Diversity & Inclusion

Improving Engagement, Performance and Growth
Diversity & Inclusion | The Business Case

Business Imperative | Diversity is our differentiating strength. We owe it to our stakeholders to harness every advantage to drive engagement, performance and growth – and deliver a distinct BNY Mellon impact.

We can be a viable option to investors who value diversity’s correlation to improved business results, financial returns and risk management

- Top quartile companies for gender diversity and ethnic diversity are 21% and 33%, respectively, more likely to outperform in profitability and return on invested assets

We need to understand and reflect the growing diversity of the markets and clients we serve, and help our clients do the same

- Companies with above-average management diversity reported generating 45% of total revenue from new products/services
- Companies with a workforce rich in inherent and acquired diversity are 75% more likely to implement a marketable idea, 70% more likely to capture new markets and 45% more likely to improve market share

We can’t afford to miss out on ambition and ability from every walk of life. In a global war on talent, we must encourage top talent to refer top talent by cultivating an inclusive workplace

- Employee referrals improve quality of hire and retention rates while lowering hiring costs, delivering 30+% of all hires overall in 2016 and 45% of internal hires

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1 McKinsey, “Delivering growth through diversity in the workplace,” 2018
2 Boston Consulting Group, “How Diverse Leadership Teams Boost Innovation,” 2018
3 Center for Talent Innovation, “Innovation, Diversity and Market Growth,” 2013
4 SilkRoad, “Sources of Hire,” 2017
Definitions and Attributes | The Language of Progress

Evolve the Conversation | *Diversity encompasses a broad spectrum of attributes – both inherent and acquired through life experience. It is not short-hand for “protected classes”; it does not mean we lower our standards. Inclusion unlocks the power and value of our diversity to drive engagement, performance and growth.*

![Diagram showing diversity 1.0 and 2.0 attributes](Image)

Adapted from work by the Center for Talent Innovation
BNY Mellon Global Diversity & Inclusion Strategy

**Mission** | *Build and strengthen our culture with evidence that Diversity & Inclusion is a business imperative that improves engagement, performance and growth, and increases value, competitiveness and positive impact across all our stakeholders.*

**Build the best global team** – diverse in perspectives, backgrounds and experiences – within an inclusive workplace

**Set a high bar for BNY Mellon and our people** – drive and lead D&I progress in the marketplace

**Enable businesses to optimize and differentiate performance** – make D&I a business priority

**Ensure our culture is welcoming, respectful and equitable for all** – our workplace enables and empowers everyone to thrive
Women Representation | As of 31 December 2018

41% Women in our Global Workforce

28% Women Executive Leaders

39% Women New Hires

25% Women on our Board of Directors

1 “Executive leaders” equates to EXE grade employees
2 “Senior leaders” equates to M and S grades, inclusive of managers and independent contributors (formerly reported as “Director+”)
3 “Mid-level leaders” equates to J, K and L grades, inclusive of managers and independent contributors (formerly reported as “Vice President” or “VP”)
Ethnic/Racial Representation | As of 31 December 2018

42%  Underrepresented Ethnic/Racial Groups Among U.S. New Hires

34%  Underrepresented Ethnic/Racial Backgrounds in our U.S. Workforce

17%  Underrepresented Ethnic/Racial Backgrounds on our Board of Directors
Culture and Engagement | Employee/Business Resource Groups

Maturing and evolving…

From ERG

- Company-sponsored
- Voluntary groups of employees
- Internal talent focus, primarily
- Shared common interest or background
- 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

1 in 4

BNY Mellon employees are members of an ERG or BRG

<table>
<thead>
<tr>
<th>GENEDGE</th>
<th>HEART</th>
<th>IMPACT</th>
<th>PRISM</th>
<th>VETNET</th>
<th>WIN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Multigenerational</td>
<td>Disabilities</td>
<td>Multicultural</td>
<td>LGBT+</td>
<td>Returning military, military family</td>
<td>Women, gender</td>
</tr>
</tbody>
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2018 YOY growth* +12% +35% +21% +81% +69% +19%

*Measures change in unique members
Marketplace Recognition | D&I and HR Leadership

Employer Brand | Strategic awards and accolades help increase brand visibility, strengthen BNY Mellon’s reputation as an employer of choice and leading company, and build pride among our people.

Diverse Talent

Market Leadership

![Brand Logos and Awards]
To learn more about Diversity & Inclusion at BNY Mellon, visit: www.bnymellon.com/diversity
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