Diversity & Inclusion

Powering Sustained Engagement, Performance and Growth
“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.

<table>
<thead>
<tr>
<th>TALENT</th>
<th>67%</th>
<th>54%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drawn to inclusive workplaces where they feel they belong and authenticity is valued</td>
<td>of job seekers said a diverse workforce is important when considering job offers.</td>
<td>of women and 45% men, respectively, researched a company’s D&amp;I policies when deciding to accept a position.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CLIENTS</th>
<th>1.7x</th>
<th>75%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expect us to innovate to help them better serve increasingly diverse markets</td>
<td>Diverse and inclusive companies are more likely to be innovation leaders in their market.</td>
<td>more likely to implement new marketable ideas</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>INVESTORS</th>
<th>21%</th>
<th>2x</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value D&amp;I’s correlation to better business results, financial returns and risk management</td>
<td>Gender and ethnically diverse companies are 21% and 33% more likely, respectively, to outperform financially.</td>
<td>Companies leading in disability inclusion are 2x as likely to have higher shareholder returns.</td>
</tr>
</tbody>
</table>

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6. Accenture, “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.

**BUSINESS IMPERATIVE**
Enable businesses to optimize and differentiate performance

**INCLUSIVE CULTURE**
Ensure our culture is respectful, equitable and fosters a sense of belonging

**DIVERSE TALENT**
Build the best global team

**MARKET LEADERSHIP**
Set a high bar for our company and our people
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

Percentages above represent change in membership from YE2018 to YE2019

Information Classification: Public
Women Representation (Global)
As of 31 December 2019

- **41%** Global Workforce
- **40%** New Hires
- **33%** Board of Directors
- **29%** Senior Leaders

- **41%** Women Representation (Global)
- **44%** Women Representation (U.S. Workforce)
- **40%** Women Representation (New Hires)
- **18%** Women Representation (Executive Leaders)
- **29%** Women Representation (Senior Leaders)
- **35%** Women Representation (Mid-Level Leaders)
- **33%** Women Representation (Board of Directors)

• 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

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Workforce</strong></td>
<td>35%</td>
<td>U.S. Workforce</td>
</tr>
<tr>
<td><strong>New Hires</strong></td>
<td>48%</td>
<td>New Hires</td>
</tr>
<tr>
<td><strong>Board of Directors</strong></td>
<td>33%</td>
<td>Board of Directors</td>
</tr>
<tr>
<td><strong>Executive Leaders</strong></td>
<td>23.5%</td>
<td>Executive Leaders (Executive Committee)</td>
</tr>
<tr>
<td><strong>Senior Leaders</strong></td>
<td>23.6%</td>
<td>Senior Leaders</td>
</tr>
<tr>
<td><strong>Mid-Level Leaders</strong></td>
<td>32.4%</td>
<td>Mid-Level Leaders</td>
</tr>
</tbody>
</table>

*Executive Leaders* equates to the Executive Committee, **Senior Leaders** include Managing Directors and Directors (S and M grades, inclusive of managers and independent contributors), **Mid-Level Leaders** include Vice Presidents (J, K and L grades, inclusive of managers and independent contributors) and Total of 9 Directors, of whom 3 are ethnic minorities.
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.
To learn more about Diversity & Inclusion at BNY Mellon, visit:

www.bnymellon.com/diversity
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