M&T
A People & Talent Driven Organization

2020 Human Capital Report
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A Message from our Chairman & CEO

At M&T, our purpose is to make a difference in people’s lives. Our employees drive positive change by helping people realize their financial goals and overcome their challenges, and by advocating strongly for those who need our support. That can mean helping to solve customer problems, working on an innovative team to create a new product or service, volunteering time and talents in our communities, and more.

Together, we’ve created a culture that values integrity above all and promotes close collaboration among diverse teams of talented employees. We’re all encouraged to listen with empathy and to share our ideas, concerns and comments with candor. That’s how we work together to help each other grow and continually improve the experiences of our customers and colleagues.

Working at M&T means more than just having a job. It means being a part of a bank for communities – one committed to improving the lives of our customers, our employees and all the communities we touch.

- We listen to our customers so we can understand their needs and aspirations, then provide the support, guidance and financial solutions they need to achieve their dreams
- We partner with our communities to understand the challenges they face and their opportunities for growth, so we can help every town and city we serve reach its fullest potential
- We work with our colleagues to understand their professional goals, so we can empower them with technology, training and opportunities to learn, to grow and to achieve their goals

In the next few pages, we invite you to learn more about the M&T family and the programs we have to make sure we make a difference in the lives of our own people.

Understanding, genuine caring and passion for doing what’s right. That’s who we are as a bank and as people.

René F. Jones
Chairman & CEO
Our Purpose and Values

*M&T Bank is an organization with one clear purpose: to make a difference in people’s lives. Our employees are an important part of it all.*

For more than 160 years, M&T has taken an active role in our communities, built long-lasting relationships with customers, shown employees they are valued and delivered conservative management that consistently generates positive earnings for shareholders.

Our commitment to living up to our values and truly “understanding what’s important” has helped make us one of the best performing regional banks in the nation today.

Our purpose / Why we’re here

We make a difference in people’s lives.

Our values / How we work together

**Integrity**
- We treat others with respect
- We do the right thing, even when nobody is watching
- We trust each other to do what’s best

**Ownership**
- We understand what’s important to our customers and communities
- We follow through on commitments
- We execute with urgency
- We act responsibly to preserve our future

**Collaboration**
- We work together as one team
- We are transparent and share what we know
- We are inclusive and value diverse perspectives
- We celebrate our successes

**Curiosity**
- We never stop learning
- We encourage creativity
- We embrace and adapt to change
- We are empathetic and listen actively

**Candor**
- We are open and honest
- We seek and share feedback
- We question behavior that doesn’t align with our values
Our Company & Executive Team

Our culture is the sum of our collective actions – it manifests itself in a company you can be proud to work for and do business with.

Our culture begins at the top with our seasoned Executive Team whose experience serves to strengthen M&T’s standing as one of the nation’s best-performing regional banks.

M&T Quick Facts

$142.6 billion in assets as of December 31, 2020
4.1 million customers
17,000+ team members
#1 SBA Lender in most of our larger communities
#5 SBA Lender nationwide

Highest CRA Rating awarded on every exam from the Federal Reserve since 1982

Management Group
Average Tenure
23 years
Our Employees at a Glance

M&T is a collection of individual employees and stories that together make up the M&T Story. Our team members’ expertise, passion and unyielding commitment to doing the right thing for our customers, employees and communities help drive our success.

We’ve become one of the nation’s strongest banks by knowing what matters most to our customers – and our employees. Our employees experience the advantage of working in a large company with the rewards of working in a local, community-focused organization.

Our Footprint

Our employees strive to make a difference every day in our M&T communities throughout the U.S., as well as globally through our wealth and investment management services subsidiary, Wilmington Trust.

M&T bankers act like they own the place – because they do. More than half of M&T’s employees own stock in the company and are personally invested in the bank’s mission to effectively serve its customers and communities. M&T bankers tend to stick around. On average, our employees have a tenure that’s twice as long as their counterparts at other banks. They are making their careers at M&T a personal investment in the future – part of their long-term plans. And it’s easy to see why.

M&T Bank’s average employee tenure is 10 years.

Employee Quick Facts

- 17,000+ employees
- 4,000+ employees that support customers in our retail branch network
- 700+ branch managers with 12 years’ average of experience
Being a Diverse and Inclusive Workplace for our Colleagues

At M&T Bank, our commitment to diversity is a part of everything we do. As a company, we strive to foster an inclusive environment in which the unique talents and perspectives of each employee are understood, valued, respected and leveraged.

Our Diversity Vision Statement

We'll have diverse leadership at all levels, so employees will feel like they truly belong, which will enable us to be the clear bank of choice for our diverse customers in every community where we choose to compete.

As M&T’s Chief Diversity Officer, I focus my work every day on promoting diversity, inclusion and belonging. We know that to reach our goal of becoming one of the best companies to work for in the nation, we must be committed to providing all employees with an exclusive professional environment – one in which individual differences are embraced and valued.

- Glenn Jackson, Chief Diversity Officer

The M&T Diversity and Inclusion Council exists to ensure diversity within the workplace by spearheading, promoting and guiding efforts that will enable M&T to be more effective in meeting the needs of our diverse employees, customers, shareholders and communities.

Our Workforce

- 60% of our workforce are women
- 48% of our managers are women
- 23% of our workforce are people of color
- 14% of our managers are people of color

Diverse Recruiting

Our commitment to diversity and inclusion helps ensure that M&T is positioned to take advantage of changing market demographics. By broadening our recruiting efforts to attract the talented employees that drive our success, and ensuring we have an environment where employees are engaged and have a great employee experience, we can best attract and value diverse customers.

We actively focus on diversity through recruiting, including our college programs and participation in diverse conferences and organizations. Our most recent college programs’ makeup reflects that diversity.

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<th>Focus Area</th>
<th>Outcome</th>
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<td>Management Development Program Women</td>
<td>51%</td>
</tr>
<tr>
<td>Executive Associate Program Veterans</td>
<td>40%</td>
</tr>
<tr>
<td>Summer EA Interns People of Color</td>
<td>33%</td>
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Rising Leaders Development Program

Our Rising Leaders Development Program (RLDP) is designed to build the diversity of our talent pipeline by increasing the leadership skills and building connections for our talented, diverse employees across the organization. The internal program spans 11 months with a curriculum focusing on leading change, communication, personal branding and mentorship.

Resource Groups

At M&T, we understand what’s important to our employees by offering them a unique opportunity to participate in resource groups that fit their interests and passions.

M&T supports 14 resource group charters and 70 chapters that are voluntary, employee-driven groups organized around a particular shared interest or characteristic such as race, ethnicity, gender, sexual orientation or differing abilities. These groups help M&T recruit and retain talented employees, while enhancing the professional development of their members, providing mentoring opportunities, increase business generation and serve as M&T Bank ambassadors within the communities where we do business.

36% of our employees participate in Resource Groups

50% of our managers participate in Resource Groups

Resource Groups are important for so many reasons – they develop leaders and talent, they create a place where employees feel like they belong, they help to create authentic relationships across business lines and organizations that are more diverse, profitable and successful.

- Women’s Interest Network Member – Philadelphia

Investing in our Communities

M&T Bank takes immense pride in our identity as a community bank—more than a label, that identity is a call to action to be deeply woven into the fabric of all the communities we serve. This commitment to our communities lives through our proactive approach to Supplier Diversity. We affirm that our spending power has the potential to advance economic development within underrepresented communities, and we are committed to making the most of this power by working with businesses owned by members of these communities.

Our Supplier Diversity mission is to be the leading regional bank in reducing barriers to success for businesses owned by women, people of color, veterans, members of the LGBTQ+ community and people with disabilities, starting by proactively seeking to make M&T a trusted partner of these businesses.

135 direct relationships with underrepresented suppliers in 2020

2020 Diversity Awards & Recognition

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Providing Opportunities to Give Back

While M&T Bank is one of the top 20 U.S.-based commercial banks in the nation, we operate as a community bank committed to strengthening the communities we serve. We are actively involved in our communities and are focused on understanding our customers’ needs.

M&T employees actively work to make their communities better places in which to live and work — whether they’re acting in a professional capacity or a personal one.

Volunteerism is very much at the heart of our mission. We provide our team with opportunities to drive positive change and make a difference on issues that affect our communities. To help encourage employee engagement in the communities we serve, every full-time employee is given 40 hours of paid time off to use each year at a nonprofit organization of their choice within M&T’s footprint.

Impacting our Communities through Buffalo Promise Neighborhood

Buffalo Promise Neighborhood (BPN) is an integrated team of M&T employees focused on community revitalization through education. But it’s more than that — it’s a belief. It’s part of M&T Bank’s longstanding dedication to strengthening its community. Channeling efforts through early education, community schools and our two-generation approach and service to the schools and community, our employees help affect positive change in our students, our families and our community through BPN.

In 2020:

- Our employees spent over 50,000 hours volunteering
- 153 of our employees served on various boards in their communities
- Our employees donated $1.2 million to their local United Way
- Over the last 3 years, 1,200 volunteers have donated 8,000+ hours of service to BPN’s kids, families and community.
Attracting, Recruiting & Developing Exceptional Talent

M&T recognizes the importance that recruiting new employees plays in the success of the bank. Our Corporate Recruiting Team ensures that M&T attracts top talent for any open positions within the company so that the bank can create bench strength and maintain a high-caliber workforce. We use leadership and behavioral competency interviewing styles to ensure that we hire employees whose strengths align well with our purpose, values and strategic imperatives.

Growing Talent Pipelines and Developing Future Leaders

Our campus recruits help drive new thinking and growth for the organization. Launched in 1983 and 1984, respectively, our Management Development Program (MDP) and Executive Associate (EA) Program provide entry points for aspiring graduates and are responsible for developing some of our key leaders at the bank, including our CEO, René Jones, one of four African American CEOs in the Fortune 500, and President, Rich Gold. Our competitive leadership development programs provide participants with immediate access to peer groups and senior management through their work on highly visible projects that can make significant impacts for the organization.

Our Summer Internship Program is a 10-week paid Summer internship featuring department-specific projects, exposure to bank leadership, HR-sponsored programming, networking opportunities and early access to full-time roles.

In addition to our holistic leadership development, we offer specialized programs focused on developing key skill sets in functional areas including sales, operations, marketing, finance and more. The programs deliver comprehensive, hands-on training and mentorship to provide structure for students who are interested in accelerating their careers in a defined role.

Encouraging Diversity in STEM Roles

We also offer an immersive 10-week technology internship program dedicated to students looking to gain hands-on training and turn their passion for coding and learning into real-life impacts at M&T. Upon completion of the internship, students are pre-qualified for our Technology Development Program (TDP), which is a two-year rotational program for emerging undergraduates designed to give exposure to a wide range of opportunities at the bank.

Our technology campus programs support a larger initiative to upgrade digital capabilities and transform the way we look at and tackle real-world problems. This transformation relies on creative collisions fueled by individuals from diverse backgrounds who can provide their own unique perspectives. We partner with national organizations such as the National Society of Black Engineers (NSBE) and Society of Hispanic Professional Engineers (SHPE) to recruit diverse talent nationwide and host on-campus events and hackathons at local universities. Through these talent pipelines, we ensure that we not only have a broad range of perspectives to shape our journey, but that we are also providing opportunities to students who represent the communities that we serve.
Talent Acquisition Ambassadors

We are deeply committed to the communities we support across our footprint and are continuously focused on identifying opportunities to develop diverse talent pipelines through partnerships with organizations that represent and work with underserved or underrepresented groups. To accomplish this, a pilot program was launched in the Summer of 2020 where 40 individuals across various geographies and group representation were trained to serve as Talent Acquisition Ambassadors tasked with expanding community relationships and promoting awareness of career opportunities at M&T Bank among diverse talent pools in the communities we serve.

Over the Fall recruiting season, Talent Acquisition Ambassadors contributed a combined 300 hours of service towards attracting diverse talent and advancing Diversity & Inclusion efforts at M&T. Ambassadors participated as panelists at university and college events, speakers at community workshops and brand representatives at conferences such as Black is Tech, where we are trying to identify potential for future engagement with active job seekers. They attended over 40 virtual career fairs – of which 71% directly supported individuals from diverse backgrounds – and uncovered new ways for M&T Bank to further engage our communities in a socially distant environment. Ambassadors are also finding new ways to connect employees with the community and providing services tailored to the needs of each population. This includes resume writing for community career services centers, mock interview sessions with local colleges and universities and conversations around cultural immersion for first generation students.

Under the Talent Acquisition Ambassador pilot, M&T introduced a new Employee Referral Program to provide a channel for all employees to participate in diversity recruiting efforts on the front line. The program provides a method for our employees to recommend top talent to M&T and join in efforts to further diversify our talent pool. Leveraged in partnership with Employee Resource Groups, the program helped generate 1,436 applications across a three-month period and reflected a population that is 66% diverse and 28% minority. Ambassadors are now looking for more targeted ways to not only attract diverse talent, but to help our referrals in their search for a new career with M&T.

In addition to attracting talent to M&T, Ambassadors are looking for ways to evolve our company culture in a manner that keeps us in touch with our mission to make M&T the best place our employees will ever work. Ambassadors participated in 17 initiatives held in collaboration with Employee Resource Groups and M&T leadership to continue conversations that drive our organization to become more diverse and inclusive for all employees. Efforts are underway to offer more leadership training, mentorship opportunities and transparent career development pathways with emphasis on progressing diverse talent into leadership positions at the bank.
Growing/Expanding Partnerships

M&T supports a variety of collegiate partners and we continuously seek new opportunities to expand our partnerships to include more colleges and universities with strong ties to our communities and a focused mission to support underrepresented populations. In 2020, we expanded our partnerships in a virtual environment to include thirteen Historically Black Colleges & Universities (HBCUs), including Bowie State University, Lincoln University, University of Maryland Eastern Shore and the Thurgood Marshall College Fund. We also entered into a new partnership with William Paterson University, a Hispanic-Serving Institution (HSI), and strengthened existing partnerships with women’s colleges such as Barnard College, Wellesley College and Smith College.

As we continue to deepen our connections to the communities we support, we are in constant search for top talent outside of our footprint by engaging organizations such as The Consortium, National Black MBA Association, Reaching Out MBA, MBA Veterans, Prospanica, National Society of Black Engineers, Society of Hispanic Professional Engineers, Black is Tech and Technica Corporation to promote open job opportunities at M&T. Through these partnerships, we attended 66 individual diversity recruiting events and participated in 47 informational and networking sessions with target audiences crossing all diversity dimensions, such as Black, LatinX, Veterans, LGBTQ+, individuals with disabilities and women.

Virtual Programs

The onset of COVID-19 in early 2020 forced us to pivot and find new ways to not only attract top talent, but to evolve our development programs to support a new virtual environment. Our in-person internship program for Summer Executive Associates was quickly modified to include MBA-level, class project work that could be performed remotely. The program’s success allowed us to uncover creative ways to introduce our company culture, foster a class environment of inclusivity and collaboration and create a strong network of SEA colleagues with relationships that will continue beyond the summer internship. All of this was accomplished without ever meeting our interns in person.

Here’s what some of our Summer Executive Associates are saying about their virtual experiences:

“Though I never anticipated having to intern in a fully remote environment, the sense of belonging and community poured out of the Summer Executive Associate program even before onboarding. This continued throughout the internship as I learned more about the values and ethos that make M&T such a wonderful place to work. While I would have loved an in-person experience, M&T’s ability to integrate me into the team made it an obvious decision to come back full-time.

-Jim Vika, 2020 Summer Executive Associate from University of Maryland

“My manager and his manager did a great job brainstorming projects that were important but also manageable for an intern to finish during a shortened time frame and in a virtual setting. My big worry going into the internship was that my projects would turn into me just trying to teach myself about the business, but they actually did end up adding value to the group in addition to fostering understanding of banking. They also forced me to reach out to many different people around the bank which gave me additional perspectives and provided opportunities for networking.

-Cameron MacLeod, 2020 Summer Executive Associate from University at Buffalo
Welcoming our New Team Members

*Building a sustainable company is at the core of everything we do.*

Part of the M&T mission statement is to be the best place our employees ever work, and a large part of achieving this goal depends on successfully welcoming and integrating new employees into the bank. Redesigned in 2018, our [Onboarding Program](#) enhances all elements of the new hire experience including preboarding communications, an in person orientation session and enhanced tools that continue the employee onboarding process throughout our new hire’s first year.

Through our streamlined preboarding communications, our new hires are engaged from the moment they say “I accept,” as they are welcomed with warm, energetic, branded communications providing clear direction on next steps and reinforcing that they made the right decision in joining M&T Bank. That engagement continues through our interactive orientation sessions, where new employees are welcomed, introduced to the M&T culture and provided with the information needed to successfully integrate them and help enhance their speed to productivity.

Given that 69% of employees are more likely to stay with a company for at least three years if they experienced great onboarding, we believe investing in this phase of the employee’s career is critical to reducing new hire turnover.

- 2020 M&T New Hire

*All aspects of my Onboarding process were very effective and the communication provided from the trainer at my orientation was very clear. This was the most informative/effective orientation I have been to with any company.*

96% of our employees felt that they were important to the organization after completing their onboarding process.

98% completed their onboarding process feeling that they clearly understood our company’s vision to be the best place for our employees, customers and shareholders.
Supporting our Employees’ Total Wellness

Our wellness programs are designed to make employees’ lives better – we are focused on solutions that support the diverse needs of our employees to help them be their best! Our wellness programs are designed to provide employees and families the resources they need to navigate life events and make thoughtful choices to improve their overall well-being.

Physical Wellness

M&T provides a single medical plan option that allows us to consistently manage the plan and its costs, services and resources throughout our footprint. Even though we have one plan, it is designed to help employees receive and pay for treatment they need, manage their overall health with free preventive services and most importantly, stay healthy and take care of their families. M&T remains committed to sharing in that responsibility. Our medical plan is supported with a range of concierge vendors to help employees navigate the challenges of health care.

It’s important that our employees also enjoy their time away from work for rest and relaxation in order to maintain a healthy work-life balance. Therefore, M&T offers employees Paid Time Off (PTO) days to be used for time away from work to focus on an employee’s personal needs. Annual PTO allowance is determined by years of service, grade and/or officer status.

M&T offers employees 12 weeks of Parental Leave that pays 100% of base salary (or average commissions for commissioned employees) while on leave. Employees returning to work from Parental Leave have the same job reinstatement protection as employees returning from FMLA Leave. M&T also offers break time and private rooms for nursing mothers.

Additionally, we offer a variety of other leave benefits including personal, medical and military service.

Emotional and Social Wellness

Emotional health also affects how employees think, feel and function in daily life. It also affects employees’ ability to cope with stress, overcome challenges and create a strong social support system. M&T offers employees the following wellness programs:

- **Employee Assistance Program (EAP)**: Offered through Guidance Resources at no charge to employees and their dependents, provides confidential support on a wide range of issues 24 hours a day, 7 days a week.
- **Cleveland Clinic**: Provides employees with eCoaching programs such as Stress Free Now or the Clarity Program, which help them manage their overall well-being.
- **Teladoc**: Offers Behavioral Health consultation. They are available 24/7/365 via phone or video consultations.
Financial Wellness

At M&T, we believe that financial well-being is about a sense of security that comes from planning and ensuring you have the necessary resources to meet your needs. It’s about being in control of your day-to-day finances and having financial freedom to make choices that allow you to enjoy life, as well as plan for your future.

M&T’s Retirement Savings Plan consists of three components:

- **401(k) Plan**: Available for all employees to join immediately. After 6 months of employment, M&T provides a 100% match on the first 5% of contributions that are made to employee accounts on a biweekly basis.

- **Retirement Accumulation Account (RAA)**: A retirement savings program that is funded by M&T Bank. For eligible employees, M&T makes an annual contribution based on the employees’ total pay and length of service.

- **Discretionary Employer Contribution (DEC)**: For eligible employees hired after January 1, 2020, the M&T contribution is based on total pay and length of service. The contribution level is determined annually and is based on the bank’s performance.

**Employee Stock Purchase Plan (ESPP)** is an important benefit that provides eligible employees the opportunity to share in the growth and success of M&T. Eligible employees can purchase stock at a 10% discount through payroll deductions.
Recognizing & Rewarding Performance

Our Philosophy

M&T Bank’s compensation philosophy includes elements designed to reinforce our purpose and values, engage our colleagues and maximize long-term organizational performance. Each of these elements combine to create a multi-faceted, competitive package targeted around the median of the market for our peer group.

We conduct regular extensive external market salary benchmarking to build competitive salary ranges that, in turn, enable us to administer pay programs and hiring practices that better control for equity while allowing appropriate differentiation for factors such as individual experience, qualifications and performance.

Competitive pay levels, targeted programs and fair and equitable practices for all come together to form our pay-for-performance strategy. In addition to carefully crafted, market-based salary ranges, a robust short-term incentive program motivates our colleagues and creates a distinct tie to organizational performance. Long-term incentives, or stock, drive retention by providing an opportunity for employees to share in the long-term success of the organization, aligning with our shareholders.

Pay Equity

At M&T, we are committed to fair and equitable pay practices — it is simply the right thing to do. We maintain pay guidelines and compensation programs — such as market-based salary ranges, promotional and lateral guidelines, and annual compensation cycles with multiple leadership reviews embedded within the process — to help ensure employees are paid appropriately for their jobs. The process does not stop there — we regularly conduct pay evaluations to identify outliers, making adjustments where warranted to address disparities. We are familiar with the regulatory landscape and are continuously tracking developments in the field that will guide our path forward in this critical area.

Recognition is Important

Employee recognition has a proven effect on employee engagement, which in turn results in better performance and positive business results. Our Recognition and Reward Programs are designed to recognize those employees who demonstrate our corporate values, their associated behaviors and exceed expectations.

We have several tools available for employees to use such as:

- A colleague to colleague and customer to colleague program that recognizes employees based on our corporate values and behaviors.
- Our Difference Makers Awards recognize those employees who demonstrate M&T’s Purpose & Values and who make impactful differences in the lives they touch.
- The Chairperson’s Club/President’s Club recognizes top performers who consistently identify customer needs and deliver solutions to help them achieve their financial goals.
Helping Our Employees Grow

Performance management is foundational and exists during each stage of the employee journey. We believe creating and supporting a high performing culture is a joint responsibility of each employee and leader.

When it comes to performance, we want leaders to feel confident coaching their teams and we want employees to feel well supported by receiving regular feedback.

At M&T Bank, performance management defines individual goals aligned to organizational priorities and measures results against those goals. The performance management process creates transparency of expectations, enables employees and leaders to understand developmental needs and allows for differentiation of performance against defined objectives.

Effective, continuous performance management helps our employees excel in their current roles while preparing them for growth in the organization. As we continue to evolve and reimagine our performance management program, we will continue to focus on a culture of feedback built on: measurable goals tied to our purpose and values, leaders effectively providing ongoing informal feedback and employees asking for and giving feedback.

Leadership Competencies

To deliver a consistent framework and guide leadership development, training, career progression and talent management for our employees, we’ve defined the leadership qualities most highly valued at the organization through our Leadership Competencies.
Development Opportunities are Endless

We want our employees to grow and succeed as team members, individuals and members of our communities. We provide a variety of learning opportunities to enhance our employees’ knowledge, empower their performance and maximize their positive impact.

Employees can access eLearning and in-person training through our learning & development platform, Workday Learning. They also have access to hundreds of web-based training courses, webinars and instructor-led classes targeting personal & professional development, leadership development, technical skills and specialized options for specific job roles.

With 17,000+ employees and continuously growing participation in our Corporate Training Programs, M&T invested $4 million in 2018 to deliver a state-of-the-art, high-tech training facility that can accommodate our ever-expanding community for our employees.

Within this facility, Corporate Learning & Development helps our employees reach their greatest potential.

Development Programs

At M&T, career development is an ongoing mission. We’re committed to finding the best talent, cultivating it and ultimately helping our employees reach their career goals, and our training programs are one way we offer unique development opportunities.

Since 1983, M&T’s Management Development Program has helped thousands of bright and motivated students make a seamless transition from college to career. Over 1,500 students have joined the bank through this program since its inception. Participants receive direct-position-placement upon arrival, allowing them to immediately provide value and develop in-depth knowledge about a particular business line.

Our Manager Acceleration Program is a comprehensive training program designed for any new manager or current employee moving into a managerial role. The purpose of the program is to ease the transition into a manager role to build a strong foundation and ensure early success, teach new managers how to support, motivate and empower their teams to increase overall engagement and productivity, and provide a consistent management experience that supports and develops the key leadership competencies of all our employees. Precision Leadership, in conjunction with Aubrey Daniels International, is the foundation for our science-based approach to leadership throughout M&T. This year’s program will center around new ways to connect to the science and support for teams working in the new normal.

The Executive Associate Program is a program for MBA graduates looking to come into the bank and get a wide breadth of experience in an accelerated leadership development program. Since 1984, hundreds of top MBA students and career changing individuals have launched careers in the financial services industry through M&T’s Executive Associate Program.
Tuition Assistance Program

To encourage employees to take job-related or Center for Financial Training/Certified Financial Planning courses to help expand their current skills/knowledge, enhance performance and meet career growth goals that are consistent with the bank’s business needs, M&T offers a Tuition Reimbursement Program. In 2020, 201 M&T employees participated in the program and the bank made over $1,515,000 in tuition payments.

The people that are here, our colleagues, are really special. They’re what differentiate us, we go out and hire the best and brightest individuals and try to create an environment for them to succeed.

— René Jones, Chairman & CEO
Engaging and Loyal Employees

We’ve been conducting Employee Engagement Surveys since 2001. In 2020, **92% of our employees participated in the survey**, which indicates their continued willingness to share feedback in order to make M&T the best place to work.

Our executive team is very interested in the program and eager to see the results once they are available. These results consistently reflect our progress towards being a great place to work, as we continue to see **high engagement levels** and **historically low turnover** company-wide.

**2020 Survey Highlights**

- **91%** of employees said that they were proud to work for the organization.
- **96%** of employees said they were aware of M&T’s purpose and values.
- **93%** of employees feel good about the ways we contribute to the community.
- **94%** of employees believe the company is committed to ethical business practices.
- **90%** of employees feel their manager cares about them as an employee.
Supporting Our Employees

Our **HR Business Partner**’s approach is rooted in a deep understanding of our internal customers’ specific business goals and partnering with them to make confident human capital decisions. They specialize with Line of Business customers across the M&T footprint, getting to know their talent, business model and key objectives. Our HR Business Partner team brings over 411 combined years of HR experience to the table, bringing diverse perspectives from prior organizations, non-HR roles and professional certifications/graduate degree programs.

The **Employee Relations** team supports the organization’s high-performance culture and our investment in employees whose drive, skills, and talent help us reach our goals. Employee Relations professionals provide employees and managers the guidance and tools necessary to manage performance and conduct to meet M&T’s expectations of excellence. In addition, Employee Relations also enhances the employee experience through the development of enterprise-wide policies and programs that support the organization’s objectives, purpose and values.

Employees are encouraged to report concerns about any fraudulent, illegal or unethical conduct, as well as any serious employment-related matter within M&T to our **Employee Complaint Hotline**. In addition to reporting complaints or concerns to a manager or HR, employees can also anonymously submit complaints, concerns or information, 24 hours a day/7 days a week, to M&T’s Employee Complaint Hotline. M&T has engaged a third-party vendor to accept, verify and log all complaints reported to the Hotline. M&T has zero tolerance for any reprisals or retaliation against any individual who makes a complaint in good faith.

The **HR Direct** team is our internal employee service center. It is staffed with M&T employees who are trained to answer questions regarding a variety of HR topics. At M&T, we are committed to making sure our employees have exceptional support and the resources they need to be successful.