

Risk Culture at BNY Mellon

Risk Situation Arises

Primary risk categories:



OPERATIONAL



MARKET



CREDIT



LIQUIDITY

Employees Consider Risk and Take Action

Decisions made with long-term perspective in mind

Concerns escalated immediately

Risk, Compliance and Legal functions consulted as needed

Appropriate Resolution Developed

Value delivered to clients

Company and reputation protected

Responsibility to society upheld

Principles of Risk Culture

LEAD BY EXAMPLE

- Visible and vocal senior leaders
- Robust communication on key risk concepts and personal responsibility
- Role model behavior is recognized

INSTITUTIONALIZE ETHICAL BEHAVIOR

Risk management embedded throughout employee lifecycle

- Recruitment
- Training
- Performance Evaluation
- Progression

PUT CLIENTS FIRST

- Enhanced measurement of business and client risks
- Consistent framework for addressing issues and assessing client impact

ORGANIZE AROUND OWNERSHIP

- Risk appetite statements embedded across our global organization
- All employees are risk owners and understand risk management roles