

# 2019 Gender Pay Gap Report

As part of our commitment to equality, BNY Mellon has published its third UK Gender Pay Gap report, in accordance with the UK government's criteria.

The gender pay gap is a measure of the difference between the average earnings of men and women.

## GENDER PAY VERSUS EQUAL PAY

Measuring a gender pay gap is not the same as measuring equal pay. Equal pay means being paid the same for the same/similar work. BNY Mellon conducts ongoing and consistent reviews of pay levels across all comparable roles in the business to ensure men and women are paid equally for doing equivalent jobs with similar levels of experience and skill.

## PAY AND BONUS GAP



	2018		2019	
	Mean	Median	Mean	Median
<b>Base Salary Pay Gap</b>	18%	20%	19%	18%
<b>Bonus Pay Gap</b>	37%	22%	37%	36%

As at 5 April 2019, the disclosable median pay gap is 18% and the mean pay gap is 19%. For 2018, the figures were 20% and 18% respectively. Analysis of our gender pay gap shows that it is influenced by a greater proportion of men than women in senior higher-paid roles.

As at 5 April 2019, the disclosable median bonus gap is 36% and the mean bonus gap is 37%. For 2018, the figures were 22% and 37% respectively. Our incentives and bonuses are paid on a prorated basis and therefore the bonus pay gap is influenced by the greater proportion of women occupying part-time roles and taking extended periods of leave.

## PROPORTION OF EMPLOYEES RECEIVING AN INCENTIVE AWARD – 2019



**Men**  
84%



**Women**  
83%

All UK employees have an equal opportunity to participate in our incentive programmes and we actively monitor and review decisions made in our annual pay-for-performance cycle.

## GENDER DISTRIBUTION BY PAY QUARTILE – 2019

	Lower Quartile	Lower Middle Quartile	Upper Middle Quartile	Top Quartile
<b>Men</b>	57%	58%	60%	70%
<b>Women</b>	43%	42%	40%	30%

# Addressing the Pay Gap



At BNY Mellon, we are committed to improving diverse workforce representation through external hiring and internal mobility, and the advancement and retention of diverse employees. To support our aims, we are enhancing our talent experience throughout the lifecycle – from candidate to employee to alumni – and improving HR operating systems and recruitment processes to enable more effective access to a broadly diverse talent pool.

Thirty per cent of London Branch employees at the senior management level and 36% at middle management levels are women. Until we have balanced employee representation at every level of the organisation, a gender pay gap will likely persist.

While we are encouraged with the progress in closing the median salary pay gap we have more work to do. Our mean salary is broadly unchanged, and the median bonus gap increased, partly driven by a 7% reduction in men and an increase of 4% in women at more junior levels of the organisation. We also have a higher percentage of women employees taking periods of leave (13% vs 5% of men) and working part-time (11% vs 1% for men), which contributes to the pay gap. We are taking a number of actions to improve our gender pay gap in the UK, including:

- Recognising the need to support our employees through significant life events and to moderate the potential impact a period of absence can have on an individual's awards – employees remain eligible for incentives during all company paid leave periods.

- We encourage our people to take advantage of maternity, adoption and shared parental leave (26 weeks' full salary pay) and we support working parents through family-friendly policies, an online parental leave toolkit, a parental buddy programme that supports parents currently on, or recently returned from, parental leave.
- We continue to leverage technology to improve connectivity and digital collaboration with clients and colleagues, enabling employees to work flexibly. We appreciate this is key to attracting talent to our company.
- Our executive leaders are set specific targets, with particular emphasis on diversifying senior management, and their variable compensation is tied to the achievement of performance goals, including diversity targets used to establish hiring protocols throughout the organisation. We provide leaders with workforce metrics to help them make informed decisions to improve gender diversity.
- In our recruitment process we mandate diverse long and short lists at every stage, recommend the use of diverse interview panels and require gender-neutral language in job descriptions.
- Starting in 2020, improved reporting capabilities within our HR systems will allow enhanced data insights to assess the impact of our recruitment strategies.
- We have extended our returners initiative to Manchester – a growth site for our company which represents 28% of our UK employees – with the

objective of attracting mid- and senior-level candidates who've taken an extended period of absence and are looking to re-enter the workforce.

- We support the development of our workforce with company-wide initiatives including mentoring, reverse mentoring and sponsorship programmes and professional development workshops.
- We promote inclusion through workshops, in partnership with our employee and business resource groups, including the **Women's Initiatives Network (WIN)**.

As signatories of **HM Treasury's UK Women in Finance Charter** since 2016, we are committed to championing industry-wide gender diversity transformation. We actively promote diversity across the financial services industry through thought leadership, best practice sharing and peer collaboration forums. We were recently included in the **2020 Bloomberg Gender-Equality Index**, which seeks to drive change in gender equality through measurement and transparency.

We continue to take actions to improve gender balance and promote an inclusive workplace. We remain dedicated to attracting the best talent and empowering our employees to reach their full potential.

To learn more about diversity and inclusion at BNY Mellon, visit [BNYMellon.com/diversity](https://www.bnymellon.com/diversity).

I confirm the data reported is accurate.

**Hani Kablawi**  
Head of International and  
Chairman of EMEA