

# COLLEAGUES



Banking is a business that relies heavily on personal relationships and the quality of service provided by employees. One of Comerica's strengths has always been 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. We offer competitive wages and benefits and are committed to providing a healthy, safe and engaging working environment. To help build trust and loyalty, we strive to communicate regularly, openly and honestly with colleagues, and offer opportunities for growth through learning and development programs. Our commitment to attracting and retaining top talent provides customers with high-quality banking relationships.

*As Comerica colleagues, we are united by a strong desire to help our customers and communities prosper. But we're also bound by something far more powerful: a passionate and unwavering commitment to each other.*

*Our core values define who we are and form the foundation of a unique, inclusive and collaborative culture that sets us apart from other institutions, ensuring that the choices we make and the actions we take are always in the best interests of our customers.*

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

**- Comerica's Colleague Promise**

# TALENT ATTRACTION, DEVELOPMENT & RETENTION

Our colleagues are critical to our business success, and we prioritize creating a culture where colleagues can thrive. Comerica's recruitment practices enable us to hire the best candidates with appropriate skill sets and values, pay competitive wages, and provide benefits that fit our demographics. Comerica's learning and development activities help assure top quality training and development for all colleagues, from compliance to skills training, and support managers and employees through counseling and facilitating talent management reviews. Diversity, equity and inclusion is an integral part of Comerica's attraction, recruitment and promotion efforts, and we have built-in steps to ensure diversity in our talent pipeline.

Comerica Careers

Gold Level Veteran-Friendly Employer



of colleagues took advantage of skills training in 2020

OVER \$3 MILLION

in dependent and elder care stipends to help colleagues with school and care disruptions

**Attracting New Colleagues:** Comerica measures the success of our talent acquisition strategy on speed and quality of acquisition, diversity of applicant pool, and new colleagues' retention and overall performance metrics. Each of these metrics is tracked for our key business lines. Sourcing strategies and support structures are modified to ensure that performance targets are met consistently.

**Developing Colleagues:** We have created internal programs to support professional development, including Comerica University, an internal Leadership Development and Emerging Leaders Programs, Com-Tech college courses to help re-skill Technology colleagues, a Managing Essentials Certificate series for managers, and organizational change management learning for all colleagues.

**Retaining Colleagues:** In addition to cash compensation, and health, welfare and retirement benefits, Comerica provides a wide range of supplemental programs and special services to help colleagues meet their personal needs and goals. In 2020, Comerica added broad-based financial coaching, an Emergency Leave Policy and enhanced mental health coverage. These offerings provide additional support for colleagues to meet financial goals and improve overall well-being.

# EMPLOYEE ENGAGEMENT

Comerica operates in a dynamic and competitive industry, which makes our colleagues critical to our success. Comerica colleagues are highly engaged as evidenced by strong employee engagement survey participation and scores. Engaged employees are typically higher performing and more productive. Among the results, it was clear colleagues deeply believe in Comerica's mission and values and that leaders, managers and colleagues respect and collaborate well together. Open lines of communication between colleagues and leaders are an integral part of our culture. We believe strongly that this communication approach assists us in maintaining a great work environment, one that is collaborative and in which colleagues are treated with dignity and respect. We also know that employees can be inspired to work for purpose-driven organizations with which they share values. Employee participation is a powerful driver of company engagement as colleagues become active in our diversity and environmental sustainability efforts, and in supporting our communities through volunteerism.

84% 

participation in first enterprise-wide  
employee engagement survey

## Sustainability Engagement

We engage colleagues by harnessing their enthusiasm and commitment to drive our environmental sustainability efforts in a broad range of areas from supporting green lending to recycling office supplies. We educate colleagues on sustainability through internal communications and discussion boards, green office teams, sustainability-focused work groups and training. New hires are required to complete mandatory sustainability awareness training, with 100% of Comerica's 2020 new hires completing the course. A cornerstone of our engagement on sustainability is Comerica's voluntary Master of Sustainability Awareness (MSA) program, which is designed to move interested Comerica colleagues from learning about sustainability to sharing what they have learned and putting it into action. MSA engages in activities that both support Comerica's sustainable business strategy and bring sustainability to colleagues' personal lives. As of 2020, 515 Comerica colleagues are participating in the MSA Program.

## Diversity, Equity & Inclusion, Financial Education and Volunteer Engagement

Comerica employees participate in a variety of diversity, volunteer and financial education activities. For more details, go to the Diversity, Equity & Inclusion section for diversity-related employee engagement or to the Community section for volunteerism, financial education and other community-related employee engagement.

# KEY METRICS TABLE

COLLEAGUES		2019	2020
Talent Attraction- Employee Demographics			
Total Employees	Full-time equivalents (FTE) <sup>5</sup>	7,747	7,681
	Total number of employees <sup>6</sup>	7,948	7,870
	Full-time	7,467	7,429
	% Female	64	64
	% Male	36	36
	Part-time	481	441
	% Female	85	83
	% Male	15	17
Employee Breakdown by Generations	% Traditionalist (Born prior to 1946)	<0.1	0
	% Baby Boomer (1946-1964)	31	26
	% Gen X (1965-1980)	36	39
	% Millennial (1981-2000)	33	35
	% Generation Z (After 2000)	<0.1	<1
Employee Breakdown by Length of Service	% 0-5 Years	45	45
	% 6-15 Years	23	24
	% 16-25 Years	17	17
	% 26+ Years	15	15

<sup>5</sup> As reported in Comerica's 2020 10-K (page F-116).

<sup>6</sup> As reported in Comerica's 2020 10-K (page 11).

# KEY METRICS TABLE

COLLEAGUES			2019	2020
Talent Attraction- Employee Demographics				
Employee Breakdown by Age	Full-time	% <30 years	—	12
		% 30-50 years	—	48
		% >50 years	—	40
	Part-time	% <30 years	—	0
		% 30-50 years	—	53
		% >50 years	—	47
	Officials and Managers	% <30 years	—	16
		% 30-50 years	—	45
		% >50 years	—	39
	Professionals	% <30 years	—	12
		% 30-50 years	—	48
		% >50 years	—	40
New Hires By Gender	Female	Number of new hires	740	524
		% of Total	58	61
	Male	Number of new hires	525	337
		% of Total	42	39

# KEY METRICS TABLE

COLLEAGUES		2019	2020	
Talent Attraction- Employee Demographics				
New Hires By Age	Under 30 Years Old	Number of new hires	565	389
		% of Total	45	45
	30-50 Years Old	Number of new hires	535	347
		% of Total	42	40
	Over 50 Years Old	Number of new hires	165	125
		% of Total	13	15
New Hires By Market	California	Number of new hires	271	181
		% of Total	21	21
	Florida	Number of new hires	17	7
		% of Total	1	1
	Michigan	Number of new hires	659	445
		% of Total	52	52
	Texas/Arizona	Number of new hires	317	227
		% of Total	25	26
	Other	Number of new hires	1	1
		% of Total	<1	<1
Talent Development				
Average hours of training per employee (mandatory and non-mandatory)		35	24	
Percentage of colleagues who took advantage of non-mandatory, non-compliance skills training		74	96	
Number of skills-based courses offered to Comerica colleagues		9,346	>6,900	
Leadership Development Program (number of graduates) <sup>7</sup>		—	—	
Emerging Leaders Program (number of graduates) <sup>7</sup>		44	—	

<sup>7</sup> Comerica's Leadership Development Program and Emerging Leaders Program are offered on a bi-annual basis in alternating years. In 2020, Comerica's Leadership Development Program was anticipated to take place but was placed on hold due to the coronavirus pandemic.

# KEY METRICS TABLE

COLLEAGUES			2019	2020
Talent Retention				
Services provided through Comerica's Employee Assistance Program (# of instances)			3,054	2,892
Employees receiving tuition assistance (total number)			124	99
Value of tuition assistance received (\$)			444,332	418,361
Employee Awards (number of monetary awards to employees)			3,527	3,710
Value of Employee Awards (\$)			522,580	578,123
Employee Turnover Total	Number of		1,334	938
	Percent of Total Employees		16.8	11.6
Employee Turnover By Gender	Female	Number of	859	600
		% of Total	64	64
	Male	Number of	475	338
		% of Total	36	36
Employee Turnover By Age	Under 30 Years Old	Number of	368	292
		% of Total	28	31
	30-50 Years Old	Number of	581	347
		% of Total	44	37
	Over 50 Years Old	Number of	385	299
		% of Total	29	32

# KEY METRICS TABLE

COLLEAGUES			2019	2020
Talent Retention (Continued)				
Employee Turnover By Type and Market	Voluntary	Number of	974	771
		% of Total	73	82
		California %	25	20
		Florida %	1	2
		Michigan %	47	55
		Texas/Arizona %	27	22
	Involuntary	Number of	360	167
		% of Total	27	18
		California %	9	19
		Florida %	1	0
		Michigan %	60	63
		Texas/Arizona %	30	17



# KEY METRICS TABLE

COLLEAGUES	2019	2020
Employee Engagement		
Number of Diversity-Related Employee Resource Network Group (ERNG) categories	7	10
Number of Diversity-Related ERNG chapters within our markets	13	18
Number of Local Diversity Awareness Roundtable Teams	5	6
Number of Green Office Teams	9	9
Number of employees participating in Financial Education Brigade	183	753
Colleagues enrolled in Comerica's Master of Diversity Awareness (MDA) Program (Percent) <sup>8</sup>	84	86
Bronze-level certified colleagues (number of)	4,807	4,823
Silver-level certified colleagues (number of)	3,905	4,016
Gold-level certified colleagues (number of)	3,190	3,318
Platinum-level certified colleagues (number of)	1,928	2,012
Colleagues enrolled in Comerica's Master of Sustainability Awareness (MSA) Program (Number of) <sup>8</sup>	482	515
Seedling-level certified colleagues (number of)	69	77
Sapling-level certified colleagues (number of)	13	14
Mighty Oak-level certified colleagues (number of)	5	4

<sup>8</sup> MDA/MSA level listings are cumulative. If a colleague has been certified at the highest level, employee is also counted in the lower certification levels.