



## RESPONSIBLE BUSINESS:

In this section, specific areas of focus are:

- Ensuring Client Satisfaction
- Helping Clients Understand Risk
- Environmental, Social and Governance Screening
- Socially Responsible Investments
- Growing the Environmental Markets
- A New Approach to Working with Suppliers
- Supplier Diversity

The world has come to look at the business of the financial services industry differently over the last few years. Regulation, stability, risk, products, and responsibility were all called into question and are actively being reevaluated. In the three years that we have produced a CSR report, the core business and makeup of our own company has been in a period of transition as well as we navigated through a successful merger. With this in mind, we decided to expand our CSR reporting in the Responsible Business section.

This year, a more comprehensive Responsible Business section also addresses client risk and our growing use of environmental, social and governance screening. Also, we have added a highlight piece on our interaction with suppliers, which includes a pilot CSR survey, an environmental screen of corporate travel partners and our continuing efforts on supplier diversity.

We are focused on world-class client satisfaction; these are just a few of the awards we've received.

### **Fortune World's Most Admired Companies, 2009**

- No. 1 Superregional Bank (U.S.)

### **Financial News, Awards for Excellence in Institutional , 2009 — Asset Management**

- Equity Manager of the Year - Newton

### **Global Custodian Global Custody Survey, 2009**    **Asset Servicing**

- No. 1 in North America Overall
- 70 Best In Class Awards
- 2 Top Ratings
- 6 Commended Awards

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### **Investment News, 2009**

- No. 1 U.S. clearing firm ranked by broker-dealer customers — Pershing

### **Global Investor 2009 FX Survey**

Ranked #1 in 39 categories, including:

- Best Foreign Exchange Service Overall
- Best Sales Coverage
- Best Research
- Best Trading

### **Global Finance World's Best Foreign Exchange Banks, 2009**

- Best Foreign Exchange Research
- Best Technical Analysis
- Best Forecasts

### **R&M Global Custody Service**

- Rated No. 1 overall in the following categories:
  - The Experts (respondents using five or more custodians)
  - USA
  - UK Asset Owners
  - USA Asset Owners
  - USA Asset Managers

### **Thomson Reuters, 2009**

- Top U.S. Trustee

### **Warabak Research Bank Leader Survey, 2009**

- No. 1 in nine of 14 categories

## Ensuring Client Satisfaction

Client satisfaction is key to growing our company and building our brand. When we deliver great service and value for our clients, it fosters a high level of loyalty and often leads to new business opportunities.

We monitor client satisfaction by conducting annual surveys of clients across our major business areas. We collect feedback from more than 3,000 clients every year and use it to take action on client input about our products and services. Clients' attitudes about our brand can also affect marketplace perceptions. In annual marketplace surveys, we assess our brand strength using ratings from more than 1,400 prospects and clients concerning the awareness and reputation of our brand. Our businesses also participate in a large number of customer satisfaction and performance surveys conducted by trade publications and industry groups.

Client satisfaction levels and brand strength measures are reported to our company's Executive Committee throughout the year as updated data becomes available. The committee assesses progress against our goals and then defines appropriate follow-up actions to ensure the best possible client satisfaction and brand strength.

### STAKEHOLDER ENGAGEMENT: Clients

We invited representatives from four of our largest clients to a meeting of our Operating Committee, the team of top executives from around the world who lead our company, to hear their views on our performance and insights on how we can be a better partner going forward. The participants were the CEO of a major hedge fund, a central banker from the Middle East, a top executive of one of the world's largest Europe-based banks and the chairman and CEO of a Fortune 100 company. The clients offered both praise and some very pointed observations that challenged us to become an even better partner. Highlights of the session were shared with all staff globally to help direct their efforts at continuous improvement.

## Helping Clients Understand Risk

Following the market dislocation of 2008 and early 2009, investors globally have been looking to better understand the risks of their portfolios and mitigate them wherever possible. In 2009, we introduced new capabilities that allow asset owners (such as pension plans) and asset managers to better understand the risks and sensitivities inherent in their portfolios. Through a partnership with Investor Analytics, a market-leading risk provider, clients can now evaluate enterprise-wide risk with capabilities including:

- quantifying sources and drivers of risk across portfolios, including single- and multi- asset class;
- identifying key statistics and measures of risk such as Value at Risk (VaR); and
- responding to "what if" questions through portfolio stresses and scenario analysis.

Through the provision of additional risk capabilities, BNY Mellon is helping our clients proactively monitor and manage risk and make informed investment decisions.

## Environmental, Social and Governance Screening

Investors have been placing an increasing emphasis on environmental, social and governance (ESG) considerations when making investment decisions. Historically, fiduciary responsibility such as the role performed by investment committees and trustees has often been defined exclusively in financial terms, such as maximizing returns to provide for retired employees. However, there is growing discussion that the way in which those returns are achieved is just as important.

In 2009, BNY Mellon added significantly to the number of ESG screens available to clients of our post-trade investment compliance monitoring service. This service allows for monitoring of investment portfolios to ensure adherence to client-specified guidelines. Historically, BNY Mellon supported just a handful of common, client-requested ESG screens (alcohol, tobacco and gambling), but this has been enhanced in 2009 to include more than 20 controversial business issues. By incorporating this data, we can help clients to:

- identify positions or investments in companies that violate a specified industry or sector;
- better understand the business mix and revenue drivers for companies that often operate in multiple businesses; and
- support government requirements related to Office of Foreign Asset Control (OFAC) restrictions.

In 2010, we will be looking at ways that ESG data can be used not just from a prohibitive perspective, but also to help identify companies that will outperform in the future, based on their environmental or social responsibility.

## Socially Responsible Investments

BNY Mellon Asset Management is a leading global provider of investment management products and services. With a great depth and breadth of expertise, we help clients achieve their goals through a wide array of strategies, in every major sector and asset class and through various distribution channels.

Our clients include some of the world's leading corporations, governments, unions, foundations, endowments, mutual funds and high-net-worth individuals. Our independent investment firms provide asset management service that is responsive to our clients' needs, transparent in its processes and is consistently working to pursue strong performance and results for clients. For some clients, socially responsible investment (SRI) is an important part of their portfolio. We help those clients achieve their goals through a number of vehicles.

In 2009, BNY Mellon saw a marked improvement in equity values but a diminished appetite for equity investments continued. This affected SRI funds as well as standard equity funds. Our experience in SRI in terms of asset flow was on par with the industry. However, our investment performance was quite good, with our largest funds doing particularly well compared to respective peer groups. BNY Mellon is well positioned with these offerings, if fund flows improve in 2010.

			
<b>Third Century Fund</b>	<b>Mellon First Principle Fund</b>	<b>Socially Responsible Growth Fund</b>	<b>Global Sustainability Fund</b>
<b>One of first SRI funds on the market, launched in 1972</b>	<b>Hedge fund of funds</b>	<b>Launched in 1993</b>	<b>Global Sustainability Fund Launched in December 2008</b>
<b>Assets under management \$243 million</b>	<b>Assets under management \$232 million</b>	<b>Assets under management \$228 million</b>	<b>Assets under management \$7.5 million</b>
<b>Performance: first quartile of respective peer groups — Lipper</b>	<b>Performance: first quartile of respective peer groups — Hedge Fund Review</b>	<b>Performance: Performed in the upper half of its peer universe</b>	<b>Performance: Grew almost 25 percent in 2009</b>
<b>Exceeded S&amp;P 500 benchmark by 6 percent</b>		<b>Benchmark: S&amp;P 500</b>	<b>Benchmark: Dow Jones Sustainability Index</b>
<b>Focus: Enhances the quality of life in America*</b>	<b>Focus: Avoids certain criteria, such as weapons of mass destruction and pornographic materials</b>	<b>Focus: Enhances the quality of life in America*</b>	<b>Focus: Environmentally sustainable operations and/or products</b>

\*Quality of life in America: protection and improvement of the environment and the proper use of our natural resources, occupational health and safety, consumer protection and product purity, Equal Employment Opportunity

## Newton Responsible Investing

Newton has a well established approach to responsible investment, which is integral to our investment process. On behalf of our clients, Newton's responsible investment team is charged with exercising voting rights, conducting research and carrying out engagement activities on environmental, social and governance matters.

The work of Newton's responsible investment team is not a necessarily geared towards the exclusion of potential investments. Rather, it aims to achieve a better understanding of the relevant ESG risks or seeks an improvement in the behavior of the investee company.

For more information on Newton's CSR engagement and research, please visit [http://www.newton.co.uk/core/resources/responsible\\_investment/responsible\\_investment.html](http://www.newton.co.uk/core/resources/responsible_investment/responsible_investment.html)

## Mellon Capital Responsible Investing

Mellon Capital Management Corporation views environmental, social and governance/socially responsible investment (ESG/SRI) as a complement, not compromise, to its investment approach. We incorporate ESG/SRI guidelines in indexing and active equity strategies while staying true to Mellon Capital's core investment philosophy and disciplines. Our systematic approach to investing emphasizes risk control and efficient implementation.

Mellon Capital has provided custom ESG/SRI solutions to institutional clients for more than 20 years. As of the end of 2009, our ESG/SRI-related assets under management were over \$7.8 billion, of which \$4 billion were indexing and \$3.8 billion were active. Some examples of inclusive or exclusive screens include sustainability, socially responsible investing and other criteria dictated by individual client investment policies.

## Growing the Environmental Commodities Market

Our Global Environmental Markets (GEM) group brings together our securities processing expertise and products from throughout our organization. Our core competencies in global record-keeping, custody, escrow, trade processing, funds transfer and securities servicing allow BNY Mellon to provide the complete spectrum of services that might be required by a carbon security holder.

Carbon offsets and allowances (carbon securities) exist in many forms and jurisdictions. We see ourselves primarily as a provider of infrastructure and support to help the carbon markets grow and mature. To do this, we segregate the carbon securities market into three constituencies:

- Issuers and administrators of carbon securities
- Investors and liquidity providers in carbon securities
- End users of carbon securities

Each of these three groups has differing needs, concerns and goals. Our spectrum of securities services dovetails nicely with the requirements of each of these groups. While legislation has yet to concretely define the precise market environment, we are poised to offer our services to each of these groups. The following describes how we can assist them in achieving their future goals.

Issuers require support primarily at the time carbon securities are created, and again when they are retired, for compliance or social responsibility purposes. Our experience in supporting securities auctions and distributions matches perfectly with issuers' needs. Subsequent to the creation of the securities, a record-keeping engine will be required. Our standing as the largest debt trustee and a leading equity registrar provides proven policies and practices to ensure the accurate and efficient tracking of carbon securities after they are issued. Finally, at the time of retirement, the issuer will require support to process the carbon securities being delivered for cancellation. Our demonstrated capabilities in debt and equity tender processing will provide issuers with confidence that we are able to meet their needs. Issuers can look to BNY Mellon for their carbon securities processing needs throughout the securities' lifecycles.

The second segment of carbon securities market investors has slightly different requirements. Investors are seeking the most efficient custody and trade processing platform to facilitate their proprietary trading and their clients' trading. Our ability to custodize the majority of carbon security types on our proprietary carbon custody platform meets these needs. The custody platform can not only house all of the details behind a carbon security, but it can also provide online document custody for associated documents and record accounts in most currencies. By housing carbon securities, their related documents and cash accounts on one system, the investors can execute transactions from one secure engine rather than using multiple providers. In addition, our experience in

providing escrow, securities lending and securities swaps services will allow investors to confidentially commit capital to carbon securities.

The third segment of the carbon securities market is end users. They may be emitters that require the carbon securities for regulatory compliance, corporations seeking to achieve a higher level of CSR and environmentally responsible organizations, or individuals seeking to offset their carbon footprints. End users can access our auction and trade support services when acquiring carbon securities and our custody services until the carbon securities are retired, transferred or sold.

We have extensive expertise in securities servicing and issuer services — all of which can be applied to the carbon securities market. The global reduction of emissions relies on a market that allows participants to issue and trade allowances and credits in a confident and secure manner. BNY Mellon is committed to being an active participant in achieving the carbon securities constituencies' collective environmental goals. We will lead through the direct actions of our company and are committed to assisting our clients, communities and employees in their efforts to meet their respective environmental goals.

## A New Approach to Working with Suppliers

This section is an extended discussion of suppliers featured only in this year's CSR report.

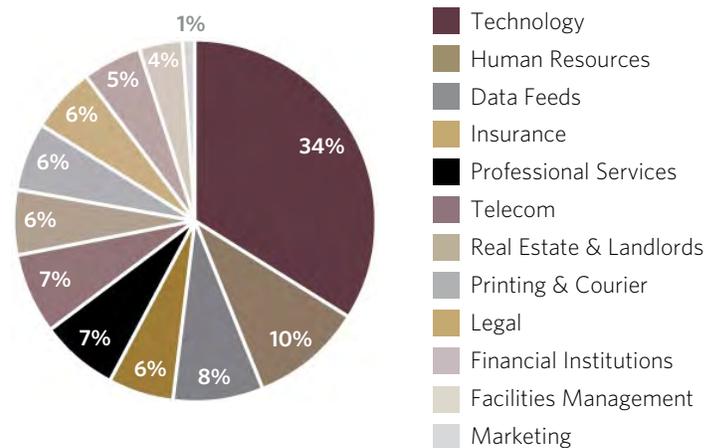
The BNY Mellon CSR Statement affirms our commitment to "improve the social and environmental impact of our business practices and those of our suppliers." In practice, that means we intend to build relationships with suppliers — especially major suppliers — whose CSR goals and activities are aligned with our expectations.

With this commitment, 2009 represented a transitional year in our approach with our supply chain partners. Many questions were raised about the extent to which suppliers' social and environmental actions should or could be examined. As a financial services company, we recognize that the environmental impact and inherent risk within our supply chain will be different than other, more product-focused industries. However, we still rely on a sizeable quantity of suppliers in order to operate on a daily basis, and believe it is our responsibility as a company to be aware of the indirect impact of our spending dollars. With this in mind, we conducted two initiatives that focused on our supply chain: first, a CSR review of top suppliers, and second, a sustainability-driven survey specific to corporate travel.

### Supplier CSR Review

The scope of the analysis includes major global service providers from 2008 and 2009, for BNY Mellon and our wholly owned subsidiaries. Through the selection process detailed below, we determined that the core review would include 95 top suppliers, representing approximately 50 percent of our 2008 total corporate spend.

Top Suppliers by Industry (% of dollar spend)



### INITIATIVE 1: Supplier CSR Review

Invested in full-time dedicated staff for supplier evaluation.  
Conducted a pilot program to review the CSR initiatives of our top 95 suppliers.

### INITIATIVE 2: Corporate Travel Services

Added specific sustainability questions to hotel Request for Proposal (RFP) requirements  
Gathering baseline information to determine which hotels conduct environmental best practices

In addition to expectations from clients' RFPs and Global Reporting Initiative guidelines, the supplier review was motivated by two key factors: influencing our network and evaluating potential risks in CSR areas. In fact, the incentive to include CSR criteria in our supplier evaluation process increases as our global footprint grows. Currently, 32 percent of BNY Mellon employees work outside of the U.S., and our global business will only continue to increase in the coming years.

**Motivation: Influence network**

In terms of spending power, BNY Mellon wields considerable influence with many of the suppliers that provide products and services to our company. We recognize that we can have a positive impact by simply asking questions of our suppliers that help them to justify social responsibility programs and hold them to the same principles under which we operate every day. They, in turn, can begin requesting CSR disclosure from their own suppliers. The opportunity to advance a network effect such as this is a primary motivator and pushes us to keep raising the bar, both internally and with our supply chain partners. It is important that we set expectations and work with our suppliers to educate and motivate their own forward motion.

**Motivation: Evaluate and Mitigate Potential Risk**

We believe it is important due diligence to evaluate our suppliers on environmental, social and governance criteria in order to understand our potential exposure to risk of regulatory changes, cost fluctuations or incidences that could affect the company's reputation. We determined that our largest exposure to potential environmental regulation is through suppliers in technology manufacturing or paper production. Government regulation and policies pertaining to environmental issues and labor management vary widely outside of the United States and Europe. It will become progressively more important to understand how our suppliers do business and what their policies are in these areas because we cannot rely on a singular governing body to guide our procedures toward suppliers. Historically, BNY Mellon has reviewed suppliers extensively on the risks associated with data security, physical security, business continuity,

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“Hearing from our clients that these issues are important always helps us push our efforts further.”

— BNY Mellon Supplier

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\*Year-to-date at time of analysis, January to October 2009

information management and ethics. Adding labor management, human rights policies and sustainability and community initiatives to the established risk management process brings a more comprehensive approach to supplier evaluation.

**The Supplier CSR Review Process**

The 2009 CSR review of suppliers was conducted as a pilot program, intended to establish a baseline of where we stand with our top suppliers so that we could better understand potential future strategies in evaluating those companies. Phases 1 and 2 were conducted before year-end with the expectation that Phases 3 and 4 will be completed in 2010.

**Review Process Phase 1: Internal information gathering and online diagnostic**

Stakeholder interviews were conducted with corporate sourcing, ethics and compliance, technology risk management and facilities management, where our environmental sustainability programs are housed. Reviewers created a map of the current service provider management process and evaluated overlap and gaps in BNY Mellon's assessment of social responsibility principles.

During this time, benchmarking analysis was conducted through peer and industry research and consultation with BSR, an external advisor. Using our internal priorities in combination with this research as a guide, we created a survey and scoring mechanism that allows BNY Mellon to evaluate suppliers relative to each other and across industries.

**Review Process Phase 2: Review CSR report or contact company to complete self-assessment survey**

With a few exceptions, the team completed a report review for companies that publish a comprehensive report. The companies that either disclose partial information on their site or publish nothing at all were contacted and asked to complete

a 30-question self-assessment survey about their policies and practices in the following areas: company- and CSR-specific governance; socially responsible approaches to core business including product, client and supplier dialogue; labor management and human rights; environmental sustainability; and community volunteer and corporate giving.

**Review Process Phase 3:** *Provide feedback on report or survey*

To encourage a meaningful dialogue with our top suppliers, we will share feedback on our review of their report or their self-assessment, including industry comparisons. This will be an opportunity to encourage movement on certain issues and discuss potential collaboration on community or environmental sustainability initiatives.

**Review Process Phase 4:** *Long-term integration of CSR principles into the supplier management processes*

We have identified several possibilities to incorporate environmental, social and governance criteria into the existing supplier management processes. These will be considered in the coming year to determine the best course of action.

**Review Process: Key Takeaways**

Our supplier network represents a wide range in maturity of CSR programs and transparency of reporting. Within the group of companies whose reports were reviewed or that submitted a self-assessment, we identified several areas for follow-up with companies with lower scores relative to others in their industry.

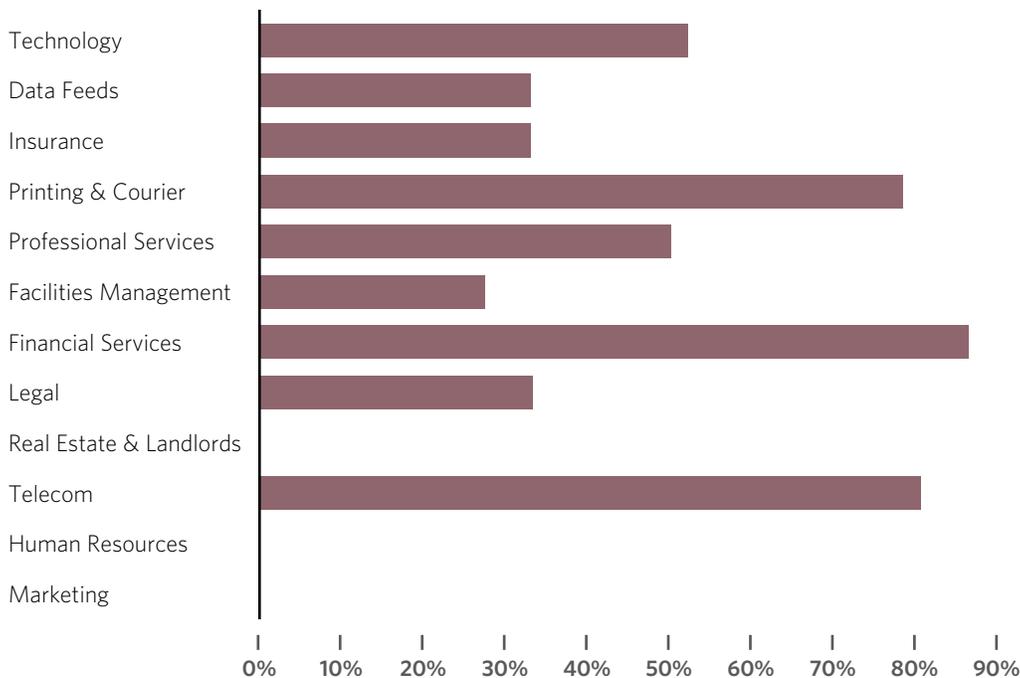
We found that 42 percent of our top 95 suppliers publish a comprehensive CSR report. For comparison, according to

PHASE 1	Internal information gathering and online diagnostic to determine status of CSR report	
PHASE 2	Review supplier's CSR report, if available	Contact supplier to complete self-assessment survey
PHASE 3	Provide feedback on report and encourage ongoing dialogue	Provide feedback on survey responses and encourage ongoing dialogue
PHASE 4	Long-term integration of CSR principles into supplier management processes	

research conducted by KPMG International, "within the United States, where corporate responsibility reporting has traditionally lagged, 73 of the country's largest 100 companies issued reports in 2008, up from 32 in 2005."<sup>1</sup> With a diverse supplier network like ours, some service providers that we work with are medium-sized or privately-owned small businesses. For this reason, it is reasonable to expect that the overall percentage of BNY Mellon suppliers publishing a CSR report would be somewhat lower than KPMG's average for the largest U.S. companies. BNY Mellon will look for this number to increase in future years and will need to be cognizant of how to account for smaller companies without excluding them from our analysis.

Who publishes a CSR Report?

■ % of BNY Mellon Top Suppliers by Industry



<sup>1</sup>KPMG International. "KPMG International Survey of Corporate Responsibility Reporting 2008."

Even within industries, there is a wide variety of program depth and complexity of reporting. For example, of the 22 firms classified generally as technology, the large computer hardware and software companies are leading their respective industries in transparency and corporate social responsibility reporting. Clearly, certain aspects of our evaluation were not necessary for companies performing at this level. At the same time, BNY Mellon works with hundreds of much smaller technology firms that do not publish any materials on environmental, social or governance practices. The lesson here is that some will need more monitoring than others — and our resources will best be served in encouraging the latter firms to disclose their practices in a public report, which should motivate CSR progress.

The 40 companies whose CSR reports were reviewed represent 23 percent of our corporate spend. The 32 firms that completed a self-assessment survey represent approximately 16 percent of corporate spend. The response rate to the self-assessment survey was 58 percent, including several companies that are interested in collaborating with us on future community or environmental sustainability initiatives.

We found that, although professional services firms often offer robust practice areas in sustainability or social responsibility, they tend to have less publicly available information about their own internal programs. As expected, given the tradition of strong pro bono work, legal firms rated high in community programs.

One of the challenges specific to BNY Mellon is that our supplier management is conducted in a fairly decentralized manner; much of the decision-making occurs within the lines of business, where employees can own the relationship with their supply chain partner but might be less familiar with social responsibility issues. Therefore, it's possible that future plans within this arena will include cross-training for other departments or administrative officers on best practices in CSR areas.

One of the positive outcomes from this research was learning about the good work much of our supplier network is already doing. They are providing some very effective pro bono and philanthropic programs, are clear and innovative in reporting, and are pushing the bar in terms of industry norms and sustainability challenges.

## Supplier CSR Review Goals for 2010

### **Build dialogue**

- Send feedback to suppliers based on survey or report review.
- Research employee training and supplier meeting options.

### **Develop ongoing processes**

- Determine future status of a supplier statement of principles.
- Broaden risk management questionnaire to include environmental, social and governance criteria.

### **Increase transparency**

- Determine feasibility of adding a CSR status code to service provider profiles.

### **Moving Forward**

For 2010, the Key Performance Indicator relating to suppliers was reclassified as a Performance Indicator, since it did not fall within the redefined strategic focus of employees, community and environment areas. As such, supplier management will continue to have an annual goal, with monitored progress toward that goal, but it will reside under the Responsible Business category of our reporting. In 2010, BNY Mellon will complete Phases 3 and 4 of the Supplier CSR Review process. The top 95 suppliers will receive feedback, based on the review of their CSR report or their self-assessment survey. Additionally, we will use this opportunity to communicate the BNY Mellon CSR principles and our expectations of the supplier network in upholding those principles.

Due to the low inherent risk associated with the nature of their business — for example, no access to data or off-the-shelf purchases — and their interaction with BNY Mellon, certain service providers do not warrant the same risk evaluation as others. For these suppliers, the department with the supplier relationship will conduct its own due diligence. We will look to build more permanent processes for a CSR evaluation of these suppliers, along with the companies that make up the other 50 percent of our annual spend. Going forward, we will work with each area of the company that manages supplier relationships to develop a consistent statement or set of questions for evaluating and communicating environmental, social and governance practices that can be integrated into their process.

### Supplier Spotlight: Corporate Travel Services

In 2009, our Corporate Travel Services group introduced a hotel supplier environmental sustainability profile. This marks the first year that an online Request for Proposal tool was used for our annual solicitation, which was previously distributed using paper documents. Additionally, 2009 was the first year environmental sustainability questions were included as a part of the required responses. We received 184 responses from hotel sites worldwide. Sample questions are below:

#### Results: Hotel supplier RFP

<b>Please provide your top five environmental programs that are visible and actively communicated to the guests, shareholders, vendors and the public.</b>	<b>86 percent responded by listing programs including linens and towels, green teams, composting, motion sensors and kitchen programs.</b>
<b>What current environmental certification program(s) do you participate in, and do these programs include on-site audits?</b>	<b>49 percent responded by listing certifications including ENERGY STAR, LEED, ISO, regional and local.</b>
<b>Does your property have an active recycling program in place?</b>	<b>80 percent responded Yes.</b>
<b>Is your property using environmentally responsible cleaners throughout the property (MSDS Health Hazard Rating 1 or less)?</b>	<b>67 percent responded Yes.</b>
<b>Does your property have an active water conservation program in place such as a linen reuse option for multiple night guests and/or water conservation fixtures?</b>	<b>78 percent responded Yes.</b>

Going forward, we will annually survey our hotel partners about their sustainability initiatives. We plan to make this information available to employees through the Preferred Hotel Program in order to build awareness about sustainable travel alternatives. Our goal is to give employees choices when they travel and to build personal commitment to the most sustainable options.

### Supplier Diversity

Supplier diversity is an important component of BNY Mellon's corporate business strategy. Through our company's Supplier Development Program (SDP), we continue to take positive steps in building and maintaining a diverse supplier base. This year, 17.5 percent of competitive supplier business was channeled to diversity suppliers, with nearly 10 percent being awarded to minority- and women-owned companies, exceeding the 2009 goals of 13 percent and 7.5 percent, respectively. For 2010, our goals are to award 15 percent of competitive supplier business to diversity suppliers and 9.5 percent specifically to minority- and women-owned businesses.

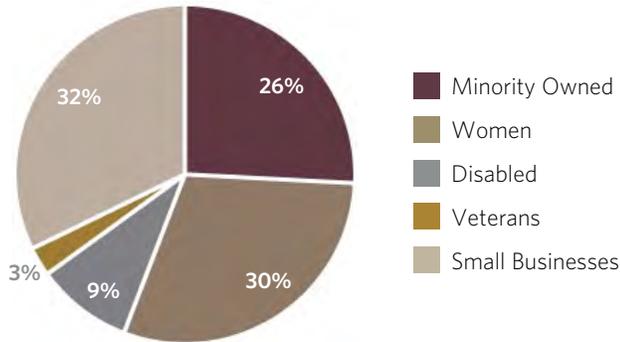
We work closely with our diverse suppliers to expand their opportunities with the company, providing guidance and support as needed to prepare them to bid on new business with us. We collaborate with organizations — focusing on economic development, growth and learning, and leadership — to promote the full potential of individuals, their companies and the communities in which we live and work. This commitment to supplier diversity, along with the economic growth and development of these businesses, has the full support of our corporate leadership.

Small and diverse businesses — such as those owned and operated by women, minorities, veterans and the disabled —

play a critical role in helping us achieve our objectives as a leading financial institution. These companies supply the quality products and services that allow us to remain efficient and innovative in our businesses and the global marketplace. We value their contributions and are committed to continuing our support for diverse firms that want to participate in our procurement process.

The table below shows the percentages of spend for each category as a percentage of the total diverse spend.

## 2009 Total Diversity Spend by Category



We continue to create awareness about the program with employees through internal communications; our efforts target key groups of leaders and our employee affinity networks.

Additionally, we are an active participant in a number of minority, women, veteran and small business supplier organizations. Through attendance at trade shows and other business events, we actively look to identify new sources of qualified diverse suppliers for our SDP. In addition, we are continuously assessing our performance against industry best practices. We often work with our major suppliers to identify opportunities to use diverse suppliers through them, known as tier-two spend, and we coach diverse suppliers to form collaborative, go-to-market arrangements between and among themselves. Supplier diversity not only makes good business sense at BNY Mellon; it's also our corporate responsibility.

### Some of our Supplier Diversity affiliations include:

- Asian Women in Business
- Empire State Development Corporation
- National Association of Veteran Business Owners
- National Hispanic Business Group
- NYC Department of Housing, Preservation and Development
- NYC Department of Small Business Services
- Pittsburgh Regional Minority Purchasing Council
- The National Minority Business Council
- The New York and New Jersey Supplier Development Council
- U.S. Department of Commerce — Minority Business Development Council
- U.S. Hispanic Chamber of Commerce
- Workshops in Business Opportunities

### Supplier diversity awards include:

- **Commitment to Diversity and Social Responsibility, 2009**  
*The National Minority Business Council*
- **Regional Corporation of the Year, 2009**  
*The New York New Jersey Minority Purchasing Council*
- **Woman of Power in Supplier Diversity, 2009**  
*Diversity Plus Magazine*  
Honoring Darlane Hoffman, Managing Director of Corporate Sourcing
- **Champion of Diversity, 2009**  
*Diversity Plus Magazine*  
Honoring Claire Scanlon, Vice President and Manager of the Supplier Development Program