

Diversity, Equity & Inclusion

Powering Sustained Engagement, Performance, Innovation and Growth

2023 Strategy



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.

TALENT

80%

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](#))

75%

U.S. workers who feel they are Strongly Connected to their employer are 75x more likely to be Fully Engaged than those who do not feel connected. ([ADP](#))

26%

Employees in highly diverse and inclusive organizations show 26% more team collaboration and 18% more team commitment than those in non-inclusive organizations ([Gartner](#))

4.6x

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](#))

CLIENTS

87%

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. ([Cloverpop](#) / [Forbes](#))

45%

Generate up to 45% of total revenue from new, innovative products/services. ([BCG](#))

1.8x

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](#))

INVESTORS

25%

Gender and ethnically diverse companies are 25% and 36% more likely, respectively, to outperform financially. ([McKinsey](#))

6x

Organizations with inclusive cultures are 6x more likely to be innovative and agile. ([Deloitte](#))

2x

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](#))

2x

Companies leading in disability inclusion are 2x as likely to have higher shareholder returns. ([Accenture](#))

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 = Sameness

Equity = Justice

Equality

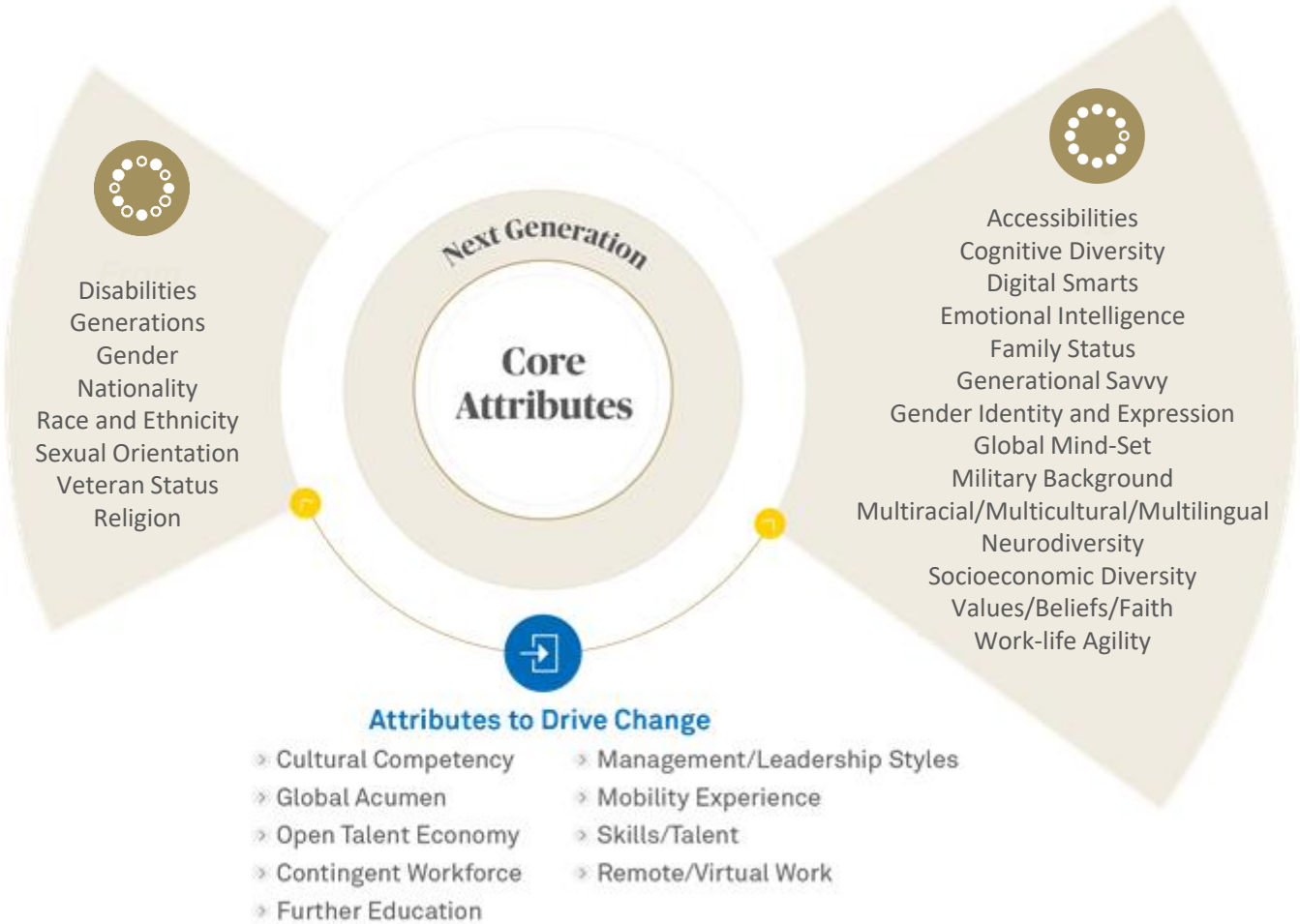
Equality provides the same thing for everyone. This only works when people start from the same place, history and set of circumstances.

Equity

Equity 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 & Strategy | Refresh

Mission | Build and strengthen an inclusive culture while driving Diversity, Equity & Inclusion (“DEI”) business integration that powers engagement, performance and growth, and increases value, competitiveness and positive impact across all our stakeholders

→
DEI and Talent Acquisition are critical components that we will focus on holistically across our DEI and Talent strategies



Culture and Engagement | Employee and Business Resource Groups (E/BRGs)

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



FROM ERG

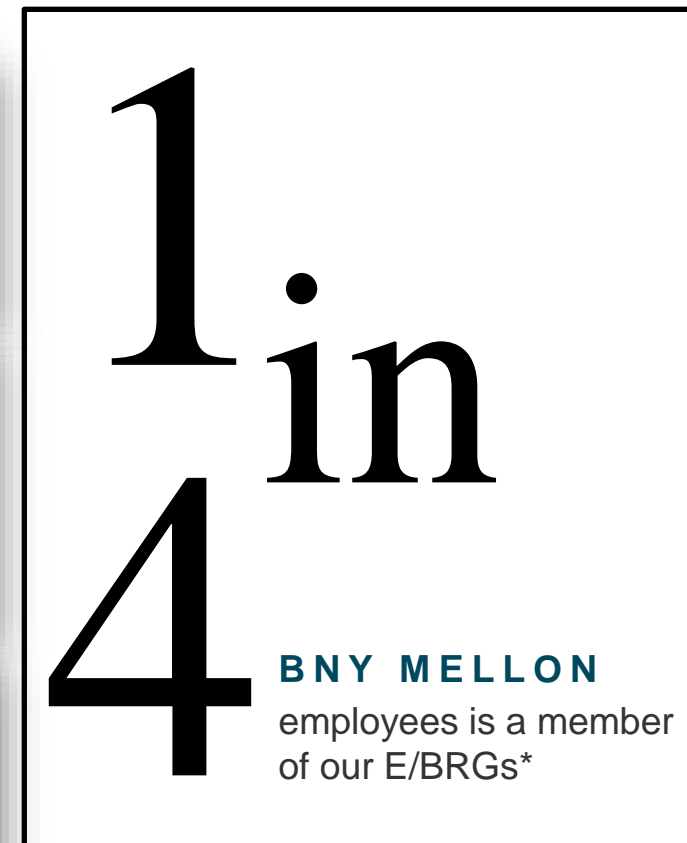
- Company-sponsored
- Voluntary, grassroots
- Internal talent focus (primarily)
- Shared common interests
- Opportunities to network and support members
- Liaise with senior executives, upon request



TO 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

Employee and Business Resource Groups | Employee-Led Inclusion



* Based on E/BRG membership data as of April 30, 2023.

Women Representation (BNY Mellon Global)

Data based on employee voluntary disclosures, as of 31 December 2022

40.1%

Global Workforce

37.4%

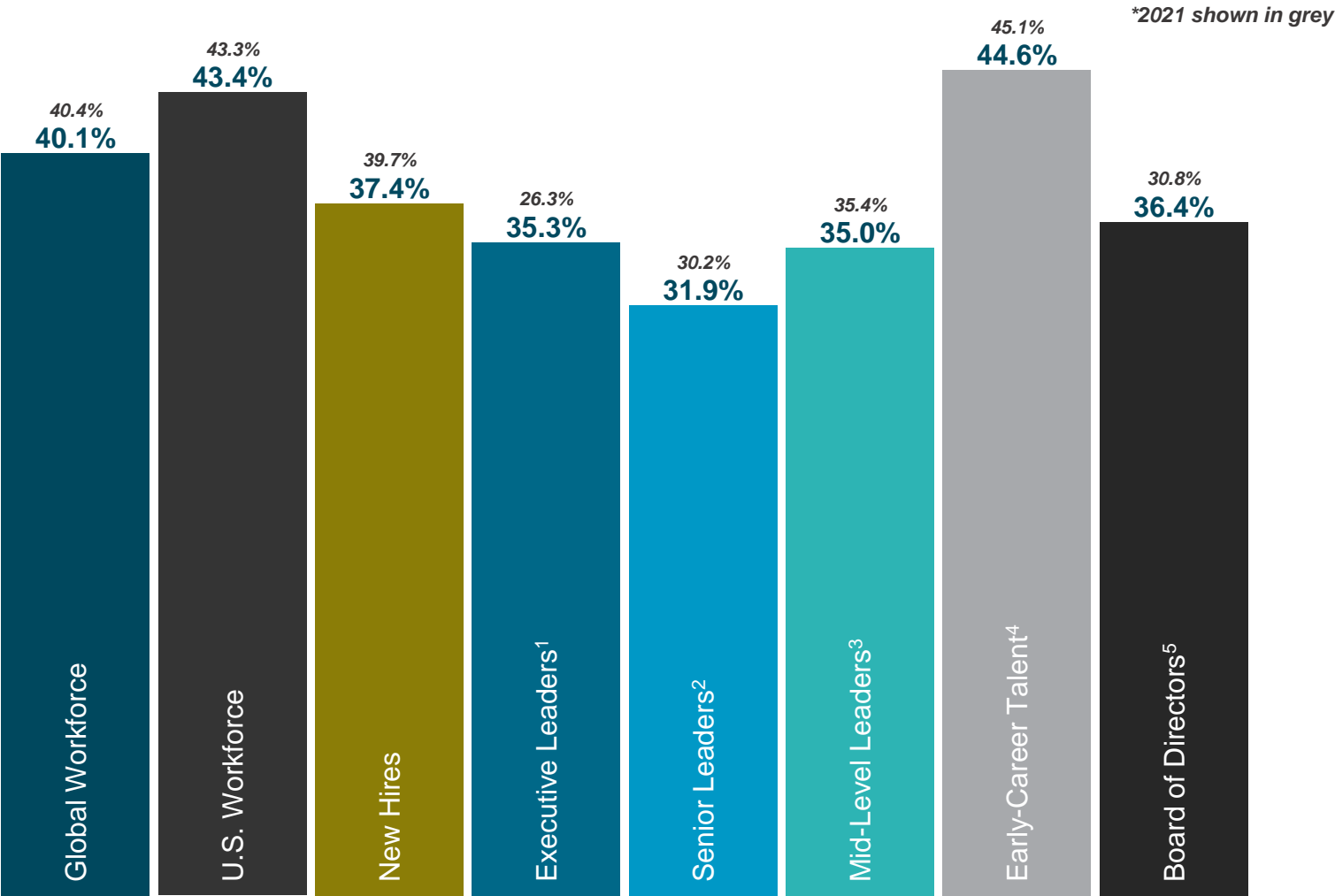
New Hires

36.4%

Board of Directors

31.9%

Senior Leaders



¹ "Executive Leaders" equates to the [Executive Committee](#) | ² "Senior Leaders" include Managing Directors and Directors (inclusive of managers and independent contributors) | ³ "Mid-Level Leaders" include Vice Presidents (inclusive of managers and independent contributors) | ⁴ "Early-Career Talent" includes employees with little professional experience, such as college and recent graduates, as well as upskilling employees (I and Below grades) | ⁵ [Board](#) has a total of 11 Directors, of whom 4 are women | ⁶ New Hires include those Hired in 2022 that were employed as of 12/31/2022; updated figures for 2021 based on most recent available data

Underrepresented Ethnic/Racial Backgrounds (BNY Mellon U.S.)

Data based on employee voluntary disclosures, as of 31 December 2022

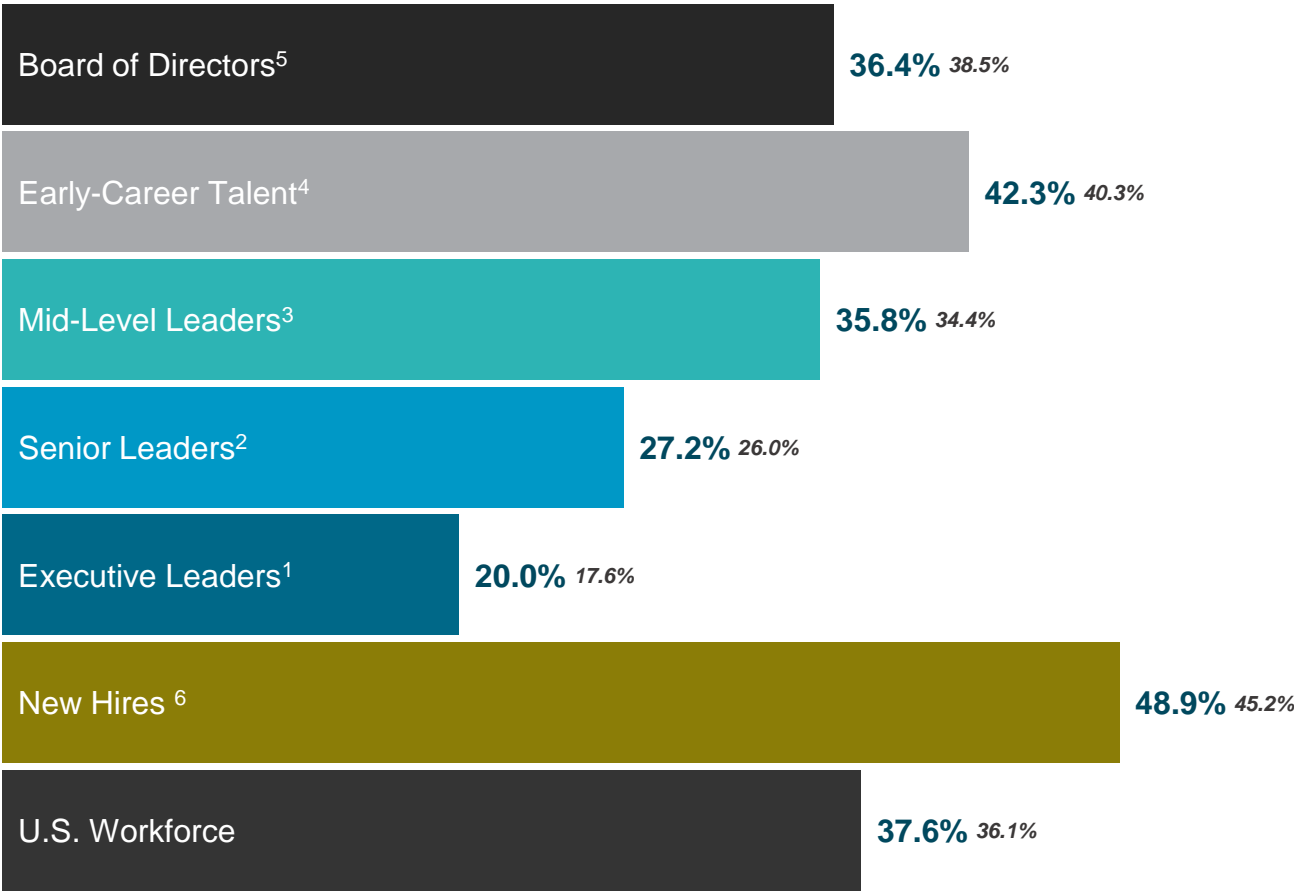
*2021 shown in grey

37.6% US Workforce

48.9% New Hires

36.4% Board of Directors

27.2% Senior Leaders

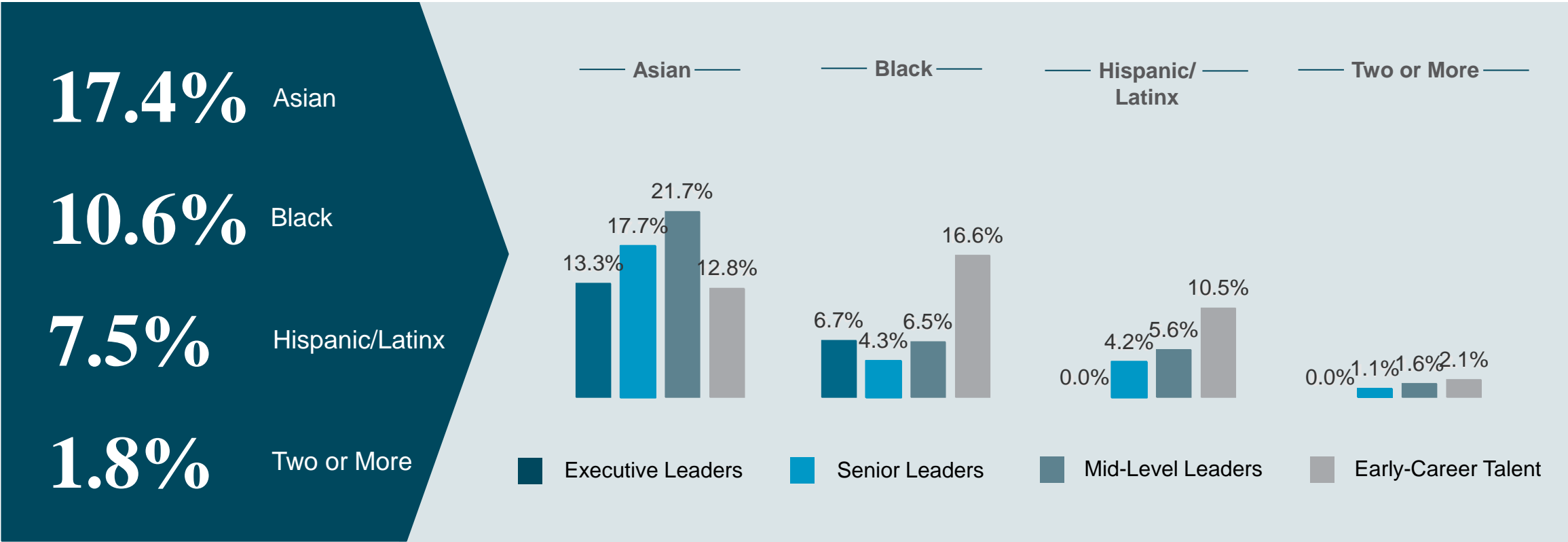


¹ "Executive Leaders" equates to the [Executive Committee](#) | ² "Senior Leaders" include Managing Directors and Directors (inclusive of managers and independent contributors) | ³ "Mid-Level Leaders" include Vice Presidents (inclusive of managers and independent contributors) | ⁴ "Early-Career Talent" includes employees with little professional experience, such as college and recent graduates, as well as upskilling employees (I and Below grades) | ⁵ [Board](#) has a total of 11 Directors, of whom 2 are Black, 1 is Hispanic/Latinx, and 1 is Asian | ⁶ New Hires include those Hired in 2022 that were employed as of 12/31/2022; updated figures for 2021 based on most recent available data | ⁷ US Underrepresented Ethnic/Racial Backgrounds include Black, Hispanic/LatinX, Asian, American Indian or Alaska Native, Native Hawaiian or other Pacific Islander, & Two or more races

Underrepresented Ethnic/Racial Backgrounds | Breakouts, by Leader Levels

Data based on employee voluntary disclosures, as of 31 December 2022

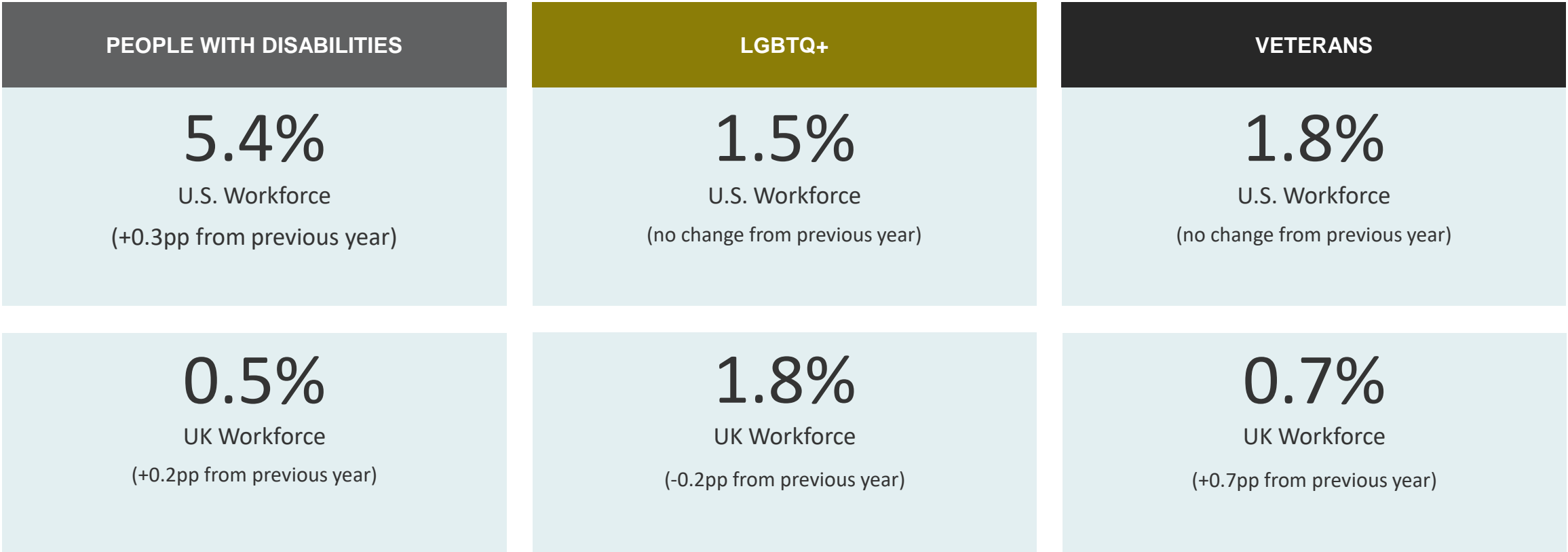
BNY Mellon in the U.S.



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Additional Dimensions of Representation (BNY Mellon in the US and UK)

Data based on employee voluntary disclosures, as of 31 December 2022



- Disability, Veteran, and LGBTQ data sourced from Oracle
- LGBTQ+ includes those with sexual orientation Lesbian, Gay, or Bisexual

Marketplace Recognition | DEI and People Team 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.



To Learn More

*To learn more about
Diversity, Equity & Inclusion at
BNY Mellon, visit:*

www.bnymellon.com/diversity

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THANK
YOU

