

## Responsible Growth

An Interview with Josh Bronstein, Head of Global Talent, Bank of America

**EDITORS' NOTE** Josh Bronstein is Head of Global Talent at Bank of America. He also serves as the Human Resources executive for the Chief People Organization. As head of Global Talent, he leads a global team of HR professionals with responsibility for talent acquisition, talent management, succession planning, organization design, performance, promotions, and employee engagement across all lines of business in support of the company's more than 213,000 global teammates. His teams are responsible for filling tens of thousands of positions annually with high quality external and internal candidates, and overseeing programs that deliver training, development and coaching to more than 20,000 managers and senior executives. In addition, Bronstein is the Human Resources executive for the Chief People Organization, which comprises approximately 5,000 professionals across 26 countries and includes the human resources, communications, media, Enterprise Services, Corporate Security and Executive Protection teams. Bronstein is a member of Bank of America's Operating Committee, the Chief People Organization Leadership Team, the Global Opportunity and Inclusion Council, and the company's Artificial Intelligence Council. He serves as the market sponsor for the Southwest Florida market. Prior to leading the Global Talent function, he led the Global Learning organization and has held several other lines of business and human resources leadership roles. Bronstein joined Bank of America in 2013 as a leadership development client manager for the Fixed Income Sales and Trading businesses. Prior to joining Bank of America, he was an engagement manager in the Human Capital Mergers & Acquisitions



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practice at Deloitte Consulting LLP. Bronstein earned a BS degree from Cornell University and holds an MBA from Harvard Business School.

**COMPANY BRIEF** Bank of America (bankofamerica.com) is one of the world's leading financial institutions, serving individual consumers, small and middle-market businesses, and large corporations with a full range of banking, investing, asset management and other financial and risk management products and services.

The company provides unmatched convenience in the United States, serving approximately 69 million consumer and small business clients with approximately 3,800 retail financial centers, approximately 15,000 ATMs (automated teller machines), and award-winning digital banking with approximately 58 million verified digital users. Bank of America is a global leader in wealth management, corporate and investment banking, and trading across a broad range of asset classes, serving corporations, governments, institutions and individuals around the world. Bank of America offers industry-leading support to approximately 4 million small business households through a suite of innovative, easy-to-use online products and services. The company serves clients through operations across the United States, its territories and more than 35 countries. Bank of America Corporation stock is listed on the New York Stock Exchange.

### Will you provide an overview of your role?

As Head of Global Talent, I lead a global team of HR professionals with responsibility for talent acquisition, talent management and senior talent development across all lines of business

in support of the company's more than 213,000 global teammates. My team is responsible for filling tens of thousands of positions annually with high-quality external and internal candidates and overseeing programs that deliver training, development and coaching to more than 20,000 managers and senior executives.

In addition, I serve as part of the leadership team for the Chief People Organization, which comprises approximately 5,000 professionals across 26 countries and includes Global Human Resources, Corporate Communications, External Communications, Corporate Security and Executive Protection, and Enterprise Services.

### How do you describe Bank of America's culture?

Two concepts that encapsulate our culture are opportunity and Responsible Growth. Across the company, we have an overarching mission to create opportunities for our customers, teammates, shareholders, and the communities we serve. From a talent perspective, we are very deliberate about the ways we help our teammates grow, develop and succeed in their careers.

We also have a strong culture of caring. Our teammates consistently tell us that Bank of America is a Great Place to Work for a range of reasons – whether that's our industry-leading benefits that prioritize their financial, physical, and emotional well-being, competitive compensation or our best-in-class learning and development opportunities, largely delivered through our in-house organization, The Academy. During the past five years, on average, 42 percent of our roles have been filled internally thanks to our emphasis on internal mobility, upskilling, and reskilling.

Bank of America's focus on its teammates has resulted in numerous recognitions as an employer of choice, making us a leader among companies in the U.S. in our industry and beyond,

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including the top spot on JUST Capital’s Most JUST Companies ranking in 2023, the first-ever bank to do so. We’ve also been included on *Time*’s Most Influential Companies in 2024, *Fortune*’s 100 Best Places to Work For (seventh consecutive year in 2025), and multiple years on LinkedIn’s Top Companies in the U.S. and *People Magazine*’s 100 Companies That Care, among others.

Our focus on opportunity, growth, caring, innovation, and creativity runs across every layer of our company – and because of that, our teammates feel energized about building their careers here. It’s why we have a very engaged, tenured workforce. In fact, many of our teammates stay for their entire careers.

**What do you feel have been the keys to Bank of America’s industry leadership?**

We have a very clear set of commitments that are set and stewarded by our Chair and CEO, Brian Moynihan, which we call Responsible Growth. By staying true to the tenets of Responsible Growth, our company has consistently delivered strong results for our clients, teammates, communities and shareholders alike.

From a talent perspective, our focus on our teammates’ physical, financial, and emotional well-being has led to significant investments in our people, many a direct result of employee feedback. This is one of the reasons we continue to have employee satisfaction scores that are well above industry benchmarks and why people want to come to work at Bank of America – from interns and college graduates to military and veterans transitioning, to those seeking a career pivot or wanting to jump back into their careers after an extended break, and more.

**How important is it for your role and team to be engaged in business strategy?**

It’s essential. Attracting, developing and retaining top talent is critical to driving

Responsible Growth and achieving our business objectives. Day in and day out, we need to ensure that we have the right talent in the right roles to achieve our strategic priorities. Demand for different services across the bank inevitably ebbs and flows, so we need to be very intentional about hiring and redeploying talent to meet our client and customer needs as they change. That requires both discipline and agility. As an example of how this plays out, during the pandemic we successfully reskilled and redeployed tens of thousands of employees across the company as customer needs changed. And as we continue to evolve our services with technology, including AI, that requires additional adaptation and upskilling to meet the needs of our clients today and tomorrow.

**Will you discuss Bank of America’s commitment to attracting a broad pool of talent?**

We seek out talent through a broad sourcing strategy that attracts candidates with a wide range of perspectives, experiences and skills that will help us to serve our clients at the global, national and local levels. This spans programs from entry-level hiring through more senior-level recruiting. Annually, interns and full-time hires join us from more than 400 universities across the country and around the world for entry-level opportunities through our highly competitive campus program. We partner with a wide array of colleges and universities, including public and private universities, liberal arts colleges, Hispanic-Serving Institutions, historically black colleges and universities, and military academies that bring us a broad range of candidates. In addition, we’ve developed partnerships with dozens of community colleges and nonprofit partners to collaborate on a career readiness curriculum for

jobs in financial services and to connect Bank of America with the best talent.

Across our hiring, we also remain committed to providing meaningful employment opportunities for military veterans, neurodiverse individuals, and those from low- and middle-income (LMI) communities. Our transition to skills-based hiring included eliminating degree requirements for nearly all open positions.

Approaching hiring with a wide aperture allows us to more effectively match talent with the needs of the business.

**What do you tell young people about the type of career the banking industry offers?**

At a time when the pace of technological change is exponential, there’s tremendous opportunity in the industry, especially at a company like Bank of America that is very innovative and tech-forward. We invest billions of dollars a year in technology initiatives and have been a long-time leader in automation and AI. So, for those who are intellectually curious and agile, joining the bank offers a chance to be at the forefront of change and to accelerate your career development. Also, the work we do is high-tech and high-touch – banking is ultimately a relationship business – so there is great opportunity to build relationship management skills as well.

At Bank of America, there are many different paths to take and ways to grow, which is part of why so many of our teammates choose to stay and build long-term careers here.

Lastly, I’d note that a career in banking can offer a range of skills that helps to build versatility. There are so many different customer segments, lines of business and functional roles to explore within banking. That offers young people the opportunity to develop a portfolio of experiences that will prove valuable throughout their careers. ●

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