

CORPORATE SOCIAL RESPONSIBILITY

RISK CULTURE: WHAT IS RISK CULTURE?

James Wiener, Chief Risk Officer

Monique Herena, Chief Human Resource Officer

Lucille Mayer, Chief Information Officer of Client Experience Delivery

Jim Wiener: Risk culture is the way we think about risk management outside the formal framework we use to control our company. It's also what defines our character and our integrity as we make decisions.

Monique Herena: 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 of their and that we really reinforce how important it is to do the right thing and hold people accountable.

Jim: Human Resources is really at the center of our efforts to embed risk culture in the entire employee lifecycle and technology is really the infrastructure that provides us with the risk information to both make better decisions, but also think about how we change the risk culture of the company.

Monique: 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. Starting with a new employee, where we really want to ensure that we spend the time to give them all the tools and the right information to do their job effectively.

Lucille Mayer: Technology is a critical component of BNY Mellon's risk culture. It starts with our infrastructure and making sure we have the proper monitoring in place to be able to anticipate risk needs. Secondly, it's working very closely with our business partners to make sure that we are addressing risk in the early parts of our product development. Lastly, its working with the industry to make sure that we are working to understand the changing security needs and also to understand the best practices of our peers and making sure we are bringing those to life in our own environments.

Jim: As a globally systemically important financial institution, not only is it important that we have excellent and best in class risk management and risk culture as we think about how we manage our company. We also have a broader responsibility to our clients, to our customers, to the economy, to the global financial system, and even more importantly to the communities that we live and work in.



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Lucille: Risk is constantly changing, but we at BNY Mellon have a strong risk culture and we're constantly vigilant in protecting our clients' interests.

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