

Diversity & Inclusion

Powering Sustained Engagement, Performance and Growth

GLOBAL DIVERSITY & INCLUSION
2020 STRATEGY

“Homogeneity and more of the same is not a strategy for continued leadership and growth. In an increasingly diverse world, the future belongs to the inclusive enterprise. That’s the challenge we’re rising to, and why we are ensuring that diversity and inclusion are interwoven into our organizational culture.”

Todd Gibbons

Chief Executive Officer

“For those who lead or aspire to lead, we owe it to ourselves, our colleagues and our stakeholders to bring an inclusive, world view to every discussion and decision. We need to lead in a way that includes everything and everyone, because a breakthrough idea can come from anywhere or anyone.”

Yau Cheng

Global Head Of Diversity & Inclusion

Diversity & Inclusion | The Business Case

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.

TALENT

Drawn to inclusive workplaces where they feel they belong and authenticity is valued

67%

of job seekers said a diverse workforce is important when considering job offers.¹

54%

of women and 45% men, respectively, researched a company's D&I policies when deciding to accept a position.²

CLIENTS

Expect us to innovate to help them better serve increasingly diverse markets

1.7x

Diverse and inclusive companies are more likely to be innovation leaders in their market.³

75%

more likely to implement new marketable ideas⁵

45%

Generate up to 45% of total revenue from new, innovative products/services.⁴

70%

more likely to capture new markets.⁵

INVESTORS

Value D&I's correlation to better business results, financial returns and risk management

21%

Gender and ethnically diverse companies are 21% and 33% more likely, respectively, to outperform financially.⁵

2x

Companies leading in disability inclusion are 2x as likely to have higher shareholder returns.⁶

¹Glassdoor, "What Job Seekers Really Think About Your Diversity and Inclusion Stats," 2014 | ²PwC, "Magnet for Talent," 2017 | ³Bersin by Deloitte, "High-Impact Talent Management," 2015 | ⁴Boston Consulting Group, "How Diverse Leadership Teams Boost Innovation," January 23, 2018 | ⁵Center for Talent Innovation, "Innovation, Diversity and Market Growth," September 1, 2013 | ⁶Accenture, "Getting to Equal: The Disability Inclusion Advantage," 2018

Diversity means:

“Our differences that enable each of us to make unique contributions.”



Inclusion means:

“A respectful, equitable and welcoming culture where we feel we belong and our differences enable us to thrive.”



Our Mission and Strategy

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



Culture and Engagement | Employee and Business Resource Groups

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



FROM ERG

- Company-sponsored
- Voluntary, grassroots
- Internal talent focus (primarily)
- Shared common interests
- Opportunities to network and support members
- Liaise with senior executives, upon request



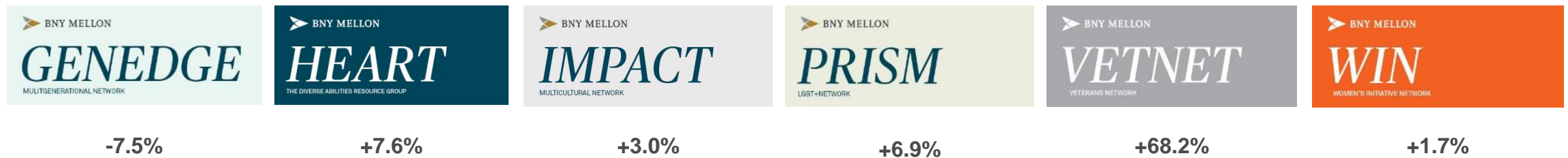
TO BRG

- 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

Employee and Business Resource Groups | Employee-Led Inclusion

1 in 4

BNY MELLON
employees is a
member of our E/BRGs



Percentages above represent change in membership from YE2018 to YE2019

Women Representation (Global)

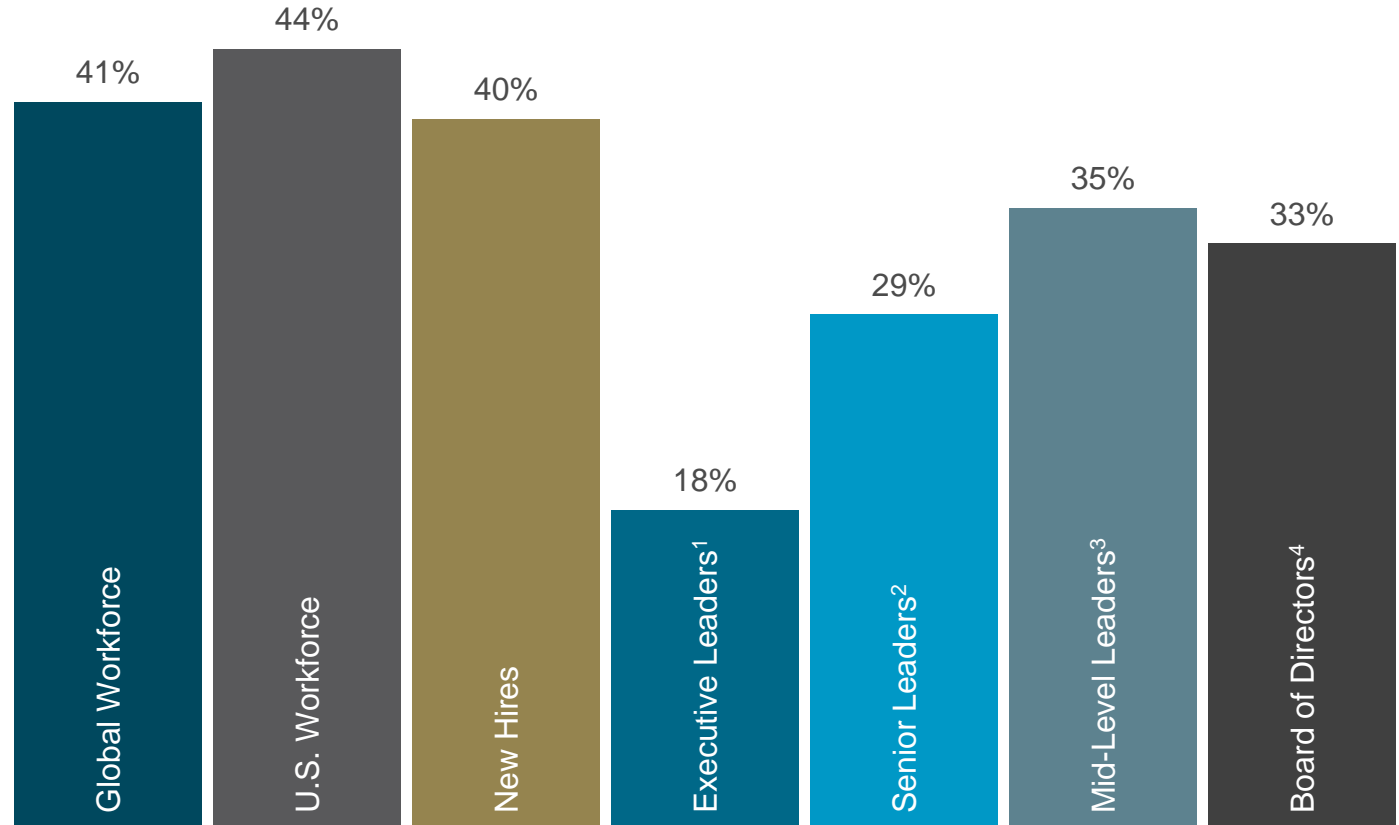
As of 31 December 2019

41% Global Workforce

40% New Hires

33% Board of Directors

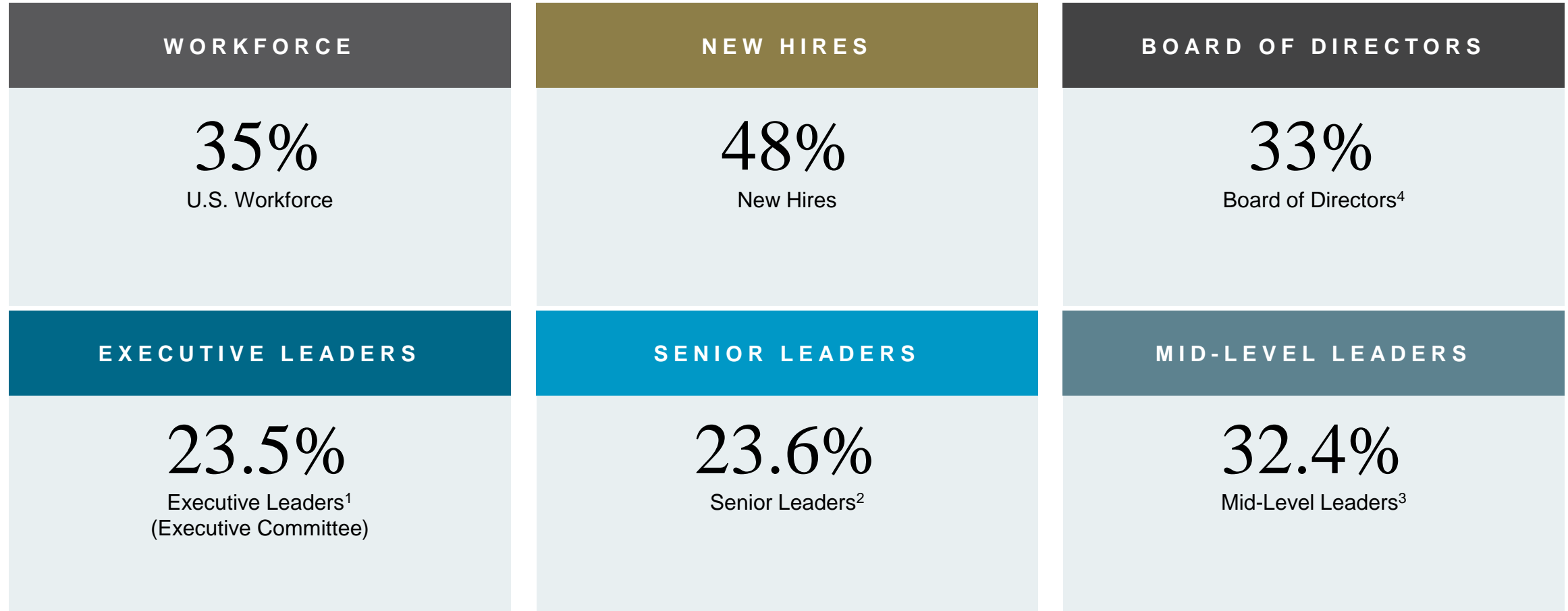
29% Senior Leaders



¹ "Executive Leaders" equates to the [Executive Committee](#) | ² "Senior Leaders" include Managing Directors and Directors (S and M grades, inclusive of managers and independent contributors) | ³ "Mid-Level Leaders" include Vice Presidents (J, K and L grades, inclusive of managers and independent contributors) | ⁴ Total of 9 Directors, of whom 3 are women

Ethnic/Racial Minority Representation (U.S.)

As of 31 December 2019

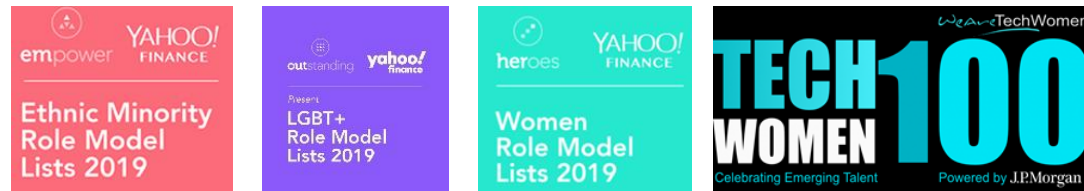


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Marketplace Recognition | D&I and HR Leadership

Brand Reputation | Strategic awards and accolades help increase brand visibility, position BNY Mellon as an employer of choice and build pride among our people.

DIVERSE TALENT



MARKET LEADERSHIP



TO LEARN MORE

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

www.bnymellon.com/diversity

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