



BNY MELLON

# INVESTED

CORPORATE SOCIAL RESPONSIBILITY

OVERVIEW: INVESTED IN OUR PEOPLE

# THE INVESTMENTS COMPANY FOR THE WORLD

BNY Mellon plays a critical role in the global marketplace. Our daily decisions have far-reaching implications for stability and trust in the world's financial markets. Our values—client focus, integrity, teamwork and excellence—guide us and enable us to power global investments and growth, adding value to society far beyond the transactions we process or the assets we manage. Our customized services and support enable our clients to reach their investment goals.

## WHO WE ARE

INVESTMENT SERVICES

INVESTMENT MANAGEMENT

We deliver expertise at each stage of the investment lifecycle:

- CREATE ASSETS
- TRADE, CLEAR & SETTLE ASSETS
- HOLD & SERVICE ASSETS
- MANAGE ASSETS
- DISTRIBUTE ASSETS
- RESTRUCTURE ASSETS

## WHO WE SERVE



CORPORATIONS



INVESTORS



INSTITUTIONS

- ASSET MANAGERS
- BANKS
- BROKER-DEALERS
- CENTRAL BANKS
- COMPANIES
- FAMILY OFFICES
- FINANCIAL INTERMEDIARIES
- GOVERNMENTS
- HIGH-NET-WORTH INDIVIDUALS
- INSURANCE COMPANIES
- INVESTMENT ADVISORS
- NON-PROFIT ORGANIZATIONS
- PENSION FUNDS
- SOVEREIGN INSTITUTIONS



80%

OF FORTUNE 500 COMPANIES


75

CENTRAL BANKS, WHOSE ASSETS MAKE UP OVER 90% OF GLOBAL CENTRAL BANK RESERVES


66%

OF THE TOP 1,000 PENSION AND EMPLOYEE BENEFIT FUNDS


76%

OF THE TOP 100 ENDOWMENTS


50%

OF THE TOP 200 LIFE/HEALTH INSURANCE COMPANIES


50%

OF THE TOP 50 UNIVERSITIES

All statistics are global and represent the minimum number of BNY Mellon client relationships in each category. • Fortune 500 (as of 12/31/13) // *Fortune* magazine, May 2013; Global 500 data • Central banks (as of June 2013) // CIA World Factbook, IMF, annual reports • Pensions & EB Funds (as of 2/26/14) // Reprinted with permission of Pensions & Investments, Copyright 2013 // Metric is Plan Assets, Millions (converted in thousands) • Endowments (as of 2/26/14) // Reprinted with permission of NACUBO, Copyright 2013 // Metric is Total Market Value of Endowments, in thousands, as of FYE 2011 // Data source used by *P&I Magazine* • Life & Health Insurance Companies (as of 2/26/14) // Reprinted with permission of A.M. Best Company, Inc., Copyright 2013 // Metric is 2012 Total Admitted Assets, in thousands • QS World Universities Top 50 (of 400 listed) // [www.topuniversities.com/university-rankings/world-university-rankings/2013](http://www.topuniversities.com/university-rankings/world-university-rankings/2013) // (as of 12/31/2013)

# RESPONSIBILITY AT BNY MELLON

RESPONSIBILITY IS AT THE CORE OF OUR BUSINESS STRATEGY. OUR CSR PROGRAM HELPS US EARN THE TRUST OF CLIENTS AND OTHER STAKEHOLDERS, PROMOTES TRANSPARENCY AND ENCOURAGES INNOVATION FOR A BETTER WORLD.

## THE THREE PILLARS OF OUR CORPORATE SOCIAL RESPONSIBILITY STRATEGY

### MARKET INTEGRITY

ETHICS & TRANSPARENCY  
STRONG GOVERNANCE  
RESPONSIBLE INVESTMENTS  
OPERATIONAL RELIABILITY  
& EFFECTIVENESS

### OUR WORLD

COMMUNITY COMMITMENT

### OUR PEOPLE

EXCELLENT TALENT

Invested in Market Integrity, Invested in Our People and Invested in Our World—comprise the priority areas where we can make the greatest impact. Centering our efforts on these priorities helps us deliver exceptional value to our stakeholders and ensure our long-term success.

We earn clients' trust every day by upholding the highest standards of integrity in our practices and products. We contribute to the health of global markets through the resiliency and effectiveness of our operations.

We provide our talented, diverse workforce with the opportunities they need to grow and succeed.

We make our local communities better places to live and work, and contribute to solutions for the world's most pressing issues.



## Invested in Our People

From Sydney to Singapore and Pittsburgh to Pune, our clients' success is driven by our talented employees. We strive to create a performance-driven work environment that attracts, engages and develops a talented, diverse workforce. Our efforts are paying off, as 92 percent of employees who responded to our 2013 engagement survey said they are willing to put in extra effort to help the company succeed.

To retain the top talent in our industry, we offer competitive compensation and benefits, as well as comprehensive work-life balance solutions. We track employee retention at all levels of our company; in 2013, our overall retention rate was 90 percent.

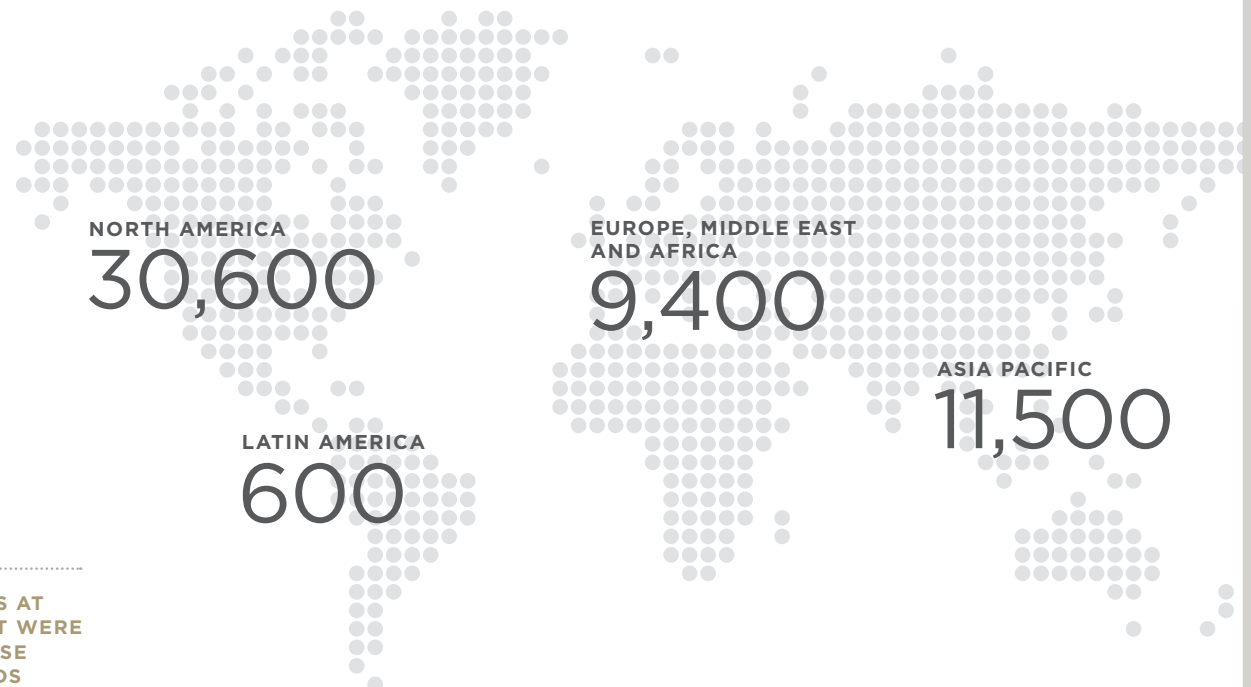
OVERALL EMPLOYEE  
RETENTION RATE

90%

50%

GLOBAL HIRES AND PROMOTIONS AT  
THE VICE PRESIDENT LEVEL THAT WERE  
WOMEN OR PEOPLE FROM DIVERSE  
RACIAL OR ETHNIC BACKGROUNDS

## OUR GLOBAL WORKFORCE



Numbers are rounded and include full-time and part-time employees

## DIVERSITY AND INCLUSION

Our employees must be able to meet our clients' needs across borders and regions. We refreshed our global diversity and inclusion strategy in 2013 and created a consistent and systematic way to chart our progress and ensure accountability. Our efforts span all levels of our organization including leadership—35 percent of our global hires at the Managing Director level and above were women or people from diverse racial or ethnic backgrounds.

## LEARNING AND DEVELOPMENT

Investing in our employees' learning and development is pivotal to our continued business success. In 2013, we launched BNY Mellon University (BKU), centralizing all learning programs under one virtual roof to bring innovative, technology-based knowledge to our employees' fingertips. We developed the BKU strategy, structure and organization, with a Chief Learning Officer and five learning "academies," to create a state-of-the-art learning organization dedicated to delivering learning solutions that unlock the potential of our people.

## BNY MELLON UNIVERSITY ACADEMIES

### BUSINESS DEVELOPMENT AND CLIENT SERVICE

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### CLIENT SERVICE DELIVERY AND CLIENT TECHNOLOGY SOLUTIONS

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### RISK AND COMPLIANCE

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### PROFESSIONAL DEVELOPMENT

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### LEADERSHIP AND MANAGEMENT DEVELOPMENT

## OUR KEY DRIVERS OF EMPLOYEE ENGAGEMENT



### LEADERSHIP

Deepening understanding of our company's priorities, strategy and vision.

### MANAGEMENT

Enhancing overall management effectiveness and updating management tools.

### EMPOWERMENT

Providing employees with tools and resources to do their jobs more effectively.

### COLLABORATION

Breaking down silos and working more effectively across functions and businesses.

### CAREER OPPORTUNITIES

Providing growth and development opportunities to employees.

## COMMUNITY INVOLVEMENT

We seek to inspire and encourage our employees to participate in companywide philanthropic initiatives. We match employee donations to charities they care about and provide paid time off for volunteering. In 2013, our employees volunteered 105,000 hours and they and the company combined to donate \$34.4 million to help our community partners drive positive change around the world. Donations made during our celebration of World Food Day funded the equivalent of providing 1.5 million meals.

*Serving our stakeholders well means having the very best talent and providing an engaging and inclusive environment in which our employees can thrive every day around the world. We understand that offering great learning and development experiences for our talent differentiates us in the marketplace now and in the future.*

**Monique Herena** Chief Human Resources Officer

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## CSR BY THE NUMBERS <sup>(d)</sup>

Dollar amounts in billions USD, unless otherwise noted

	2013	2012
<b>MARKET</b>		
Total revenue	\$15.0	\$14.6
Assets under custody and/or administration	\$27,600	\$26,300
Assets under management	\$1,600	\$1,400
Capital levels (Estimated Basel III Tier 1 common equity ratio - Non-GAAP) <sup>(a)</sup>		
Standardized Approach	10.6%	N/A
Advanced Approach <sup>(b)</sup>	11.3%	9.8%
Assets explicitly screened for ESG factors	\$73.0	\$35.0
Active employees who certified compliance with our Code of Conduct	100%	100%
<b>PEOPLE</b>		
Global employees	51,100	49,500
Employees with individual development plans	73%	75%
Training hours per employee, on average	28	31
Managing director and above positions that are held by women	26%	26%
Employee retention	90%	91%
<b>WORLD</b>		
Cash donations (millions USD)	\$34.4	\$33.6
Total employee volunteering hours <sup>(c)</sup>	105,000	84,000
CDP score (disclosure & performance)	100 A	90 B
Greenhouse gas emissions reductions (from 2008 baseline)	34%	32%

(a) The estimated Basel III Tier 1 common equity ratio at Dec. 31, 2013, is based on our interpretation of the final capital rules released by the Board of Governors of the Federal Reserve (the "Federal Reserve") on July 2, 2013, on a fully phased-in basis. At Dec. 31, 2012, this ratio was estimated using our interpretation of the Federal Reserve's Notices of Proposed Rulemaking dated June 7, 2012, on a fully phased-in basis.

(b) Changes in January 2014 to the probable loss model associated with unsecured wholesale credit exposures within our Advanced Approach capital model will impact risk-weighted assets. BNY Mellon did not include the impact at Dec. 31, 2013. However, a preliminary estimate of the revised methodology to the portfolio at Sept. 30, 2013, would have added approximately 6% to the risk-weighted assets. For further explanation of the capital ratios, please see the "Capital" section of the 2013 Annual Report at <https://www.bnymellon.com/us/en/investor-relations/index.jsp#ir/annual-report--proxy>. Please also see "Supplemental Information—Explanation of GAAP and Non-GAAP financial measures" beginning on page 118 of the 2013 Annual Report for a calculation of these ratios.

(c) Volunteer hours restated from the 2013 Annual Report number due to late submissions.

(d) For a full explanation of statistics, please see [www.bnymellon.com/csr](http://www.bnymellon.com/csr) or <https://www.bnymellon.com/us/en/investor-relations/index.jsp#ir/annual-report--proxy>.

## CSR STATEMENT

Corporate social responsibility is crucial to how we fulfill our role as a major global financial institution. At BNY Mellon, we are invested in our people, market integrity and our world. Our clients trust us every day with their investments, and we depend on our talented and diverse workforce to meet client needs with the highest standards of excellence and integrity. That's why it's important that we build an inclusive and supportive environment where our people are empowered to contribute and succeed. Together, we can contribute to the resiliency of global markets and to solutions for some of the world's most pressing issues, building healthy economies and sustainable communities over time.

To find out more about our CSR strategy, commitments and achievements, please see our full Corporate Social Responsibility Report at [www.bnymellon.com/csr](http://www.bnymellon.com/csr).

All data included within this publication is as of 12/31/2013 unless otherwise stated.



FTSE4Good

MEMBER OF  
**Dow Jones Sustainability Indices**  
In Collaboration with RobecoSAM



BNY MELLON