

# Diversity, Equity and Inclusion

“DEI is embedded in our Core Value — A Force for Good — and is also a business imperative. Equity sits at the core of our DEI efforts as we work tirelessly to ensure that all colleagues have fair treatment, access and opportunity to advance at Comerica. We also seek to develop leaders with compassionate empathy to achieve two basic human needs for our colleagues: to feel their unique identity is recognized and to feel like they belong.”

**Nate Bennett**  
 Senior Vice President,  
 Chief Diversity, Equity and Inclusion Officer

Workforce and Board Diversity	45
DEI Governance and Priorities	47
Attracting Diverse Talent	50
Educating our Colleagues	51
Diversity Employee Resource Groups (ERGs)	52
2022 DEI Awards	53
Supplier Diversity	54
Amplifying our DEI Impact	55



# Diversity, Equity and Inclusion

**Our Corporate Responsibility Platform includes a commitment to promote a diverse, equitable and inclusive workforce because fostering such a culture throughout our organization and beyond makes our company stronger and helps us better serve our customers and communities.**

As Comericans, we are unified in our desire to deliver ongoing growth and shareholder value. Yet we are also bound together by something more powerful and distinctive: an unwavering commitment to each other. We believe our character and values define our Comerica work experience and form the foundation of a unique, caring, inclusive and collaborative culture. We believe this appreciation for our internal relationships is manifested in our relationships with our customers and serves to distinguish us from other financial institutions.

In this way, every day, we are raising the expectations of what a bank can be.

We know that DEI in the workforce will support our mission of helping people succeed. A diverse and inclusive workforce helps connect us to a wider customer base, enhances community relations and enriches our pipeline of new ideas and approaches to serve all communities. Comerica is committed to ensuring a diverse workforce, inclusive of those of different ancestries, races, colors, religions, genders, national origins, ages, physical and mental abilities, medical conditions, veteran status, marital status, heights, weights, sexual orientations and gender identities. We are also committed to promoting social justice and protecting fundamental human rights.

“Diversity is embedded in our business strategy, celebrated among our colleagues, and extended to our community and business partners. Embracing diversity and promoting equity and inclusion makes Comerica stronger and allows us to better serve our customers.”

**Curtis C. Farmer**  
Chairman, President and CEO

## DEI Metrics at 2022 Year End

**64%**

of U.S. colleagues are women

**42%**

of U.S. colleagues are racial/ ethnic minorities

**53%**

of U.S. Officials and Managers are women<sup>7</sup>

### Accountability Commitment: Our Statement as We Stand for Social Justice and Racial Equality

**Comerica’s respect for inclusion permeates everything we do. Our inclusion standards recognize behavior that:**

- Uses and values similarities and differences in people to create a work environment that encourages creative thinking and solutions
- Stands for social justice and racial equity for all communities and against policy and actions that create inequities in our communities
- Recognizes and leverages the benefits of a broad range of ideas, viewpoints and backgrounds working together to produce superior products and services for a diverse marketplace
- Embraces the inclusion of all talented and qualified individuals, regardless of differences in beliefs, experiences, backgrounds or physical characteristics
- Treats all colleagues, customers and suppliers fairly, with dignity and respect

<sup>7</sup> Based on EEO-1 job classifications.

# Workforce and Board Diversity

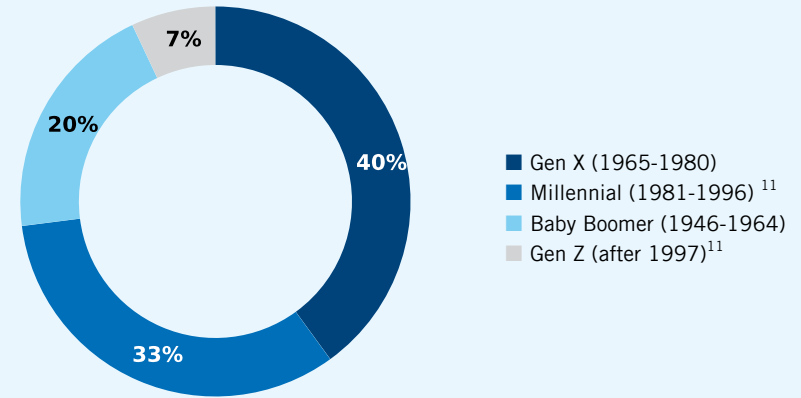
Banking is a business that relies heavily on the personal relationships and the quality of service provided by colleagues, and one of Comerica’s strength is its colleagues. To meet and exceed our customers’ expectations, we strive to make Comerica the preferred place to work in our markets. We recognize our colleagues’ hard work and are dedicated to fostering a diverse and inclusive workplace.

Our efforts to recruit and retain women and ethnic minorities throughout 2022, especially in leadership positions, resulted in the following female and minority U.S. colleague composition as of December 31, 2022.

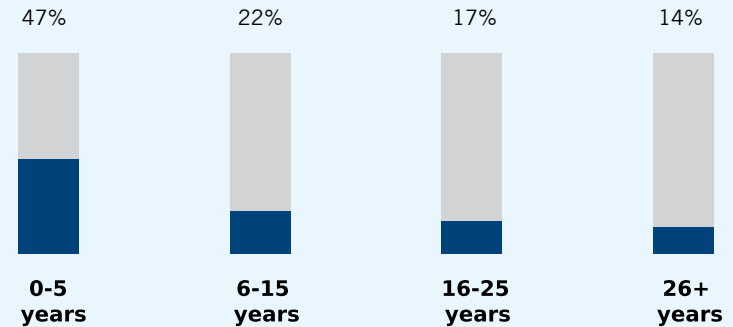
	FEMALE(%)	RACIAL/ETHNIC
All Colleagues <sup>8</sup>	64	42
Officials and Managers <sup>9</sup>	53	29
Executive Officers <sup>10</sup>	43	21



## BY THE NUMBERS WORKFORCE GENERATIONS



## COLLEAGUE TENURE FOR 2022 (%)



<sup>8</sup> For further colleague diversity information by job categories, see our most recent [Employer Information Report EEO-1 Report](#) on our website.

<sup>9</sup> Based on EEO-1 job classifications.

<sup>10</sup> Using Securities and Exchange Commission definition.

<sup>11</sup> Definitions of Millennial and Gen Z were revised as of 2022 to align with other external reporting.

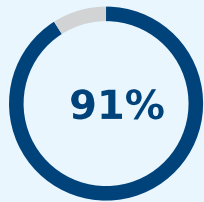
## Board Diversity

Comerica is committed to having a diverse Board that represents the interests of its core constituents, including shareholders, colleagues, customers and communities.

The Comerica Incorporated Board's Governance, Compensation and Nominating Committee considers diversity broadly in assessing potential Director nominees. For example, the Committee seeks nominees with a broad range of experience, professions, skills, geographic representation and/or backgrounds. Nominees are not discriminated against on the basis of ancestry, race, color, religion, sex, national origin, age, disability, medical condition, protected veteran status, marital status, pregnancy, weight, height, genetic information, sexual orientation, gender identity, gender expression or any other characteristic protected by federal, state or local law.

### 2022 Year End Board Diversity Metrics

**INDEPENDENT DIRECTORS**



**RACIAL/ETHNIC MINORITY DIRECTORS**

**36%**

**FEMALE DIRECTORS**

**36%**

**AGE**

**100%**

of Directors were more than 50 yrs old

## Diverse Board Leadership in 2022

The diversity of our Board is also reflected in key Board leadership positions during 2022, including two of our Committee chairs and our lead independent Director (whom we refer to as our Facilitating Director).



**Jacqueline P. Kane**  
Title: Governance, Compensation and Nominating Committee Chair



**Michael E. Collins**  
Title: Enterprise Risk Committee Chair



**Barbara R. Smith**  
Title: Facilitating Director

Our [Corporate Governance Guidelines](#) outline the Board's evaluation process, which includes an annual self-evaluation of the full Board and its committees focusing on areas for improvement, including the diversity of skills, experience, race, ethnicity and gender represented on the Board.

We added one female and ethnically diverse Board member in 2022 (Nancy Avila) and an additional female Board member in April 2023 (Jennifer Sampson).

As reflected in our [2023 Proxy](#), all of our Board members have experience and knowledge with respect to diversity, equity and inclusion.





# DEI Governance and Priorities

Internally, leadership and accountability for our DEI efforts start at the highest levels of the company. Comerica’s Chief Diversity, Equity and Inclusion Officer, who reports to the Chief Administrative Officer and the Chairman, President and CEO, manages all aspects of DEI as they relate to current and potential Comerica colleagues. This oversight includes the design and execution of internal and external Comerica DEI programs, initiatives and funding.

## Executive Diversity Committee

Our Executive Diversity Committee (EDC), chaired by our Chairman, President and CEO and composed of our executive leadership team and Chief Diversity, Equity and Inclusion Officer, sets the strategy and addresses key issues and topics relating to DEI. EDC members, as well as all senior officers, are required to include diversity and inclusion as part of their annual performance management plans, as measured through an Annual Diversity Scorecard. EDC members also include diversity objectives throughout their lines of business.

The EDC addresses important strategic issues relating to diversity and inclusion, including the attraction, retention and development of diverse colleagues. The EDC provides guidance in tandem with the Chief Diversity, Equity and Inclusion Officer, who leads the Diversity and Inclusion team and implements the diversity and inclusion strategy. The EDC sets annual and long-term internal diversity goals focused on four strategic areas:

 <b>Corporate Governance</b>	 <b>Education</b>
 <b>Workforce Diversity</b>	 <b>Social Impact</b>

### Executive Diversity Committee

- Chairman, President and CEO
- SVP, Chief Diversity, Equity and Inclusion Officer
- Sr. EVP, Chief Banking Officer
- Sr. EVP, Chief Administrative Officer and Chief HR Officer
- Sr. EVP, Chief Financial Officer
- EVP, General Auditor
- EVP, Chief Experience Officer
- EVP, Chief Legal Officer and General Counsel
- EVP, Corporate Responsibility and Acting Chief Community Officer
- EVP, Exec. Director, Retail Bank
- Sr. EVP, Chief Operating Officer
- EVP, Exec. Director, Wealth Management

### EDC Diversity and Inclusion Strategic Focus

- Annual Diversity Scorecard performance year in review
- Sustainability, Community and CRA performance report out
- Board of Directors education and updates
- Racial equity and social justice programs and policy support; inclusive leadership programming and education
- Corporate Responsibility strategic direction
- Workforce representation performance
- Emerging talent programming
- CEO Action for Race and Equity fellowship review
- Supplier diversity performance and strategy
- Inclusion and belonging strategy
- Workforce advocacy group partner reviews and updates

### 2023 Priorities: Evolve to a deeply compassionate culture of inclusion and belonging

- Increase Black and Hispanic/Latinx workforce utilization for key roles in the Commercial Bank, Retail Bank, Wealth Management and Technology.
- Accelerate hiring for veteran talent throughout Comerica.
- Increase overall representation of individuals with disabilities.
- Invest in programs to accelerate career pathways for female, Black and Hispanic/Latinx talent.

## 2022 DEI Performance Outcomes



Increased representation for women senior leaders by 7% and racially diverse senior leaders by 12%; Increased representation for women Vice Presidents by 4% and racially diverse Vice Presidents by 11% (over 2021). Complete

100% of the business lines met Annual Diversity Scorecard performance goals in 2022. Complete

Exceeded 2022 supplier diversity spend goal by 23% Complete

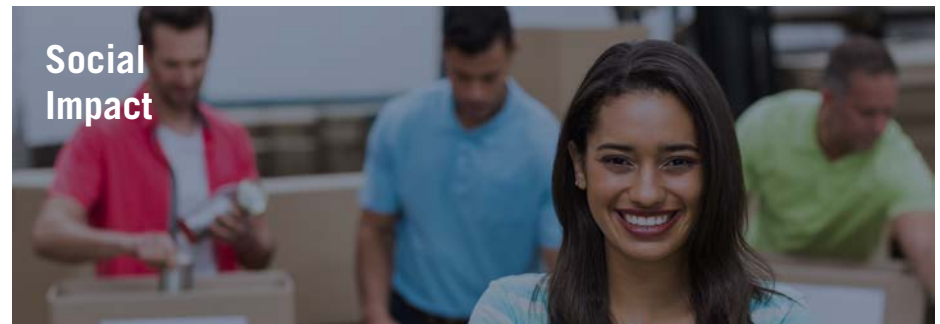


Increased overall employee resource group (ERG) participation by 87% and launched the new Women in Technology ERG. Complete

Increased representation for Black and Hispanic senior leaders and Vice Presidents by 13% and 20%, respectively, over 2021. Complete



Completed Part 3 of Conscious Inclusion Journey training (Topics included: empathy, psychological safety, equity, trust, belonging and inclusion.) Complete



Contributed 66,270 volunteer hours to nonprofits, a 2% increase over 2021. Complete

Exceeded our \$200,000 milestone in total grants awarded to colleagues through the Comerica Cares Colleague Relief Fund. Complete

Delivered more than 13,000 CRA-qualified service hours, more than doubling our 2021 CRA-qualified service hours Complete

## Comerica Annual Diversity Scorecard

Comerica’s Annual Diversity Scorecard is the quantitative measurement tool used to ensure progress toward documented goals, both short-term and long-term. Additionally, each Senior Officer in the company (including executive officers) is held accountable toward contributions to achieving the goals on an annual basis as it impacts their performance rating and thereby compensation. We believe these are areas where leaders can have a significant impact in creating the best culture to achieve inclusion. In 2022, 100% of business units met their DEI performance goals.

Workforce Diversity			
Produce Equitable Gender and Racial Interview Slates	Provide Mentorship and Sponsorship	Increase Equity in Succession Plans	Increase Equity in Gender and Racial Representation
Business Outreach			
Increase Involvement in Business Resource Groups			
Multicultural Markets Business			
Social Impact		Compliance and Risk	
Increase Volunteerism in Our Communities	Drive Financial Education to Low-Income Communities	Expand Equity for Minority Suppliers Through Inclusion	Increase Equity in Suppliers Spend with Minority Suppliers
Total Hours Contributed	CRA-Qualified Volunteerism	Supplier Diversity	Supplier Diversity

## Pay Equity Commitment

Comerica is committed to investing in our colleagues in various forms such as training, development, benefits programs and equitable pay. To help support equitable pay, we use various policies and practices.

### Pay Analysis

We work annually with a third party to examine the main components of compensation, such as salaries and bonuses, by grade level and position to aid in determining if similar positions receive similar pay to the extent other factors can be equalized (e.g., time in position, performance and education). We also use a formal compensation structure that is aligned to market each year as competitive compensation helps us keep and attract talent. We have made a corporate-wide decision to prohibit the solicitation of salary history from applicants in all of our markets and are committed to identifying and promoting best practices to reduce bias in hiring, promotion and compensation decisions.

### Pay for Performance

Comerica has a pay-for-performance philosophy to align with the interests of our shareholders. Pay decisions are based upon the assessment of individual results (both quantitative and qualitative) as well as business unit or corporate performance. Manager training on compensation practices reinforces sound compensation governance and mitigates excessive risk.

# Attracting Diverse Talent

Our colleagues are critical to our business success, and their success and well-being is a priority. Our recruitment practices ensure that we hire the best candidates with the appropriate skill sets and values, pay appropriate and competitive wages and provide benefits that fit our demographics. Comerica’s learning and development activities, from compliance to skills training, provide top-quality training and development for all colleagues, and provide support to managers and colleagues through counseling and talent management reviews.

DEI is an integral part of our attraction, recruitment and promotion efforts, which include built-in fundamental practices to ensure diversity in the talent pipeline. We work hard to attract and retain the best talent from all backgrounds. Our Diversity Recruiting Strategy delivers a qualified diverse applicant pool that reflects the demographics of our markets through a focus on women, minority populations, individuals with disabilities, veterans and colleagues of varying ages.

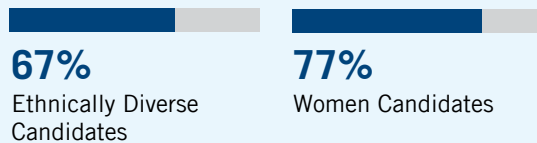
## Recruiting Networks

In addition to connecting with diverse student organizations on college campuses and community-based organizations in our local markets, we have developed relationships and sponsored recruiting events with the following organizations:

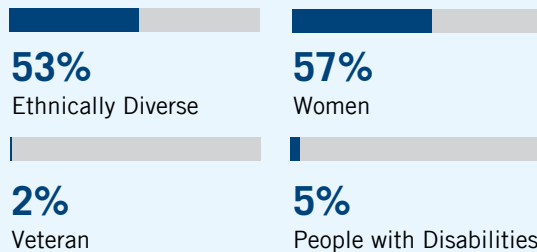
- Association for Latino Professionals in Finance and Accounting (ALPFA)
- Arab Community Center for Economic and Social Services (ACCESS)
- Hispanic Alliance for Career Advancement (HACE)
- National Association of Black Accountants (NABA)
- HBCU partnership – Texas Southern University
- Handshake – Emerging Talent

Comerica was proud to partner with the National College Resources Foundation (NCRF) to sponsor Black College, Latino College and Science, Technology, Engineering, Arts and Mathematics (STEAM) Expos, the Movement Enrichment Program and the *Power of Me* tours across the U.S. The NCRF works daily to help students, young adults and adult learners get access to resources, scholarships and grants for college. The 2022 NCRF programs and expos served more than 200,000 students and families, generated more than \$140 million in scholarships to students and helped more than 55,000 students get accepted into college. **Click [HERE](#) to view the Black College Expo experience.**

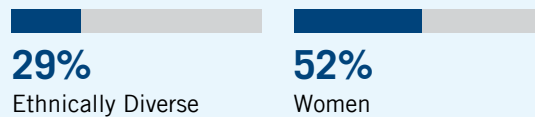
### 2022 CANDIDATES



### 2022 NEW HIRES



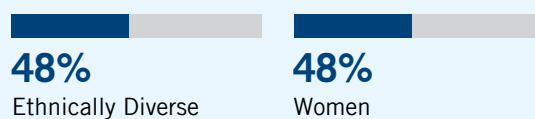
### 2022 LEADERSHIP DEVELOPMENT PROGRAM CANDIDATES



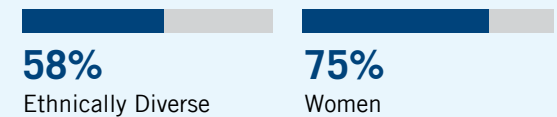
### 2022 EMERGING LEADERS PROGRAM GRADUATES



### 2022 TECHNOLOGY INTERN HIRES



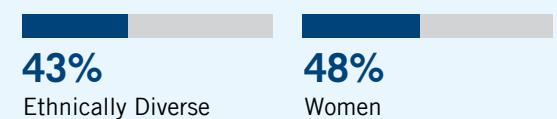
### 2022 TECHNOLOGY ENGINEERING COLLECTIVE



### 2022 COMMERCIAL BANK INTERN HIRES



### 2022 COMMERCIAL BANK DEVELOPMENT HIRES



For additional information on diverse colleague recruitment, development and retention activities, see our [Colleagues section](#). Additional colleague metrics can be found in the [Colleagues Key Metrics Table](#) and the [DEI Key Metrics Table](#).



# Educating Our Colleagues

Comerica colleagues participate in DEI education through a variety of required and elective learning programs. Comerica requires DEI education for all new hires, new managers and all colleagues annually. Comerica’s leadership team is required to include diversity and inclusion in their annual performance reviews and to include diversity objectives throughout their business lines.

## Diversity, Equity and Inclusion Education Council

In 2022, we continued our education series through the Diversity, Equity and Inclusion Education Council (DEIEC), a group of more than 25 colleagues across markets and departments that promotes diversity, equity and inclusion on a corporate-wide basis through awareness, anti-racism and inclusion education focused on creating a culturally competent organization. DEIEC’s strategic priorities include:

- Developing education programs, events and activities
- Representing the interests and needs of colleagues across our markets and recommending education as necessary
- Celebrating differences in cultures through education

**Colleagues from all markets participated in these DEIEC sessions during 2022:**

- Allyship Is an Action, Not an Identity
- Inclusion and Belonging - Creating a Culture of Psychological Safety
- Call it Out! - Shining a Light on Aversive Racism
- Why What You Think Matters - Understanding Unconscious Bias and Microaggressions
- Understanding the Importance of Equity - Highlighting the Educational Divide

## Education

In 2022, 99.9% of Comerica colleagues completed their annual required DEI education provided by Comerica’s Diversity, Equity and Inclusion department focused on inclusion. Some of the topics covered included tools and information related to diversity, equity, belonging and inclusion and how these topics benefit a diverse workforce. All new colleagues and new managers are required to take DEI education focused on leveraging diversity to create an inclusive work environment.

## Conscious Inclusion Journey

Comerica’s conscious inclusion journey moves from solely focusing on diversity to creating a culture of inclusion and belonging. The journey consists of a three-year strategy to improve inclusive leadership skills for executive leadership, senior officers, managers and DEI partners throughout the company. Key focus areas include improved cultural awareness, advancing empathy to build stronger compassion and building followership through valuing all identities. In 2022, Comerica completed Phase I of a two-phase senior leader education curriculum aimed at improving our leaders’ overall inclusivity skills. Senior leaders completed the “Different Like Me” education, which centered around empathy, psychological safety, equity, trust, belonging and inclusion.

## Master of Diversity Awareness (MDA) Program

Our company-wide MDA program is a foundational program to Comerica’s diversity education platform focused on creating cultural awareness among our colleagues. This elective program was developed to advance the cultural awareness of the many identities that exist at Comerica. The 10 dimensions of diversity covered are:

1. Age/Generation
2. Cognitive Style
3. Gender
4. Leveraging Diversity and Inclusion in the Workplace
5. Mental/Physical Ability/Appearance
6. Race/Ethnicity/National Origin
7. Religious/Spiritual Beliefs
8. Sexual Orientation/Gender Identity
9. Work/Life Balance
10. Veteran/Military

The MDA program provides certifications at bronze, silver, gold and platinum levels. In 2022, 79% of Comerica colleagues were enrolled in the program:

MDA CERTIFICATION LEVEL	NUMBER OF COLLEAGUES
Bronze-level certified	4,560
Silver-level certified	3,845
Gold-level certified	3,234
Platinum-level certified	2,020

# Diversity Employee Resource Groups (ERGs)

Comerica continued to encourage the formation of ERGs to help support and sustain our DEI model. ERGs consist of colleagues with common interests organized to promote cultural awareness, career advancement, colleague connection and community impact. They also build awareness with the general Comerica population and Comerica management and help manage the equity versus equality conversation.

## 11 ERGs with 20 chapters in California, Michigan and Texas

- Comerica African American Network
- Comerica Asian Indian Association
- Comerica Asian and Pacific Islander
- European Connection
- Mi Gente
- PRISM – LGBTQ+
- Quantitative Professionals
- Veteran Leadership Network
- Women in Technology
- Women’s Forum
- Young Professionals Networks

### ERG Strategic Objectives

- **Careers:** Promote programs, mentorship and outreach that support colleague professional success and external talent attraction.
- **Community:** Promote outreach activities that support programs in line with the common interests of the ERG and the social impact interests of Comerica.
- **Connection:** Promote colleague engagement and opportunities to interface with Comerica leadership.
- **Culture:** Promote the cultural and social differences among our colleagues through positive representation and open discussion.

In 2022, we launched our 11th ERG: Women in Technology. These 11 ERGs supported more than 2,600 Comerica colleagues and held more than 115 events in 2022.

### Comerica Asian and Pacific Islander (CAPI) ERG Shares Their Traditions

CAPI is committed to ensuring that Asian and Pacific Islander colleagues have access to the support and development opportunities they need to reach their fullest potential. CAPI members, events and activities help educate colleagues across Comerica about the rich and varied Asian and Pacific Islander cultures. They also raise awareness about issues facing CAPI colleagues and the Asian and Pacific Islander communities at large. Comerica and CAPI have recognized Lunar New Year with a celebratory event in our Michigan offices that is broadcast and shared company-wide.



## 2022 DEI Awards

National and regional organizations and publications have taken note of our deep-rooted commitment to DEI and placed Comerica among the top U.S. companies for efforts to recognize and support DEI practices. 2022 recognition includes:



**DiversityInc Top 50 Companies** for Diversity Noteworthy list



**Black EOE Journal** – Best of the Best 2022 Top Financial & Banking, Top Employers and Top Supplier Diversity



**Five Star Governance** rating on Hispanic Association on Corporate Responsibility Corporate Inclusion Index



**Best Employer for Women 2022** by Forbes



**Perfect Score of 100** for eighth consecutive year – Human Rights Campaign Foundation's Corporate Equality Index (for LGBTQ+ equality)



**LATINA Style's Top 50 Best Companies for Latinas to Work for in the U.S. list** – the eleventh time Comerica has received the honor



**National Diversity Council Best U.S. Companies for Diversity** – Top Employer for Latino Leaders



**Michigan's Veteran Affairs Agency's Gold-Level Veteran-Friendly Employer certification** for extensive efforts to recruit, train and retain military veterans



**Points of Light "The Civic 50"** list of the top 50 U.S. most community-minded companies



**"Best in Class" for Excellence in Supplier Diversity Award** – Great Lakes Women's Business Council



**Hispanic Network Magazine Best of the Best 2022** – Top Financial & Banking Company, Top Employers and Top Supplier Diversity



**Professional Woman's Magazine Best of the Best 2022** – Top Financial & Banking Company, Top Employers and Top Supplier Diversity



# Supplier Diversity

As a large national corporation, we rely on an ever-increasing network of business and supply chain partners to meet the needs of our customers. We are committed to pursuing a diverse supplier base that encourages the growth of enterprises owned by minorities, women, veterans, persons with disabilities and members of the LGBTQ+ community. Our Comerica Supplier Diversity program is based on four pillars that help us engage, include, select and cultivate diverse suppliers using specific criteria.

Supplier Diversity Program Identification and Selection Criteria	
Business qualifies if at least 51% owned, operated and controlled by U.S. citizens who are members of the following:	<ul style="list-style-type: none"> <li>African Americans, Hispanic Americans, Native Americans, Asian Pacific Americans, Indian Americans and other individuals found to be qualified by the Small Business Administration (SBA) under 13 CFR 124.105. Native Americans, as used in this provision, means American Indians, Eskimos, Aleuts and native Hawaiians</li> <li>People with disabilities</li> <li>Women</li> <li>Veterans</li> <li>LGBTQ+</li> </ul>
Business selection based on:	<ul style="list-style-type: none"> <li>Quality products and services</li> <li>Competitive pricing</li> <li>Adherence to delivery schedules</li> </ul>

## Goals and Initiatives

In 2022, Comerica established a goal to include diverse suppliers in 100% of in-scope requests for proposal and established spend targets that were 16% higher than the 2021 objectives. These metrics are tracked quarterly and included in our Annual Diversity Scorecard. We exceeded the supplier diversity sourcing objectives in 2022 and achieved 6% year-over-year growth in spend with diverse suppliers.

Out of the proposals that included diverse suppliers, 28% were awarded to diverse suppliers, and 22 new diverse suppliers were added to the supply base in 2022. We request Tier 1 strategic supply partners to support our diversity initiatives by sourcing diverse suppliers of their own and reporting their spend to us on a quarterly basis. We also encourage the development of diverse supply chains in our Tier 2 program by including requests for diversity information in all requests for proposals.

Our standard agreement with suppliers and contractors requires that they act in compliance with all applicable laws, including those on equal employment opportunity, employment practices, immigration and data protection, and abide by Comerica's non-discrimination and diversity practices.

## National Business League Partnership

Comerica joined the National Business League as a partner in the National Black Supplier Development Program (NBSDP). The NBSDP was established in 2020 and launched its second collective class of 14 suppliers in late 2021. The program provides assistance to Black suppliers to improve their performance and drive sustainable business growth through education, mentoring and coaching, with access to technical resources to create a win-win scenario for the corporations and their suppliers. Corporate partners provide technical assistance, subject matter experts, access to operational and sourcing executives, insight into becoming a supplier and, in some cases, opportunities to compete for contracts.



### 2022 Supplier Diversity Goal Achievements

<h1>100%</h1> <p>of in-scope requests for proposals included diverse suppliers</p>	<h1>\$53.3M</h1> <p>spent with diverse suppliers, exceeding our spend goal by <b>23%</b></p>
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The NBSDP held a pitch competition at the 35<sup>th</sup> National Black Supplier Conference in Detroit, Michigan, on November 16, 2022.

## Amplifying Our DEI Impact

In 2020, we announced a four-year, \$1 million commitment to launch the Black Capital Access Program, combining financial resources and technical assistance to support Black-owned businesses. In 2022, we grew the Minority Deposit Institution program through a partnership with the Native American Bank in Denver, Colorado. For more on Comerica's BRGs, see the [Business Resource Groups](#) portion of the Community section of this report.

To further our efforts in building stronger relationships among diverse communities in 2022, we appointed additional ethnically diverse national business development managers who are responsible for African-American, Asian-American Pacific Islander and Middle Eastern-American business development. The roles of these new positions complement the work of our BRGs. The addition of these roles resulted in more than \$2 million in additional closed business in 2022.

For the last two years, Comerica has also granted four hours of paid time off for full-time colleagues and two hours paid time off for part-time colleagues annually to use for cultural or religious observances meaningful to them.

### DEI External Partnerships

We reinforce our DEI commitment and expand our social impact by partnering with other organizations focused on advancing and driving social justice/racial equity and inclusion in the workplace. We are proud to partner with multiple local partners in each of our key market areas and at the national level with the following organizations:

- National Diversity Council
- CEO Action for Diversity and Inclusion
- Inforum
- Urban Financial Services Coalition
- McKinsey and Company – Black Management Accelerator
- Executive Leadership Council
- National Association of Black Accountants
- Hispanic Association of Corporate Responsibility
- Hispanic Alliance for Career Enhancement
- Black Tie Dinner – LGBTQ+ nonprofit advocacy group

#### Spotlight: National Black Capital Access Program

In 2022, the National Business League (NBL) in partnership with Comerica Bank (National Black Capital Access Program) provided technical assistance through in-person, virtual and hybrid programming, including quarterly Black Capital Access Webinars, National Black Supplier Diversity Program, the State of Black Business Summit and the National Black Capital Access Program "Capital Connect Initiative." In 2022, the National Business League reached out to more than 15,000 Black-owned businesses through events and programs.

Nearly **6,500**

low- and moderate-income black-owned businesses through Capital Connect Initiative

**160,000**

monthly subscribers to Black Business e-newsletter, presented by Comerica Bank

### Business Outreach

We are committed to becoming the financial services provider of choice in the diverse communities we serve. Providing access to capital to all of our markets is critically important to Comerica's social values. For more details, see our [Financial Inclusion](#) and [ESG-Related Lending and Investment](#) portions of this report.

### Community Outreach

We take pride in the support we provide to our multicultural communities. We know that by building strong communities, our company will grow stronger. We are proud to be a partner of choice in our communities. For more information, see our [Community section](#).

COLLEAGUES	2020	2021	2022
<b>Employee Engagement</b>			
Number of Diversity-Related Employee Resource Group (ERG) Categories	10	10	11
Number of Diversity-Related ERG Chapters in Our Markets	18	19	20
Number of Local Diversity Awareness Roundtable Teams	6	1	1
Number of Green Office Teams	9	9	9
Number of Colleagues Participating in Financial Education Brigade	753	845	868
Colleagues Enrolled in Comerica's Master of Diversity Awareness (MDA) Program (percent) <sup>27</sup>	86	85	79
Bronze-level certified colleagues (number of)	4,823	4,857	4,560
Silver-level certified colleagues (number of)	4,016	4,076	3,845
Gold-level certified colleagues (number of)	3,318	3,412	3,234
Platinum-level certified colleagues (number of)	2,012	2,099	2,020
Colleagues enrolled in Comerica's Master of Sustainability Awareness (MSA) Program (number of) <sup>28</sup>	515	573	671
Seedling-level certified colleagues (number of)	77	79	97
Sapling-level certified colleagues (number of)	14	16	21
Mighty Oak-level certified colleagues (number of)	4	4	6
<b>DIVERSITY, EQUITY AND INCLUSION</b>			
<b>Diversity, Equity and Inclusion - Internal<sup>29</sup></b>			
Women Colleagues (percent of total colleagues)	65	65	64
Women Officials and Managers (total number)	688	681	695
Women Professionals (total number)	1,542	1,574	1,702
Women Other (Administrative Support, Sales Worker and Service Worker) (total number)	2,847	2,633	2,441
Racial/Ethnic Minority Population Colleagues (percent of total colleagues)	41	41	42
Racial/Ethnic Minority Officials and Managers (total number)	375	384	387
Racial/Ethnic Minority Professionals (total number)	945	995	1,130
Racial/Ethnic Minority Other (Administrative Support, Sales Worker and Service Worker) (total number)	1,869	1,718	1,676
For more colleague diversity metrics, refer to <a href="#">Key Metrics - Colleagues</a> .			

<sup>27</sup> Master of Diversity Awareness (MDA) program level listings are cumulative. If a colleague has been certified at the highest level, colleague is also counted in the lower certification levels.

<sup>28</sup> Master of Sustainability Awareness (MSA) program level listings are cumulative. If a colleague has been certified at the highest level, colleague is also counted in the lower certification levels.

<sup>29</sup> EEO-1 categories are used for breakdown of Women and Racial/Ethnic Minority colleague numbers. DEI data breakdowns are for U.S. colleagues only, which represent 99% of total colleagues.

<b>DIVERSITY, EQUITY AND INCLUSION</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Diversity, Equity and Inclusion - External</b>			
Reaching Diverse Customers			
Number of Business Resource Groups (BRG) (total number)	19	19	19
Total in closed business from BRG business referrals (millions \$)	383	418	525
Supplier Diversity			
Total Diverse Supplier Spend (millions \$)	42	50	53
Total Diverse Supplier Spend Goal (millions \$)	45	37	43
Tier 1 Diverse Supplier Spend (millions \$)	33	38	40
Tier 2 Diverse Supplier Spend (millions \$)	9	12	13
Percent of RFPs tracked, which included diverse suppliers <sup>30</sup>	89	98	100
Percent of contracts awarded to diverse suppliers for relevant RFPs <sup>31</sup>	35	33	28
<b>Board Diversity</b>			
Number of Board Directors	11	11	11
% Independent Directors	91	91	91
% Racial/Ethnic Minority Directors <sup>32</sup>	27	27	36
% Female Directors	27	27	36
% Directors <30 years	0	0	0
% Directors 30-50 years	9	9	0
% Directors >50 years	91	91	100

<sup>30</sup> Goal was 100% inclusion for in-scope projects.

<sup>31</sup> Percentage of projects that included diverse suppliers that were sourced to diverse suppliers.

<sup>32</sup> As of 2020, 2021 and 2022 year end, a racial/ethnic minority Director held a key Board leadership position (Enterprise Risk Committee chair), and two female Directors held key Board leadership positions (Independent Facilitating Director and Governance, Compensation and Nominating Committee chair)