

CORPORATE SOCIAL RESPONSIBILITY RISK CULTURE: EMBEDDING AND REINFORCING OUR RISK CULTURE

Monique Herena, Chief Human Resource Officer

At BNY Mellon, our risk culture is embedded in our core values, and from a human resources standpoint, we want to make sure that we are selecting the right people with our risk management culture in mind, that we are giving people the right tools and support at every stage in their career, and that we really reinforce how important it is to do the right thing and hold people accountable.

Employee Responsibility – Evolution Over Time

At every stage of the employee lifecycle at BNY Mellon, it's really important for us to build their understanding from a risk and compliance standpoint. So we really invest a lot in multiple development tools along the way to ensure that we are really developing people in the way that we desire for the culture.

Risk Management – Approach and Training

We have a corporate university, BKU. BK is our stock ticker. We have a very robust curriculum. It touches every single employee across the organization, but it's also very targeted. So where an employee works, what their roles and responsibilities are, we also have customized and targeted training to help every employee in terms of what they do for us every day.

We've really tried to evolve it and learn and make it easier for employees to make time by delivering it through e-modules, live modules, and really making sure that we continue to make it more role based and specific to an employee's day-in day-out job so that there's an immediate impact.

Incorporating Risk – Into Performance Management

It's incredibly important that we reinforce how important risk performance and risk management is in our decision making. It's critically important that we weave that into onboarding, performance management, promotions, reward discussions. And there's also of course consequences for behaviors that are not appropriate.

Cascading those risk management goals through the performance management process gives us reassurance that we have standardized high-quality risk management goals throughout the organization worldwide.



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BNY Mellon – Ensuring a Strong Risk Culture

How we know we're successful in terms of building a strong risk culture is ensuring that it becomes really natural for employees. Risk management is part of everything we do. From an HR perspective, it's the way we select people, the way we recruit people, the way we onboard, develop, promote, really at every single stage of the employee lifecycle, we ensure that risk management is critically important and part of what we do.

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