

At The Heart Of The Financial System

An Interview with Jayee Koffey, Chief Enablement and Global Affairs Officer, BNY

EDITORS' NOTE Jayee Koffey is the Chief Enablement and Global Affairs Officer at BNY. She is a member of the BNY Executive Committee and the sponsor for BNY's women's network. Koffey serves on the board of directors for the French-American Foundation. Prior to joining BNY, Koffey held a variety of leadership roles at Goldman Sachs across its corporate and business functions. Earlier in her career, she was a private equity investor and an investment banker. Koffey holds an MBA from Harvard Business School and completed her undergraduate studies at UC Berkeley, California and the University of Auckland.



Jayee Koffey

100 pension plans to safeguard investments for millions of individuals. BNY has been named Euromoney's World's Best Bank Transformation, recognized among Fortune's World's Most Admired Companies, and in Fast Company's Best Workplaces for Innovators.

How do you describe BNY's culture and values?

Culture drives everything we do at BNY. We seek to cultivate a dynamic and high-performing environment where our people are excited

to work with each other and alongside our clients every day. Five BNY principles encapsulate our culture. "Being client obsessed" is in our DNA – we obsess about our clients' end-to-end experience with BNY. Innovation is also pivotal for a company with as long a heritage as ours, so we want to "stay curious," remain agile and constantly look for better ways to get things done. This goes hand in hand with "sparking progress," which encourages everyone to make quick and thoughtful decisions to move BNY forward every day. "Own it" – we always want our people to feel a sense of pride and ownership of what they contribute at the firm, no matter their role. And last, but certainly not least, "thriving together" represents the spirit of our people fully contributing and collaborating together.

What have been the keys to BNY's industry leadership, and how do you define the BNY difference?

BNY has stood proudly at the heart of the financial system since its inception in 1784. But our industry leadership today isn't just about history. What sets us apart today is how we work alongside clients as a long-term, trusted partner. We invest in our platforms so that clients can access the breadth and depth of those platforms as they build their institutions. Across every stage of the lifecycle of a financial asset, whether it's creating, managing, transacting or optimizing, BNY has the solutions to help our clients get the most of the financial assets driving their businesses. For me, that's the BNY difference.

What excited you about the opportunity to join BNY, and made you feel it was the right fit?

I had long known about BNY's iconic history, industry-leading businesses and a global client franchise that would be the envy of any firm. I also saw significant unrealized potential to take a good company to a great one by bringing to bear the full breadth of solutions to our clients, further investing in industry-defining innovation, and removing silos across the company. The sense of the "possible" was palpable. We are now on a multi-year journey at BNY to redesign how we work – from establishing an enterprise-wide Platforms Operating Model and embedding a unified Client Coverage Model to simply empowering our people to come together as one truly unified company.

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What are your views on the impact of AI for BNY’s business?

MIT suggested that 95 percent of companies have yet to see meaningful return from gen-AI investments – BNY is part of the 5 percent where AI is having a real impact. Our strategy is straightforward – “AI for everyone, everywhere, and everything.” We’ve made AI an imperative while keeping people at the center by ensuring our enterprise AI platform, “Eliza,” named after the philanthropist and wife of BNY’s founder Alexander Hamilton, is available to all employees, along with providing educational content and interactive training to upskill the entire workforce for our AI-enabled future. I’m incredibly impressed by how quickly and enthusiastically we’ve embraced AI – nearly 100 percent of our employees are now trained to use Eliza.

We encourage all employees, not just our engineers, to lean in and build AI agents of their own. AI at BNY is improving the way we deliver and innovate for our clients, enhancing the effectiveness of our employees and enabling BNY to develop innovations in unprecedented ways. Each day, our employees are helping build scalable AI solutions that improve our client onboarding, deploy product innovations, enhance risk management and fraud detection. I am inspired every day by how AI is enabling us to solve challenges and unlock opportunities that previously felt impossible.

AI is moving quickly, and those who lead will define the industry. I see AI’s role as so much more than just a command-based tool, but a thought partner to our people and an integrated part of the world of the future. We have begun deploying what we call “digital employees” – autonomous AI agents that perform business tasks, interact with internal systems and communicate with our teams. Nearly 120 of these digital workers are now collaborating alongside our teams every single day, creating capacity for our “human employees” to focus on more complex, high-impact projects.

What do you see as BNY’s responsibility to be engaged in the communities it serves?

We believe wider understanding and participation in financial services can strengthen the financial ecosystem for everyone. BNY is not a traditional bank – we don’t have retail branches or do consumer banking, but we are finding ways to build more resilient local economies and expand financial access for a wide range of communities. We recently launched an initiative to elevate financial education that included training for over 1,000 U.S. community banking leaders and a \$10 million contribution to U.S.-based nonprofits who promote financial well-being.

We also invite employees at all levels of our enterprise to become community champions in support of their philanthropic initiatives of choice. In addition to paid volunteer time, our global community champions receive company-matching donations for their time, and

we match their charitable donations. Since the program’s launch, our people have volunteered 1.5 million hours, and our collective donations have contributed nearly \$200 million to nonprofits around the globe.

Will you highlight BNY’s Women’s Initiative Network (WIN), and how BNY is supporting the advancement of women?

WIN is the largest employee and business resource group at BNY – it’s open to all employees and is dedicated to supporting women and supporters here at BNY. As Executive Sponsor, I’m proud to champion the network’s role in fostering a community where our people can share their experiences and access mentorship and professional growth opportunities at any stage of one’s career.

What advice do you give to young people beginning their careers?

Be ruthlessly curious – about what you can learn, how you can contribute, how you can help your team improve. I think finding joy in learning is such a gift. Continually seizing new ways to improve and evolve not only helps you stand out and contribute meaningfully to your career, but will make the journey that much more empowering and gratifying. I feel this advice is as applicable to early careers talent as it is for someone multiple decades in. With a “sky is the limit” mindset, there’s no cap to what you can learn, the new ideas you can contribute, and the impact you can make. ●

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