

Enhancing Diversity Disclosures

United States EEO-1 Reporting – September 2022

In 2020, BlackRock committed to publishing consolidated EEO-1 reports for its U.S. workforce. The EEO-1 report is a mandatory annual data collection that requires all U.S. private sector employers with 100 or more employees (and federal contractors with 50 or more employees meeting certain criteria), to submit demographic workforce data, including data by race/ethnicity, gender and job categories to the U.S. Equal Employment Opportunity Commission (EEOC).¹

Our commitment

BlackRock is committed to embedding Diversity, Equity and Inclusion (“DEI”) across every level of the firm and within every region and country where we operate. Our purpose is to help more and more people experience financial well-being and is core to who we are as a firm and to the difference we can make in the world. A diverse workforce engaged in BlackRock’s purpose is foundational to our ability to deliver value to our stakeholders, including clients, employees, shareholders, and communities.

In addition to disclosing EEO-1 data, BlackRock continues to increase transparency on our diversity initiatives and demographic data by publicly reporting diversity representation metrics, hiring rates, and other information relating to our DEI strategies in our annual Sustainability Accounting Standards Board (“SASB”) Standards and Management Criteria² and Global DEI Annual Report.³

DEI strategy

BlackRock has made a long-term commitment to cultivating diversity in our workforce and leadership team through hiring, retention, promotion and development practices. In March 2021, we instituted a multi-year DEI strategy with

measurable global and local objectives. We review the strategy annually, along with the corporate policies and programs that support it, so that we remain aligned with the firm’s business imperatives and long-term objectives.

BlackRock’s DEI strategy centers on three core pillars:

- 1. Our talent and culture across the globe** – attracting, hiring, developing and retaining a diverse talent pipeline, cultivating an inclusive, equitable work environment in which employees feel connected to the culture and supported in pursuit of their goals, and fostering a connected culture among our approximately 19,000 employees.
- 2. Our role as a fiduciary on behalf of clients** – leveraging diverse partners to respond to our clients’ needs around DEI; and researching and developing impact products, relevant to DEI.
- 3. Policy and social impact in underserved communities** – contributing to and investing in the long-term success and sustainability of underserved communities through philanthropic initiatives.

To accelerate progress, BlackRock has committed to raising awareness of racial equity issues and setting high behavioral expectations for employees, as well as to holding firm leaders and managers accountable for continued progress against the firm’s goals.

¹ More information is available at <https://www.eeoc.gov/employers/eo-1-data-collection>.

² BlackRock’s SASB Disclosures: [2018](#), [2019](#), [2020](#) and [2021](#).

³ BlackRock’s [2021 Global DEI Annual Report](#)

In 2020, we set goals for increasing the overall workplace representation of Black and Latinx employees by 30% in the US and doubling the number of US Black and Latinx senior leaders (Director and above) by 2024. Recruitment, retention, talent development and promotions are the key levers enabling the firm to reach these goals. In addition, as we continued to consider the development and retention of our employees, the firm invested in comprehensive leadership development programs. See below for more detail on leadership development.

Governance

BlackRock's Board of Directors (the "Board") plays an important role in the oversight of human capital management at BlackRock. The Board devotes an annual meeting to conduct an in-depth review of our human capital strategy which includes, but is not limited to, talent acquisition and talent management, the DEI strategy, leadership and succession planning, employee sentiment and employee engagement.

BlackRock senior management made it a priority in 2021 to establish and maintain firmwide DEI governance models to accelerate progress against our multi-year global DEI strategy and commitments. Importantly, BlackRock launched the Global Diversity, Equity, and Inclusion Steering Committee ("GDSC"). The GDSC is comprised of 25 BlackRock leaders, across regions and functions, who work collaboratively to accelerate progress on DEI firmwide. Members have a proven track record of influencing and progressing DEI within their respective businesses and have a unique ability to bring innovative ideas to fulfilling our DEI mission.

In addition, approximately 40 senior executives representing different business groups took on the role of DEI Executive Committee Lead. They develop, drive and are accountable to the DEI action plan for their respective businesses. These key decision makers on Executive Committee-level teams identify DEI priorities for their business with their Chief Operating Officers and HR Business Partners and keep their Executive Committee team accountable to deliver against specific DEI objectives and plans.

Accountability

In 2021, BlackRock further developed our accountability system to drive greater collective ownership of the firm's DEI efforts by:

1. Implementing business-specific DEI goals, establishing clear action plans, and reviewing business-specific progress at mid and end of year with each of its businesses and functions.
2. Embedding DEI into our talent, performance management, and promotion processes by explicitly including strengths and areas for improvement in promoting an inclusive, respectful, and equitable work environment and culture.
3. Providing greater disclosure on diversity, including the release of our Global DEI Annual Report.

Feedback mechanisms

BlackRock values continuous dialogue with its employees about their experiences at the firm in order to understand employee expectations and assess the efficacy of our human capital management practices. We use several employee feedback mechanisms, including: (i) employee opinion surveys; (ii) interactive townhalls and communications; and (iii) employee, professional, and social impact networks. These employee engagement mechanisms provide the firm with actionable feedback for each team and for BlackRock as a whole.

Recruiting

In 2021, BlackRock launched our DEI Center of Excellence within Talent Acquisition ("TA") with four strategic areas of focus around partnerships, hiring practices, projects, and DEI thought leadership.

We seek to hire diverse teams as we believe diverse teams lead to better decision-making, especially in complex, changing environments. BlackRock regularly reviews job postings for potentially biased language and actively engages in outreach and recruitment efforts for our open positions to endeavor to have candidate slates that are diverse. To mitigate bias in the recruiting process, BLK designed a training for hiring manager on competency-based interviewing and has implemented diverse interview panel guidelines.

BlackRock has seen significant increases in our recruitment of diverse talent over the past three years. In 2021, nearly half of all hires were women (46.9%), bringing the firm's global female representation to 43.5% as of January 1, 2022. In the US, 28% of overall hires in 2021 identified as

Asian, 14% identified as Black or African American, and 9% identified as Hispanic or Latinx. Over the past several years, we have also made progress in our campus recruiting program. Globally, 55% of our 2021 Graduate Analysts were women. In the US, 23% of Graduate Analysts in 2021 identified as Asian, 19% identified as Black or African American, and 15% identified as Hispanic or Latinx.

Leadership development

BlackRock believes that a critical driver of our future growth is our ability to grow strong leaders. We are committed to sponsoring diverse talent through targeted development programs designed to foster career growth. For example, eligible employees from underrepresented backgrounds are invited to participate in our flagship leadership programs, which include assessments, executive coaching, in-person and virtual learning, and senior management sponsorship.

In 2021, BlackRock designed a comprehensive, ecosystem-focused approach intended to develop the individual leader and influence the system around them to better enable their growth and success. For example, we invite managers of program participants to participate in training that focuses on inclusive leadership, cultural competency skills and deepening and building high-quality relationships with leaders from underrepresented groups.

Employee learning

BlackRock understands that progress requires a long-term mindset with sustained focus and persistence. Belonging and inclusion are integral to bringing the firm's shared purpose and values to life. One way we are furthering our efforts in this journey is by raising awareness of and educating our employees on issues related to DEI and the systemic barriers many underrepresented individuals face in the workplace. In 2021, we hosted "Inclusion Dialogue" sessions which were virtual small group conversations led by external facilitators that helped build the skills necessary to cultivate inclusive environments.

Reinforcing BlackRock's culture is critical to our continued success and moving the organization forward. Ensuring all employees are grounded in BlackRock's history, the BlackRock Principles and

the firm's purpose is more important than ever. To that end, in October 2021, we introduced the BlackRock Citizen Academy ("BCZA") – a suite of courses and content designed to ensure every employee has a foundational knowledge of BlackRock's business and a stake in our culture. Foundations of Our Culture, a required accreditation within BCZA, further embeds diversity, equity and inclusion throughout the content and delivery experience.

Employee networks

BlackRock employee networks provide an opportunity for employees with a diverse range of backgrounds, experiences and perspectives to connect with one another and help shape our culture. Employee networks are sponsored by senior leaders and are proudly designed by employees, for employees. Our first network, the Women's Initiative & Allies Network, was established in 2006.

In total, we have 15 employee, professional and social impact networks, which come together in a forum called Mosaic. Mosaic works across many populations and groups within the firm to focus on shared interests. It is open to all employees and is a forum to share best practices, showcase comradery and reinforce the One BlackRock mindset.

BlackRock continues to add new networks to support its employees. In March 2021, we launched two new networks, the Asian Middle Eastern & Allies Professional Network, and the Gives Network, which is a global community of employees committed to making a positive impact in the places where they live and work through volunteerism, fundraising, and pro-bono support.

Employee benefits

The firm offers a wide range of benefits that are aimed at supporting our employees in all aspects of their physical, mental and financial well-being. We are committed to responsible business practices and believe that investing in the well-being of our employees is a critical component of our human capital management strategy. Our medical plans are designed to help employees maintain their health and well-being, with a focus on comprehensive coverage, preventive care and virtual access where available.

Equal Employment Opportunity Reports

Our Federal Employer Information Report EEO-1 Component 1, which reflects our US employees for the 2021 reporting period is below. We note the EEO-1 is only one component of data as it is limited to representational reporting in federally mandated job categories that differ from our internal organizational structure. We measure progress against our inclusion and diversity objectives across other data points as reflected in [BlackRock's 2021 Sustainability Disclosure](#) and on our [website](#).

2021

CO= CT46098
 U= CT46098

EQUAL EMPLOYMENT OPPORTUNITY
 2021 EMPLOYER INFORMATION REPORT EEO-1
 CONSOLIDATED REPORT

SECTION B - COMPANY IDENTIFICATION

1. BLACKROCK
 55 EAST 52ND STREET
 NEW YORK, NY 10022

2.a. BLACKROCK
 55 EAST 52ND STREET
 NEW YORK, NY 10022

c. EIN= 320174431

SECTION C - TEST FOR FILING REQUIREMENT

1- Y 2- N 3- Y DUNS= 786987052

SECTION E - ESTABLISHMENT INFORMATION

NAICS: 523920 - Portfolio Management

SECTION D - EMPLOYMENT DATA

JOB CATEGORIES	HISPANIC OR LATINO		NOT-HISPANIC OR LATINO											OVERALL TOTALS	
	MALE	FEMALE	***** MALE *****						***** FEMALE *****						
			WHITE	BLACK OR AFRICAN AMERICAN	NATIVE HAWAIIAN OR PACIFIC ISLANDER	ASIAN	AMERICAN INDIAN OR ALASKAN NATIVE	TWO OR MORE RACES	WHITE	BLACK OR AFRICAN AMERICAN	NATIVE HAWAIIAN OR PACIFIC ISLANDER	ASIAN	AMERICAN INDIAN OR ALASKAN NATIVE		TWO OR MORE RACES
EXECUTIVE/SR OFFICIALS & MGRS	3	0	54	3	0	19	0	0	12	2	0	4	0	1	98
FIRST/MID OFFICIALS & MGRS	60	26	1188	49	1	286	0	20	487	33	0	144	2	17	2313
PROFESSIONALS	184	130	1215	210	4	790	5	54	816	167	2	740	4	40	4361
TECHNICIANS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SALES WORKERS	60	60	449	44	2	94	2	21	320	33	1	108	1	22	1217
ADMINISTRATIVE SUPPORT	7	40	12	8	0	3	0	2	145	41	0	30	1	14	303
CRAFT WORKERS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OPERATIVES	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
LABORERS & HELPERS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SERVICE WORKERS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	314	256	2918	314	7	1192	7	97	1780	276	3	1026	8	94	8292
PREVIOUS REPORT TOTAL	273	208	2823	218	7	1096	8	75	1657	223	5	941	7	79	7620

SECTION F - REMARKS

DATES OF PAYROLL PERIOD: 12/16/2021 THRU 12/31/2021

SECTION G - CERTIFICATION

CERTIFYING OFFICIAL: Carmen M Twyman
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CERTIFIED DATE [EST]: 5/17/2022 4:48 PM

TITLE: Director, HR Risk & Compliance
 PHONE: 302-797-7717
 TITLE: Director, HR Risk & Compliance
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2020

COMPID = CT46098
UNITID = CT46098

EQUAL EMPLOYMENT OPPORTUNITY
2020 EMPLOYER INFORMATION REPORT EEO-1
Consolidated Report

SECTION B - COMPANY IDENTIFICATION

1. BLACKROCK
55 EAST 52ND STREET
NEW YORK, NY 10022

2a. BLACKROCK
55 EAST 52ND STREET
NEW YORK, NY 10022

SECTION C - TEST FOR FILING REQUIREMENT

1-Y 2-N 3-Y DUNS=786967052

SECTION E - ESTABLISHMENT INFORMATION
NAICS: 523920 - Portfolio Management

c. EIN= 320174431

SECTION D - EMPLOYMENT DATA

JOB CATEGORIES	Hispanic or Latino		Non-Hispanic or Latino												Overall Totals
	Male	Female	***** Male *****						***** Female *****						
			White	Black or African American	Native Hawaiian Or Pacific Islander	Asian	American Indian or Alaska Native	Two or More Races	White	Black or African American	Native Hawaiian Or Pacific Islander	Asian	American Indian or Alaska Native	Two or More Races	
Exec/Sr. Officials & Mgrs	3	0	59	2	0	17	0	0	13	2	0	5	0	0	101
First/Mid Officials & Mgrs	49	24	1115	40	2	260	0	20	443	20	0	125	2	14	2114
Professionals	156	107	1168	136	3	739	7	40	763	133	4	690	3	36	4007
Technicians	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sales Workers	58	40	454	35	2	76	1	13	293	24	1	91	1	16	1105
Administrative Support	5	37	7	5	0	4	0	2	145	44	0	30	1	13	293
Craft Workers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operatives	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Laborers & Helpers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Service Workers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	273	208	2823	218	7	1096	8	75	1657	223	5	941	7	79	7620
Previous Year Total	241	196	2851	197	6	1111	8	73	1650	214	5	943	5	77	7577

SECTION F - REMARKS

DATES OF PAYROLL PERIOD: 12/16/2020 THRU 12/31/2020

SECTION G - CERTIFICATION: CERTIFIED DATE: 8/19/2021 1:26 PM

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