on the Blood Center’s board. Our current grant, the JPMorgan Chase Diversity Initiative, earmarks $75,000 for a public awareness program to increase blood donations by minorities in Brooklyn and Staten Island, New York. To learn more about employee participation in blood drives, please turn to page 40.

THE TELETHON — FRANCE

Each year, this 30-hour television event in France raises funds to support research programs and services for people with neuromuscular diseases. To support the effort, JPMorgan employees galvanized the Parisian financial community, including banks, insurance companies, the Autorité des Marchés Financiers (the French market regulator) and Euronext Paris (the French Stock Exchange) by launching a virtual IPO (initial painting offering) in which the stock on sale was part ownership of a painting created by JPMorgan employees and by children who have myopathy (an affliction of the muscles or the muscular system). Guidance was provided by professional artists. The painting is on display in Palais Brongniart, the historic premises of the Paris Bourse. In total, the issue raised €400,000 ($516,000) for the “2003 Telethon” — more than double the funds raised in 2002 and the third-largest private initiative for this year’s Telethon.

WORLD AIDS DAY — SOUTH AFRICA

To honor World AIDS Day, JPMorgan Chase in South Africa purchased 12,000 red ribbons made of beads from women in South African townships. The ribbons were attached to information cards about AIDS. On December 1 — World AIDS Day — they were given to South African staff and clients and were available in offices in the U.S. and the U.K. Colleagues were encouraged to take a ribbon and make a donation that will be provided to AIDS-related charities in South Africa.
JPMorgan Chase partners with educational organizations globally to actively engage students in the learning process, inspire their dreams and provide the skills they need to succeed in the 21st century. Through grants, sponsorships and employee volunteerism, JPMorgan Chase impacts both teaching and learning processes. We address professional development training for teachers, build leadership capacity within school systems and support programs that, according to research, have a strong likelihood of elevating achievement levels, including arts education, technology and project-based learning. This section illustrates just a few of the many ways that JPMorgan Chase partners with educational organizations worldwide to enhance communities so residents have a greater opportunity to advance their education.

FUNDACIÓN CMIENTOS — ARGENTINA
Cimientos is focused on educational programs that prevent school dropout and improve the quality of education offered to children from low-income families in various provinces of Argentina. Through a combination of financial scholarship and personal coaching, Cimientos motivates students to stay in school and to improve their performance. Funding provided by JPMorgan Chase secures permanent positions for 28 students to participate in this program, which has grown rapidly from 280 students in 2002 to 1,106 students in 2003.

VOLUNTARY SERVICE OVERSEAS — CHINA
Since 1981, this organization has sent 100 volunteers annually to work with teachers in China’s poorest regions to expand English language teacher training. Volunteers work in the rural areas of China’s far western provinces, including Gansu and Qinghai. JPMorgan Chase is pleased to fund this program through a grant.

FUNDACIÓN EDUCACIONAL BARNECHEA — CHILE
This program located in Santiago and the provinces provides elementary and secondary education and technical training for nearly 800 children from families in extreme poverty. Funding from JPMorgan Chase helps the organization provide the special programs that are integral to the development of the students.

FUNDACIÓN JUNIOR ACHIEVEMENT — SPAIN
This program educates and inspires more than 3,000 students in Spain to value free enterprise, business and economics. Funding from JPMorgan Chase will be used to create a program focused on the advantages of staying in school, directed toward populations at risk of dropping out of the Madrid public school system.

MENTORING PROGRAMS
In addition to facilitating workplace mentoring relationships between our employees and local youths, JPMorgan Chase sponsors numerous community mentoring programs that enrich the lives of young people, particularly in the U.S., the U.K. and South Africa. For the past four years, JPMorgan Chase has provided funding for Big Brothers Big Sisters of New York City for community agency professionals to attend a unique Mentoring Supervisor Certificate program. JPMorgan Chase has also funded the National Mentoring Partnership and was the first corporate sponsor of its Internet site. To learn more about JPMorgan Chase employees’ mentoring activities, please turn to page 40.

CHAMPIONS OF ACTIVE LEARNING
JPMorgan Chase developed this U.S.-based national education program in 1991. This program is designed to encourage and support innovative instructional programs that result in improved achievement for middle grade students. JPMorgan Chase partners with two outstanding organizations to administer this program. Public Education Network is responsible for the overall effectiveness of the program and the grant selection process in 13 cities. New Visions for Public Schools administers the CAL program in New York City. CAL’s goal is to help middle school teachers and students create engaging, interdisciplinary projects that link schoolwork to real life. Since inception, CAL has helped hundreds of educators in more than 200 middle schools to implement hands-on, standards-based learning activities that produce high levels of student achievement, develop more effective instructional strategies and collaborate with each other to share best practices.

THE PROFESSIONAL DEVELOPMENT LABORATORY
The Professional Development Laboratory (PDL) at New York University has been our grantee and education partner for 14 years. PDL offers hands-on, real-world classroom experiences that allow new and seasoned educators to see exemplary practices during the school day, engage in reflective dialogue, serve as coaches, explore new strategies and discuss student learning to plan curricula. It is a collaborative program that builds school capacity by developing school leadership. PDL has worked with 17 New York City school districts, involving more than 4,000 educators and 85,000 students.

ONE ECONOMY
One Economy’s mission is to maximize the potential of technology to help low-income individuals build assets and raise their standard of living. This national not-for-profit organization helps bring technology to low-income, affordable-housing residents around the country and uses that technology to connect them to information and tools that can improve their lives. JPMorgan Chase collaborated with One Economy to help it build its Web site, called the Beehive. The site is designed specifically for low-income individuals and provides financial education, actionable information and tools to help them advance. Funding from JPMorgan Chase helped translate the site into multiple languages, including Spanish, Haitian Creole, Russian and Urdu.
JPMorgan Chase began its long-standing support of arts and culture more than 40 years ago. Since then, we have awarded over $100 million to more than 2,000 arts and cultural institutions. We strongly believe that arts and culture are critical to the creation of a collective community identity and that they enrich our environment. Today, through grants and sponsorships, we support emerging and contemporary artists, galleries, museums, and performing arts institutions worldwide. We are also committed to bringing innovative arts and education programs together to enhance the quality of life for both communities and individuals — especially our youth. This section exemplifies the arts and cultural partnerships we support to ensure that the distinct voices in our communities are heard.

**THE JPMORGAN CHASE ART COLLECTION**

The JPMorgan Chase Art Collection includes 20,000 works in 350 locations worldwide. Works of art include paintings, works on paper, photography, sculpture, glass and ceramics, video and ethnographic art, with representation from every country in which the firm does business. Former Chase Chairman David Rockefeller began the collection in 1959 to visually express the firm’s forward-looking business philosophy. This vision continues through the acquisition of works by emerging and diverse artists from all over the world. The collection’s emphasis on contemporary works repeatedly challenges viewers to think about social issues in new ways. The depth and breadth of the collection enable JPMorgan Chase to partner with museums and galleries globally by developing installations of interest in their local communities.

**FUNDING MAJOR CULTURAL ARTS INSTITUTIONS**

JPMorgan Chase supports major museums and art centers, primarily in the visual and interdisciplinary arts. These venues traditionally attract the largest audiences and contribute to the local economy. The performance of “Nothing but the Truth” at the Lincoln Center Theater about issues of post-apartheid South Africa illustrates our philanthropic support of diversity in the arts. Beneficiaries of this program include more than 50 major museums and art centers.

**FUNDING MIDSIZE AND EMERGING ARTS ORGANIZATIONS**

Three grant programs are available to support the infrastructure of midsize and emerging galleries, exhibitions, spaces, art service organizations and community-based arts groups. Competitive grants support more than 100 arts institutions that work with living artists and foster creativity through the conception, commission, promotion and presentation of new works. Impact grants provide multiyear funding to more than 50 midsize groups of all artistic disciplines that have a strong artistic vision. The grant program has advanced the efforts of more than 200 small and emerging arts groups through 14 partnerships with art service organizations and arts councils.

**EL MUSEO DEL BARRIO**

Founded in 1969 in East Harlem by a group of parents, educators, artists and community activists, El Museo is a vital institution that presents and preserves the art and culture of Puerto Ricans and Latin Americans in the United States. JPMorgan Chase has supported El Museo through competitive grants for more than 20 years and was the lead supporter of its 2003 exhibition, Rafael Tufino, Pintor del Pueblo (The People’s Painter), the artist’s first major retrospective that included 150 of his works spanning the last 50 years.

**THE HONG KONG BALLET — CHINA**

The Hong Kong Ballet company is participating in China’s post-SARS economic relaunch program and will tour North America in 2004. JPMorgan Chase is a lead sponsor of the company and will underwrite part of the tour. This ballet company’s mission is to become the premier Asian ballet company promoting the finest ballet art forms of the East and the West.

**NEW NATIONAL THEATRE FOUNDATION — JAPAN**

Inaugurated in October 1997, the New National Theatre in Tokyo develops performing arts in Japan by producing and performing opera, ballet, contemporary dance and drama. JPMorgan Chase is a major corporate sponsor and is proud to help support its goals.

**DANCE TO THE MUSIC OF ART — UNITED KINGDOM**

This U.K. initiative, originated by JPMorgan in partnership with the Hayward Gallery, is the community outreach component of our sponsorship Saved! 100 years of the National Art Collections Fund. School children participating in the JPMorgan School Mentoring program and a group of teenagers selected by Community Links (an organization that works to reintegrate back into full-time education children who have dropped out of school) work with professional dancers, choreographers and musicians in music and dance workshops. Participants created their own composition, inspired by six works from the Saved! exhibition, which will culminate in a multimedia concert with the Orchestra of St. John at the Royal Festival Hall on January 19, 2004.

**ALJIRA**

Aljira, a beneficiary of the Impact grant program, is a Center for Contemporary Art in Newark, New Jersey. Founded in 1983, Aljira encourages activity in the visual arts, supports emerging and under-represented artists, and provides comprehensive arts education to diverse communities. Aljira’s commitment to New Jersey and the New York metropolitan area has been steadfast over the past 20 years. An advocate for the arts, Aljira manages a professional exhibition space and shares a strong collaborative public program agenda with a network of educational, cultural and neighborhood institutions.

**JPMORGAN CHASE CELEBRATES KIDS**

As the presenting sponsor of the “Radio City Christmas Spectacular” for 12 consecutive years, JPMorgan Chase has been proud to bring the joy of the holidays to families from around the world who have visited the legendary Radio City Music Hall in New York City. With the dazzling Rockettes, the show-stopping Wooden Soldiers and the majestic Living Nativity, the show endures as a classic, generation to generation. And for approximately 90 young aspiring dancers from public schools in Brooklyn and Manhattan, their holiday wishes came true when they participated in dance classes organized by JPMorgan Chase with the world-famous Rockettes.

**ALJIRA**

Aljira, a beneficiary of the Impact grant program, is a Center for Contemporary Art in Newark, New Jersey. Founded in 1983, Aljira encourages activity in the visual arts, supports emerging and under-represented artists, and provides comprehensive arts education to diverse communities. Aljira’s commitment to New Jersey and the New York metropolitan area has been steadfast over the past 20 years. An advocate for the arts, Aljira manages a professional exhibition space and shares a strong collaborative public program agenda with a network of educational, cultural and neighborhood institutions.

**JPMORGAN CHASE MAKES MUSIC — UNITED KINGDOM**

This hands-on music program is active in 15 schools within the U.K. and impacts 400 children between six and eight years of age. In the Gallions Primary School in Newham (East London) and the Newtons Primary School in Rainham (Romford), students and teachers alike are learning to play the cello and the violin. In Bournemouth, our funding provides a professional orchestral residency of 12 weeks given by the Bournemouth Symphony Orchestra’s education department. In 2004, the program will expand to Glasgow, at Sighthill Primary School and St. Stephen Primary School, where native Glaswegian and asylum-seeker children will be working together on a range of traditional Scottish instruments.

**HELPING JPMORGAN CHASE EMPLOYEES AND THEIR FAMILIES ENJOY THE ARTS**

JPMorgan Chase’s philanthropic support of arts and cultural institutions in a number of cities across the U.S. and Europe results in our employees and their families receiving complimentary or discounted admission to more than 125 museums, galleries, theaters and dance events. These benefits encourage employees to enjoy the arts, promote awareness of arts organizations, and help arts and cultural institutions prosper in the communities where our employees live and work.
Our commitment to community partnership begins at our own front door and can be seen in the way we interact as colleagues within the firm. These behaviors are based on our values: integrity; respect; excellence; and innovation. They dictate the way we work with each other and set the standards that guide our interactions with the communities in which we do business. Four commitments to internal programs directly impact our relationships with communities worldwide. These include our employee giving programs, our programs that promote an inclusive workplace, our programs that provide work-life choices that respond to employees’ needs and our commitment to increase our focus on the environment. We are pleased to share our progress with you.
JPMorgan Chase has a long and distinguished tradition of employee giving. Our employees worldwide demonstrate their passion for giving back to their local communities by contributing their time, talent and financial resources to not-for-profit organizations of their choice and by giving the gift of life when they donate blood. The firm encourages employee giving in a myriad of ways as part of its continuous efforts to reinforce the value of supporting the communities in which our employees live and work.

Employee giving at JPMorgan Chase encompasses a range of activities. Broad and generous matching gift and volunteer grant programs help fund the not-for-profit organizations that employees support around the world, both financially and through volunteer activities. In the United States, formal workplace campaigns are organized to increase participation in blood drives and bone marrow registration initiatives, to encourage donations to the United Negro College Fund, and to support health and human services agencies by designating funds to local United Way or qualified 501(c)3 not-for-profit organizations.

THE VOLUNTEER PROGRAM

Global Days of Service, our flagship employee volunteer initiative, is in its ninth year. The benefits from our annual month of worldwide volunteer service continue to grow substantially in size and impact. In October 2003, more than 25,000 JPMorgan Chase employees, retirees, friends and family members took part, a 25% increase over 2002. Our volunteers organized over 1,300 hands-on community service projects in more than 300 cities in 32 countries, affecting the lives of nearly half a million people.

In 2003, a leadership team of more than 1,600 employee volunteers worldwide selected the projects, recruited volunteers, applied for funding from the firm and reported the results. Projects included planting gardens in city parks and abandoned lots, painting schools, assisting people affected by HIV/AIDS, working in animal shelters, helping at soup kitchens, organizing resume-writing workshops, and arranging Oktoberfest and Halloween parties for youths and seniors.

Many additional volunteer programs provide JPMorgan Chase colleagues with opportunities to understand and address the diverse needs of their local communities. The firm makes it easy for employees to identify volunteer opportunities; activities are publicized online through the firm’s intranet, through an employee volunteer database and through seasonal literature.

Some of the other ways JPMorgan Chase employees lend their services include:

- JPMorgan Chase teams are a major presence at walkathons benefiting groups, including American Cancer Society, American Heart Association, Gay Men’s Health Crisis, Juvenile Diabetes Foundation, Kidney and Urology Foundation, March of Dimes, Multiple Sclerosis Foundation, National Parkinson Foundation, Susan G. Komen Breast Cancer Foundation and more.
- Around the globe, employees build homes for people in need; work with children living in homeless shelters; collect toys, food and gifts at holiday time; provide companionship for seniors in homes, and provide relief to victims of disasters.

The firm honors outstanding employee and retiree volunteers for their community service efforts at an annual reception hosted by Chairman and CEO Bill Harrison. Grants from The J.P. Morgan Chase Foundation are awarded to the organizations where these winners volunteer.

To encourage and recognize long-term, continuous volunteer efforts, The J.P. Morgan Chase Foundation makes grants to not-for-profit organizations where an employee or retiree provides 100 hours or more of volunteer service in a 12-month period. The Foundation also funds team projects through grants for project-related expenses. In 2003, nearly $2 million was awarded to community groups through these grants.
THE MENTORING PROGRAM
The firm’s diverse mentoring programs give employees many opportunities to make a meaningful difference in the life of a young person. JPMorgan Chase supports an estimated 500 one-to-one mentoring relationships in the United States. Throughout the nation, employees work with young people in a variety of capacities, including:

- helping middle school students on JPMorgan Chase premises in New York City and Dallas, Texas, with homework and life skill instructions through the Big Brothers Big Sisters program
- working in high school classrooms through Junior Achievement programs and one-to-one mentoring relationships in the New York metropolitan area
- partnering with HOSTS (Helping One Student to helping middle school students on JPMorgan Chase
- reading to elementary school children in partnership with the San Francisco Unified School District
- reading to elementary school children in partnership with the 121 Community Outreach organization in Arlington, Texas, to mentor middle and high school students

In the United Kingdom, where 60 London employees volunteer their lunch hour to spend time with children from two inner city schools, mentoring programs address the need for youth education to improve literacy and math.

THE BLOOD DONATION PROGRAM
JPMorgan Chase employees give the gift of life throughout the world through their generous participation in firm-sponsored blood drives or at local blood donation centers. In the metropolitan New York/New Jersey area, the firm holds blood drives four times a year during critical shortage periods, collecting more than 7,000 pints of blood. Drives in other domestic U.S. locations where the firm has a presence collect approximately 3,000 pints annually. This year, several Global Days of Service projects included blood drives in countries such as India and Japan.

In addition, more than 1,600 U.S. employees have registered with the National Marrow Donor Program, a 50% increase over 2001. Four employees have been matched and have successfully donated marrow to patients in need. In the New York tri-state area, the firm currently targets minority groups to help diversify the registry. Due to the success of this initiative, the program will expand to several other states in 2004.

THE J.P. MORGAN CHASE FOUNDATION MATCHING GIFT PROGRAM
The J.P. Morgan Chase Foundation matching gift program gives employees and retirees an important voice in the direction of the firm’s philanthropic dollars. The firm has a long-standing commitment to encourage and stimulate giving by matching contributions to not-for-profit organizations. JPMorgan Chase was one of the first corporations to offer its employees matching gifts in 1959 and, today, is proud of the breadth of its global matching gift program.

THE UNITED NEGRO COLLEGE FUND CAMPAIGN
The United Negro College Fund (UNCF) is the beneficiary of an enthusiastic tradition of employee giving at JPMorgan Chase that began in 1982 as a grassroots effort run solely by employees. Twelve years later, in 1994, the UNCF fundraising efforts officially became part of the firm’s formal employee giving program with resources dedicated to mobilizing a full-fledged campaign.

As part of this spring event, more than 200 employees voluntarily spend four weeks educating and motivating their colleagues to support the UNCF. Rallies, speaking engagements at employee meetings and special events raise awareness of the mission and accomplishments of the UNCF. In 2003, JPMorgan Chase matched nearly $1.3 million in UNCF donations, making possible a combined total of $2.6 million raised through employee contributions and matching gifts. Since 1980, JPMorgan Chase employees have donated nearly $6 million to the UNCF, which, when combined with the matching gift and sponsorships, has resulted in a total contribution of more than $15 million.

THE UNITED WAY GIVING CAMPAIGN
JPMorgan Chase has a long history of support for the United Way. The current United Way giving campaign enables U.S. employees to contribute to any local United Way or qualified health and human services agency. During the 2003 campaign, more than 34,000 employees pledged $9.7 million. Special events ranging from golf outings, auctions, and vendor fairs to bake sales and ice cream socials raised an additional $565,000. The J.P. Morgan Chase Foundation’s grants to local United Way organizations add another $5.3 million, bringing the total support for 2003 to $15.6 million, benefiting more than 3,500 local not-for-profit agencies and United Way member agencies.

To boost participation, nearly 1,000 steering committee members and coordinators encourage their colleagues to utilize an online pledge system. They arrange for agony speakers and videos for employee meetings and help raise awareness of the campaign through special events.

Numerous Global Days of Service projects support the needs of United Way member agencies. In addition, many members of the firm serve on United Way boards, act as loaned executives or volunteer in an advisory capacity to local United Way organizations.

THE UNITED NEGRO COLLEGE FUND (UNCF) CAMPAIGN

| Year | Matching Gifts Matched | UNCF Matching Gifts
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1996</td>
<td>$5 million</td>
<td>$12 million</td>
</tr>
<tr>
<td>2003</td>
<td>$20,000</td>
<td>$43,000</td>
</tr>
</tbody>
</table>

Recipients with matching gifts during the 2003 campaign received $400,000 to $2 million.
JPMorgan Chase succeeds by creating a culture that sparks creativity, leadership and exceptional performance. Our success depends on enabling and challenging each other to contribute our best in an environment that is inclusive, open, flexible, fair and courageous. Formal programs that promote the common vision of inclusion are integrated daily into the workplace of every JPMorgan Chase location and are intended to benefit interaction between colleagues internally and between the firm and the communities we serve.

In the Western Hemisphere and across the Asia Pacific region, employees are actively engaged in education, awareness and training through programs that encompass diversity initiatives. In South Africa, employees embrace diversity, empowerment and equity in employment issues as part of the in-depth transformation initiative. Across Europe and the Middle East, our employees focus on the Excellence in People initiative, which recognizes the central importance of attracting and retaining the best people. Regardless of the name, our goal has been to move our diversity agenda beyond awareness to results — such as improving the diverse representation of our senior leaders and increasing revenue from traditionally underserved markets. Each business is focusing on developing a pipeline of diverse talent, with frequent talent reviews during the year. Our women’s initiative recently led to a global women’s conference attended by hundreds of senior women leaders around the world — and some followed up with business-specific women’s conferences. We use rigorous standards to gauge progress on these inclusion initiatives. All businesses are tracked against a diversity scorecard that measures implementation of changes that promote diversity. Accountability for scorecard performance rests with the most senior-level executives in each business, and compensation is tied to achieving scorecard results.

Our commitment to an inclusive workplace touches every aspect of the way the firm conducts itself: from employment efforts to awareness programs in the communities where we work and do business. Our impact is visible in the wide range of community development efforts, including affordable mortgage programs, major investments in federal low-income housing credits, low- and moderate-income real estate financing, and hands-on involvement in workforce development programs. JPMorgan Chase also addresses the needs of minority- and women-owned businesses to help them succeed.

An inclusive workplace begins with senior-level commitment.

Chairman and CEO Bill Harrison chairs the Corporate Diversity Council. Executive Committee members chair nine action-oriented Task Force teams:

- > African-American/Black
- > Asian
- > Gay/Lesbian/Bisexual/Transgender
- > Latino
- > People with disabilities
- > Women
- > Women of color
- > Work-life

Each Task Force team examined demographic data, studied years of JPMorgan Chase Poll results, reviewed external studies, and held employee focus groups and surveys around the world that addressed action items needed. Approximately 4,000 employees from across the globe were engaged in the fact-finding part of the project using Six Sigma methodology.

VENDOR INITIATIVES

Created in 1993, the JPMorgan Chase Supplier Diversity Network (SDN) provides minority- and women-owned business enterprises (MWBEs) access to the firm in a coordinated manner. MWBEs are defined as 51% owned and controlled by a minority (men and women who are African-American, Hispanic-American, Asian-American or Native American) or non-minority women, gay, lesbian, bisexual, transgender (GLBT) veterans and people with disabilities.

The program helps vendors who provide commodities and professional services. The same business standards and expectations apply equally to all suppliers who compete for JPMorgan Chase business. Bidding is competitive and based upon the vendor’s management expertise, operational capabilities and track record. In addition, purchasing from diverse suppliers, JPMorgan Chase encourages its primary suppliers to use SDN vendors when possible through a formal program. In 2003, JPMorgan Chase awarded nearly $300 million in the procurement of goods and services to MWBE vendors.

Procurement policy in South Africa is shaped by the firm’s local transformation imperatives. The firm is committed to increasing the proportion of goods and services obtained from Black Economic Empowerment firms, currently 24%. Contractors are evaluated against established criteria, and the firm encourages the procurement of services from these entrepreneurs wherever possible. Our impact across the full scope of initiatives we have is visible, in part, by the third-party recognition accorded JPMorgan Chase and by the many requests we receive to share best practices and experiences with other corporations, not-for-profits and municipalities.

Creating an Inclusive Workplace

- > JPMorgan Chase Corporate Diversity Council establishes commitment from the top.
- > Nine Task Forces identify action items and goals.
- > Thirty diversity councils chaired by senior managers in each business address specific needs.
- > Seventy-seven employee networking groups voice perspectives from 18,000 employees (all levels).
- > Focus on women’s leadership in 2003 included global senior women’s conference.
- > Diversity index is tracked annually via JPMorgan Chase Poll.
- > Diversity index for 2003 reports substantial two-point rise over 2002.
- > Executive accountability is clearly established and tied to both:
  - balanced scorecard measurements for JPMorgan Chase Poll diversity index results
  - number of diverse senior officers in each business
- > Diversity education is mandatory for all employees; more than 50 internal training programs address this requirement annually.

Awards & Recognition*

- > “Top 50 Company,” Careers & the Disabled; Hispanic; and Latinas/Hispanas (fourth consecutive year, 2000-2003)
- > “Award of Recognition” for taking a leading role in enhancing employment opportunities for people with disabilities, New York State Regional Workforce Alliance
- > Awarded perfect score for policies affecting gay, lesbian, bisexual and transgender employees, consumers and investors (one of 13 companies), Human Rights Campaign Foundation
- > “Top 10 Company for Recruitment and Retention,” DiversityInc
- > “Top Company for Gay, Lesbian, Bisexual, Transgender Employees,” DiversityInc
- > “Top Company for Women,” New York City Mayor’s Office/Women’s Commission
- > “Platinum Status Award for Advancing the Careers of Women,” The Opportunity NOW organization (U.K.), 2002
- > “Advocate of the Year,” Women’s Business Enterprise National Council, Texas affiliate
- > “Advocate of the Year,” New York/New Jersey Minority Purchasing Council
- > “Top Companies for Women Businesses,” White House celebration
- > “America’s Top Corporations for Women’s Business Enterprises,” The Women’s Business Enterprise National Council

* Awards and recognition for 2003 unless noted otherwise.
a commitment to work-life solutions

JPMorgan Chase is one of the top 100 “family-friendly” companies in the United States for the eighth consecutive year, according to Working Mother magazine, a fitting testimony to our commitment to respond proactively to our employees’ work-life needs. We offer employees a variety of work-life benefits to help prioritize professional, family and personal responsibilities. Our solutions — from our back-up child care network to our elder care program to our fitness centers — support all aspects of work and personal life.

Our goals are to create an environment that supports the choices employees make to be successful both at work and at home by providing solutions that respond to employees’ needs. This approach helps ensure that JPMorgan Chase will remain a great place to work.

The 2003 JPMorgan Chase Poll, an annual internal survey that measures employee satisfaction, shows that employees appreciate the investment the firm has made in helping them manage their obligations. Employees are more committed to the firm — and more productive — because of our broad array of work-life programs. Employees who believe their managers are sensitive to work-life issues are 42% more satisfied and 25% more likely to stay with the firm, numbers that translate into continuity for our clients and real dollar savings for the firm in terms of recruiting and training costs.

**FLEXIBLE WORK ARRANGEMENTS**

Flexible work arrangements help JPMorgan Chase employees in every region of the world manage the sometimes conflicting demands of business and personal responsibilities. An alternative to traditional work schedules, flexible work arrangements include flextime, compressed work-weeks, telecommuting, job sharing, part-time and remote work.

**IMPACTING OUR COMMUNITIES**

JPMorgan Chase has also worked hard to positively impact the lives of children in all our communities. Through the Bright Spaces program, for example, volunteer teams at each JPMorgan Chase back-up child care center adopt local homeless shelters. Sixteen Bright Spaces have opened in recent years, with activities ranging from book and toy drives for the shelters’ children to a clean-up program. Through Comfort For Kids, the firm partnered with Mercy Corps and Bright Horizons to provide educational materials and training for parents, caregivers and schools to deal with the aftermath of September 11. The effort touched hundreds of thousands of lives, and more than 12,500 kits were distributed. Some communities across the U.S. used the materials as part of their disaster preparedness.

**BACK-UP CHILD CARE**

JPMorgan Chase’s back-up child care network — one of the largest such networks among U.S. corporate employers — helps our employees continue their professional lives even when there is disruption in their normal child care arrangements. Our network of 16 onsite back-up child care centers in the U.S. provides free, high-quality child care to our employees when their usual child care arrangements fall through. Employees can use the centers at no cost for up to 20 days each year for children aged six weeks to 12 years. In addition, our unique Eight Week Advantage Program gives new parents eight weeks of free child care to help with the transition back to work. In London, we offer back-up child care through a corporate consortium of other employers.

We believe that back-up child care makes good business sense, both to the firm and to our employees. Back-up child care delivers enormous peace of mind to parents who might otherwise have to miss work — often without being able to provide any advance notice to coworkers. Parents can check on their children during the work day and enjoy the comfort of knowing that their children are being cared for by skilled professionals.

**FITNESS PROGRAMS**

The JPMorgan Chase cardiovascular fitness centers emphasize the importance of individual initiative and personal interest in health. Our fitness programs accommodate everyone, from the highly fit to first-time exercisers. The firm has onsite fitness centers in 11 locations in the U.S. and the U.K. In addition, we have contracted with more than 100 fitness companies across the U.S. to offer discounted membership fees to our employees and their families. Discounts are also available on exercise equipment and apparel.

**EMPLOYEE ASSISTANCE PROGRAM**

Our Employee Assistance Program (EAP) is a resource to help employees and their families when they are faced with personal issues — from everyday stress to severe life situations — that can affect emotional health and the ability to function in their professional or family life.

The EAP offers the option of face-to-face counseling or telephone consultation with a licensed professional. It is available to help employees around the world confront a wide range of life situations such as depression or anxiety, or relationship or family issues as well as work stress, substance abuse, financial and legal issues, and more. All consultations are strictly confidential.

With this program, help with a stressful situation can start with a simple phone call. Our EAP counselors are available 24 hours a day, seven days a week. We are grateful that our employees can turn to this resource when they have a need.

**Awards & Recognition**

"Top 100 Companies for Working Parents," Working Mother, eighth consecutive year
Recipient of the “Corporate Leadership for Children” award, Child Care Inc., 2003

**Did you know . . .**

- More than 2,000 employees use the Employee Assistance Program to help themselves and their family members.
- More than 15,000 families rely on the firm’s back-up child care network.
- 25% of JPMorgan Chase’s worldwide population has a flexible work arrangement.
- 40% of our staff use LifeWorks, our work-life resource and referral program.
- 22% use Circles, our personal assistant service, to save time and minimize stress.
JPMorgan Chase recognizes the impact of its activities on the environment, as evidenced by our environmentally sensitive and prudent management of JPMorgan Chase facilities around the world. Our energy management, recycling, and asbestos and fuel tank removal programs are designed to consume resources responsibly and to dispose of potential environmental hazards. We are equally focused on making our internal workplaces safe for our employees and customers. We test air and water quality regularly in our facilities to ensure that we maintain healthy indoor environments.

While we are proud of our record as a responsible consumer of power and manager of waste, in recent years we have also become increasingly aware of the larger context in which we conduct our businesses as a participant in today’s global economy. We are concerned about the impact of growth and development on the environment and on individual communities.

ENVIRONMENTAL AFFAIRS
As the firm’s environmental management programs become increasingly numerous, sophisticated and complex, the need for a more formal framework to monitor these endeavors has grown. A firmwide committee, led by the Director of Environmental Affairs, will establish global policies and procedures regarding environmental issues. This function will be accountable to the Public Policy Committee of the Board of Directors and will oversee existing and future efforts that impact the environment.

ENERGY MANAGEMENT
The firm participates in the U.S. Environmental Protection Agency’s Green Lights and Energy Star programs. These voluntary compliance programs are designed to encourage efficient energy management. JPMorgan Chase has installed:

- energy-efficient fluorescent lighting rather than incandescent lights in new facilities and office retrofits
- automatic shutoff switches to turn off lights at specified times after a building has closed for business
- motion detectors to turn lights on and off in low-occupancy spaces
- Building Management systems to ensure efficient operation of building heating, ventilation and air-conditioning systems
- variable frequency drives on motors and pumps to guarantee an efficient motor speed that does not waste energy

RECYCLING AND WASTE DISPOSAL
Recycling programs are practiced in all our facilities worldwide. Recycling reduces waste disposal costs and ensures that the firm’s waste disposal is not harmful to the environment. Whenever possible, the firm uses recycled products such as toner cartridges for printers and copying machines as well as copy paper. The firm gives employees the ability to purchase recycled office supplies through its vendor catalogs. The firm has instituted resource reduction programs to reduce the amount and/or toxicity of waste. One such program is two-sided copying in specified copying machines.

In 2004, the firm will explore procurement strategies for paper that will reduce solid waste and consumption of water, wood and energy.

OZONE DEPLETION
The firm has phased out its use of ozone depleting chemicals in the majority of our facilities. We are no longer using Halon-13 gas in our fire suppression systems and R-11 refrigerant in air-conditioning installations.

AIR AND WATER QUALITY
The firm has an air and water quality testing program to ensure that we maintain a safe working environment. At regularly scheduled intervals, depending on the location of the facility, samples are analyzed to assess their safety. The results are compared with various guidelines and regulations to detect issues and, if necessary, make adjustments.

HAZARDOUS MATERIAL REMOVAL
Our abatement and removal programs for asbestos and underground fuel oil tanks are designed to protect our employees and customers and to comply with regulations regarding the proper procedures for managing these materials.

Our asbestos abatement program accomplishes the systematic and carefully executed removal of asbestos-containing materials in affected buildings. While the presence of asbestos in a building is not in and of itself a health hazard, our abatement program’s procedures reduce the risk to building occupants during major office renovation projects.

JPMorgan Chase has underground fuel oil storage tanks primarily in our branch bank system. As aging tanks can leak and contaminate soil and groundwater, the firm is actively engaged in the process of identifying and implementing alternative fuel sources. We remove underground tanks as we convert our branch buildings to more efficient energy sources.

Environmental Initiatives

- Director of Environmental Affairs (begins 2004)
- Efficient energy usage
- Recycling
- Waste disposal
- Management of ozone depletion
- Air quality testing
- Water quality testing
- Asbestos abatement
- Systematic removal of underground fuel oil storage tanks

We are concerned about the impact of growth and development on the environment and on individual communities.
“The bank [JPMorgan Chase] truly cares about the quality of life in the borough [Brooklyn].”

Karen Brooks Hopkins, President, Brooklyn Academy of Music

“JPMorgan Chase has been the drum major for the [Texas Southern] university.”

Dr. Priscilla Slade, TSU President

“I’ve been a teacher in this part of London for 22 years. I’ve come across businesspeople doing this sort of thing before but not on this scale. I can’t overestimate the impact the [JPMorgan] volunteers have on the children.”

Ian McGovern, Deputy Head Teacher, Grasmere School

“It [HK$500,000] was the first [SARS-related] donation made by a multinational corporation and prompted others to give. It really demonstrated JPMorgan’s concern for this [Hong Kong] community.”

Wilson Wong, Deputy Secretary General, Hong Kong Red Cross

“America’s Top Corporations for Women’s Business Enterprises”

The Women’s Business Enterprise National Council

“The future of our country [South Africa] lies in education, and this is where JPMorgan’s commitment to investing in human capital comes together with the vision of Vuleka.”

Janet Saner, Vuleka Administrator

“. . . relative to other corporations, JPMorgan Chase has developed a model that clearly places it among leaders in corporate involvement in terms of vision, organization and impact. It is a model that demonstrates value to both the corporation and to the lives it touches.”

The Center for Corporate Citizenship at Boston College, from a study funded by The Ford Foundation (2000)