Global Diversity and Inclusion

Leveraging Diversity and Inclusion to Shape the Future of Finance
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.
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 | Play to Win
• Definitions and Diversity Attributes | The Language of Progress
• Global Priorities | 2017 Goals
• How We Measure Success | Global KPIs
• At a Glance | Gender and Race/Ethnicity Representation
• Fostering a Culture of Inclusion | Employee Engagement Measures
• Culture and Engagement | Employee and Business Resource Groups
Global Diversity and Inclusion Strategy | Play to Win

Diversity and Inclusion

Vision
Improving lives through investing

Values
- Client Focus
- Integrity
- Teamwork
- Excellence

How We Win

Invested in
diverse perspectives that fuel transformation

How We Measure Success
- Employee engagement survey results
- Workforce demographics (benchmarked against external market data)
- Business and client engagements
- Marketplace ratings and recognition

Expertise
Attract, engage, develop and retain a diverse talent pool

Scale
Integrate diversity and inclusion with businesses to drive high performance and client experience

Client Experience
Leverage diverse perspectives to advance a culture of inclusion and innovation

Trust
Transform BNY Mellon into the global market leader for diversity, inclusion and innovation

Market Leadership
Business Integration
Our People

Cultural Agility

Global Impact
Definitions and Diversity 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
1 Attract, engage, develop and retain a diverse talent pool.

- Continue to support the development and advancement of internal talent at VP level and above.
- Partner with recruiting teams to expand talent sources and pipelines, with an emphasis on reaching more top women and multicultural talent.
- Advise and guide diversity and inclusion curricula development, in partnership with HR/BKU.
- Embed diversity and inclusion into all HR and Talent practices globally.

2 Integrate diversity and inclusion with businesses to drive high performance and client experience.

- Enable and empower our business leaders and relationship managers with diversity and inclusion communications tools and client presentation/proposal materials.
- Proactively support businesses to leverage diversity and inclusion for better business outcomes and client impact.
- Engage top clients around diversity and inclusion best practices to generate potential new business.

3 Leverage diverse perspectives to advance a culture of inclusion and innovation.

- Internalize thought leadership, advanced thinking (Diversity 2.0) and best practices in the field of diversity and inclusion across the company.
- Showcase diverse talent and viewpoints – as levers of innovation – across the company.
- Continue to drive high levels of inclusion, employee engagement and awareness of the employee value proposition through business resource groups.
- Continue to support evolution and impact of business resource groups.

4 Transform BNY Mellon into the global market leader for diversity, inclusion and innovation.

- Leverage diversity and inclusion to enhance brand reputation and competitive differentiation.
- Implement external relations strategy that differentiates BNY Mellon as a diversity and inclusion leader in the marketplace.
- Position BNY Mellon as a major thought leader through research, speaking engagements and media relations.
- Increase visibility of BNY Mellon as a diversity and inclusion leadership benchmark through marketplace recognitions, rankings and awards.
How We Measure Success | Global KPIs

Employee engagement survey results

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

Workforce demographics (Benchmark against external market data)

- 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

- Number and type
- Business impact

Marketplace recognition

- Number, type and quality of awards and accolades
- Rankings
- Brand visibility
At a Glance | Gender and Race/Ethnicity Representation

- **42%** of our total global workforce are women
- **46%** of our U.S. workforce are women
- **27%** of employees at the Director level or above are women
- **36%** of employees at the Vice President level are women
- **39%** of new hires, globally, are women
- **32%** of our U.S. workforce are of different racial/ethnic backgrounds
- **39%** of new hires in the U.S. are of different racial/ethnic backgrounds

Data as of 31 December 2016.
Fostering a Culture of Inclusion | Employee Engagement Measures

2016 Employee Engagement Survey Results (vs. 2014)

87% (+2 points)
management supports diversity in the workplace, recognizing and respecting the value of people’s differences

81% (+2 points)
my immediate manager takes action to ensure the workplace is free of all kinds of discrimination and harassment

79% (+3 points)
my immediate manager creates an equitable and inclusive work environment

76% (+3 points)
Employees with diverse backgrounds are valued
Culture and Engagement | Employee and Business Resource Groups*

Our uncompromising commitment to diversity and inclusion…

Empowers our people to reach their full potential and

Enables our firm to deliver as the Investments Company for the World.

**GENEDGE**
Taps into and shares the knowledge capital, energy and range of talents within our diverse, multigenerational workforce.

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

**IMPACT**
Provides an invaluable resource for the recruitment, retention, professional development and advancement of multicultural employees.

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

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

**WIN**
Promotes a culture of leadership and sponsorship to recognize and support the professional development and advancement of our women.

*Our Employee Resource Groups (ERGs) have evolved, or are in the process of evolving, into Business Resource Groups (BRGs) to more strategically align to – in terms of mission, leadership and organizational structure, goals and resources – and better support BNY Mellon’s global strategy and business priorities.*

Nearly 1 in 4 BNY Mellon employees is a member of one or more resource groups.
For more information about Diversity and Inclusion at BNY Mellon, visit:

www.bnymellon.com/diversity