



GENDER EQUALITY STATEMENT

We aspire to be a top employer of the best talent. For us, being a top employer means creating the conditions for our people to succeed—to challenge and enable them to do their best work and reward them for doing so, to value their unique perspectives and contributions, and to empower them to thrive on a global stage. Gender equality is a key factor in achieving this goal and is a priority in our global diversity and inclusion strategy.

Our commitment to gender equality is evidenced at every level of BNY Mellon, from our Board through our senior leadership to our new hires. In 2016, we expanded our Board to include three additional female directors. Women represent 42% of our total global workforce and 36% of VP-level employees, and we are committed to increasing representation of women throughout the organization. Over the past three years, BNY Mellon has seen a year-over-year increase in women at the director level and above ranks, which represent the senior-most officer levels at the company. In 2014, women represented 26.1% of the global workforce at these levels; in 2015, this figure increased to 26.9%; and in 2016, women represented 27.2% of director level and above ranks. Our Women's Initiatives Network ("WIN") both supports the advancement of women at BNY Mellon and serves as a focal point for employee-led advocacy of gender equality.

Our compensation structure is designed to support pay equity. Salary ranges are developed based on external market data and provided to managers to guide compensation decisions. Managers determine where individual compensation should be positioned within these ranges based on numerous factors, including internal pay equity. Moreover, consistent with our obligations in the U.S. and in the various jurisdictions in which we operate around the world, we review our pay practices as appropriate to ensure parity in pay across all of our employees and will continue to refine and enhance these reviews as necessary as part of our ongoing commitment to pay equity.

While we are already recognized as an industry leader in gender equality—in 2016 we were recognized in the inaugural Bloomberg Financial Services Gender-Equality Index and named to the Anita Borg Institute's Top Companies for Women Technologists Leadership Index for the second consecutive year—we continually strive to improve. Among other recent developments, WIN added to its numerous mentoring opportunities by launching a reverse mentoring program. Under this program, mentors in the early stages of their careers are paired with Executive Committee and Senior Leadership Team mentees.

Not only are we dedicated to advancing gender equality within BNY Mellon, we also actively support gender equality more broadly. For example, BNY Mellon is a founding member of the Wall Street Women's Alliance, a network dedicated to creating a culture that enables women to

advance to C-suite roles in the financial services industry, and our Women in Technology group focuses on increasing retention, recruitment and advancement of women in technology. On a global level, the BNY Mellon Foundation has partnered with the United Nations Foundation in support of UN Sustainable Development Goal 5, which calls for gender equality for women and girls everywhere. Additionally, as part of its commitment to supporting gender equality around the world, BNY Mellon in partnership with the UN Foundation, released a new research report on January 19, 2017 called 'Return on Equality,' which advocates for a new gender lens approach to investing through the design and development of products and services that support the economic empowerment of women and girls across the globe.

In support of our commitment to diversity and gender equality, we publicly share information regarding workforce demographics, hiring statistics, diversity efforts and our inclusive culture in our annual People Report (<https://www.bnymellon.com/us/en/who-we-are/people-report/index.jsp>) and CSR Report (<https://www.bnymellon.com/us/en/who-we-are/csr/>).

We remain committed to our ongoing efforts to promote diversity in the workplace and believe we are making demonstrable progress.