



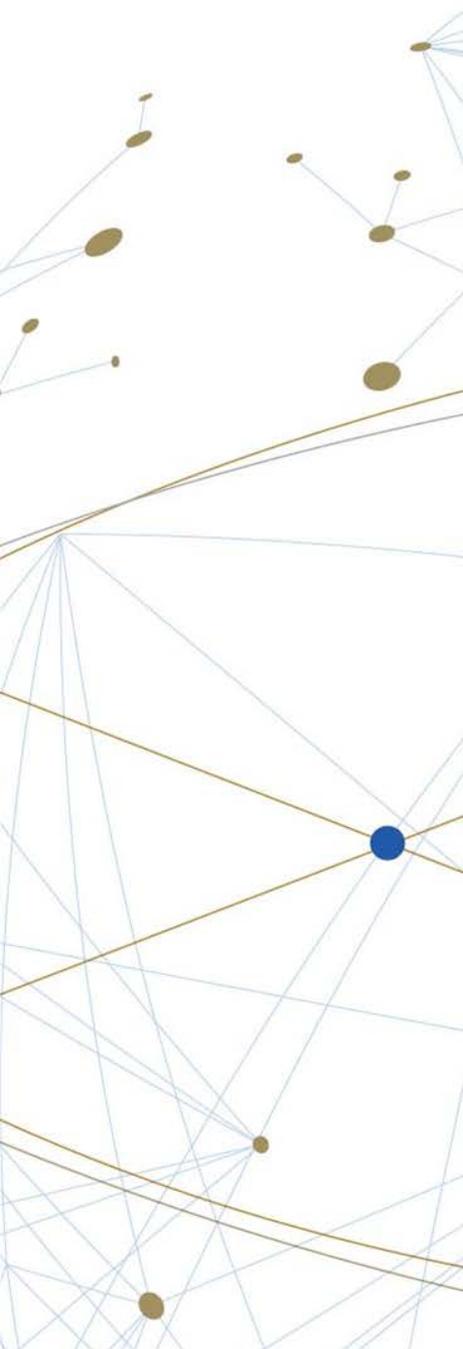
# Fueling Engagement, Outperformance and Innovation

Global Diversity and Inclusion



BNY MELLON

Invested



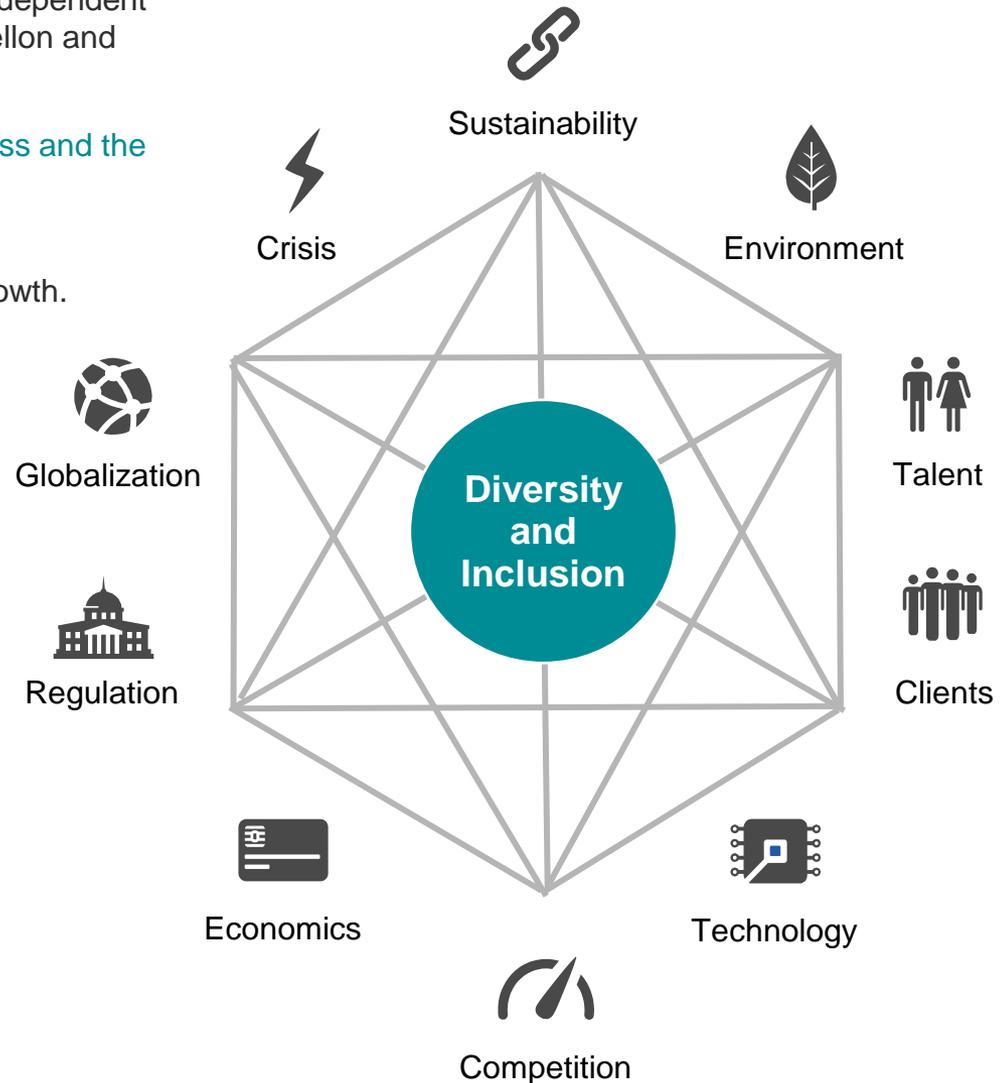
# Macro Landscape and the Business Case

- Macro Trends | A Changing World Defines a New Reality
- Diversity and Inclusion | The Business Case

# Macro Trends | A Changing World Defines a New Reality

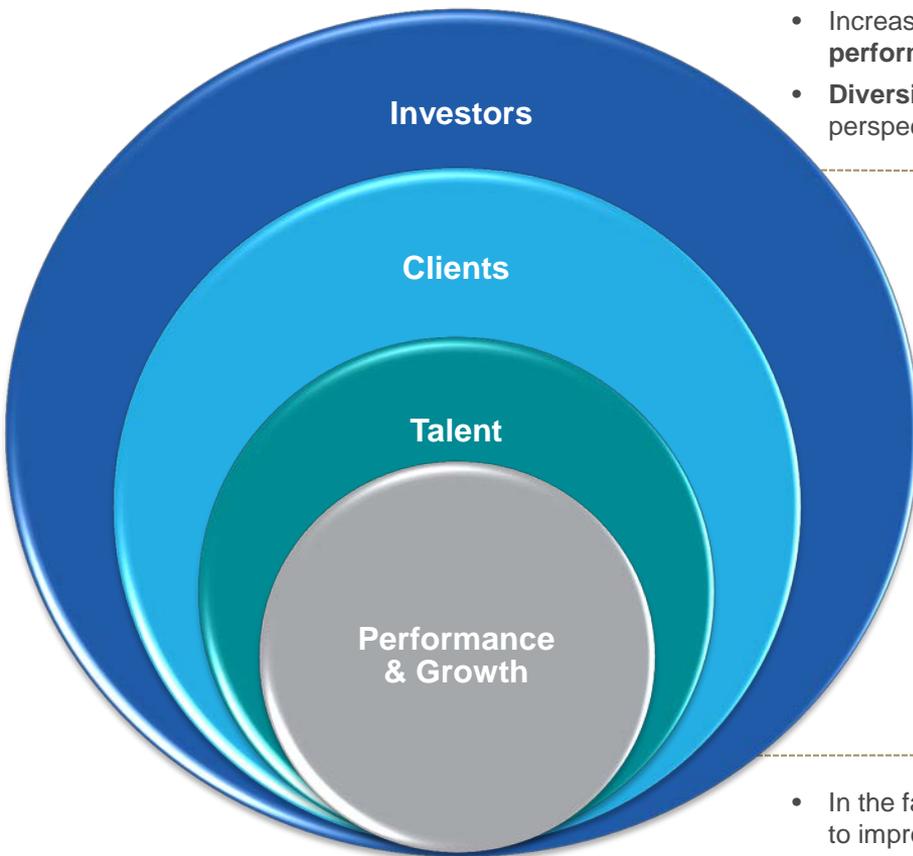
- An **ecosystem of forces** – all highly complex, highly interdependent and highly fluid – **is changing the world** in which BNY Mellon and our clients must compete.
- Each of these forces has the ability to **disrupt our business and the way we work**.
- Our **diversity is our greatest strength** – the key to turning disruption into opportunity and opening new paths for growth.

*The more we **unleash the power of diversity and inclusion**, the more successfully we will **harness disruption, capture opportunity** and help ourselves and our clients **compete and win** in our chosen fields.*



# Diversity and Inclusion | The Business Case

We see the business case in four dimensions, at the core of which is the strategic imperative to drive differentiating and sustainable performance and growth – **to deliver a distinct BNY Mellon impact.**

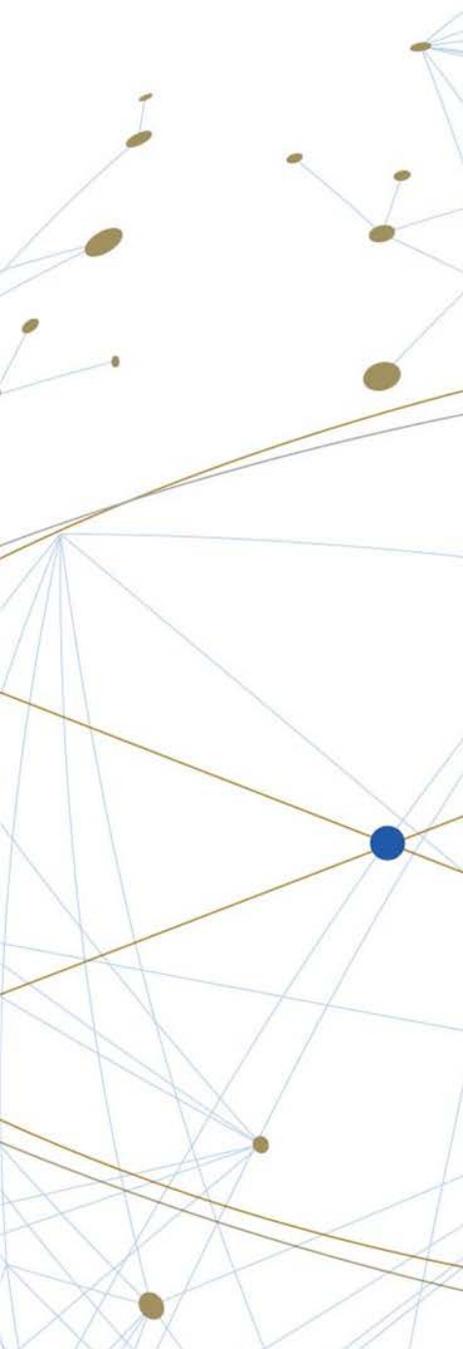


- Increasingly, **investors want to align social and moral values with financial performance objectives.**
- **Diversity helps protect investors** by combating “group think”; people with different perspectives bring fresh ideas, challenge the status quo and improve risk management.

- **Our clients are exceptional and they expect – and deserve – our best.**
- **We want to reflect the growing diversity of our clients** and local markets to better understand and anticipate their evolving needs.
- **We serve the world’s most critical and demanding organizations and financial institutions** by providing critical insights, developing uncommon solutions and harnessing the power of our global reach, presence and connectivity – across cultural, functional, geographic and jurisdictional borders.

- **Our people embody the diversity – and potential – of today’s world.**
- In a global war on talent, **we can’t afford to miss out on ambition and ability** that can drive our company forward.
- **We attract top talent** by cultivating an inclusive workplace and dynamic, innovative culture, where each of us can speak up, make a unique contribution and achieve our full potential.

- In the face of a continued tough global economy, **we must harness every advantage** to improve performance and realize incremental growth.
- **Our diversity is our differentiating strength** – it sparks fresh thinking and helps us blaze new paths to progress, deliver profitable returns for our clients and our investors, and improve lives through investing.



# Global Diversity and Inclusion Strategy

- Global Diversity and Inclusion Strategy
- Definitions and Diversity Attributes | The Language of Progress
- How We Measure Success | Global KPIs
- Governance | Global Model
- Governance | ERG and BRG Model
- At a Glance | Gender and Race/Ethnicity Representation
- Culture and Engagement | Employee & Business Resource Groups

# Global Diversity & Inclusion Strategy

BNY Mellon Vision | Improving lives through investing

Invested in diverse perspectives that fuel transformation



## Priorities

- Attract, engage, develop and retain a **diverse talent** pool
- Integrate diversity and inclusion with **businesses** to drive high performance and **client experience**
- Leverage diverse perspectives to advance a **culture** of inclusion
- Transform BNY Mellon into a **recognized market leader** for diversity and inclusion

## Key Performance Indicators

- Workforce demographics and hiring rates
- Employee engagement survey results
- Business and client engagements
- Marketplace recognition

## Guiding principles

Meritocracy

Transparency

Relentless focus

Bold leadership

Accountability

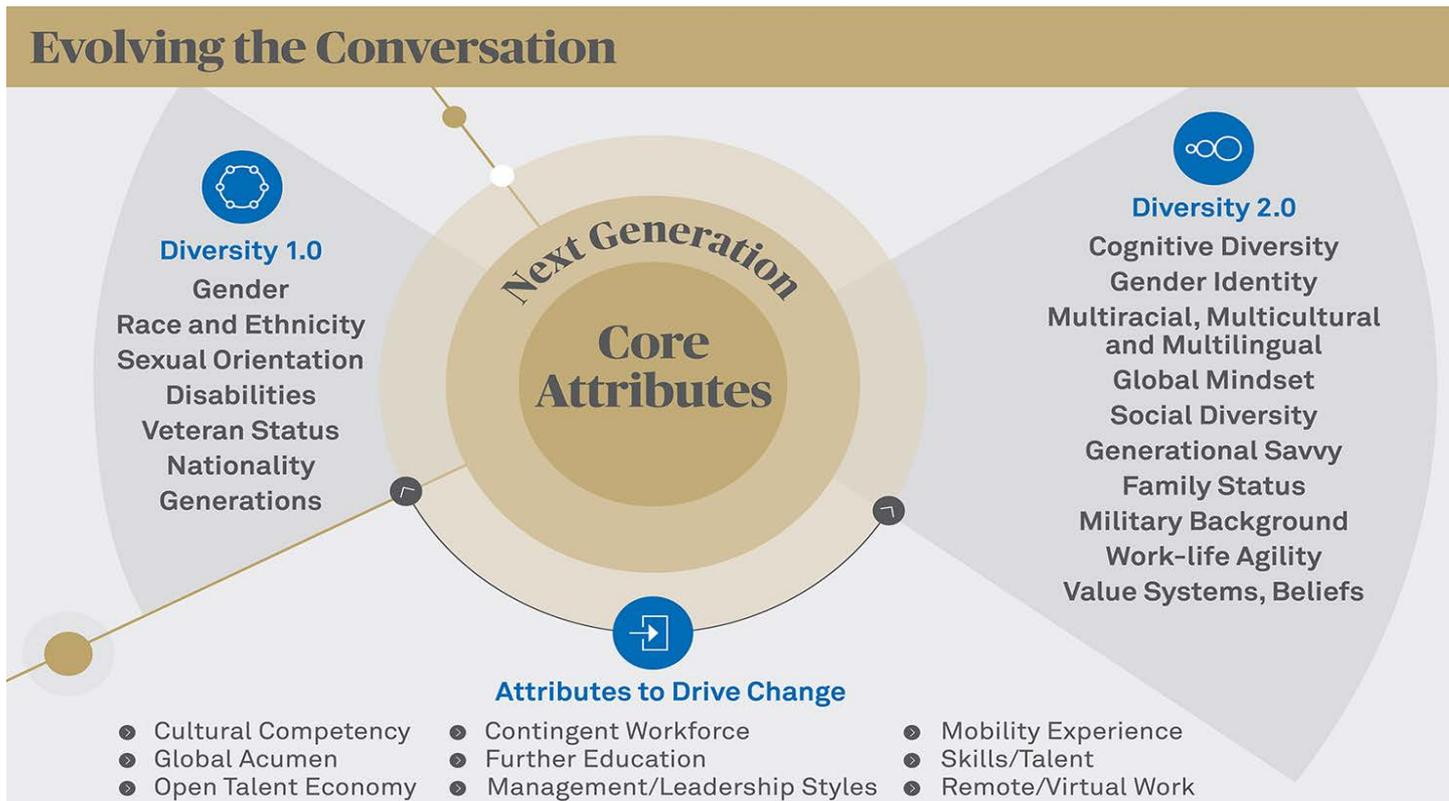
# Definitions and Attributes | The Language of Progress

## Diversity

Differences that inform our individual perspectives and enable us to make unique contributions

## Inclusion

Establishing and maintaining a workplace culture where all employees feel valued and respected and are given the opportunity to contribute to their fullest potential



*Adapted from work by the Center for Talent Innovation*

# How We Measure Success | Global KPIs



## Employee engagement survey results

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- Benchmark against market data (industry/country)
- Benchmark against two prior employee engagement surveys



## Workforce demographics (Benchmark against external market data)

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- Gender representation
  - Board level
  - Global
  - Executive Committee (EC), Operating Committee (OC), Director+, Vice President+
- Racial/Ethnic U.S. representation
  - Board level
  - Global
  - EC, OC, Director and above, VP and above
- New hires (by gender and U.S. racial/ethnic diversity)
- Succession benches (by gender and U.S. racial/ethnic diversity)
- MD-level promotions (by gender and U.S. racial/ethnic diversity)



## Business and client engagements

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- Number and type
- Business impact



## Marketplace recognition

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- Number, type and quality of awards and accolades
- Rankings
- Brand visibility

# Governance | Global Model

Fostering a united, connected and collaborative business ecosystem

*'Geography' is important in the area of D&I*



# Governance | ERG and BRG Model

## EC EXECUTIVE SPONSOR

- Ensure alignment with the company's strategy and goals, and champion ERG mission
- Demonstrate visible and vocal support to the ERG by hosting leadership meetings and strategy sessions
- Hold ERG accountable for progress against strategy and plans
- Serve as an advocate and champion
- Engage senior leaders and managers



## E/BRG CHAIR / CO-CHAIRS

- Lead and direct the ERG
- Primary interface with the ERG EC Sponsor
- Serve as representative of the ERG on Global D&I Council
- Formulate ERG strategy and define priorities
- Mentor/coach program coordinators / sub-committee co-chairs
- Sponsor major initiatives
- Review progress and results
- Serve as an advocate and a champion
- Engage in developing pipeline of future ERG leaders for succession

## STRATEGIC INITIATIVES / WORK STREAM CO-CHAIRS (2 EACH)

- Manage and lead work streams
- Manage report outs to ERG Executive Committee
- Prepare the committee's annual plan and report results against objectives, semi-annually, to the ERG Operating Committee
- Serve as an advocate and a champion
- Ensure successful execution of plans and goals



## CAO / PMO LEAD

- Maintain ERG membership database
- Record outputs of ERG EC and OC meetings and track progress and results
- Coordinate major campaigns, events, program launches
- Liaise with regional / country teams
- Track metrics
- Track events

## Strategic Initiatives | Work Streams



Report outs and information to be sourced from the regions, countries, sites, locations or chapters, into these governance bodies.



**Regional Council Chairs (APAC, EMEA, India, LATAM, North America)**

**Country Council Chairs**

**Site / Location Council or Chapter Chairs**

# At a Glance | Gender and Ethnic/Racial Representation

**42%** of our total global workforce are women

**45%** of our U.S. workforce are women

**41%** of new hires, globally, are women

**36%** of employees at the VP level are women

**30%** of our technology workforce are women

**27%** of employees at Director level or above are women

**25%** of the Board of Directors are women

**33%** of our U.S. workforce are of different ethnic/racial backgrounds

**42%** of new hires in the U.S. are of different ethnic/racial backgrounds

Data as of 31 December 2017.

# Culture and Engagement | Employee and Business Resource Groups\*

Employee and Business Resource Groups (E/BRGs) are integral to our winning culture and global success. They connect our people around the world, help them express their unique value and provide leadership development opportunities.

## ERGs vs. BRGs

ERGs	BRGs
<ul style="list-style-type: none"><li>• Company sponsored</li><li>• Voluntary groups of employees</li><li>• Shared common interest or background</li><li>• Opportunities to network and support members</li><li>• Liaise with senior executives, upon request</li></ul>	<ul style="list-style-type: none"><li>• Company aligned</li><li>• Executive engagement and ownership</li><li>• Measurable business impact</li><li>• Formalized governance and oversight</li><li>• Comprehensive strategy that drives business priorities and goals</li></ul>

**1 in 4**

BNY Mellon employees are members of an E/BRG.

**GENEDGE:** Improves collaboration across generations and regions to leverage thought diversity to solve business problems.

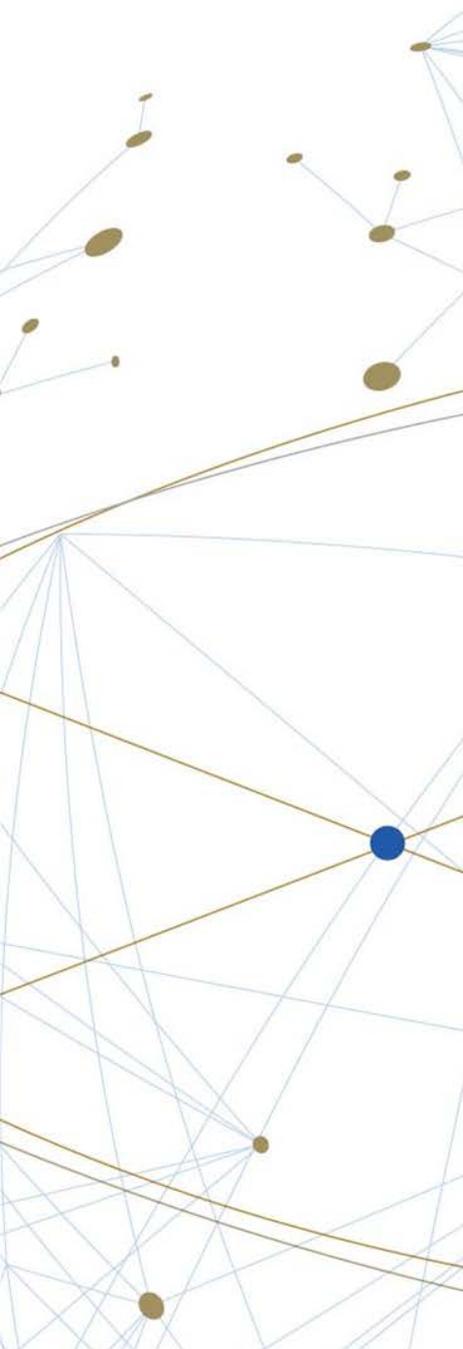
**HEART:** Increases awareness and education around the value and needs of people with disabilities.

**IMPACT:** Leverages cultural diversity and inclusive leadership as a competitive advantage to drive business outcomes.

**PRISM:** Fosters an open and supportive environment for lesbian, gay, bisexual, transgender, queer/questioning and ally employees (LGBT+).

**VETNET:** Serves as a resource for the professional development and advancement of military members as they transition to new careers and civilian life.

**WIN:** Supports the advancement of women by providing professional development, leadership opportunities, enhanced visibility and greater connectivity with employees and clients.



To learn more about **Global Citizenship and Sustainability** at BNY Mellon, visit:

[www.bnymellon.com](http://www.bnymellon.com)

**Quick Links:**

[Our Legacy](#)

[2017 People Report](#)

[Diversity & Inclusion](#)

[Corporate Social Responsibility](#)

[Social Investing](#)

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