



THE BANK OF NEW YORK MELLON

A REPORT OF A NEW GENERATION



Corporate Social Responsibility

2007 RESULTS | 2008 GOALS

# Our Values — The Foundation of Our Culture

## CLIENT FOCUS

Being our clients' "partner of choice" by delivering the world's best client service

## TRUST

Acting with the highest standards of integrity and openness to ensure the trust of those we serve

## TEAMWORK

Fostering diversity and collaboration, and empowering employees to deliver our very best

## OUTPERFORMANCE

Consistently exceeding the expectations of our clients, employees, communities and shareholders

Our Corporate Social Responsibility (CSR) program is built on the corporate Values of The Bank of New York Mellon, and relies for its success on the commitment of our employees to live those Values.

Our Values were developed with great care. We are a company with challenging goals: to provide unmatched levels of client service; to outperform in every aspect of our corporate lives; to exceed the expectations of our investors, communities and other principal stakeholders; and to create and sustain an environment in which each employee can thrive and excel. Achieving these goals requires Values that will support and inspire our employees.

As part of an all-employee survey, a preponderance of respondents indicated that Client Focus, Trust, Teamwork and Outperformance are vital to the success of the new company. Accordingly, we have adopted these as our company's core Values.

Each employee is encouraged to live these Values every day, and is reminded that they are fundamental to our ability to win, grow and achieve our personal and professional objectives.

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The merger of The Bank of New York and Mellon Financial Corporation in July 2007 positioned us to create even greater value for our clients, shareholders, employees and the communities where we live and work. It was an ideal time to renew our commitment to take responsibility for the impact of our activities on our various constituencies — and society as a whole.



**Robert P. Kelly**  
Chief Executive Officer  
The Bank of New York Mellon

In our early days as a new company, our board of directors created a Corporate Social Responsibility (CSR) committee. The independent directors who comprise the committee are working to promote a culture that sets and holds high standards for corporate citizenship.

Accordingly, The Bank of New York Mellon has embraced a CSR Statement and Commitments that help guide all our behaviors — from what we do, to what we buy, to how we invest. They define:

- how we maximize and protect shareholder value;
- how we create value for clients;
- how we build a positive work environment where all our employees can grow and excel;
- how we sustain the environment;
- how we serve our communities; and
- how we strengthen socially responsible supplier relationships.

In this inaugural Corporate Social Responsibility report we share those commitments and practices. We are reviewing our performance against those standards with oversight from our board, and would like to share our findings to date.

We have a lot of work ahead of us. That said, our dedication is stronger than ever. Corporate Social Responsibility is the right thing to do and it's just good business. It builds trust, strengthens our reputation and unites our employees through a common focus. All our stakeholders benefit.

I look forward to updating you along our journey.

A handwritten signature in black ink that reads "Bob Kelly". The signature is written in a cursive, slightly informal style.

## Our Company

Established in 2007, The Bank of New York Mellon was formed through the merger of two of the most respected names in global financial services, The Bank of New York and Mellon Financial Corporation.

We are a global financial services company focused on helping clients manage and service their financial assets, operating in 34 countries and serving more than 100 markets. A leading provider of financial services for institutions, corporations and high-net-worth individuals, we provide superior asset management and wealth management, asset servicing, issuer services, clearing services and treasury services through a worldwide client-focused team.

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### Global Leader in Asset Management and Asset Servicing

More than US\$23 trillion in assets under custody and administration

US\$1.1 trillion in assets under management

US\$11 trillion in outstanding debt serviced

Worldwide staff of more than 42,000

### Serving an Extensive Client Base

85% of the Fortune 500

60% of the Fortune 1,000

70% of the Global 500

Clients in 77 countries

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## Our Businesses

### **ASSET MANAGEMENT**

A leading global provider of investment management products and services

### **WEALTH MANAGEMENT**

Intensely focused on meeting each client's distinct needs through investment management, wealth planning, comprehensive financial management services and private banking

### **ASSET SERVICING**

Helping clients worldwide enhance the management, administration and oversight of their investment process

### **ISSUER SERVICES**

Offering the industry's most comprehensive suite of integrated corporate trust, depositary receipt and stock transfer services, serving the needs of fixed income and equity issuers globally

### **CLEARING AND EXECUTION SERVICES**

An industry-leading provider of operational support, trading services, investment solutions and practice management for financial institutions and independent registered investment advisors

### **TREASURY SERVICES**

Delivering high quality performance in global payments, trade services, cash management, capital markets, foreign exchange and derivatives



# Corporate Social Responsibility (CSR) Statement

CSR is fundamental to The Bank of New York Mellon's culture and core Values. It reflects the corporate social and environmental sustainability commitments we make to our clients, shareholders, employees and to our communities around the world. These commitments enable us to perform with the highest standards of good governance and ethics; provide products and services that meet the rising expectations of our clients and business partners; attract and retain quality employees; provide meaningful support in our communities; and improve the social and environmental impacts of our business practices and those of our suppliers.



"We have begun a new generation — of great innovation, growth, outperformance and actions that exemplify our core Values. As such, we believe that it is important to communicate how we demonstrate these actions through our Corporate Social Responsibility."

**Rose Gabbianelli**  
Global Director  
Public Affairs

## Our CSR Commitments

- Ensure sound corporate governance and compliance practices, and increased transparency on reporting on those activities
- Maintain ethical policies and provide training to ensure that all employees perform with high standards of integrity and trust
- Develop and enhance products and services that provide social and environmental options for clients and prospects
- Continue to provide talent management and well-being programs committed to supporting a diverse environment where employees can thrive and excel
- Drive corporate philanthropy that advances quality of life where our employees and clients work, live and do business
- Implement and/or expand environmentally sustainable management and business practices
- Build relationships with suppliers whose CSR goals and activities are aligned with our expectations
- Ensure proper risk management, data security and privacy programs are in place
- Provide active and engaged CSR oversight, including establishment of key performance indicators and communication of progress

# Key Performance Indicators

## GOVERNANCE, ETHICS, COMPLIANCE AND SHAREHOLDERS

	2007 RESULTS	2008 GOALS
<b>Board Governance</b>	Created CSR Committee	CSR Committee reviews performance three times in 2008
<b>Community Reinvestment Act (CRA) Ratings</b>	All banks rated Outstanding	Continue our CRA strategy approach in our reorganized institutions to maintain ability to achieve Satisfactory or better ratings
<b>Shareholder Reporting Transparency</b>	Provided greater business unit financial detail	Publish first CSR Report

## CLIENTS AND PRODUCTS

	2007 RESULTS	2008 GOALS
<b>Client Satisfaction</b>	Defined five client satisfaction standard metrics to track and incorporate into surveys	Achieve 80%+ positive ratings on all client satisfaction standard metrics
<b>Socially Responsible Product Volume</b>	\$600M in socially screened investments Voluntary Carbon Unit registry accepted clients	Launch two socially responsible products and grow existing offerings

## EMPLOYEES

	2007 RESULTS	2008 GOALS
<b>Performance Management Program</b>	Design program for global implementation	Global rollout of Performance Management Program
<b>Employee Engagement</b>	Develop baseline measures across the organization	Engagement survey response plans developed
<b>Affinity Networks</b>	Design of global governance structure	Implementation of governance structure

## ENVIRONMENTAL SUSTAINABILITY

	2007 RESULTS	2008 GOALS
<b>Environmental Management System</b>	Develop Environmental Statement and Commitments	Adopt Environmental Statement and Commitments Develop management plan (energy and paper usage, emissions, waste)
<b>Suppliers Engaged</b>		Begin requesting CSR information from suppliers

## COMMUNITY

	2007 RESULTS	2008 GOALS
<b>Impact of Philanthropy</b>	\$60M added to Foundations	Select and launch two major impact programs
<b>Level of Employee Engagement in Community Partnership Program</b>	46% of employees giving \$6M 8% of employees volunteer through corporate programs	48% of employees giving \$7M 10% of employees volunteer through corporate programs
<b>Supplier Diversity</b>	Approximately 10% total spend on priority vendors	12% total spend on priority vendors



## Maximizing and Protecting Shareholder Value

We understand that our stakeholders expect us to conduct our global business in full compliance with all laws and regulations, and in accordance with the highest possible standards of ethical conduct. To fulfill those expectations, we have developed a comprehensive Governance, Ethics and Compliance program.

### **Strength in Governance**

Our policies and procedures comply with all requirements of the Sarbanes-Oxley Act of 2002, the New York Stock Exchange corporate governance rules and U.S. federal securities laws. The company's management is overseen by the board of directors, whose primary responsibility is to act in the best interest of the company and its shareholders. The board of directors has seven committees, including a Corporate Social Responsibility Committee, which is made up entirely of outside directors.

The board of directors is subject to our Corporate Code of Conduct and our Corporate Governance Guidelines (available at [bnymellon.com/ethics](http://bnymellon.com/ethics)). The directors annually determine the independence of the non-management directors and complete a board self-evaluation. Board members engage in ongoing communications with senior management and have full access to all employees. There is also a well-publicized procedure for interested parties to report any concerns about business conduct, accounting practices, internal accounting controls, auditing matters or any other matter to the lead director of the board.

More than three-quarters of our directors have been determined to be independent directors in accordance with independence standards and applicable laws and regulations, including the listing standards of the New York Stock Exchange.

### **Rigorous Compliance Standards**

Our compliance program helps ensure that the company complies with relevant laws, regulations and market standards. Three overriding principles govern the program.

- Compliance governs our day-to-day business
- Compliance is everyone's responsibility
- Compliance includes verification

A dedicated team of compliance professionals provides leadership and guidance and facilitates effective programs to minimize franchise and reputation risk, protecting shareholder value. Key elements required for execution of the program include:

- Identification of new and changing laws and regulations
- Establishment of standards (policies)
- Development and delivery of compliance-focused training
- Monitoring business processes to determine compliance has been achieved
- Identification of correction actions for any deficiencies identified

Additionally, our Human Resources (HR) team maintains a compliance-focused mindset. HR operates within a multitude of global laws and regulations, and every HR employee plays a role in ensuring that compliance is fully addressed in all that we do. HR policies and processes are reviewed and validated to ensure compliance with employment law, local nuances and changing regulations. As a result, HR has a strong foundation of compliance.

Under The Community Reinvestment Act (CRA), the company's bank subsidiaries are obliged to serve the credit needs of their communities, including the needs of low- and moderate-income individuals and families. Through community development loans, investments and services, The Bank of New York Mellon supports our banking communities located in California, Connecticut, Delaware, Florida, Maryland, Massachusetts, New York, New Jersey and Pennsylvania.

The Bank of New York Mellon is a leader in community development, offering comprehensive financing packages that respond to the affordable housing and economic development needs in our communities through lending investments and grants. Our community development grant funding priorities include:

- Affordable housing
- Economic development
- Financial literacy and homeownership education
- Human services

All our banks have achieved "Outstanding" CRA ratings in public evaluations conducted by their regulatory agencies.

"The Corporate Social Responsibility Committee of the Board has engaged with management and is extremely impressed with the progress the company is making in this important area."

**Ruth Bruch**  
Senior Vice President and  
Chief Information Officer  
Kellogg Company



## Emphasis on Ethics

When ethical situations arise in the normal course of doing business, we strongly encourage all employees to make decisions consistent with our reputation for integrity. Our commitment extends to providing employees with a number of ethics-related tools and resources, including:

- A dedicated Ethics Office whose mission is to provide guidance to employees to help them perform their jobs to the highest ethical standards and to minimize conflicts of interest
- A written Code of Conduct that provides a framework for maintaining the highest standards of professional conduct
- A comprehensive Personal Securities Trading Program designed to ensure that employees' personal investments are free from conflicts of interest and in compliance with all applicable laws and regulations
- Multiple options to report suspected or actual breaches of law, regulations, the Code of Conduct or any company policy or procedure, including our confidential and anonymous Ethics Help Line
- Annual employee ethics training and re-commitment to the Code of Conduct in order to uphold company Values

## Engaging our Shareholders

The management team at The Bank of New York Mellon is committed to creating long-term value for our clients and shareholders. Our long-term financial goals are focused on achieving superior total returns for shareholders by generating first quartile earnings per share growth over time relative to a group of 12 peer companies. Key components of this strategy include:

- Providing the best client service versus peers (as measured through independent surveys)
- Strong investment performance (relative to investment benchmarks)
- Above median revenue growth (relative to peer companies for each of our businesses)
- Competitive margins
- Positive operating leverage

In compliance with SEC regulations, we provide quarterly and annual reports that detail our financial results. Our goal in all of our financial disclosures is to provide investors with the highest level of transparency. In addition to publicly filed financial documents, investors can access our investor relations Web site at [bnymellon.com/investorrelations](http://bnymellon.com/investorrelations) for additional shareholder presentations and business performance information.

Our Investor Relations group maintains an active dialogue with senior management, providing daily and weekly updates related to shareholder and market commentary. Our senior management is also actively engaged with our shareholders, securities analysts, rating agencies and others in the investment community.

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## Board of Directors Committee Structure

AUDIT AND  
EXAMINING COMMITTEE

CORPORATE GOVERNANCE  
AND NOMINATING COMMITTEE

CORPORATE SOCIAL  
RESPONSIBILITY COMMITTEE

EXECUTIVE COMMITTEE

HUMAN RESOURCES AND  
COMPENSATION COMMITTEE

INTEGRATION COMMITTEE

RISK COMMITTEE

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## Exceeding Client Expectations

Our commitment to client satisfaction is a driving force behind everything we do. It is evident through the way we interact with clients — we take the time to get to know each client’s specific needs and provide optimal solutions. Delivering exceptional service is an integral part of our culture — indeed, Client Focus is one of our core Values.

### **Committed to Client Satisfaction**

One way we monitor client satisfaction is by conducting annual surveys of the services we provide and marketplace perceptions of our brand. We collect feedback from more than 3,000 clients every year and use it to help our various business lines take action on client input and concerns. The opinions from 1,000 U.S. and international respondents help us gauge how well our brand strengths are perceived in the marketplace. Our businesses also participate in a large number of customer satisfaction and performance surveys conducted by trade publications and industry groups.

Every quarter, the status of client satisfaction and brand strength measures is reported to our company’s Executive Committee, which consists of our 19 most senior executive officers. The committee assesses progress against goals and then defines appropriate follow-up actions to ensure the best possible client satisfaction.

## Socially Responsible Investments

BNY Mellon Asset Management has participated in socially responsible investing for more than a decade.

In connection with institutional clients, we have developed a number of screened index strategies (approximately \$600 million in assets under management) that reflect various social restrictions. For example, Dreyfus has developed the Third Century Fund, and EACM Advisors has developed a socially responsive hedge fund of funds that, among other restrictions, avoids or severely limits holdings in a variety of industries, such as those that sell weapons of mass destruction or promote the use of harmful products to consumers.

Scheduled for introduction in 2008 are retail and institutional strategies that promote alternative energy

sources and other environmentally sound production methods. As requested by individual clients, we often screen for various social issues (fair labor practices, health-related issues, etc.). We expect this to continue and become a more important part of our asset management business going forward.

As a fiduciary, we follow our clients' general guidance and believe that we can do well for them financially with respect to client assets by doing well socially. As more and more investors demand this consideration, we are well positioned to respond.

### Expanding the Carbon Market

There is an emerging market for trading of carbon offsets as companies begin to pursue offsets as part of their climate strategies.

These offsets provide an important incentive for companies to reduce emissions and improve efficiency, and we are pleased to be in a position to help facilitate these efforts.

In 2006, Global Corporate Trust created the first Voluntary Carbon Offset Registry and Custody platform to support the trading and settlement of Carbon Offset credits using the Voluntary Carbon Standard. The platform allows participants to deposit offset credits in a trusted registry and track their positions and trading activity via a consistent and efficient book entry system.

Voluntary Carbon Units (VCUs): to qualify as an offset, the carbon dioxide reductions achieved by a project need to be additional to what would have happened in the absence of the



**Ronald O'Hanley**  
President and CEO  
BNY Mellon Asset Management

“Socially responsible investing is not just the right thing to do — there’s a growing demand on the part of investors who want their holdings to reflect their social values.”

project. These reductions are then verified and certified by a third party to create a Unit, or Credit. VCUs are usually measured as one metric ton of carbon dioxide-equivalent (CO<sub>2</sub>e) and have a monetary value. This unit can be bought, sold or retired, once verified and certified by a third-party verification agent.

The Carbon Offset Registry and Custody platform's book entry system records positions and trades electronically without the need for additional transfer paperwork between counterparties. This approach allows participants to record their carbon offsets via a transparent system that can be verified and confirmed by third parties.

During 2007, the registry was joined by a number of large multinational companies wishing to track their credit retirement activities as part of their larger carbon offset efforts.

In 2008, we plan to further support the expansion and maturation of this important market through the addition of new carbon verification standards.

**Karen Peetz**  
Chief Executive Officer  
Global Corporate Trust



“We are proud to lend our considerable expertise in securities processing to this fast-developing marketplace. By providing a reliable platform for Voluntary Carbon Unit trading, we hope to do our part to stimulate a viable, worldwide market for managing voluntary CO<sub>2</sub> emission offsets.”

# Creating a Positive Work Environment

The Bank of New York Mellon is dedicated to creating and maintaining a values-based, performance-driven culture of opportunity. This means that all employees are expected to live our company's shared Values — Client Focus, Trust, Teamwork and Outperformance — while the company strives to create a supportive and inclusive environment where all employees can thrive and work in partnership to meet the needs of our clients.



## **Embracing Diversity**

One way of fostering a supportive and inclusive environment is through the creation and nurturing of affinity networks. Under the direction of our corporate diversity council, they are designed around the needs of specific populations including women, people of color/multi-cultures, people with disabilities and gay, lesbian, bisexual and transgender employees. They provide access to mentoring, networking and other resources, helping to ensure that no employee feels at a competitive disadvantage.

We also recognize that while we operate in a global marketplace as one company, there are regional differences that require us to act locally while thinking globally. The Bank of New York Mellon thus has created management structures in the U.S., Europe-Middle East-Africa (EMEA) and Asia Pacific (AP) regions to take specific account of those differences.

## **Enabling Living and Growing**

The Bank of New York Mellon is committed to offering comprehensive programs that enable employees to:

- protect their own and their families' health, build financial security and meet personal needs and commitments;
- build professional skills and pursue a rewarding and successful career; and
- give back to their communities in ways that are important to them.

We provide comprehensive and competitive health and welfare programs, compensation programs, retirement planning programs and employee assistance programs.

Our company recognizes that our employees have full and complex lives. And because we believe the goals of the company are best achieved when employees are able to better balance the demands of their jobs with personal goals, we offer a range of flexible work arrangements including flex-time, compressed work weeks, part-time, job sharing and telecommuting.

We also support our employees by providing programs that are designed to educate, encourage and empower them. Through the company's Talent Strategy Programs, employees are presented with opportunities to build new skills, better manage their careers and develop the depth of expertise required to provide exceptional service to their clients.



**Lisa Peters**  
Chief Human Resources Officer

“We recognize and value our employees’ expertise and client management skills. We are developing a performance-driven culture of opportunity through programs to help our employees thrive personally, professionally and within their communities.”

The company is currently rolling out its Performance Management Program on a global basis. The Performance Management Program is designed to help all employees understand what’s expected of them, to facilitate regular feedback from managers on performance, and to encourage participation in ongoing development planning. The program is intended to help each employee learn and grow, ultimately helping our company outperform.

### **Sharing and Listening**

We are committed to providing not only the programs and tools, but also the information necessary to enable employees to take full advantage of the world of opportunities The Bank of New York Mellon offers.

We strive to do this by using employee-focused communications that enable all employees to live our Values and to understand our culture and their role in our success as a company. We want all our employees to view our company as one that values diversity and one where they have the opportunities they need to grow, contribute and succeed.

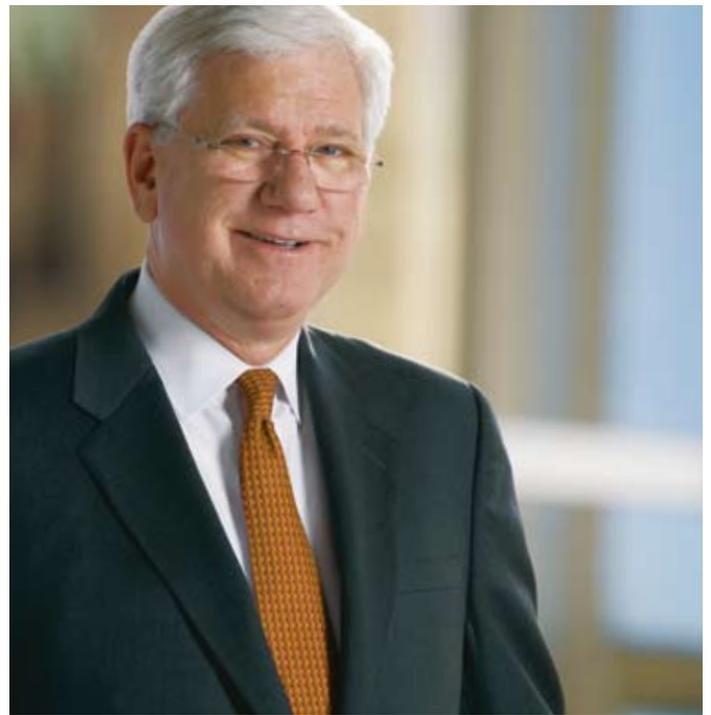
Communications vehicles used to achieve these goals include MySource, our intranet site; CEO e-mails, webcasts and “blogs;” town hall meetings; newsletters; manager communications training; and such two-way vehicles as the “Ask Bob” e-mailbox, which allows for a dialogue between employees and our CEO, Bob Kelly.

A strong communications strategy played a critical role in building our new company culture in 2007 by introducing our employees to our new Values — Client Focus, Trust, Teamwork and Outperformance — and our new brand. Consistent and timely communications about our ongoing integration provides employees with the information they need to make our continuing integration successful.

We believe that engaged and loyal employees are critical to outperforming the competition in our markets. In the past year, we conducted a company-wide employee engagement survey to hear from employees about how well we were doing. More than 30,000 of our employees responded to the survey. The results of that survey have provided guidance in our integration efforts and to each of our businesses as we move toward a single integrated company characterized by a positive work environment.

“We are continuing to identify many new opportunities to change the way we operate that make sense from both an environmental and business perspective.”

**Don Monks**  
Vice Chairman



## Supporting a Sustainable Environment

As demand for the world’s resources increases, we will continue to do our part to sustain the environment. At The Bank of New York Mellon, we have developed specific guidelines to ensure that we are being an environmentally sensitive corporate citizen. By adopting an Environmental Sustainability Statement and setting specific environmental objectives, we have established a solid base upon which to build our environmental sustainability initiatives.

### ENVIRONMENTAL SUSTAINABILITY STATEMENT

The Bank of New York Mellon’s commitment to corporate social responsibility includes the environmentally prudent management of our facilities around the world; collaboration with suppliers to improve our indirect environmental impacts; environmental programs; and education for employees; green investments and socially responsible products offered to clients.

### Our Environmental Sustainability Commitments

- Incorporate green building design into existing and new buildings to improve their environmental performance where appropriate
- Measure and reduce our greenhouse gases
- Decrease our paper use and increase sourcing of post-consumer recycled products
- Collaborate with suppliers to purchase and use products/services that reduce any impact on the environment
- Develop an education program for employees to positively impact the environment in their work lives
- Research and develop products and services for our marketplace that support environmental sustainability
- Publicly report on our environmental progress at least once a year



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## 2007 HIGHLIGHTS

- Everett, Mass., facility awarded U.S. EPA Energy Star designation for sixth year in a row
  - One Boston Place awarded “Office Building of the Year” by the Boston-area Building Owners and Managers Association (BOMA)
  - Closed chemical and silver plate development process used in our New Jersey printing facility. We now use only chemical-free prepress processes in our company print shops
- 

### Getting Started

We are currently in the process of creating a comprehensive, company-wide approach to addressing environmental considerations. We will also implement new employee programs designed to educate employees on how they can reduce the environmental impact of their workplace practices. Work has also begun on a Sustainability Capital Plan that will include multiple projects designed to reduce our impact on the environment.

### Creating “Green” Facilities

A goal during the coming year is to evaluate opportunities for more environmentally friendly energy sources. Based on that evaluation, we plan to make investments in alternative energy.

We are also working on plans for a recommissioning program whereby we can return particular facilities to their original — or perhaps even better — operating condition, making them in the process more environmentally-friendly and energy

efficient. As part of this initiative, our goal is to designate two such properties as LEED certified buildings, the nationally recognized standard for environmentally friendly construction and operation.

### Working to Reduce Waste

Items such as paper, ink and plastics are widely used in our workplaces. Through prevention and recycling, we plan to reduce the amount of waste associated with office supplies. In 2008, we plan to set a standard for waste reduction. By collaborating with suppliers to purchase and use recycling-friendly products or services — recycled paper products, remanufactured toner cartridges and the like — our goal is to increase the sourcing of post-consumer recycled products.

### Goals for 2008

- Create a company-wide cohesive approach to environmental solutions
- Define a new capital program for minimizing carbon production growth

- Target key facilities for sustainability improvement and inclusion in EPA Energy Star and LEED certification programs
- Build management protocols for environmentally sensitive construction and destruction
- Exploit advanced technologies to reduce our carbon footprint
- Enhance recycling programs in the workplace
- Engage and educate employees in the company’s program to meet our sustainability goals
- Educate and encourage traveling employees about lower impact options, including video conferencing, hybrid vehicles and hotel service
- Begin including CSR evaluations in supplier RFPs

# Investing in Our Communities

Taking an active part in our communities around the world, both as a partner and as a leader, is a fundamental value at The Bank of New York Mellon. By the nature of our business, our long-term, sustainable success is linked to the strength of the global economy. We have built a structure to support our employees and our communities where we live and work.

## Giving Back

Through integrating the two heritage companies to create The Bank of New York Mellon, we were able to analyze the best of each company and create something brand new. We formed an organization and overall philanthropic philosophy that includes two charitable Foundations.

In 2008, we continue to expand and leverage our philanthropic efforts to develop major impact programs. We will bring greater balance to our philanthropic support in the communities where we have large bases of employees and business, targeting positive experiences among diverse populations.

## Engaging Our Employees

We proudly launched our Community Partnership Program in 2008. The program includes enriched support for employee volunteerism, charitable giving and our matching gift program. The development and implementation of this global program demonstrates our increasing commitment to encouraging our employees to give back to the community. We expect that the program will expand employee involvement and build excitement throughout our communities worldwide.

Our philanthropic and Community Partnership programs are supporting access to:

- health and human services;
- education and literacy;
- economic development and affordable housing; and
- arts and culture within our communities.

## Increasing Supplier Diversity

The Bank of New York Mellon's Supplier Development Program (SDP) fosters diversity and competition in the company's procurement of products and services. The SDP assists selected suppliers and vendors with navigating the company's procurement processes and ensures their access and opportunity for competitively offering their services. Selected suppliers include minority-owned, women-owned, disabled veteran-owned and other qualifying small businesses.

Today, the SDP has more than 1,500 registered "priority vendors" who provide a range of services, including information technology, general contracting and personnel services. In 2007, both historic companies used priority vendors representing roughly 10 percent of total contract value competitively bid during the year.

"The Bank of New York Mellon's partnership with United Way is a model of corporate philanthropy. Not only is the company a leader in its financial support of United Way's community impact programs, but its employees are actively engaged with United Way in a range of leadership roles."



**Gordon Campbell**  
Chief Executive Officer  
United Way-NYC



## Purpose of This Report

This report was prepared to demonstrate The Bank of New York Mellon's commitment to CSR globally, to meet the transparency expectations of key stakeholders, to provide a basis for measuring CSR performance and to provide a framework for ongoing CSR communications.

### Report Principles

Reflecting the high level of importance we have attached to continuity and credibility in designing and implementing our CSR program, the preparation of this report was guided by the following principles:

- **Relevance** — include the topics that reflect our most significant social and environmental impacts
- **Completeness** — include all significant information that would influence the decisions of stakeholders
- **Accuracy** — present information accurately and in sufficient detail
- **Clarity** — information is easily understandable and accessible

### The Bank of New York Mellon Equal Employment Opportunity Policy

It is the policy of the company to provide equal employment opportunity to all applicants and employees by establishing employment practices that provide for non-discriminatory treatment in accordance with all applicable laws, regulations and orders. The company is committed to providing equal employment opportunities to all employees and applicants by establishing employment practices and terms, conditions and privileges of employment regardless of race, religion, color, sex, national origin, age, familial or marital status, ancestry, citizenship, sexual orientation, gender identity, veteran or military status, being a qualified individual with a disability, or any other factor protected by federal, state and/or local laws. This policy has the full support of the Chief Executive Officer and Senior Management of the company.

The Bank of New York Mellon has worked with Business for Social Responsibility (BSR) for reporting advice and guidance.



### Environmental Benefits and Distribution

Approximately 70 percent of the distribution of this report will be achieved electronically.

Printed copies of this report are on Neenah Environment Ultra Bright White Papers, made up of 80 percent post-consumer waste and manufactured with 100 percent renewable energy, printed with environmentally-friendly inks.

By using these products, The Bank of New York Mellon saved the following resources:

**9,467 pounds or 4,294 kilograms of wood**

**11,970 gallons or 45,311 liters of water**

**23,000,000 BTUs of energy**

**1,537 pounds or 697 kilograms of solid waste**

**2,517 pounds or 1,142 kilograms of greenhouse gases**



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For electronic copies of this report and more information:  
[bnymellon.com/csr](http://bnymellon.com/csr)

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