

Creating a Positive Work Environment

The Bank of New York Mellon is dedicated to creating and maintaining a values-based, performance-driven culture of opportunity. This means that all employees are expected to live our company's shared Values — Client Focus, Trust, Teamwork and Outperformance — while the company strives to create a supportive and inclusive environment where all employees can thrive and work in partnership to meet the needs of our clients.



Embracing Diversity

One way of fostering a supportive and inclusive environment is through the creation and nurturing of affinity networks. Under the direction of our corporate diversity council, they are designed around the needs of specific populations including women, people of color/multi-cultures, people with disabilities and gay, lesbian, bisexual and transgender employees. They provide access to mentoring, networking and other resources, helping to ensure that no employee feels at a competitive disadvantage.

We also recognize that while we operate in a global marketplace as one company, there are regional differences that require us to act locally while thinking globally. The Bank of New York Mellon thus has created management structures in the U.S., Europe-Middle East-Africa (EMEA) and Asia Pacific (AP) regions to take specific account of those differences.

Enabling Living and Growing

The Bank of New York Mellon is committed to offering comprehensive programs that enable employees to:

- protect their own and their families' health, build financial security and meet personal needs and commitments;
- build professional skills and pursue a rewarding and successful career; and
- give back to their communities in ways that are important to them.

We provide comprehensive and competitive health and welfare programs, compensation programs, retirement planning programs and employee assistance programs.

Our company recognizes that our employees have full and complex lives. And because we believe the goals of the company are best achieved when employees are able to better balance the demands of their jobs with personal goals, we offer a range of flexible work arrangements including flex-time, compressed work weeks, part-time, job sharing and telecommuting.

We also support our employees by providing programs that are designed to educate, encourage and empower them. Through the company's Talent Strategy Programs, employees are presented with opportunities to build new skills, better manage their careers and develop the depth of expertise required to provide exceptional service to their clients.



Lisa Peters
Chief Human Resources Officer

“We recognize and value our employees’ expertise and client management skills. We are developing a performance-driven culture of opportunity through programs to help our employees thrive personally, professionally and within their communities.”

The company is currently rolling out its Performance Management Program on a global basis. The Performance Management Program is designed to help all employees understand what’s expected of them, to facilitate regular feedback from managers on performance, and to encourage participation in ongoing development planning. The program is intended to help each employee learn and grow, ultimately helping our company outperform.

Sharing and Listening

We are committed to providing not only the programs and tools, but also the information necessary to enable employees to take full advantage of the world of opportunities The Bank of New York Mellon offers.

We strive to do this by using employee-focused communications that enable all employees to live our Values and to understand our culture and their role in our success as a company. We want all our employees to view our company as one that values diversity and one where they have the opportunities they need to grow, contribute and succeed.

Communications vehicles used to achieve these goals include MySource, our intranet site; CEO e-mails, webcasts and “blogs;” town hall meetings; newsletters; manager communications training; and such two-way vehicles as the “Ask Bob” e-mailbox, which allows for a dialogue between employees and our CEO, Bob Kelly.

A strong communications strategy played a critical role in building our new company culture in 2007 by introducing our employees to our new Values — Client Focus, Trust, Teamwork and Outperformance — and our new brand. Consistent and timely communications about our ongoing integration provides employees with the information they need to make our continuing integration successful.

We believe that engaged and loyal employees are critical to outperforming the competition in our markets. In the past year, we conducted a company-wide employee engagement survey to hear from employees about how well we were doing. More than 30,000 of our employees responded to the survey. The results of that survey have provided guidance in our integration efforts and to each of our businesses as we move toward a single integrated company characterized by a positive work environment.