



Focused Forward



Our 2014 Corporate Responsibility Report provides transparency and clarity to you and other important partners on our journey. Feedback and questions about our corporate responsibility efforts and this report are welcomed and can be addressed to Andrew Watterson, KeyCorp's Head of Sustainability: Andrew_Watterson@keybank.com or 216-689-5418.

To view past KeyBank Corporate Responsibility Reports, click [here](#).

On the cover: KeyBank Foundation supports STEM (science, technology, engineering, and math) education through grants that help provide upgraded facilities, scholarships, and collaborative activities in the Cleveland Metropolitan School District.

Our fourth annual Corporate Responsibility (CR) Report serves as a companion piece to our 2014 Annual Report to shareholders and provides an update on our CR progress. It aligns with the Global Reporting Initiative (GRI) framework, which is the most widely used CR reporting framework in the world. The GRI framework allows us to share our results in a manner comparable with our peers and industry benchmarks and organize our corporate responsibility efforts in a manner that accelerates our progress. By way of this document, we report on the CR progress of KeyCorp; KeyCorp's subsidiary bank, KeyBank National Association; and KeyBank Foundation, for the calendar year ending December 31, 2014.



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Organizational profile

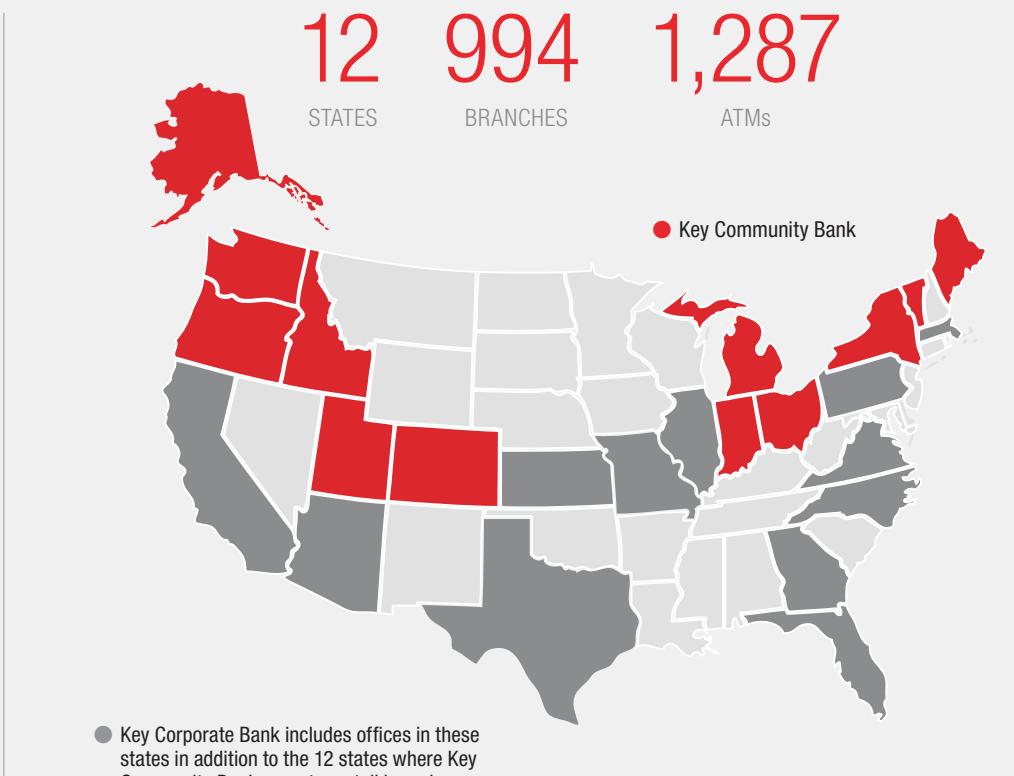
Description: KeyCorp was organized more than 160 years ago and is headquartered in Cleveland, Ohio. KeyCorp is the parent holding company for KeyBank National Association ("KeyBank"), its principal subsidiary, through which most of its banking services are provided. Through KeyBank and other subsidiaries, Key provides a wide range of retail and commercial banking, commercial leasing, investment management, consumer finance, commercial mortgage servicing, and investment banking products and services to individual, corporate, and institutional clients. It does so through two major business segments: Key Community Bank and Key Corporate Bank.

Significant organizational changes

KeyCorp Names Community Bank Co-Presidents:

In April 2014, KeyBank established a new leadership structure for the Community Bank and named E.J. Burke and Dennis Devine co-presidents reporting to CEO Beth Mooney. Burke leads the Commercial and Private Banking segments while Devine leads the Consumer and Small Business segments. The two work together to deliver Key's solutions to consumer, commercial, and high-net worth clients in 12 states.

Acquisition of Pacific Crest: In 2014, KeyCorp purchased Pacific Crest Securities (PCS), a technology-focused investment bank and capital markets firm. This acquisition underscores Key's commitment to be the leading corporate and investment bank serving middle market companies, adding significant technology expertise, while providing the opportunity to expand new and existing client relationships. The addition of this technology industry vertical also provides Key with a competitive advantage in the marketplace, incorporating PCS's strong reputation, leading market presence, and strong intellectual capital.



\$93.8 billion

TOTAL ASSETS

\$4.11 billion

TOTAL REVENUE

13,853

AVERAGE FULL-TIME EQUIVALENT (FTE) EMPLOYEES

Totals as of December 31, 2014



Dear Stakeholder,

Welcome to our fourth annual Corporate Responsibility (CR) Report. We look forward to sharing the progress we've made advancing our CR strategic priorities: responsible banking, citizenship and operations. Our corporate responsibility journey is making us a better company and allowing us to better fulfill our purpose to help our clients and communities thrive.

2014 was a year of significant progress for us, as we conducted research to better understand how we can have the greatest positive effect on our shareholders, our team, our clients and our communities. In 2014, we advanced our CR efforts at a faster pace, maintained a clear line of sight across the enterprise, and engaged all businesses and support functions through a newly-formed Corporate Responsibility Council, to position the bank for success.

The regulatory environment continued to be a focus for our industry and for Key in 2014. In response to the rapidly changing environment, we continued to develop responsible and innovative products and services, such as our Hassle Free Account.[®] Launched in July 2014, the Hassle Free Account helps clients achieve confidence in their financial decisions and greater financial health. Beyond consumers, we supported the creation of sustainable communities by working closely with developers to finance buildings that provide stability to disadvantaged neighborhoods. And, in our Corporate Bank, we remained a leader in financing wind and solar, with more than \$2 billion invested in such projects across the U.S..

Our investments were supplemented with transformational philanthropy and community service through the KeyBank Foundation. To keep pace with the needs of our communities, KeyBank Foundation refocused its mission and grant-making strategy, to launch in 2015. It also made Key's largest civic investment in history, with a \$4 million dollar gift to the restoration of Public Square in our headquarters city of Cleveland, Ohio.

Core to our values-based culture is our belief that our employees are Key's most important asset. As a champion of a talented and diverse workforce,

we were proud to be recognized as one of the "Top 50 Companies for Diversity" by *DiversityInc* in 2014, and we continued to support our employees' personal philanthropy and volunteer efforts at a high level.

An unwavering focus on our own efficient operations and environmental footprint continued in 2014. We reduced our greenhouse gas emissions by more than eight percent over 2013, exceeding a 2016 goal of 20 percent. In November, our 17 Corporate Woods facility achieved LEED[™] Gold certification, making it our twenty-third LEED certified facility and bringing our LEED certified corporate square footage to 48 percent. We also continued to focus on our supply chain, achieving an 11.8 percent spend with diverse suppliers and exceeding a 10 percent goal.

The concept of corporate responsibility means much more than "doing good." Corporate responsibility is doing good business, honestly and transparently. It means taking advantage of opportunities and managing risks associated with our industry, the industries we serve, and the communities where we live and work. It means making the bold commitment to be open to change and devoting resources to facilitate that change. We are proud of the progress that we have made, energized by the magnitude of opportunity ahead, and determined to proceed with confidence.

Thank you for your continued support of our work and the positive effect it has on the stakeholders we so proudly serve.

Sincerely,

A handwritten signature in black ink of Beth E. Mooney.

Beth E. Mooney
Chairman and Chief Executive Officer

A handwritten signature in black ink of Bruce Murphy.

Bruce Murphy
Head of Corporate Responsibility



CR governance

As a discipline, Corporate responsibility continues to evolve, as does the banking industry and stakeholder expectations. At Key, corporate responsibility topics are increasingly important to us, and we are working hard to establish an enterprise-wide CR focus, bolstered by employee engagement that is strong enough to generate and sustain meaningful change. Our executive management team is committed to managing CR issues that have the greatest effect on our company and benefit our most critical stakeholders.

With each year that passes, our understanding of and sophistication in advancing CR increases. The implementation of robust CR governance is a process, and we are taking a thoughtful approach. In 2012, we formed the Corporate Responsibility Group, purposefully uniting divisions responsible for various aspects of CR at Key. Through this unification, cross-departmental collaboration and employee engagement were strengthened, our approach became more holistic, and our ability to affect our business processes and add value to stakeholders increased.

In 2013 and 2014, we continued to make conscious and steady steps to strengthen our CR governance, as described in greater detail in this section.

Impacts and Opportunities Assessment – Identifying what matters to Key and our stakeholders:

In 2014, Key conducted a comprehensive Impacts and Opportunities Assessment, engaging internal and external stakeholders to identify and prioritize the environmental, social, and governance (ESG) topics most significant to Key. The assessment led to two important outcomes. First and foremost, the results and analysis provided a foundation for Key's CR strategy and planning, including goal-setting for our most significant ESG topics and the proper metrics for measuring progress towards those goals. Secondly, the assessment enabled us to be more transparent in our reporting to stakeholders. We will provide more information in our 2015 CR report, including outcomes of the assessment, our new goals, and the resulting strategic framework.

6

Assessment process



Discovery



Prioritization



Validation



Adoption



CR governance at Key

Corporate Responsibility Group: Created in 2012, Key's Corporate Responsibility Group, led by Executive Vice President Bruce Murphy, oversees Key's CR strategy and activities. The group is responsible for ensuring Key continues its longstanding responsible approach to banking, citizenship, and operations.

Corporate Responsibility Group Strategic Priorities

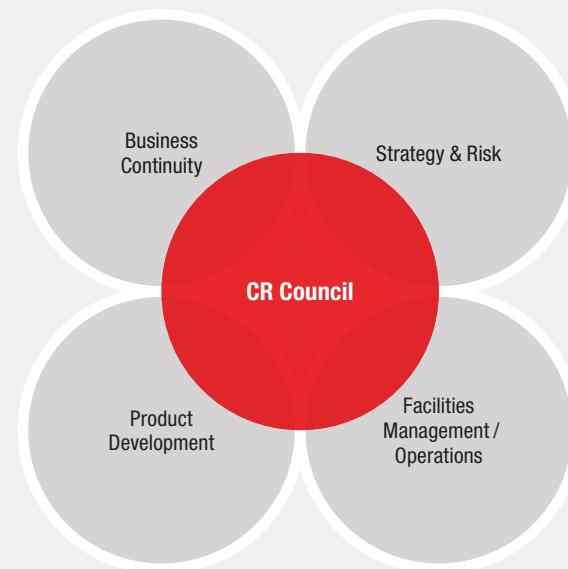
- Responsible banking
- Responsible operations
- Responsible citizenship

Corporate Responsibility Group Strategic Drivers

- Provide expert guidance in managing reputational risks
- Provide expert insights into regulatory, legislative, and community advocate trends that affect our reputation
- Make strategic investments in the community
- Lead an enterprise-wide strategy to create a diverse and inclusive company
- Lead an enterprise-wide sustainability strategy that leverages our resources efficiency, creates investment opportunities, and enhances and protects our brand

Corporate Responsibility Group Functional Areas

- Management of Community Reinvestment Act (CRA) assets, including Community Development Lending and Investing
- KeyBank Foundation
- Diversity and Inclusion
- Sustainability



Creation of a CR Council: To further embed CR concepts into Key's daily decision making, Key created a Corporate Responsibility Council in 2014, chaired by Chris Gorman, president of the Corporate Bank, and comprised of senior leaders across the enterprise. The Council, as a governing body, provides leadership and ensures the entire bank adheres to the CR priorities as it executes corporate strategy. It works closely with Key's Corporate Responsibility Group and meets on a quarterly basis.

"Our focus on corporate responsibility differentiates us as a financial institution. It is something that everyone at Key believes allows us to better manage risk, identify growth opportunities, and attract and retain top talent."

Chris Gorman
*President, Corporate Bank,
Chair, KeyCorp's Corporate
Responsibility Council*



Responsible banking

Community development lending and investing

Our Community Development Lending (CDL) business stabilizes and revitalizes communities by bringing to bear expertise in complex financing, public-private partnerships, and use of tax credits. Community Development Lending makes construction affordable and attractive to developers, who stimulate local economies through new construction and renovation projects. Developments may include affordable housing, social service agencies, art and cultural institutions, and new residential or retail properties in areas that are economically disadvantaged. By supporting the most vulnerable individuals and neighborhoods, Key's CDL strengthens communities.

CRA compliance: The Community Reinvestment Act (CRA) requires banks to meet the credit needs of low- to moderate-income communities across America. The CRA exam, administered by the U.S. Office of the Comptroller of the Currency (OCC), rates an institution's lending, investment, and service activities in such communities. Key's strong history of developing unique solutions for consumers and financing important developments that stabilize and revitalize communities has been noted. In 2013, Key achieved the highest recognition from the OCC when it earned its eighth consecutive "Outstanding" rating for exceeding the terms of the Community Reinvestment Act, becoming the first top 25 national bank in the U.S. to earn this distinction.



A photo of the 12th Avenue Arts development in Seattle, WA. The complex, which opened in 2014, brings together theater, office, affordable housing, retail, restaurant space, and parking for the Seattle Police Department. Key provided approximately \$20 million in loans and both \$5.5 million in New Markets Tax Credit and \$5.5 million in Low Income Housing Tax Credit investments.



Responsible banking

Supportive housing for the homeless: In 2014, KeyBank provided financing for the construction of Nativity House – a permanent supportive housing development for chronically homeless men and women in Tacoma, Washington. Financing included an \$8.4 million Low Income Housing Tax Credit (LIHTC) investment and a \$5.8 million construction loan.

"The chronically homeless population is one that is highly distressed and extremely vulnerable. This development is a major step forward in improving their living conditions and providing stabilizing opportunities," said Kevin Nowak, National Equity Investment Manager of the Key Community Development Corporation.

The progressive development provides 50 units of permanent supportive housing for the chronically homeless and offers integrated services, with units in close proximity to two shelters and a hospitality kitchen. Supportive services include counseling and case management services and, for those in shelters, the hope of transitioning to permanent housing.

To bring the development to life, Key partnered with Catholic Community Services of Western Washington, the most robust and active homeless-serving group in Tacoma.

Mass Ave Community Homes: In Buffalo, New York, KeyBank provided \$16.3 million in financing for the Mass Ave Community Homes, an affordable multifamily residential development. The scattered site development includes 46 units across a total of nine newly constructed and seven renovated buildings. Scheduled for completion in late 2015, this project provides housing options and amenities for families with incomes ranging from 40 to 80 percent below the area median income.



9

KeyBank provided \$10 million in LIHTC equity and a \$6.3 million construction loan to support this project.

"Once complete, these properties will deliver better housing for low- to moderate-income families in the Buffalo-area, creating a stabilizing effect on the community," said Kevin Nowak, National Equity Investment Manager of Key Community Development Corporation.

Above: Mass Ave Community Homes will offer 46 affordable multifamily units in Buffalo, NY.

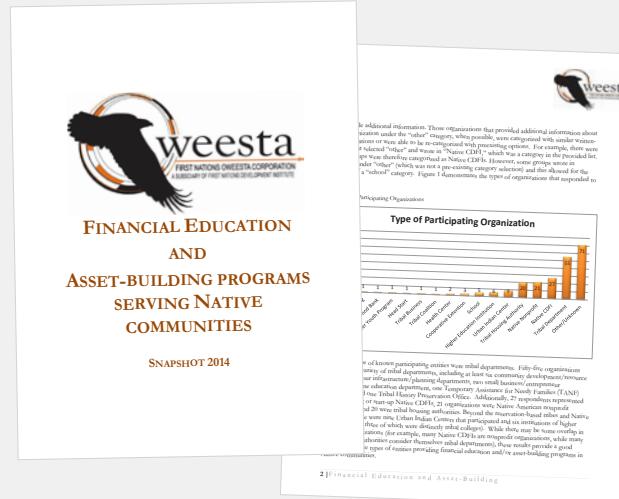


Responsible banking

Financial capability

When an individual understands the status of his or her financial health and then improves it by implementing new principles, the result is financial stability, growth, and wealth. When our customers are well-versed in the basics of personal finance, the value of Key's products and services can be fully realized, and ultimately, local economies thrive. For all these reasons, we provide free financial education for customers and non-customers alike. Our "Learn and Earn" curriculum consists of 15 free classes and is taught in Key's 23 markets by more than 600 KeyBank employee volunteers. Since 2004, we have educated more than 30,000 people on topics like managing money, getting and keeping good credit, and budgeting. In addition to in-person classes, Key offers online courses in English and Spanish, through a partnership with One Economy, titled Money Made Easy moneymadeeasy.com, as well as the FDIC's "Money Smart" curriculum found in KeyBank's Financial Wellness Resource Center. Available at key2financialwellness.com, the interactive courses are 10 minutes or less in length and are available on tablets or mobile. Personal financial information and tools can also be found on Key's website at key.com/financialed.

Supporting Native American financial education: First Nations Oweesta Corporation is a nonprofit that supports economic growth in Native American communities. It directly provides those communities the tools and capital required for job creation, small business development, commercial real estate development, and affordable home ownership. It also offers basic banking services and financial literacy training to under-banked Native American communities, which were historically targeted by predatory lending practices.



Oweesta financial capability materials provided to Native American communities across the U.S.

In 2012, KeyBank Foundation awarded Oweesta a four-year \$250,000 grant to provide financial education to Native American communities across the country. The grant supports financial literacy programming, certification of financial education trainers, technical assistance, and evaluation of the initiative. The program helps tribal leaders empower their members to take control of their finances and plan for the future.

In 2014, Oweesta's "train the trainer" program was held in four states, in partnership with KeyBank. To date, with the grant funding, Oweesta has hosted five trainings and certified 131 trainers to serve 82 different Native communities across the country, including those in the states of Washington, Alaska, Oregon, and Idaho.

30,000

MORE THAN 30,000
PEOPLE EDUCATED
ON PERSONAL FINANCE
SINCE 2004

10

82

NATIVE AMERICAN
COMMUNITIES
RECEIVED FINANCIAL
EDUCATION TRAINING
ACROSS THE COUNTRY



Responsible banking



KeyBank employees providing free advice during 2014 Super Refund Saturday.

Super Refund Saturday: During Super Refund Saturday, an important annual day of volunteerism, Key provides free tax preparation for hardworking local residents and helps them discover the Earned Income Tax Credit. On February 8, 2014, 130 Key volunteers helped more than 1,100 families and processed more than \$2.9 million in federal and state refunds for residents.

"Super Refund Saturday is a service we take pride in offering," said Bruce Murphy, KeyBank's Executive Vice President of Corporate Responsibility. "We have a commitment to our communities, and it's satisfying to see consumers who typically wouldn't have access to this level of information benefit from the outreach."

"The KeyBank Hassle-Free Account and other KeyBank services are designed to help banking customers feel confident in all their financial decisions."

Dennis A. Devine
Co-President, Key Community Bank

Keeping banking simple for everyone:

In June 2014, KeyBank launched the KeyBank Hassle-Free Account,® which offers clients a simple, straightforward account with no paper checks and no minimum balance requirements. The KeyBank Hassle-Free Account's features include:

- No monthly Maintenance Service Charge
- No overdraft fees and no bounced check fees
- Free digital banking, including Bill Pay

The KeyBank Hassle-Free Account is intended for any banking customer who values the ease of a checkless account, regardless of income level.

Print advertising promoting KeyBank's Hassle-Free Account.

**No overdraft fees.
No monthly fees.
No hassles.**

Introducing the KeyBank Hassle-Free Account.™
Ask us about it.

KeyBank

Account early closure fee and other miscellaneous charges apply.
For full offer details go to [key.com](#) or visit a KeyBank branch.
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Responsible banking

KeyBanc Capital Markets

Since 2008, KeyBanc Capital Markets has raised more than \$3.6 billion in capital to finance more than 9,000 megawatts (MW) of renewable power generation in the U.S. It has also provided services to clean technology firms in the smart grid, energy management, and pollution control sectors. The equivalent of this investment could power more than 2.7 million homes and makes Key one of the largest lenders to the wind and solar sectors among U.S. banks.

In 2014 alone, we added more than 1,900 MW of capacity to our portfolio of investments. By the end of 2014, our renewable energy portfolio investment was more than \$2 billion, supporting more than 6,700 MW of renewable energy capacity.

KeyBanc Capital Markets' renewable energy portfolio is part of a diverse portfolio of energy and utility investments that advance a responsible approach to energy development.

Aroostook County, Maine: In 2014, we funded the Oakfield wind farm, developed by First Wind in Aroostook County, Maine. KeyBank served as the joint lead arranger and administrative agent on the construction loan and financing package for this project, with a total project cost of approximately \$369 million.

Situated 2.5 miles from the center of the town of Oakfield, the wind farm will produce 148 MW of clean renewable energy from 48 V-112 Vestas turbines, create approximately 300 construction jobs, and provide \$27 million in tax and community benefits through an agreement signed between First Wind and the town of Oakfield.



Construction workers installing the foundation of one of the V-112 Vestas turbines at the Oakfield wind project in Aroostook County, ME.

"We are pleased to have played a leading role in First Wind's financing of the Oakfield project," said Andrew Redinger, managing director and head of KeyBanc Capital Markets Utility, Power & Renewable Energy practice. "We applaud First Wind's long-term dedication, which brings significant investment to Maine and provides an excellent source of renewable power."

\$2 Billion +

BY THE END OF 2014,
OUR RENEWABLE ENERGY
PORTFOLIO INVESTMENT
WAS MORE THAN \$2 BILLION

2 Million +

OUR \$2 BILLION
INVESTMENT IN
RENEWABLE ENERGY
HAS THE POTENTIAL
TO POWER THE
EQUIVALENT OF MORE
THAN 2 MILLION HOMES



Responsible banking

Energy efficiency and renewable energy financing

KeyBank is responding, as more individuals and companies seek to conserve cash, reduce energy consumption, and cut costs through energy efficiency and renewable energy initiatives.

Key's green financing experts come armed with the resources, connections, and financing to devise and implement unique solutions for clients, which may include wind, solar, and other advanced energy use. When working with a client, Key uncovers a wide range of projects that may qualify for competitive financing, such as tax credits, rebates, grants, specialty loan programs, and financial advantages from the government or utility companies. Such incentives and financing are often available when a client installs insulation, solar panels, energy efficient windows, HVAC, lighting, equipment and appliances, or purchases or leases specialized equipment. It's Key's privilege to help clients discover the benefits of going green.

In Ohio alone, Key supported more than \$2 million in solar installations in 2014 and, over time, more than 200 residential energy efficiency and renewable energy projects for Ohio clients. We will continue to advance this area of our business and the expertise that helps our clients and communities become more sustainable.

This KeyBank financed solar PV system installed on a residence in a suburb of Cincinnati is comprised of (32) 280-watt panels* from SolarWorld. It is estimated that the system will provide approximately 90 percent of the electricity needed to run the house. (Photo courtesy of Andy Zilch.)

*Designed and installed by Dovetail Solar.





Responsible citizenship

The strength of our communities is critical to the success of our clients and our company. Deeply committed to the well-being of the communities we serve, we encourage our employees' participation and leadership outside of work, as volunteers and philanthropists.

Diversity and inclusion

A commitment to diversity and inclusion (D&I) starts at the top. To strengthen our focus on leadership, diversity, and inclusion, the KeyCorp Diversity and Inclusion Leadership Council, chaired by CEO Beth Mooney, was launched in November, 2012. The Council includes members of the Executive Leadership Team (direct reports to the CEO), the chief diversity officer, the chief human resources officer and members of his direct reports, line of business diversity champions, and leadership from Key's employee resource groups.

The Council plays an important role in:

- Providing integrated governance structure and oversight for the entire bank
- Connecting D+I efforts with business imperatives
- Ensuring Key builds an inclusive culture, where all voices are valued and heard
- Driving change across the enterprise
- Building a more diverse employee base
- Fostering a culture of inclusion and engagement

The Council's strategy and objectives focus on:

- Workplace: inclusive practices to create a dynamic and respectful work environment
- Workforce: leveraging the benefits of recruiting, developing, and retaining talent that reflects the diversity of our clients and communities

30%

30 PERCENT OF CEO BETH MOONEY'S EXECUTIVE LEADERSHIP TEAM, COMPRISED OF HER DIRECT REPORTS, IS DIVERSE.

In 2014, Key's Diversity and Inclusion Council made important strides by establishing action plans for each business segment at the bank. The plans included clear ownership of objectives and tactics and focused on integration and accountability. In 2015, we will work to advance these action plans.

Successes in 2014 included:

- Proactive sourcing of women, minority, and veteran candidates
- Active partnerships with diverse professional associations
- Consistent awareness branding/messaging in communications platforms and employee town halls
- Focused talent management development of minorities, women and millennials
- Cultural awareness events
- Increased engagement of Key Business Networking Groups (employee resource groups), including several newly launched chapters and networks throughout Key's geography
- Active support of diverse community engagements, such as Dress for Success, Gay Games 9, and Achievement Centers for Children

"We are proud of both our commitment and our progress to foster a diverse environment and an inclusive culture. When leaders authentically engage, we can lift up our employees, our clients, and our communities."

Beth E. Mooney
Chairman and Chief Executive Officer, KeyCorp



Responsible citizenship

Since 2005, Key has consistently been recognized by *DiversityInc*, which sets the national benchmark for excellence in corporate diversity and advocacy. In achieving Top 50 Companies for Diversity status in 2014 (and for the first time since 2009), KeyCorp ranked 47th out of 1,215 participating companies.

Awarded in April 2014:

- 2014 Top 50 Companies for Diversity (also 2005, 2007, 2008, 2009)
- 2014 Top 10 Companies for Supplier Diversity (also 2007 and 2010-2013)
- 2014 Top 10 Companies for Diversity Councils

As we celebrate the diversity of our employees, an important segment is comprised of the lesbian, gay, bisexual, and transgender (LGBT) members of our community. KeyCorp has received seven perfect scores of 100 on the Human Rights Campaign Corporate Equality Index, a national benchmark of how businesses serve and support LGBT consumers, employees, and investors. KeyCorp is the first banking and financial services institution headquartered in Ohio to receive a perfect survey score.

- 2014 Human Rights Campaign Best Companies for LGBT Equality (and 2008 - 2011, 2013)

In addition, DailyWorth.com ranked Key at the top of their “25 Best Companies for Women” list for 2014. The list recognizes companies for their dedication to upward mobility, as well as a culture of support for women and their families as evidenced by benefits, perks, and leadership values.

More than 800 companies were analyzed and then narrowed down to 191 finalists. Requirements included \$50 million in annual revenue, a minimum of two female board members, and at least 20 percent women in senior management.



Cleveland Metropolitan School District (CMSD) students attend a seminar as part of the *Keys to College Success Program – What to Put in Your Backpack*.

Key Business Networking Groups: Key Business Networking Groups (KBNGs) are critical to Key's D+I strategy. These employee resource groups help Key develop and retain a diverse workforce and inform Key's business strategies. When joining a KBNG, an employee discovers a great deal of camaraderie and respect for his or her experiences, as well as professional development opportunities. The nine KBNGs, representing multiple dimensions of diversity, are open to all employees.

Key's nine employee resource groups:

- African American
- Asian
- Champions of People with Disabilities
- Hispanic / Latino
- Jewish Cultural
- Key Executive Women's Network
- Lesbian, Gay, Bisexual, and Transgender and their Allies
- Military Inclusion
- Young Professionals

Responsible citizenship

Gay Games 9 (GG9)

In August 2014, the City of Cleveland was host to the ninth Gay Games (GG9), an international competition that attracts thousands of athletes from around the world to compete in dozens of competitive sports and cultural events. GG9, presented by the Cleveland Foundation, was held over 10 days in the cities of Cleveland and Akron in Northeast Ohio.

The successful GG9 attracted more than 8,000 athletes and nearly 20,000 visitors from 52 countries and 48 states, making it one of the biggest sports and cultural festivals in the world. KeyCorp had 18 employees compete and more than 200 employees volunteer to support this exciting event.

"As a sponsor of this international event, this was an opportunity to demonstrate our commitment to diversity and inclusion in a city where we've been the hometown bank for more than 160 years."

Paul Harris

*KeyCorp Secretary and General Counsel
LGBT & Allies Executive Sponsor*

1. KeyBank volunteers pose for a photo with CEO Beth Mooney at the KeyBank tent in GG9's Festival Village.
2. Cleveland's Terminal Tower shows its support of GG9 by lighting the building in rainbow colors.
3. KeyBank employees participate in the opening ceremonies of GG9.





Responsible citizenship

Supplier Diversity

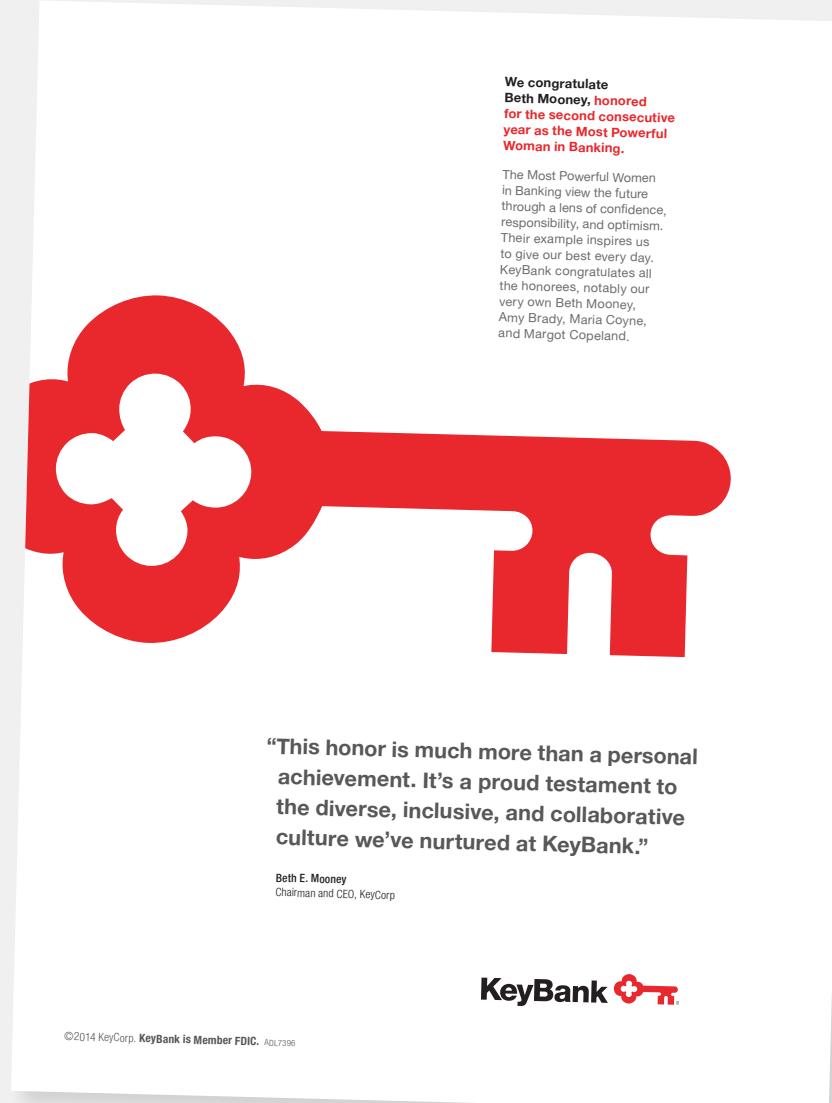
Economic inclusion is an important part of KeyBank's overall diversity focus, and Key's commitment to maintaining a strong, diverse supplier base is longstanding. Key focuses on developing mutually beneficial business relationships with diverse businesses that supply the bank's needs. By providing open and fair opportunities for those businesses to contract with the bank, Key builds the economic wealth of the communities it serves.

In 2014, Key spent 11.8 percent of its corporate budget with diverse suppliers, exceeding a goal of 10 percent. Key also added the capability of tracking purchasing expenditures with LGBT-owned businesses to its already established woman-, minority- and veteran-owned business tracking.

Diversity at the top: CEO Beth Mooney was once again named *American Banker's* Most Powerful Woman in Banking in 2014. Her commitment to creating a diverse and inclusive culture continues to influence the board and senior leadership levels of the organization. In 2014, she was one of five women on KeyCorp's 12-member board of directors, and 36 percent of KeyCorp's executive council, comprised of senior leaders, was women and minorities.

11.8 Percent

CORPORATE SPEND WITH DIVERSE SUPPLIERS



We congratulate Beth Mooney, honored for the second consecutive year as the Most Powerful Woman in Banking.

The Most Powerful Women in Banking view the future through a lens of confidence, responsibility, and optimism. Their example inspires us to give our best every day. KeyBank congratulates all the honorees, notably our very own Beth Mooney, Amy Brady, Maria Coyne, and Margot Copeland.

"This honor is much more than a personal achievement. It's a proud testament to the diverse, inclusive, and collaborative culture we've nurtured at KeyBank."

Beth E. Mooney
Chairman and CEO, KeyCorp

KeyBank 

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featured
in *American
Banker*
Magazine.

Responsible citizenship

Supporting our communities through philanthropy – KeyBank Foundation

KeyBank Foundation, a 45-year old nonprofit charitable foundation funded by KeyCorp, makes philanthropic investments in organizations and programs that build thriving communities. The Foundation's funding priorities are fostering thriving students, through grants to academic programs, and fostering a thriving workforce, through grants made to workforce development and job creation programs. The Foundation also supports thriving communities through service activities, including employee volunteerism, contributions to the civic good, and charitable sponsorships. All grant-making takes into consideration how grantees and programming incorporate the values of diversity and inclusion.

Foundation strategy: KeyBank Foundation spends significant time understanding the unique character and needs of Key's communities in order to build and fund lasting solutions. Since community need is constantly evolving, in 2014, the Foundation conducted a comprehensive review of its philanthropic goals, strategy, and effect on communities. The review included input from employees and internal and external stakeholders, an assessment of the past 12 years of grant-making, benchmarking against competitors and colleagues, and a study of current trends in corporate philanthropy. Based on findings from the review, the Foundation decided to refine its mission and strategic direction in 2015. *continued*

A Cleveland Metropolitan School District (CMSD) student examines a soil sample. KeyBank Foundation supports CMSD through the support of STEM education programming.





Responsible citizenship

Foundation strategy *continued*

Major themes which will be implemented through the course of 2015 include the following:

Sharpened strategy: KeyBank Foundation will redefine its mission as supporting organizations and programs that prepare individuals for thriving futures. The mission will be accomplished through grants that support thriving students, grants that support a thriving workforce, and community service.

New grantee reporting requirements: KeyBank Foundation requires that grantees rigorously measure outcomes and social return on investment. Reporting requirements for grants to student programs will include the outcomes of student preparation (GPAs, standardized test scores), access (financial resources), attainment (post-secondary education enrollment, retention), and completion (graduation). For grants to workforce development programs, the focus of grant outcomes will be on graduation (certification), employment (placement, retention and advancement), and financial education (training, course completion).

Support for employee volunteerism: KeyBank Foundation will engage Key's greatest asset — its employees — through a new signature program called Neighbors Make the Difference EVERY Day,® which will build on the strength of Neighbors Make the Difference Day, Key's annual day of volunteerism. The new program will provide employees with tools and support to continually volunteer, contribute, and carry out Key's philanthropic mission in their individual communities. Elements will include the employee matching gift program, nonprofit board placement for interested employees, promotion of volunteer opportunities, and a formal volunteer recognition program. Neighbors Make the Difference EVERY Day will be supported through a new online employee volunteer portal, titled Key4Community (see photo at right).

Leadership giving and matching gift program support:

To leverage and encourage our employees' engagement in their communities, Key matches, dollar-for-dollar, employee donations to nonprofit organizations, up to \$2,000 per year, per employee. In addition, for eligible employees who demonstrate leadership in the community by serving on the boards of charitable organizations, Key provides an additional match up to \$2,000, as well as a \$500 community leadership grant to the nonprofit.

In 2014, Key employees and KeyBank, combined, contributed \$3,711,788 through employee pledging, matching corporate contributions, and United Way fundraising.

Recognition: The Civic 50 identifies the top 50 S&P 500 corporations in the U.S. in terms of time, talent, and resources used to improve the quality of life in their communities. Key was named to The Civic 50 in 2013 and 2014, as one of America's fifty most community-minded companies by the National Conference on Citizenship and Points of Light.

"When we conduct our giving through the lenses of diversity, transformation, measurable impact, and sustainability, it is a powerful force for change."

Margot Copeland
Chair and CEO, KeyBank Foundation



Key's online employee volunteering portal, Key4Community.



Responsible citizenship

\$4 million grant to Public Square

KeyBank Foundation announces largest gift in its history to revitalize Public Square: In October 2014, KeyBank Foundation awarded a \$4 million grant, the largest gift in its history, to the Group Plan Commission for the reconstruction of Cleveland's historic Public Square, located in the heart of the city.

This grant is an example of the power of philanthropy to affect the community and holds a special significance for Key, as Public Square is the front door to Key's headquarters building.

"The redevelopment of Public Square will be one of the most significant projects in the city's history, and we are proud to play a part in making it happen. It will provide the kind of public space that acts as a magnet for residents and visitors. Years from now, Clevelanders will regard this project as one of the essential elements in the city's revitalization."

Beth E. Mooney

Chairman and Chief Executive Officer, KeyCorp

Artistic rendering of the renovated Public Square in Cleveland, OH.
(Photo courtesy of James Corner Field Operations and the Group Plan Commission.)





Responsible citizenship

KeyBank Invests \$500,000 in Boys & Girls Clubs teen workforce programs in Seattle and Portland: In 2014, KeyBank teamed up with the Boys & Girls Clubs of King County (BGCKC) in Washington and the Boys & Girls Clubs of Portland (BGCP) in Oregon to launch and expand YouthForce, an innovative workforce development program for local, underserved teens. The three-year grant, a \$500,000 gift from KeyBank Foundation, will allow the YouthForce program already under way in Seattle to increase its capacity and will establish the program in Portland. The gift is Key's largest single gift in history in the Northwest United States.

YouthForce helps low-income youth prepare for college, careers, and life by pairing job preparedness training with paid summer, seasonal, or year-long internships at Seattle companies such as Microsoft, Walmart, Seattle Sounders FC, Seattle Seahawks, and CenturyLink Stadium, or with the Portland Timbers, the first Portland-area business to pledge internships to the new program.

"The YouthForce program is transformational not only for the participating teens, but for the local economy as well," said Lorraine Vega, Senior Vice President of Corporate Philanthropy at KeyBank Foundation. "By helping to fund this innovative

"KeyBank has been a longtime corporate sponsor of Boys & Girls Clubs of King County, and we are excited to work with our Portland counterparts and KeyBank in growing jobs available to teens in our cities."

Calvin L. Lyons, President & CEO, Boys & Girls Clubs of King County



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program, we build a stronger workforce and provide at-risk youth with the tools they need to become economically self-sufficient."

In Seattle, the KeyBank Foundation grant will enable YouthForce to enroll 68 additional teens over the next three years, representing a 120 percent increase in capacity in its Career Internship Program. In Portland, the grant is expected to allow 75 youth to enroll in the YouthForce program, which will launch in early spring 2015.

In addition to funding, KeyBank will staff YouthForce University, a volunteer-taught basic money management curriculum developed by KeyBank.

A Boys & Girls Club volunteer facilitates "Mastering your Elevator Pitch" at YouthForce's Annual Teen Employment Conference.



Responsible citizenship

Neighbors Make the Difference Day®

On Neighbors Make the Difference Day, Key's annual day of volunteerism supported by paid time off, Key reaches a nearly 50 percent participation rate among 14,000 employees from Alaska to Maine, while the other half remain at the bank to support clients.

On May 14, 2014, Key's 24th annual Neighbors Make the Difference Day mobilized more than 6,500 employee volunteers, who together donated more than \$800,000 in wage equivalent value to projects in our communities. Of more than 700 projects nationwide, over 200 were "green" projects and 53 supported low-to-moderate income (LMI) communities.

Community support: For each of the past eight years, KeyBank Foundation has given approximately \$18 million to nonprofit organizations across the nation, in the form of philanthropy, corporate contributions, and volunteerism. In 2014, Key employees and KeyBank, combined, contributed more than \$3.7 million through employee pledging, matching corporate contributions, and United Way fundraising.



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KeyBank employees planting flowers at the Salt Lake City (SLC) Veteran's Healing and Vegetable Gardens at the SLC VA Hospital, in Salt Lake City, Utah during the 2014 Neighbors Make the Difference Day.

2014 NEIGHBORS
MAKE THE
DIFFERENCE® DAY

6,580
EMPLOYEES
PARTICIPATED

764
PROJECTS

219
“GREEN”
PROJECTS

53
PROJECTS IN
LMI COMMUNITIES

\$806,445
WAGE EQUIVALENT VALUE
OF VOLUNTEER ACTIVITIES



Responsible operations

Being a responsible bank requires us to conduct our own operations responsibly, in order to bring value to our clients, communities, employees, and shareholders. Our sustainability efforts are rooted in driving improvements in our business operations to reduce costs, engaging our employees on sustainability, and reducing our environmental impact in the communities we serve.

2014 marked a year of continuous improvement and a focus on aligning our responsible operations goals with areas where we can have the greatest control and effect.

Operational improvement

Lean Six Sigma – Process improvements: In 2014, we expanded our enterprise-wide Lean Six Sigma (LSS) business improvement process. This practice places the customer first and focuses on process improvements that improve effectiveness and eliminate waste. Our LSS focus stretches across all of business functions and applies a client focused, fact-based approach to improve end-to-end processes such as commercial lending, commercial payments, consumer lending, and branch sales productivity.

Lean Six Sigma is a disciplined and robust process that focuses on five steps:

- Define the problem
- Measure and document the process and how it performs today
- Analyze the data relating to the problem
- Improve by determining how to fix the problem
- Control by sustaining the solution/new process



Our Tiedeman facility in Brooklyn, OH underwent significant improvements, as part of the Cleveland Campus Project. This building is a LEED Platinum EB certified facility.*

Cleveland Campus Project: The Cleveland Campus Project, which began in February 2013, is a three-phase program across three significant corporate facilities in the Cleveland, Ohio area. The project is designed to create a more sustainable, vibrant, and healthy workplace for employees, and, when complete in 2015, will have saved Key an estimated \$4.5 million in annual occupancy expenses.

2014 KEYBANK
REAL ESTATE FACTS:

9,122,404

TOTAL SQUARE FOOTAGE
UNDER MANAGEMENT

48%

SQUARE FOOTAGE OF OUR
CORPORATE FACILITIES
THAT IS LEED CERTIFIED

~ 2%

OF OUR WORKFORCE
WORKS REMOTELY

“Our vision for creating a more sustainable and healthy workplace for employees is coming to life. Beyond the goal of reducing occupancy costs, we have been able to deliver a more modern environment for our employees and clients and provide teams with opportunities to work more collaboratively and efficiently.”

Kane Kretzinger, *Director of Corporate Real Estate Solutions*

*LEED® – an acronym for Leadership in Energy and Environmental Design™ – is a registered trademark of the U.S. Green Building Council.®

**Energy and emissions:**

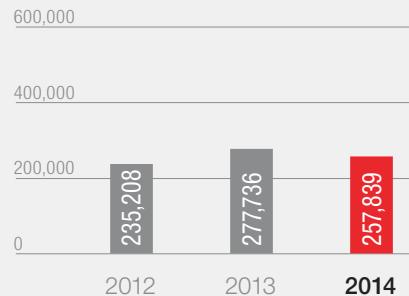
In 2014, we made significant progress by quantifying and defining our energy and emissions data. We added additional locations to our database, as well as additional Scope 3 emission data inputs that are material to our operations, such as rental car miles and employee reimbursement miles for business travel. The new process and data help us achieve a more accurate and complete picture of our operational footprint and manage it with greater efficiency. In 2014, we reduced our Scope 1 and 2 emissions by more than eight percent over 2013 and by more than 22 percent over our 2009 baseline, exceeding our 2016 goal.

22%

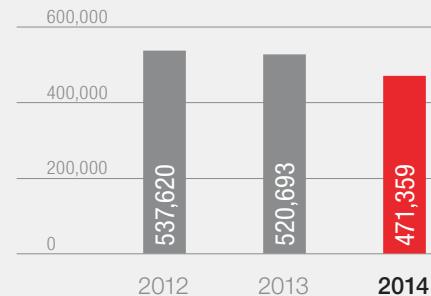
REDUCTION IN SCOPE
1 & 2 EMISSIONS OVER
OUR 2009 BASELINE

2014 Energy Consumption (GJ)

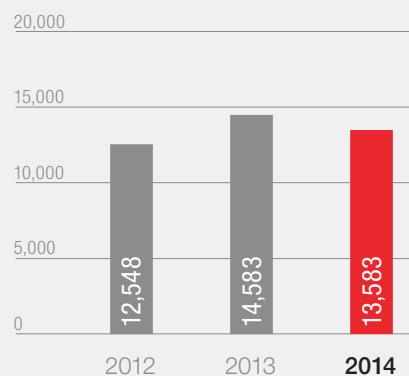
Direct Energy



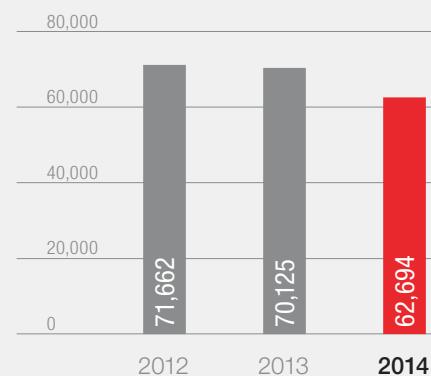
Indirect Energy

**CO2 emissions (mtCO2e)**

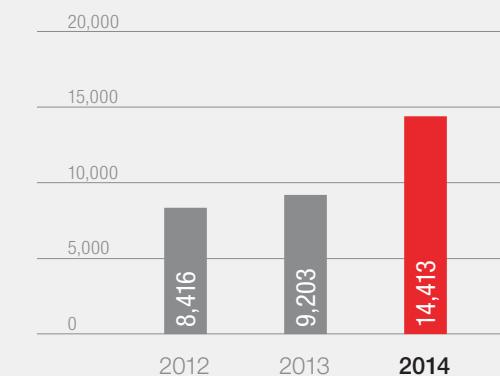
Scope 1



Scope 2



Scope 3





Responsible operations

Revisiting our 2016 goals and establishing new 2020 goals:

Based on results from our Impacts and Opportunities Assessment, we established new 2020 responsible operations goals, aligned with the impact areas of greatest significance to Key. Our 2020 operations goals are bold, measurable, and achievable with hard work. They matter to us as an organization and to our industry, and they will lead us to more sustainable operations of our facilities, while reducing our effect on the environment.

“By focusing on what matters to Key and our industry, we have developed goals that will help drive efficiencies, reduce costs, and support the sustainable growth of our business while fulfilling our organizational purpose to help clients and communities thrive.”

Andrew Watterson

Head of Sustainability, Corporate Responsibility, KeyBank

2020 Responsible operations – goals and performance

Category	2016 Goal	2014 Performance	2020 Goal
GHG emissions Scope 1 & 2	20% absolute reduction of our Scope 1 & 2 emissions over 2009 baseline	22.4% absolute reduction of our Scope 1 & 2 emissions over 2009 baseline*	30% absolute reduction of our Scope 1 & 2 emissions over our 2009 baseline
Energy use	N/A	17% reduction in direct and indirect energy use over 2009 baseline*	25% absolute reduction over 2009 baseline
Waste	100% waste to landfill diversion	71% waste to landfill diversion	75% waste to landfill diversion
Paper usage	N/A	120,087,014 sheets of paper in back office and retail	30% reduction of back office and retail paper over our 2014 baseline
Water	25% reduction	N/A	N/A
ENERGY STAR	50% of sites ENERGY STAR certified	30% of square footage has an ENERGY STAR score of 75 or greater	50% of square footage with an ENERGY STAR score of 75 or greater

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*Approximately 2 percent of our energy and emissions reductions were due to a large corporate facility being vacated in 2014 and an additional 3 percent reduction was due to mild temperatures across our footprint.



Responsible operations

Green building update

We continue to focus on the development and operation of facilities that promote a healthier working environment, efficient operations, and minimal environmental impact. Part of our effort includes managing our energy use and adopting green building practices, such as those articulated in Leadership and Energy and Environmental Design (LEED®) green building program developed by the U.S. Green Building Council (USGBC).

17 Corporate Woods achieves LEED Gold certification:

In October 2014, our 17 Corporate Woods facility in Albany, New York achieved the status of LEED GOLD-EB: OM¹ from USGBC. KeyBank now has more than 200 locations that are ENERGY STAR (ES) certifiable² and 23 LEED certified sites.

17 Corporate Woods achievements include:

- An ENERGY STAR rating of 87, placing it in the top 13th percentile of comparable energy efficient buildings
- High efficiency water fixtures help the building consume 30 percent less water than a conventional building
- A “whole building” green management philosophy
- Accomplishment of waste minimization goals
- Provision of additional fresh, outside air to interior spaces
- Upgrades to building controls
- Lighting upgrades to high efficiency light fixtures

¹OM: Operations and Maintenance

²Energy Star scores above 75



Our 17 Corporate Woods facility located in Albany, NY received LEED Gold certification in 2014.

“Key’s Corporate Real Estate Solutions’ efforts to improve the efficiency of our operations are helping us reduce our environmental footprint, improve efficiency, and strengthen our reputation as a responsible bank,” says Andrew Watterson, VP, Head of Sustainability, Corporate Responsibility. “17 Corporate Woods is another demonstration of their hard work and dedication to sustainability. LEED Gold achievement proves that we care about how we do business.”

“We now have three Platinum and three Gold LEED™ certified corporate sites. As our team continues to optimize our facilities without sacrificing operations, these achievements become notably more significant.”

Richard Estremera
SVP, Corporate Real Estate



Responsible operations

Waste reduction efforts

We continue to make progress managing our waste streams, and our efforts are paying off. With the use of our online management tool and better data collection efforts, we are gaining greater confidence in waste data for our entire footprint.

Paper reduction efforts: Over the past three years, we have made great effort to reduce paper usage, at both our corporate facilities and retail offices, through behavior change, technology improvements, and policy changes. Our Key Technology and Operations Group has diligently implemented technology changes that have seamlessly reduced paper usage and steered employees toward better paper management decisions. The result of our efforts is a nearly 60 percent reduction in paper usage at facilities enterprise-wide.

Key continues to be an industry leader in encouraging customers to use mobile banking and e-statements. We have had tremendous growth in mobile usage, resulting in a 40 percent increase in mobile web and mobile app users with more than 350,000 active mobile accounts and more than 750,000 total app downloads. In addition, more than 80 percent of our consumer accounts utilize e-statements.

2014 recycling totals:

Waste type	Waste recycled (tons)
Comingled	246.2
Bank Equipment	82.6
Carpet	44.1
E-Waste	100.4
Furniture	56.3
Metal	48.0
Paper	68.7
Shredded Paper	4,432.6
Batteries	13.0
Total Recycled	5091.9

"We have made significant progress in measuring, managing, and reducing our waste streams through operational efficiencies and technology improvements."

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Brian Lawhead
SVP/Director,
National Facilities Management
Corporate Real Estate Solutions

1,711 WASTE TO LANDFILL
(TONS)

6082¹ TOTAL WASTE
(TONS)

73%² DIVERSION
RATE

¹Excludes construction waste, some leased facilities, and vendor related waste streams.

²The majority of our diversion rate is due to a high recycling rate of paper waste. Further increases in our diversion rate will be constrained by our paper reduction efforts.



2014 awards and accolades

DiversityInc

- Top 50 Companies for Diversity (ranking #47) – 5x winner
- Top 10 Companies for Diversity Councils
- Top 10 Companies for Supplier Diversity

Human Rights Campaign

- Best Companies for LGBT Equality – 6x winner

Greater Cleveland Partnership – Cleveland Commission on Economic Inclusion Awards

- Commission 50 Top Companies for Diversity – 5x winner

Professional Woman's Magazine

- "Best of the Best" for Diversity Employers
- Top Supplier Diversity Programs

Black EOJ Journal

- Top Supplier Diversity Programs – 2x winner
- Top Financial Companies – 2x winner

National Conference on Citizenship and Points of Light

- The Civic 50 – 2x winner

U.S. Veterans Magazine

- "Best of the best" for Supplier Diversity

DiversityInc



POINTS
OF LIGHT





Our 2014 Corporate Responsibility Report provides transparency and clarity to you and other important partners on our journey. Feedback and questions about our corporate responsibility efforts and this report are welcomed and can be addressed to Andrew Watterson, KeyCorp's Head of Sustainability: Andrew_Watterson@keybank.com or 216-689-5418.

To view past KeyBank Corporate Responsibility Reports, click [here](#).

GRI Content Index

To view our full disclosures and research additional information related to our environmental, social, and governance performance, click [here](#) to view our GRI Content Index.

As we continue our Corporate Responsibility journey, we will place focus on areas of greatest opportunity with employees, clients, and communities. In 2015, we will develop a strategic framework to direct our efforts, so that we can have the greatest positive effect on those groups. We will more significantly engage our employees on corporate responsibility initiatives at Key, educating them and building internal capacity to accelerate the work of helping clients and communities thrive. We look forward to reporting on the progress of these activities in our 2015 Corporate Responsibility Report.



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This document contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements usually can be identified by the use of words such as "goal," "objective," "plan," "expect," "assume," "anticipate," "intend," "project," "believe," "estimate," or other words of similar meaning. Forward looking statements provide Key's current expectations or forecasts of future events, circumstances, results or aspirations. If underlying assumptions prove to be inaccurate or unknown risks or uncertainties arise, actual results could vary materially from these projections or expectations. Factors that could cause Key's actual results to differ from those described in the forward-looking statements can be found in KeyCorp's Form 10-K for the year ended December 31, 2014, which has been filed with the Securities and Exchange Commission and is available on Key's website www.key.com/ir and on the Securities and Exchange Commission's website www.sec.gov. Forward looking statements speak only as of the date they are made and Key does not undertake any obligation to update the forward-looking statements to reflect new information or future events.

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