Diversity, Equity & Inclusion

Powering Sustained Engagement, Performance, Innovation and Growth

Global Diversity, Equity & Inclusion

2021 Strategy
“Homogeneity and more of the same is not a strategy for continued leadership and growth. In an increasingly diverse world, the future belongs to the inclusive enterprise. That’s the challenge we’re rising to, and why we are ensuring that diversity, equity and inclusion are interwoven into our organizational culture.”

Todd Gibbons
Chief Executive Officer
A Purpose-led Culture | Our Values and Behaviors

We live our values through a distinctive set of behaviors to achieve our shared purpose: *To power individuals and institutions to succeed across the financial world.*

Our Diversity, Equity & Inclusion strategy is guided by our purpose, values and behaviors – our North Star – and supports our collective efforts to create a culture where we all feel we belong and can succeed because of our differences.

**Passion for Excellence**
- We get it done.
- We strive to be extraordinary.

**Integrity**
- We do what is right, always.
- We challenge each other — even when it’s uncomfortable.

**Strength in Diversity**
- We seek out and include who is missing.
- We invest in each other’s success.

**Courage to Lead**
- We take the risks necessary to lead.
- We grow and move on from failures.
Diversity, Equity & Inclusion | The Strategic Imperative

Diversity is our differentiating strength. We owe it to our increasingly diverse society to understand, include and reflect their differences and create equitable conditions for all to have a fair opportunity to succeed. And, we owe it to our stakeholders to harness every advantage to drive engagement, performance, innovation and growth – and deliver a distinctive BNY Mellon impact.

<table>
<thead>
<tr>
<th>T A L E N T</th>
<th>80%</th>
<th>26%</th>
<th>4.6x</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nearly 80% of workers say they want to work for a company that values diversity, equity and inclusion; 67% of job seekers said diversity is important when considering job offers. (CNBC/SurveyMonkey, Workforce Survey / Glassdoor / PwC)</td>
<td>Employees in highly diverse and inclusive organizations show 26% more team collaboration and 18% more team commitment than those in non-inclusive organizations (Gartner)</td>
<td>Employees who feel valued for their differences and their voice is heard at work are 4.6x more empowered to perform their best work. (Salesforce)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>C L I E N T S</th>
<th>87%</th>
<th>45%</th>
<th>1.8x</th>
</tr>
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<tbody>
<tr>
<td>Inclusive teams make better decisions up to 87% of the time and teams that follow an inclusive process make decisions 2x faster with half of the meetings. (Gartner / Forbes)</td>
<td>Generate up to 45% of total revenue from new, innovative products/services. (BCG)</td>
<td>Diverse and inclusive companies are 1.8x more likely to be change-ready and 1.7x more likely to be innovation leaders in their market. (Bersin)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>I N V E S T O R S</th>
<th>25%</th>
<th>6x</th>
<th>2x</th>
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</thead>
<tbody>
<tr>
<td>Gender and ethnically diverse companies are 25% and 36% more likely, respectively, to outperform financially. (McKinsey)</td>
<td>Organizations with inclusive cultures are 6x more likely to be innovative and agile. (Deloitte)</td>
<td>Highly inclusive organizations generate 2.3x more cash flow per employee, 1.4x more revenue and are 120% more capable of meeting financial targets. (Bersin)</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>2x</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Companies leading in disability inclusion are 2x as likely to have higher shareholder returns. (Accenture)</td>
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Diversity, Equity & Inclusion | Belonging is Fundamental

While the diversity of the team is important, inclusion and belonging is what unlocks the strength in diversity. We all need to believe we have an equal opportunity to succeed and feel valued for our true selves in order to reach our individual potential. And, when we feel we belong, we become a collective force that succeeds, together.

IT’S PART OF OUR DNA

40%

Of people say they feel isolated at work; the result is lower organizational commitment and engagement (EY / HBR)

COMPANIES MISS THE MARK

$8 billion

Is spent on DEI training but the training neglects to address human beings’ need to feel included (Diversity Best Practices)

“Exclusion is damaging because it actually hurts: the sensation is akin to physical pain.” (HBR)

“To feel left out is a deeply human problem, which is why its consequences carry such heft and why its causes are so hard to root out of even the healthiest workplaces.” (HBR)

Employees who feel a strong sense of belonging:

- Report a 50% reduction in turnover risk
- Show a 56% increase in performance
- Demonstrate a 75% decrease in sick days
- Are 167% more likely to recommend their employer as a “great place to work” (BetterUp)
Creating a Common Language | Our Definitions

Diversity
*Our differences that enable each of us to make unique contributions.*

Inclusion
*A respectful, equitable and welcoming culture where we feel we belong and our differences enable us to thrive.*
Building Empathy and Allyship | Our Definitions

Equality

平等 provides the same thing for everyone. This only works when people start from the same place, history and set of circumstances.

Equity

平等 is about fairness and providing people with the resources and opportunities they need, given their history and set of circumstances.
All Our Differences Shape our Thinking and Make Us Who We Are

How we view issues and solve problems is shaped by traits we’re born with and skills and experiences acquired throughout our lives. This diversity of thought, unique to each of us, drives individual and organizational competitive differentiation and high performance.

Adapted from work by the Coqual
Our Mission and Strategy

Mission | Build and strengthen a purpose-led, values-based culture with evidence that Diversity, Equity & Inclusion (“DEI”) is a business imperative that powers engagement, performance and growth, and increases value, competitiveness and positive impact across all our stakeholders.

DEI STRATEGY

BUSINESS IMPERATIVE
Enable businesses to leverage DEI to improve and differentiate performance

INCLUSIVE CULTURE
Ensure our culture is respectful, equitable and fosters a sense of belonging

TALENT
Build the best global team, reflecting the rich diversity of our talent and client markets and the communities we serve

MARKET LEADERSHIP
Set a high bar for our company and our people to actively champion and drive DEI progress
Our Representation Goals

Building the best global team means attracting, developing, advancing and retaining the best and brightest professionals, diverse in perspectives, backgrounds and experiences.

Focusing on Black and Latinx representation in the U.S. and women representation globally reflects a need to be more competitive in a diversifying talent marketplace to attract and retain top talent. Our workforce data continues to inform effort and investment to engage across a broad spectrum of diversity – beyond gender, race and ethnicity – to build our team and unlock the strength in our diversity.

Creating and sustaining a diverse, equitable and inclusive team and culture requires collective action and shared responsibility. We are expanding our talent networks to include more Historically Black Colleges & Universities, community colleges, diverse professional and student associations, nonprofits and community organizations to ensure more diverse talent can have rewarding careers in finance.

**US BLACK AND LATINX REPRESENTATION**

By year-end 2023, we aim to:

- Achieve a 15% increase in overall Black representation to 12%
- Achieve a 30% increase in Black representation of Senior Leaders\(^1\) (Levels M/S) to over 4%
- Achieve a 15% increase in overall Latinx representation to almost 8%
- Achieve a 30% increase in Latinx representation of Senior Leaders\(^1\) (Levels M/S) to over 5.5%

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**GLOBAL WOMEN REPRESENTATION**

- Increase women representation globally, with emphasis on improving Senior Leader\(^1\) and Mid-Level Leader\(^2\) pipelines (goals vary by line of business/function)
- By year-end 2025, improve senior women representation from 28% to 33% across our EMEA region\(^3\)

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1. “Senior Leaders” include Managing Directors and Directors (includes managers and independent contributors, excludes Executive Leaders).
2. “Mid-Level Leaders” include Vice Presidents (includes managers and independent contributors).
3. This goal is part of a public commitment made through HM Treasury Women in Finance Charter (UK).

Information Classification: PUBLIC
Global Learning Platform Aligned to Our Purpose and Values

Diversity, Equity & Inclusion Academy

Learning platform that delivers curated resources to support continuous learning and skill-building on the topics of Diversity, Equity and Inclusion ("DEI"), enabling employees to become more inclusive leaders, equitable managers and successful change agents.

- Mandatory all-employee e-learning course about inherent biases
- Delivers practical strategies to mitigate the impact of bias on the quality of workplace decisions and actions
- Supported by instructor-led workshops designed for managers

- Inclusive culture course covers 4 modules – Objectivity, Belonging, Voice, Growth – to build inclusive leadership skills
- Managers get 2 bonus modules – Inclusive Hiring, Inclusive Performance Management
- Voluntary enrollment, self-paced

- DEI Strategy, goals and metrics
- Best practice guides, behavior-based toolkits
- Team-building and courageous conversation resources
- Latest research, evidence-based insights
- SME videos, podcasts, articles

Leadership & Professional Development Academy
Culture and Engagement | Employee and Business Resource Groups

Maturing and evolving…creating value for our people and the enterprise.

**FROM**

**Employee Resource Group (ERG)**
- Company-sponsored
- Voluntary, grassroots
- Internal talent focus (primarily)
- Shared common interests
- Opportunities to network and support members
- Liaise with senior executives, upon request

**TO**

**Business Resource Group (BRG)**
- Company-aligned
- Executive engagement and ownership
- Cross-group teaming, enterprise scale
- Measurable business impact, client engagement
- Formalized governance
- Comprehensive strategy that drives business priorities and goals
1 in 4

BNY MELLON employees is a member of our E/BRGs*

**GENEDGE**
Improving collaboration across generations and regions by leveraging diversity of thought to solve business problems and impact positive change

**HEART**
Raise awareness and leverage the talent of employees with diverse abilities to help build an inclusive and accessible workplace environment

**IMPACT**
Leveraging cultural diversity and inclusive leadership as a competitive advantage to deliver enhanced employee and client outcomes

**PRISM**
Promoting lesbian, gay, bisexual and transgender (LGBT+) inclusion for the benefit of all colleagues and the company through workplace activities and external engagement

**VETNET**
Serving as a resource, advocate and network for BNY Mellon’s veterans, military spouses, family members and their colleagues

**WIN**
Supporting the advancement of women at BNY Mellon by offering a deep roster of professional development opportunities, including leadership roles, mentoring and sponsorship, skills training, and networking with peers, clients and BNY Mellon executive leadership

* Based on E/BRG membership data as of December 31, 2020.
Women Representation (BNY Mellon Global)

Data based on employee voluntary disclosures, as of 31 December 2020

41% Global Workforce
39% New Hires
27% Board of Directors
29% Senior Leaders

1 “Executive Leaders” equates to the Executive Committee | 2 “Senior Leaders” include Managing Directors and Directors (includes managers and independent contributors, excludes Executive Leaders)

3 “Mid-Level Leaders” include Vice Presidents (includes managers and independent contributors) | 4 Total of 11 Directors, of whom 3 are women
Underrepresented Ethnic/Racial Backgrounds (BNY Mellon in the U.S.)

Data based on employee voluntary disclosures, as of 31 December 2020

<table>
<thead>
<tr>
<th>Category</th>
<th>U.S. Workforce</th>
<th>New Hires</th>
<th>Board of Directors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Leaders</td>
<td>20%</td>
<td>25%</td>
<td>36%</td>
</tr>
<tr>
<td>Senior Leaders</td>
<td>25%</td>
<td>33%</td>
<td></td>
</tr>
<tr>
<td>Mid-Level Leaders</td>
<td>33%</td>
<td>36%</td>
<td></td>
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2 “Senior Leaders” include Managing Directors and Directors (includes managers and independent contributors, excludes Executive Leaders)
3 “Mid-Level Leaders” include Vice Presidents (includes managers and independent contributors) 4 Total of 11 Directors, of whom 3 are Black and 1 is Latinx
Underrepresented Ethnic/Racial Backgrounds | Breakouts, by Leader Levels

Data based on employee voluntary disclosures, as of 31 December 2020

<table>
<thead>
<tr>
<th>Breakout</th>
<th>Executive Leaders</th>
<th>Senior Leaders</th>
<th>Mid-Level Leaders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asian</td>
<td>13%</td>
<td>15%</td>
<td>21%</td>
</tr>
<tr>
<td>Black</td>
<td>7%</td>
<td>4%</td>
<td>6%</td>
</tr>
<tr>
<td>Latinx</td>
<td>4%</td>
<td>5%</td>
<td>1%</td>
</tr>
<tr>
<td>Two or More</td>
<td>4%</td>
<td>2%</td>
<td>2%</td>
</tr>
</tbody>
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**Additional Dimensions of Representation (BNY Mellon in the U.S. and UK)**

Data based on employee voluntary disclosures, as of 31 December 2020

<table>
<thead>
<tr>
<th>People with Disabilities</th>
<th>LGBT+</th>
<th>Veterans</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>3.9%</strong></td>
<td><strong>1.0%</strong></td>
<td><strong>2.0%</strong></td>
</tr>
<tr>
<td>U.S. Workforce</td>
<td>U.S. Workforce</td>
<td>U.S. Workforce</td>
</tr>
</tbody>
</table>

| | **1.2%** | **1.8%** | **0.1%** |
| | UK Workforce | UK Workforce | UK Workforce |

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2. “Senior Leaders” include Managing Directors and Directors (includes managers and independent contributors, excludes Executive Leaders)
3. “Mid-Level Leaders” include Vice Presidents (includes managers and independent contributors)
4. Total of 11 Directors, of whom 3 are Black and 1 is Latinx
Marketplace Recognition | DEI and HR Leadership

Brand Reputation | Strategic awards and accolades help increase brand visibility, position BNY Mellon as an employer of choice and build pride among our people. Visit our Awards page for more areas we are having an impact.
“Real progress is achievable if we seek to learn and understand other’s different circumstances - even if those learnings are uncomfortable. Taking time to reflect is important, but reflection must lead to action. I take this seriously as an individual and as the leader of BNY Mellon. Ours is a culture of inclusion, equity and belonging, and we must strive to be a change agent in our communities to power success, prosperity and progress for all.”

Todd Gibbons
Chief Executive Officer
To learn more about Diversity, Equity & Inclusion at BNY Mellon, visit:

www.bnymellon.com/diversity