Diversity, Equity & Inclusion

Powering Sustained Engagement, Performance, Innovation and Growth

2023 Strategy
A Purpose-Driven 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.

**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](https://www.cnn.com/2014/05/30/tech/inclusive-workplace/) / [Glassdoor](https://www.glassdoor.com/) / [PwC](https://www.pwc.com))

- **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](https://www.adp.com))

- **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](https://www.gartner.com))

- **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](https://www.salesforce.com))

**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](https://www.cloverpop.com) / [Forbes](https://www.forbes.com))

- **45%**
  - Generate up to 45% of total revenue from new, innovative products/services. ([BCG](https://www.bcgpwc.com))

- **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](https://www.bersin.com))

**INVESTORS**

- **25%**
  - Gender and ethnically diverse companies are 25% and 36% more likely, respectively, to outperform financially. ([McKinsey](https://www.mckinsey.com))

- **6x**
  - Organizations with inclusive cultures are 6x more likely to be innovative and agile. ([Deloitte](https://www2.deloitte.com))

- **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](https://www.bersin.com))

- **2x**
  - Companies leading in disability inclusion are 2x as likely to have higher shareholder returns. ([Accenture](https://www.accenture.com))
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

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
Global Learning Platform Aligned to Our Purpose and Values

Diversity, Equity & Inclusion (“DEI”) Academy

Learning platform on MySource Social that will serve up 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 six Instructor-led workshops designed for managers

- Four e-learning modules - Objectivity, Belonging, Voice, Growth – to equip managers and employees to build inclusive leadership skills
- Two bonus modules for managers – Inclusive Hiring, Inclusive Performance Management
- Voluntary enrollment, self-paced

- Overview of Global DEI Strategy
- 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 (E/BRGs)

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

<table>
<thead>
<tr>
<th>FROM ERG</th>
<th>TO BRG</th>
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<tbody>
<tr>
<td>• Company-sponsored</td>
<td>• Company-aligned</td>
</tr>
<tr>
<td>• Voluntary, grassroots</td>
<td>• Executive engagement and ownership</td>
</tr>
<tr>
<td>• Internal talent focus (primarily)</td>
<td>• Cross-group teaming, enterprise scale</td>
</tr>
<tr>
<td>• Shared common interests</td>
<td>• Measurable business impact, client engagement</td>
</tr>
<tr>
<td>• Opportunities to network and support members</td>
<td>• Formalized governance</td>
</tr>
<tr>
<td>• Liaise with senior executives, upon request</td>
<td>• Comprehensive strategy that drives business priorities and goals</td>
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Employees is a member of our E/BRGs*

* 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 who 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

37.6% US Workforce

- Board of Directors: 36.4% (38.5%)
- Early-Career Talent: 42.3% (40.3%)

48.9% New Hires

- Mid-Level Leaders: 35.8% (34.4%)
- Senior Leaders: 27.2% (26.0%)

36.4% Board of Directors

- Executive Leaders: 20.0% (17.6%)

27.2% Senior Leaders

- New Hires: 48.9% (45.2%)
- U.S. Workforce: 37.6% (36.1%)

*2021 shown in grey

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.

- **17.4%** Asian
- **10.6%** Black
- **7.5%** Hispanic/Latinx
- **1.8%** Two or More

### Executive Leaders
- **Asian**: 13.3%
- **Black**: 17.7%
- **Hispanic/Latinx**: 6.7%
- **Two or More**: 4.2%

### Senior Leaders
- **Asian**: 21.7%
- **Black**: 12.8%
- **Hispanic/Latinx**: 4.3%
- **Two or More**: 5.6%

### Mid-Level Leaders
- **Asian**: 16.6%
- **Black**: 0.0%
- **Hispanic/Latinx**: 6.5%
- **Two or More**: 0.0%

### Early-Career Talent
- **Asian**: 0.0%
- **Black**: 10.5%
- **Hispanic/Latinx**: 1.6%
- **Two or More**: 2.1%

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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

<table>
<thead>
<tr>
<th>PEOPLE WITH DISABILITIES</th>
<th>LGBTQ+</th>
<th>VETERANS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>5.4%</strong> U.S. Workforce</td>
<td><strong>1.5%</strong></td>
<td><strong>1.8%</strong></td>
</tr>
<tr>
<td>(+0.3pp from previous year)</td>
<td>(no change from previous year)</td>
<td>(no change from previous year)</td>
</tr>
<tr>
<td><strong>0.5%</strong> UK Workforce</td>
<td><strong>1.8%</strong></td>
<td><strong>0.7%</strong></td>
</tr>
<tr>
<td>(+0.2pp from previous year)</td>
<td>(-0.2pp from previous year)</td>
<td>(+0.7pp from previous year)</td>
</tr>
</tbody>
</table>

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

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

www.bnymellon.com/diversity
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THANK YOU