

INNOVATING & ACHIEVING
THROUGH INTENTIONAL CONNECTIONS

2017 DIVERSITY & INCLUSION ANNUAL REPORT



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OUR WORKFORCE, AT A GLANCE

Employee Category	Female	Male	Minority	White
PNC Board of Directors	31%	69%	15%	85%
Executive/Senior Level Managers	21%	79%	11%	89%
Management/Professional	47%	53%	18%	82%
Sales	67%	33%	37%	63%
Office/Clerical	78%	22%	36%	64%
PNC's Total Workforce	60%	40%	27%	73%

Data reflected represents our workforce as of December 31, 2016

INTENTIONAL CONNECTIONS CREATE VALUE & SUCCESS

When people feel connected, they feel more comfortable with sharing their ideas and being open to different points of view.

PNC fosters connectedness in every aspect of business by purposefully engaging in a diverse and inclusive culture that strengthens customer relations, embraces employees' assets and delivers results to our stakeholders.

In 2016, we intentionally developed inclusive initiatives to move creative ideas to viable actions. Our relationship-building has allowed us to use collective knowledge to incorporate diversity of thought, perspectives, backgrounds, skills and experience in everything we do.

We have expanded our diverse customer base and business partnerships by launching multicultural and multigenerational initiatives, advising specific market segments about products and services that could improve their financial futures, and providing resources for entrepreneurial endeavors.

These intentional efforts have helped us move forward in our diversity and inclusion journey to create a synergistic workforce and a dynamic workplace, while continually differentiating ourselves in a competitive marketplace.





Over the years, we have embraced and promoted diversity as a core value because it is the right thing to do.

A MESSAGE FROM WILLIAM S. DEMCHAK

PNC's commitment to a diverse and inclusive workplace goes beyond race, age, sexual orientation and other demographic identifiers to include diversity of thought and experience. By intentionally working to build the best and most diverse teams, we foster more creative problem-solving and more innovation, which help us better serve our customers and the communities where we do business.

Diversity is an outcome of bringing together the best talent in the business, not a goal in and of itself. Over the years, we have embraced and promoted diversity as a core value because it is the right thing to do. And we continue to connect diversity and inclusion to every aspect of our business. The result? Marketplace wins and stronger relationships with our diverse customers, suppliers and community partners.

Embracing diversity at PNC also means welcoming and celebrating our employees' different backgrounds, cultures and ideas. These differences invite constructive dialogue about the best ways to deliver superior results for all our stakeholders. They make our conversations richer and the business solutions more robust. And our managers play a vital role in cultivating this culture of inclusion. They are accountable for leading and developing teams whose diverse skills and knowledge give PNC a competitive advantage.

Diversity is more than just a good idea. In our ever-changing business environment, diversity is essential. And we know from experience that a commitment to diversity brings success — for our employees in their respective careers, and for PNC as a whole.

A handwritten signature in black ink that reads "William S. Demchak".

William S. Demchak

Chairman, President and Chief Executive Officer, The PNC Financial Services Group, Inc.

A MESSAGE FROM MARSHA JONES

At PNC, we recognize that innovation is crucial to the long-term success of our organization. In support of this philosophy, our diversity initiatives are designed to intentionally connect and create collaborative networks that help the organization drive innovation.

In 2016, we expanded our efforts and commitment to grow a diverse and talented workforce, enrich our workplace and deepen our relationships in the marketplace. By optimizing the personal linkages both within and outside of our organization, we are able to better collaborate, communicate and innovate as an organization. We value our ongoing partnerships across the organization which enable us to engage in a concerted, measured effort to capture the insights and contributions of our business partners. We believe this is integral to the organization's success.

In this year's report, you will get a glimpse of how the intentional connections between our initiatives are enabling PNC to become more agile in identifying and navigating new marketplace opportunities by attracting new customers and partnering with diverse suppliers within our markets. This provides both quantitative and qualitative benefits to the organization. Our initiatives create a more transparent environment which supports talent development and retention, improved morale, greater employee engagement and ultimately greater profitability for the organization.

Our focus on intentional connections is a long-term effort, requiring ongoing commitment and communication. It requires holding leaders accountable for leveraging diversity and inclusion as business drivers. It requires effort and conscious behavioral choices ... but the demonstrated results are worth the journey.



Marsha Jones

Executive Vice President and Chief Diversity Officer, The PNC Financial Services Group, Inc.



Our initiatives create a more transparent environment which supports talent development and retention, improved morale, greater employee engagement and ultimately greater profitability for the organization.



"I am proud to be an employee of PNC. Over the course of my career, I have witnessed the impact our values have had on how we interact with each another, our customers and the communities we serve. I have found a home at PNC where I can be true to myself and to those around me. More importantly, I am in an environment where I am respected, valued and appreciated for the contributions I make. I simply cannot imagine working anywhere else."

JOSEPH FOSTER

Manager, Employee Business Resource Groups



INCLUSION CREATES INGENUITY & MOTIVATION



"I have regular one-on-one conversations with our leadership team that cover a wide range of business topics, but talent is always a large part of our discussions. When there are open positions, we talk about candidates and ensure that the talent pool is diverse."

Laura Gamble

Regional President, Greater Maryland
Sponsor, Regional Diversity & Inclusion Council



"We've taken local responsibility and accountability by establishing direct connections with the diversity offices of Cleveland State University, Baldwin Wallace University and Case Western Reserve University. Being intentional has made all the difference in our ability to recruit diverse talent from these universities."

Paul Clark

Regional President, Cleveland
Sponsor, Regional Diversity & Inclusion Council

Strategic Recruitment & Employee Engagement

Our diverse workforce is essential to PNC's success. Recruiting talent from diverse market segments provides PNC with a wealth of skills and ideas, increases employee engagement and ties us closer to the communities we serve.

In 2016, we continued to expand our efforts and commitment to attract, recruit and retain minorities, veterans, women, the Lesbian, Gay, Bisexual, Transgender and Questioning (LGBTQ) community and individuals with disabilities. We empower these employees to reach their potential by creating opportunities in the workplace, including mentoring programs, employee business resource groups, and training and development. Our employees become engaged, empowered and invested when they are among diverse abilities, experiences, backgrounds, viewpoints and ideas.

Talent Acquisition

Our strategy for recruiting diverse employees locally and nationally includes valuable collaboration with our external partners, effective outreach efforts and targeted marketing. This initiative reflects our diverse customer base and creates an effective business model where we meet customers' financial needs, nurture and broaden key relationships, and continually reach out to potential new customers.

PNC's full-time line of business development programs and summer internships attract highly qualified entry-level talent. We identify a wide range of diverse candidates through established and long-standing partnerships with colleges and universities across the country, external diversity organizations, our Employee Business Resource Groups (EBRGs), and Diversity and Inclusion Councils.

Additionally, we foster such relationships further through specifically targeted diversity summits to bring ongoing education and networking to undergraduate students. These initiatives are extremely valuable in building future PNC leaders.

Employee Business Resource Groups

PNC employees bring diversity and inclusion goals to life through EBRGs. EBRGs are unique groups composed mostly of employees who share a common dimension of diversity, such as gender, sexual orientation, heritage or military service, among others.

These groups welcome all PNC employees in an effort to share their backgrounds and experiences with one another. EBRGs offer participants opportunities to network, communicate, and progress personally and professionally. Members also work closely with senior executives to implement business opportunities they have identified and initiatives recommended by their groups.



68
CHAPTERS
WITHIN OUR
10 EBRGs

AFRICAN AMERICAN

Central Indiana
 Central/Northern NJ
 Chicagoland
 Cleveland
 Greater Washington
 Philadelphia/SNJ-DEL
 Pittsburgh
 St. Louis
 Western Carolinas

ASIAN AMERICAN

Central/Northern NJ
 Eastern Carolinas
 Greater Washington
 Pittsburgh

**IGEN
(INTERGENERATIONAL)**

Pittsburgh

LATINO

Central/Northern NJ
 Chicagoland
 Cleveland
 Greater Washington

MILITARY

Cincinnati
 Cleveland
 Virtual

MULTICULTURAL

Atlanta
 Central Indiana
 Central Ohio
 Florida - East
 Louisville
 Northern Indiana

**PNC ENABLE
(DISABILITY AWARENESS)**

Virtual

**PNC PROUD
(LGBTQ)**

Central/Northern NJ
 Chicagoland
 Cleveland
 Detroit
 Greater Michigan
 Greater Washington
 Louisville
 Philadelphia/SNJ-DEL
 Pittsburgh
 Western Carolinas

PREP**(EMERGING PROFESSIONALS)**

Central Indiana
 Chicagoland
 Cincinnati
 Cleveland
 Detroit
 Eastern Carolinas
 Florida - East
 Greater Maryland
 Greater Washington
 Louisville
 Philadelphia/SNJ-DEL
 Pittsburgh
 Western Carolinas
 Western Michigan

WOMEN CONNECT

Atlanta
 Central/Northern NJ
 Chicagoland
 Cincinnati
 Cleveland
 Dayton
 Detroit
 Florida - East
 Greater Maryland
 Greater Washington
 Louisville
 Overland, KS
 Philadelphia/SNJ-DEL
 Pittsburgh
 St. Louis
 Western Carolinas

▶ **14,000** PNC employees participate
 in EBRG initiatives across **21** markets.

Women on Boards panelists are (from left) Todd Barnhart, Marjorie Cheshire Rodgers, Kay Coles James, Greg Jordan and Joseph Weldon.



“My goal is not to fit into someone’s model, but simply to be myself and respond with poise and confidence.”

Kay Coles James

President and Founder, The Gloucester Institute; Member, PNC Board of Directors

The Eastern Carolinas Asian-American EBRG

hosted a panel discussion with entrepreneurs from North Carolina’s food and beverage industry in honor of Asian-Pacific American Heritage Month. The event brought together a creative group of regional Asian entrepreneurs to discuss how innovation and grassroots efforts are driving exciting developments in the food and beverage industry.

The New Jersey EBRGs collaborated to host an event that was attended by senior business leaders along with 100 other PNC employees, some of whom were already active in an EBRG and others who were interested in becoming involved.

The event resulted in more than a dozen new EBRG members.

The Pittsburgh African-American

EBRG participated in the 2016 National Conversation on Board Diversity presented by 2020 Women on Boards (WOBs). WOBs is a national initiative to boost the number of women on public company boards to 20 percent by 2020. The African-American EBRG hosted a panel discussion featuring PNC board members and executives who gave advice to women on how to build networks and gain exposure that could help them break into mostly male-populated corporate boards. The EBRG is led by **Darcel Madkins**, president of the EBRG and 2020 WOBs host committee member.



“The Asian-American EBRG is much more than just a fun sushi-rolling class or tea-tasting event. It provides PNC employees with a tangible perspective into various Asian cultures, which in turn, helps us to genuinely connect with each other, our clients and our diverse communities where we do business.”

Shinik Patel

President, Asian-American EBRG, Eastern Carolinas



“The broader message to derive from events such as these is quite simply that diversity and inclusion is vital to every aspect of our organization’s success, whether as a resource to cultivate meaningful professional relationships within the organization, further employee engagement or leverage as a strategic sales tool. The measure of success involves PNC employees being intentional about consistently incorporating diversity and inclusion into their professional activities and individualized development plans.”

VIK VENKATARAMAN

President, Asian-American EBRG, New Jersey



The Diversity and Inclusion Mentoring Program had more than **1,200** participants representing various lines of business and staff services in 2016.



“One of the most memorable and rewarding moments was when my mentee presented in front of PNC’s senior management team. We worked very hard throughout the year presenting to smaller groups. Eventually, my mentee felt comfortable and did a great job!”

Sue Filiczowski

Mentor, Chicago Women Connect

The EBRG Advisory Council was established in 2016 as an extension of the EBRG initiative. The council consists of 10 presidents who were nominated by their peers and represent their respective groups. The council provides a forum to share best practices, identify common issues, drive collaboration and coordination across EBRGs, and enhance the employee experience.

Diversity and Inclusion Mentoring Program

We continue to see the significant impact, growth and development of our employees who participate in the Diversity and Inclusion Mentoring Program. Participants in the program have:

- Reported job changes – promotions and lateral moves
- Established new professional and personal relationships
- Experienced professional and personal development
- Felt more engaged at work

In 2016, a new virtual group was added to engage employees in geographic locations without EBRG chapters.

The program continues to assist employees with navigating the corporate culture; building workplace relationships; creating opportunities to discuss career, personal and professional development; and increasing employee engagement.

“We strive to provide resources to assist in the development and growth of diverse talent. Like most companies, we are drawing on an ever-changing workforce and talent pool. But PNC differs from other organizations in that our CEO has taken a stand and expects his entire team to lead the way in advancing a diverse and inclusive culture.”

Michael Bickers

Executive Sponsor, Detroit, Regional Diversity Council

EMBRACING DIVERSITY IS PRODUCTIVE & POWERFUL

Enriched Corporate Culture

Our workplace is enriched by the various cultural backgrounds, experiences, unique perspectives and educated viewpoints of our employees. We have encouraged and promoted an environment where employees feel confident presenting their ideas and are valued for their abilities.

Our leadership team is dedicated to championing diversity and inclusion initiatives across the entire organization. By embracing acceptance and promoting collaboration, our employees know that PNC is a workplace where every person is valued and encouraged to unleash their talents.

Corporate Diversity Council

PNC’s Corporate Diversity Council (CDC) is composed of senior executives across a wide range of business lines who determine methods and strategies for attracting and developing a talented and diverse workforce. It is chaired by PNC Chairman, President and Chief Executive Officer William S. Demchak and co-chaired by PNC’s Chief Diversity Officer Marsha Jones. Each CDC member serves a three-year term, which includes being an executive or local sponsor of an EBRG, a chairperson of a line of business or an executive leader of a regional council.

The council has successfully implemented a Talent and Diversity Trends tool to ensure that managers and organizational leaders are accountable for building diverse and high-performing teams. It has also influenced the creation of a set of Leadership Standards that set clear expectations and hold leaders responsible for behaviors that will give PNC a competitive advantage in an ever-changing business environment.



"Members of the CDC not only address why diversity is critical to PNC's success, but we also concentrate on how to accomplish our diversity and inclusion initiatives. We have made great strides in driving an increased focus on meaningful diversity through leadership standards and by holding our managers accountable to drive change."

Mark Pregmon

Executive Sponsor, Operations LOB D&I Council



"During the past year, the Corporate Diversity Council's change management team has focused on driving the business need for diversity and purposefully making it happen at every turn. Diversity is not only the right thing to do, but it is also imperative to the success of our business and crucial to driving meaningful change."



Denise Letcher

Executive Sponsor, Risk LOB D&I Council

Line of Business Diversity and Inclusion Councils

Our Line of Business (LOB) Diversity and Inclusion Councils determine viable approaches to integrate PNC's diversity and inclusion objectives into our businesses. The councils also work to enhance employee recruitment, engagement, development and recognition.

PNC's 12 Line of Business Diversity & Inclusion Councils include:

- Asset Management Group (AMG)
- Internal Audit
- Communications, Ethics & the Foundation (CEF)
- Customer Care Center
- Finance
- Human Resources
- Legal
- Marketing
- Operations
- Realty Services
- Risk Management
- Technology

Independent Risk Management LOB Diversity and Inclusion Council

The Independent Risk Management (IRM) Diversity and Inclusion Council sponsored Multicultural Day as part of the annual Employee Appreciation Week's activities across four geographic locations: Pittsburgh, Miamisburg, Cleveland and Brunswick, New Jersey.

Each market celebrated the day in a manner that resonated with its employees. There were trivia game activities, traditional food fares and informational booths. The council also created a booklet to share with IRM employees that highlighted various countries' currencies, populations, recipes and interesting facts. Employees were given a "passport" that was stamped at each booth they visited. It was a great opportunity for employees to learn more about their colleagues and their heritages.



Human Resources LOB Diversity and Inclusion Council

“We took our existing career chat sessions to the next level. Using Real Talk, we evolved the format to share in a live discussion and to open up dialogue on difficult conversations around diversity and inclusion. This heightened our awareness of differences and similarities — ultimately enabling us to appreciate and value our differences.”

ROBIN CONNOLLY

Executive Sponsor, HR LOB D&I Council

“Our Real Talk initiative brought together a diverse group of individuals to discuss how cultural differences influence communication, social skills and employee engagement in the workplace. The dialogue was intended to be transparent, allowing the opportunity for full expression of how social backgrounds, traditions and cultural biases affect inclusivity and interaction among employees.”

Chanelle Travers-Dunn

*HR LOB D&I Council
Chairperson, Workplace Committee*



Education and Expanded Learning Opportunities

Opportunities for growth and development are key drivers of employee engagement and PNC's success. We consistently motivate our employees to advance their skills, excel in their careers and achieve their goals. PNC also provides employees with diversity and inclusion education that illustrates reciprocal respect for colleagues and customers.

We continue to offer seminars and workshops that focus on diversity, inclusion and employee engagement topics: The topics include:

- (dis)Ability Awareness
- Inclusive Language
- Inclusive Onboarding
- Lesbian, Gay, Bisexual, Transgender and Questioning Inclusion
- Leveraging a Diverse Team
- Managing Generational Differences
- Religious Expression in the Workplace

In addition to our webinar series, the following curriculums and resources support diversity and inclusion:

- Diverse Segment Resources Page
- HR Military Training
- Supplier Diversity
- Women in Business Training

A Diversity and Inclusion refresher continues to be part of the annual Ethics and Code of Conduct training that all employees must complete.

RECOGNITION PROGRAM

Diversity and Inclusion Conference and Champions

In 2016, approximately 350 senior leaders and D&I champions and partners attended a two-day conference that focused on the theme of Connectional Intelligence — which is the capability to consistently deliver innovation and results by harnessing the value of relationships and networks.

Through 13 workshops and panel discussions, ranging from reaching and sustaining peak performance to the power of positive influence, the idea of “connectedness” and how it helps generate creative solutions was driven home.

The Diversity Champion Award recognizes EBRGs and LOB Councils, Regional Councils and individual contributors for their significant achievements in leading and engaging employees in diversity and inclusion initiatives.

2016 DIVERSITY AND INCLUSION CHAMPION AWARDEES

WORKFORCE

- PNC Military EBRG
- Marketing LOB Council

WORKPLACE

- PNC Mortgage LOB Council
- PNC Recognizing Emerging Professional (PREP) EBRG

MARKETPLACE

- Central Pennsylvania Regional Council
- Human Resources Line of Business Council
- Pittsburgh African-American EBRG Chapter

COUNCIL OF THE YEAR

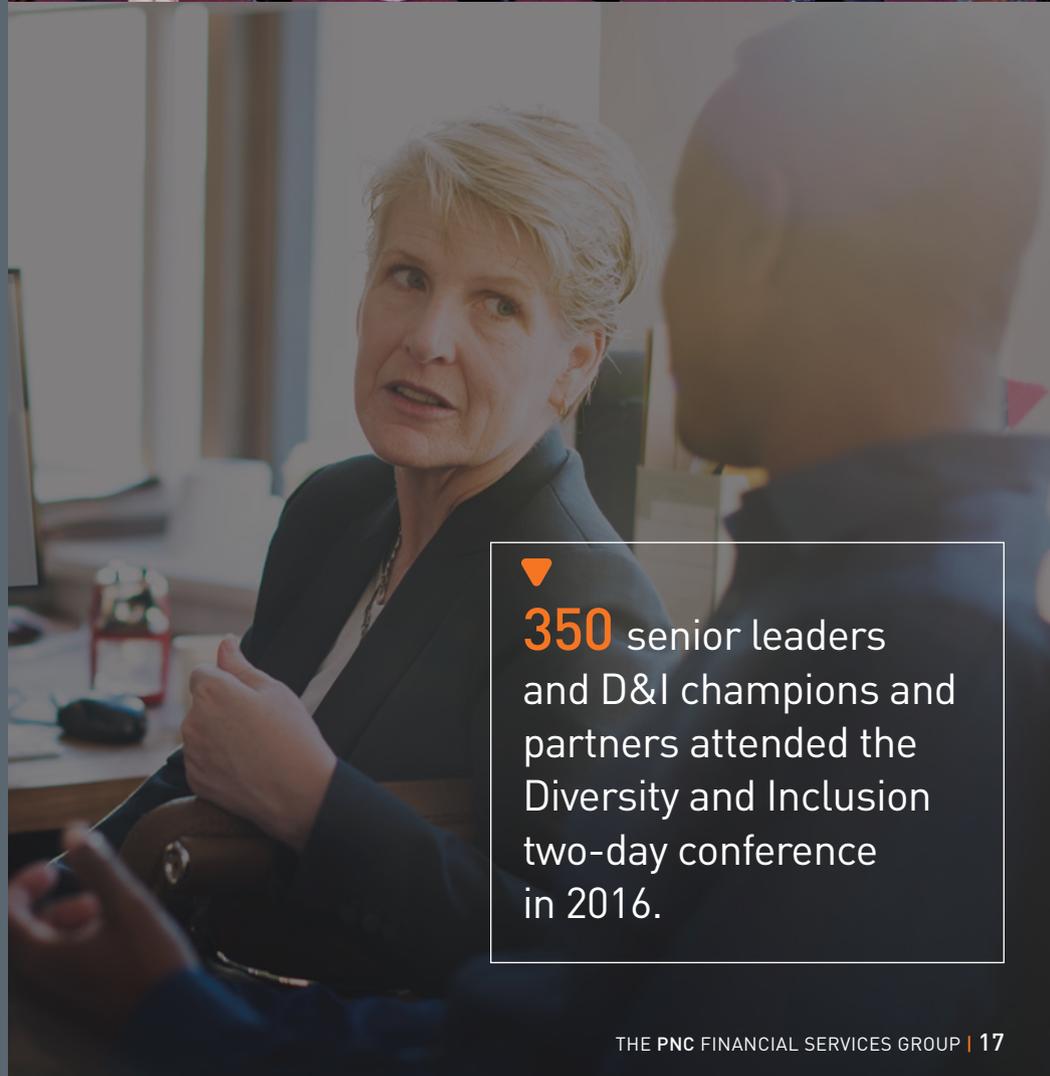
- Cincinnati Regional Council
- PNC Legal LOB Council

CHAPTER OF THE YEAR

- Chicagoland Latino EBRG

INDIVIDUAL CONTRIBUTOR

- Gloriann Snyder
Realty Services LOB Council
- April Phillips
Lexington, Kentucky Regional Council
- Caitlin Green
Pittsburgh Women Connect EBRG



▼
350 senior leaders and D&I champions and partners attended the Diversity and Inclusion two-day conference in 2016.



HACR Winner

“Participating in the Hispanic Achievers Leadership Conference was a wonderful experience that inspired me to take action in several personal and professional aspects. The content of the program gave me a better understanding of the impact the Latino culture is having on corporate America. It helped me understand I have a responsibility to continue promoting cultural diversity and talent at my workplace and become involved with the Hispanic community.”

I returned to work with the specific goal of promoting Latino leadership development at PNC. In the Cleveland market, we launched PNC’s third Latino EBRG, with the mission to create a high level of engagement within our employee membership.”

GIOVANNA CARRILLO

Modeler

PNC Analytics and Portfolio Management Group



Hispanic Association of Corporate Responsibility

Launched in 2007 by the Hispanic Association of Corporate Responsibility (HACR), the Young Hispanic Corporate Achievers™ program was created to recognize young executives who have shown leadership qualities at their respective companies and a commitment to the Hispanic community. PNC is fortunate to have several leaders who have won this prestigious honor and formed an HACR Alumni Group to not only recognize their achievement, but connect and share their common experiences.



HACR Winner

“Being part of the Hispanic Achievers Leadership Conference has helped awaken and channel my passion for diversity and inclusion, especially within the Latino community. The event ignited how proud I feel to be Latino and produced a level of focus needed to ensure we keep building upon what those who came before us established while creating a path for those still to come.

Beyond being proud of my roots, it makes me extremely proud to be part of the PNC family. PNC understands the value and insight diversity brings to the organization and truly sets itself apart from competitors by fostering diversity and inclusion and acknowledging its importance to our communities and business growth.”

Jeffrey Martinez

Senior Vice President
Regional Manager Bergen North Region
Woodland Park, New Jersey

Performance Award Winner/ D&I Champion

The Performance Award, PNC’s most prestigious honor, recognizes employees who demonstrate a pattern of significant achievement and deliver a consistent level of extraordinary performance. In 2016, Laura Dujmovich was among the elite group of eight winners.

After attending the Diversity and Inclusion Leadership Conference in 2015, Laura put thought into action. She developed a presentation for Operations leaders in which she compared two job candidates, one who had a promising résumé and appeared to be a solid candidate and another who seemed to be lacking in qualifications. Drawing on her own experience, Laura revealed that she was actually the one who seemed to lack the perceived proper pedigree, and she could have been overlooked for the job.

“I’d like to see our managers be more vulnerable with their teams. When team members realize that it’s OK to show their differences and what makes them unique, we create a more welcoming and engaging atmosphere.”

Laura Dujmovich

Chair, Operations Diversity and Inclusion Council



“Intentionally taking the extra steps to build new connections for our teams, our communities and our clients is what differentiates us as an organization. If we are intentional in a sales process, we should be just as intentional when it comes to supporting the rights of all citizens in communities, or making sure a diverse group sits around the table when making decisions, or that young professionals in our organization have the opportunity to build leadership skills and gain exposure that advances their careers. This should be the expectation we have for ourselves each day.”

James Hansen

*Regional President, Eastern Carolinas
Sponsor, Regional Diversity & Inclusion Council*

STRATEGIC OUTREACH STRENGTHENS CUSTOMERS & COMMUNITIES

Building Bridges & Driving Revenue

By deepening relationships with our diverse customers and markets, we identify and navigate new marketplace opportunities and improve the customer experience. We understand that diversity and inclusion are integral to our growth in today’s fiercely competitive global marketplace. We weave this focus into every fiber of our organization to ensure that our employees and customers come from a rich fabric of backgrounds and lifestyles that reflect the communities we serve.

Regional Diversity and Inclusion Councils

Our Regional Diversity and Inclusion Councils are made up of representatives from all lines of business situated across 32 geographic locations. From a retail branch teller to a regional president, all council members have a voice. These councils work to generate revenue by attracting new customers, partnering with diverse suppliers, hiring diverse employees who reflect their respective markets and strengthening their relationships with communities.

A market liaison leads each Regional Diversity and Inclusion Council and works with subcommittees to analyze market data, identify opportunities, and create and execute a market strategy. The diversity and inclusion team advises and guides these councils and provides the necessary support, data, analytics, tools and resources.

THE COUNCILS:

- Collaborate across key lines of business at the market level
- Promote diverse hiring to reflect the communities served by a relevant market
- Determine areas of emerging business opportunities using timely demographic data
- Encourage the regional team to complete Supplier Diversity Training and increase customer awareness of and registration with PNC's Supplier Diversity Program
- Increase the number of diverse and women business enterprises as clients and suppliers
- Identify opportunities for the EBRGs to build relationships within the community
- Discover community sponsorship opportunities that align with the market strategy



Our Regional Diversity and Inclusion Councils are made up of representatives from all lines of business situated across **32** geographic locations.



(From left) Damien Gottschalk, Greg Jordan, Stacy Juchno with her dog Biscuit, Mike Hudson and Chris Phillips represent PNC at the event.

“I’m so proud to be part of the military community here at PNC. In my day job, as a veteran and as a member of a couple of boards for veteran-focused organizations, I’m honored I can say that my company gets it.”

Chris Phillips

Marine veteran, Military EBRG member

The Cincinnati Regional Diversity and Inclusion Council launched a Speaker Series in 2016. The Speaker Series invited community leaders to address diversity and inclusion topics relevant to the market. Highlights of the series included a visit to the Islamic Center of Greater Cincinnati. In addition to dispelling myths about the Muslim faith, the guest speaker provided a tour of the center and shared tips for doing business with the Muslim community. The second speaker was a civil rights jurist who gave a historical perspective of the long fight for equality and challenged the employees in attendance to join the effort to improve race relations.

The Toledo Diversity and Inclusion Council expanded its business with a host of credit unions, which serve diverse segments in their region.

“Our council had a unique opportunity to serve our community by building relationships with the management and board members of local credit unions, and assist their members and low-income communities with products and services that are not normally offered.”

Christine Walton

Regional Diversity & Inclusion Council Market Liaison, Toledo, Ohio, Market

The PNC Military EBRG, along with the Pittsburgh Regional D&I Council and several community partners, collaborated on an inaugural dog walk – called the Mutt Strut – as a fundraiser to sponsor service dogs for Pittsburgh-area veterans through Guardian Angels Medical Service Dogs. The event included a large dog parade with prizes for various categories. There were more than 400 registrants, 24 sponsors, 15 vendors and 75 PNC employees who volunteered, and the EBRG met its ambitious goal of funding nine service dogs at a cost of \$22,000 each.

In support of the Regional Councils, the Diversity and Inclusion Partner Roundtable is a group of subject-matter experts from across PNC, each of whom has a specific diverse lens as part of their role at the bank, including multicultural marketing, women business development and diverse segments. By sharing information on goals, objectives, resources and tools, the Roundtable leverages strategies and opportunities to support robust diversity initiatives and drive enhanced business results through a comprehensive, companywide diversity strategy.

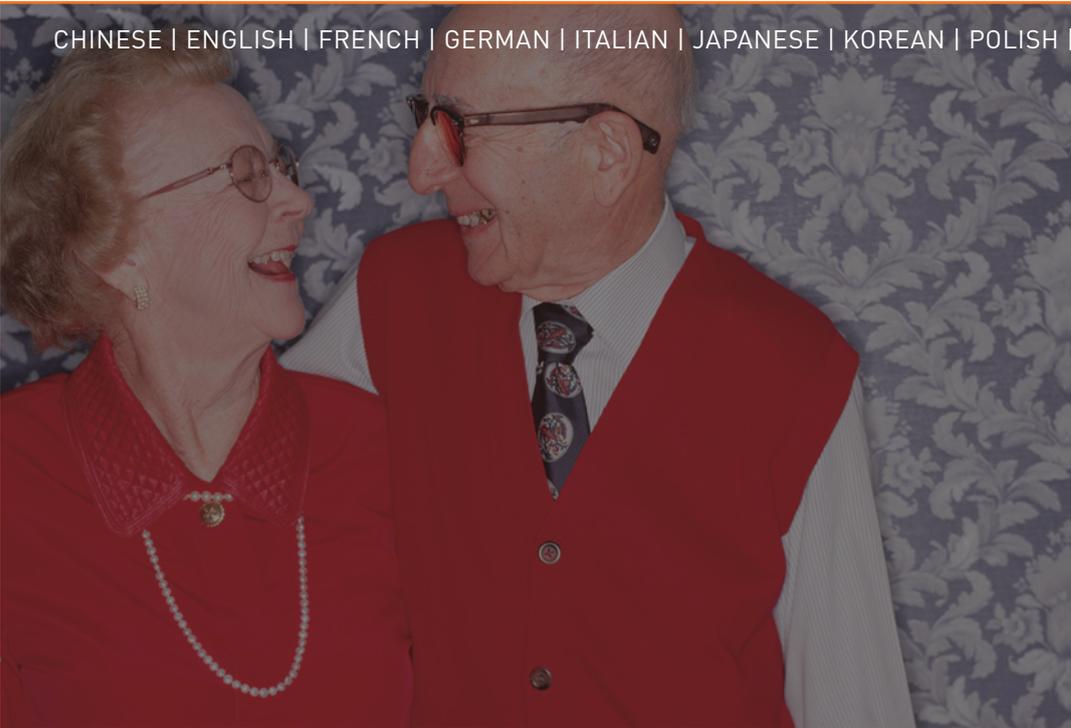


◀
“The Speaker Series allows us to discuss relevant issues and topics in a supportive and productive environment. It fosters conversations between our team members so that we gain new perspectives and knowledge, and offers us new ways to connect to the communities we serve.”

MIC COONEY

*Cincinnati Regional Diversity and Inclusion
Council Co-Chair*

CHINESE | ENGLISH | FRENCH | GERMAN | ITALIAN | JAPANESE | KOREAN | POLISH | PORTUGUESE | SPANISH | VIETNAMESE

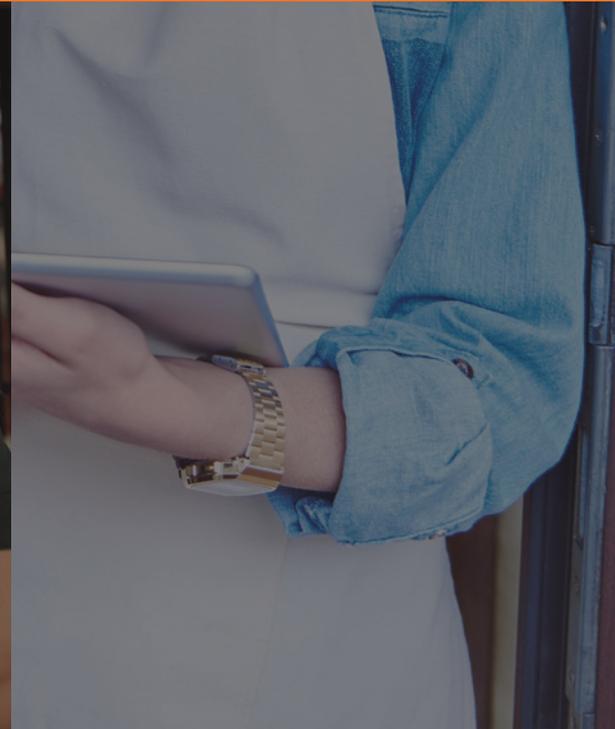


INTERPRETATION SERVICES ARE OFFERED IN MORE THAN **240 LANGUAGES** IN OUR BRANCHES AND OVER THE PHONE.

MORE THAN

9,000

ATMs FEATURE
10 OR MORE
LANGUAGES.



Customers and Driving Revenue

PNC is a strong and robust organization because of our customer relationships. Our products, services and strategies revolve around creating successful financial relationships with customers.

As an intentionally inclusive workplace, we identify and navigate new marketplace opportunities to remain ahead of the curve in meeting the needs of niche markets.

We accomplish this through multicultural marketing initiatives to improve the customer experience among our diverse customer base. Our multicultural marketing team:

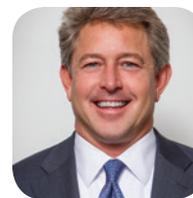
- Develops customer-focused marketing campaigns for the African-American, Hispanic, Polish, Chinese, Korean, Asian Indian and LGBTQ communities. All campaigns are culturally relevant and in-language, where appropriate.
- Collaborates with the Diversity and Inclusion team to bring History and Heritage Month celebrations to life through the use of mass media, which increases awareness of the PNC brand within our diverse communities.

Our other multicultural marketing efforts include:

- Bilingual employees at our branches who meet the needs of our diverse segment customers. Many of these same branches also display customized

bilingual signage and digital content in Spanish and Polish.

- More than 9,000 ATMs featuring 10 or more languages, including Chinese, English, French, German, Italian, Japanese, Korean, Polish, Portuguese, Spanish and Vietnamese. The ATMs are also equipped with Spanish and English audio capabilities for the visually impaired.
- Various resources for Hispanic consumers in Spanish, including a designated Customer Care Center line, 1-866-HOLA-PNC, educational materials and webpages in Spanish, including pnc.com/espanol, pnc.com/siempreabierto and pncvirtualwallet.com/es.
- Customized webpages developed for Polish, Chinese, Korean, Asian Indian and LGBTQ customers.
- Interpretation services offered in more than 240 languages in our branches and over the phone.
- Various tools and assistance for customers with visual, hearing and physical disabilities, including Braille, diskettes and large print; TRS and TDD services; and accessible branches with accessible parking, entryways with ramps, easy-to-open doorways and accessible restrooms.



“Diversity is a significant component of PNC’s value proposition in Chicago. It is not one specific program, but an aggregate of many initiatives that have contributed to our success. We use diversity to drive our approach to what we do every day. This includes connecting with leadership in the region, investing significantly in the communities in which we live and work, and providing opportunities for employees to get engaged, whether externally with partner organizations or internally via the EBRGs. This is our strategy to make PNC the employer of choice and the bank of choice. Our commitment to diversity and inclusion is one of the critical components to 2016 being a new record for PNC’s performance in the Chicago region.”

Scott Swanson

Regional President, Chicago
Sponsor, Regional Diversity & Inclusion Council

KIMBERLY BAINES BAUMANN

Former Chair, Human Resources LOB Council

100

PNC celebrated more than
100 History and Heritage
events across the company
in 2016.



HISTORY AND HERITAGE MONTHS

Our History and Heritage program celebrates the history, cultures and holidays of PNC's diverse employees and customers. Through our participation in various activities and events, we learn about others' traditions and backgrounds.

In 2016, more than 100 events were organized throughout the organization to celebrate History and Heritage Months. Highlights of our various market events include:

Black History Month

PNC partnered with Chicago's DuSable Museum of African American History to host a prescreening of the documentary, "Olympic Pride, American Prejudice." The film tells the story of 13 African-American athletes who, along with Jesse Owens, competed in the Berlin games. The event included a reception and question-and-answer session with the film's director and executive producer.

Women's History Month

PNC's Women Connect EBRG hosted a discussion with Susan Packard: businesswoman, author and co-founder of HGTV and Scripps Network Interactive. Packard provided her perspective on being a leader at every career stage. The event was live-streamed to 16 Women Connect EBRG chapters across the company.

Disability Employment Awareness Month

In honor of White Cane Day, PNC ENABLE members hosted awareness events in Pittsburgh, Cleveland, Cincinnati, Columbus, Kalamazoo and Millburn. White Cane Day is a national celebration of blind and visually impaired people's achievements. The day also serves as a reminder that the white cane is an important tool in helping the blind and visually impaired live with greater independence.

Pride Month

PNC Pride Month celebrations took place in St. Petersburg, Florida; Kalamazoo and Detroit, Michigan; Dayton, Ohio; Winston-Salem and Charlotte, North Carolina; and other markets across the company. PNC supported their respective LGBTQA communities through volunteerism and various sponsorships of community and employee events and festivals.

OTHER CULTURAL CELEBRATION

Asian Lunar New Year

For the past 10 years, PNC has sponsored the Organization of Chinese Americans' Lunar New Year Banquet in Pittsburgh. Lunar New Year is the most significant holiday of many countries, such as China, Singapore, Korea, Japan, Tibet and Vietnam. Members of PNC's Asian-American EBRG attended the annual event.

Supplier Diversity

PNC is committed to economically strengthening diverse-owned businesses. Through the Supplier Diversity Program, PNC builds and maintains relationships with diverse-owned businesses to meet the expectation of diversity as one of PNC's core values.

Our commitment to diversity and inclusion reaches beyond our organizational walls and extends into the communities where we conduct business. Studies show that the viability and expansion of the local business economy is directly linked to the success of small businesses and businesses owned by women, minorities, veterans, members of the LGBTQ community and people with disabilities. PNC's procurement practices are designed to identify these diverse-owned businesses that are committed to delivering the service, quality and value that defines our brand and promotes economic growth of the local business communities we serve.

A team of dedicated PNC Supply Chain Management sourcing professionals focus on identifying opportunities for qualified diverse suppliers. Our supplier portal gives the team access to nearly 6,000 diverse-owned businesses that have registered with us and specialize in providing an array of products and services, including computer hardware, banking software, title and settlement services, legal services, commercial print, contingent labor, consulting, advertising and janitorial services. In 2016, PNC spent more than \$305 million directly with our program suppliers and indirectly through our prime suppliers' use of small and diverse-owned businesses.

PNC's Supplier Diversity efforts have been recognized by several leading industry organizations, including the US Business Leadership Network (USBLN), which named PNC as the 2016 Top Corporation for Disability-Owned Businesses. The USBLN is a national nonprofit that helps businesses drive performance by leveraging disability inclusion in the workplace, supply chain and marketplace. The award was given to PNC for its outstanding commitment to promoting disability diversity within its supply chain and across the enterprise.



“From the onset of our first meeting to our current footprint, there has always been a mutually beneficial and respectful relationship. The professionalism of the management – from the bank branches to the property management teams – have made this a positive experience. We have found PNC to be a fair customer, always looking for opportunities to help their vendors become successful. Specifically, Strategic Sourcing and the Supplier Diversity teams have been especially supportive of US Metro Group’s growth. We at US Metro are proud to be a vendor partner with PNC and look forward to many more successful years.”

Evelyn Kim

*President/CEO
USMETROGROUP, INC.
Global Facilities and Security Services
Los Angeles*

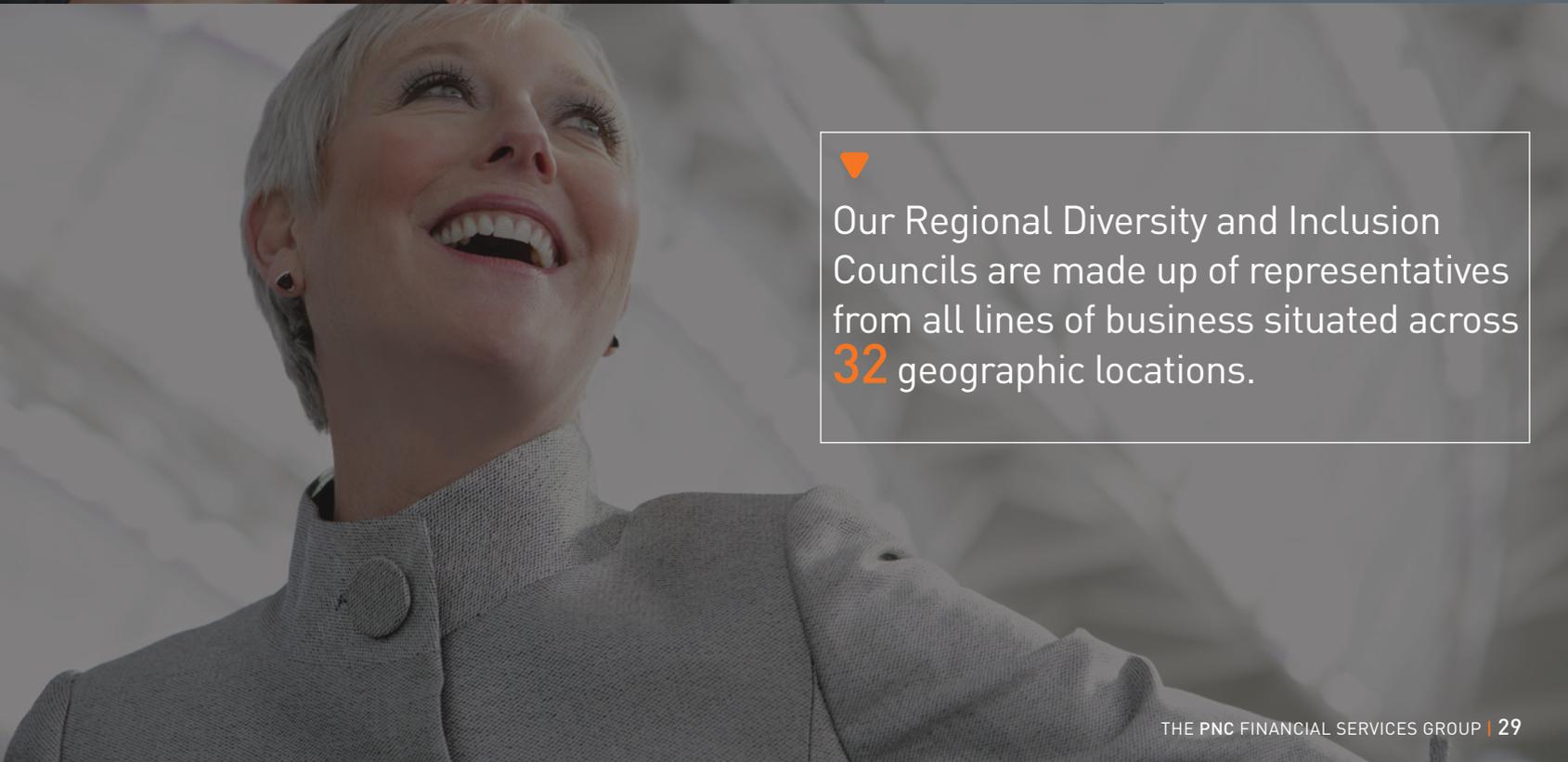


LEARN MORE

PNC seeks suppliers who can provide high-quality, low-cost products and services. If you are interested in becoming a supplier or learning more about our program, visit pnc.com/supplierdiversity or email us at supplierdiversity@pnc.com.

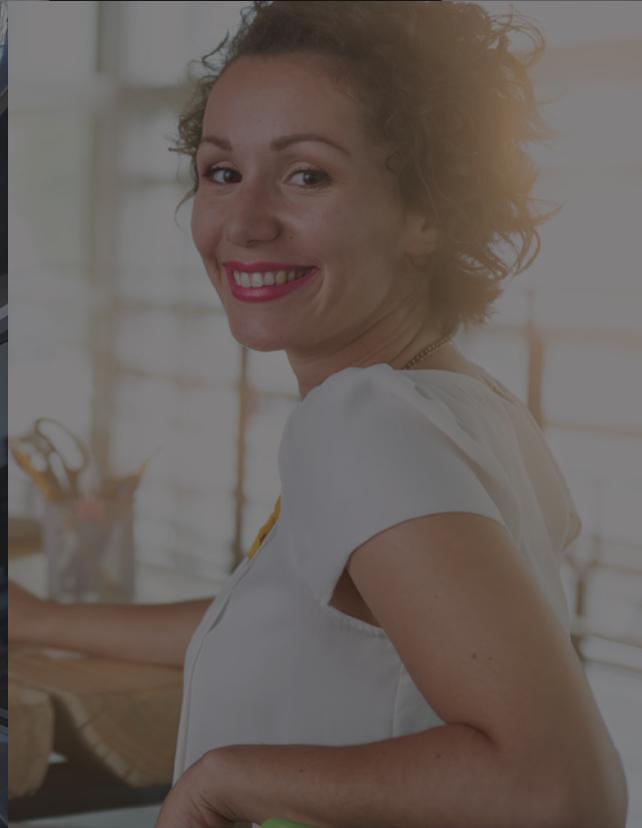
SUPPLIER DIVERSITY TESTIMONIAL

US Metro Group, a facility service provider for PNC, with janitorial as the primary function, began its partnership with PNC in 2013.



Our Regional Diversity and Inclusion Councils are made up of representatives from all lines of business situated across **32** geographic locations.

More than **1,800** bankers, both male and female, have been certified by PNC as Women's Business Advocates.



“Many businesses are owned or operated by women, and they are making the financial decisions. With this training and certification, I will be able to better relate and communicate with them to earn their trust and, ultimately, their business portfolio.”

Nathan Beers

Branch Sales & Service Associate

New Albany, Ohio

PNC-Certified Women’s Business Advocate



“I am committed to making more women feel at ease in business environments and believe this certification will aid me in doing so.”

Kayla Vaughan

Field Exam Analyst

Dallas, Texas

PNC-Certified Women’s Business Advocate

Women in Business

In 2016, almost 300 PNC employees became PNC-Certified Women’s Business Advocates. This certification, in place for more than five years, has enabled employees to stand out in the communities they serve.

The newly certified employees joined the already established 1,500 PNC-Certified Women’s Business Advocates (WBAs) who work to meet the financial needs and well-being of female financial decision-makers as a result of the insights gained through the certification program.

Women who own businesses, women who make financial decisions for their families, women who run the financial operations for Fortune 500 companies, and women who are investing in a richer future for themselves all benefit from having a financial advocate who understands them. Understanding just how many women are in control of financial decision-making — and how to help them succeed — is a key outcome of PNC’s certification program.

Having learned that privately held companies owned by women are the fastest-growing U.S. business segment, many WBAs have established networking groups for female owners and joined the leadership of organizations that provide entrepreneurial mentoring. PNC’s sponsorships of organizations like the Women Presidents’ Organization (womenpresidentsorg.com) and The Committee of 200 (c200.org) are championed by WBAs who are passionate about contributing to the success of these groups and their members. WBAs also celebrate the accomplishments of female customers by nominating their stories for Women Who Achieve, a section of pnc.com/women.

Outreach to Communities

Promoting and advancing diversity and inclusion is about celebrating our distinctive cultures, traditions and personal attributes that make us individuals. PNC devotes time and resources to community and employee events, local sponsorships and social networking to generate a sense of pride among PNC's employees, enable them to better understand their colleagues' histories and backgrounds, and help to deepen our relationships with our customers and communities.

To further strengthen our community connections, we have developed unique products, services and initiatives to help our diverse customers meet their financial goals, grow their businesses and live better lives in vibrant, healthy neighborhoods. We have also provided resources to develop ideas, advance development initiatives and encourage leadership in nonprofit organizations. Some of our endeavors include:

- PNC Community Development Banking, which lends and invests millions of dollars annually in Community Development Finance Institutions (CDFIs) and development projects that support neighborhood revitalization and economic development, small businesses and housing for working families. With local branch partners, PNC operates school bank savings, Individual Development Account (IDA), Bank On, and English- and Spanish-language financial education programs, serving our low- and moderate-income communities.
- PNC Government Affairs, which advocates on behalf of PNC with local, state and federal government officials on the full array of legislative issues that affect the corporation and its lines of business.
- PNC Grow Up Great, which is a \$350 million, multi-year, bilingual initiative that began in 2004 to help prepare children from birth to age 5 for success in school and life. To date, the program has served more than 3 million children.
- Recognizing and celebrating other important cultural events, including Asian Lunar New Year, Diwali, National Coming Out Day and Polish American Month.
- Sponsoring the annual Return to the Roots of Civil Rights Bus Tour, an eight-day journey to the sites of the U.S. civil rights struggle.

▼
3M+ CHILDREN

PNC Grow Up Great is a \$350 million, multi-year, bilingual initiative that began in 2004 to help prepare children from birth to age 5 for success in school and life. The program has served more than 3 million children.

AWARDS AND RECOGNITION

Our diversity and inclusion efforts have been recognized by national and regional organizations. We are honored to receive these awards. Here are some of the most recent:

- 100 Best Companies for Working Mothers (Working Mother magazine, 2016)
- Diversity Leader Award (Profiles in Diversity Journal, 2017)
- Best Place to Work for LGBT Equality (Human Rights Campaign, 2017)
- Top 25 U.S. ERG & Diversity Councils (Association of Diversity Councils, 2016)
 - > #8 PNC Regional Diversity and Inclusion Council
 - > #11 PNC Proud ERG Louisville Chapter
 - > #21 PNC Technology Diversity & Inclusion Council
- Top 25 Military-Friendly Supplier Diversity Programs (NaVOBA, 2016)
- 2020 Women on Boards, Winning “W” Company (Women on Boards, 2016)
- Great Workplace Award for Employee Engagement (Gallup, 2016)
- Top 10 Regional Companies for Diversity (DiversityInc magazine, 2016)
- Top 50 Companies for Executive Women (National Association for Female Executives, 2016)
- Top Corporation for Disability-Owned Businesses (USBLN, 2016)
- PNC ENABLE Employee Business Resource Group (United Cerebral Palsy Greater Cleveland 2016 Honoree)
- Top 100 Military-Friendly Employer (US Veterans Magazine, 2016)

▶ *For more information, visit pnc.com/diversityinclusion*

PNC provides equal employment opportunity to qualified persons regardless of race, color, sex, national origin, age, sexual orientation, gender identity, disability, veteran status or other category protected by law.

