BlackRock

Ireland Gender Pay Gap Report

2026

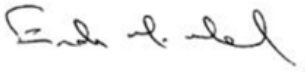
Our Commitment

BlackRock is committed to fostering a connected and inclusive workplace where employees can contribute new ideas, share diverse perspectives and collaborate effectively to deliver for clients. This approach supports the firm's efforts to attract top talent, strengthen decision-making and deliver better outcomes for our clients.

In this report, we present our 2026 Ireland Gender Pay Gap. We continue to focus on taking meaningful steps to address the pay gap, including:

- Investing in career advancement of all employees through Career Development Month, a time for all to explore their career aspirations and set a course to achieve their goals.
- Deepen a sense of belonging through our employee networks, which continue to drive connectivity and community across our Dublin office.
- Participate in Ireland's Women in Finance Charter.

We are committed to a culture that attracts, develops and retains the best talent, with a range of backgrounds, experiences and perspectives, where everyone has fair access to opportunity and feels seen, heard, valued and respected. We are proud of our culture in which every employee contributes to driving performance for our firm and our clients.



Enda McMahon

Managing Director,
BlackRock Country Head, Ireland

In 2025

52%

of all new hires were women

Representation[1]

44.3%

of all employees are women

35.1%

of all senior leaders[2] are women

[1]As at 30 June 2026
[2]Defined as Managing Directors, Directors and Principals

Understanding Our Pay Gap

Pay Gap

Our Ireland Gender Pay Gap disclosure is not a measure of whether we provide equal pay for equal work to men and women – which we do at BlackRock. Rather, it assesses pay across our employees in Ireland without adjusting for factors such as seniority, experience, role type and other factors that influence pay.

Our pay gap reflects the current distribution of men and women across different roles within the organization, with a higher proportion of men in senior, higher paid roles.

Fair Pay at BlackRock

BlackRock has a strong pay-for-performance culture. We have invested in processes to ensure employees are paid fairly for roles with similar scope and impact. Our 2025 pay fairness data is evidence that our processes are effective. In 2026[1], we found that BlackRock's female employees earned 99¢ for every €1.00 earned by their comparable male colleagues, when comparing total compensation[2] of bonus-eligible[3] employees, between genders globally.

Our annual compensation process takes into consideration employees' role, performance, seniority, skills, knowledge and market benchmarks. Our pay fairness analysis, conducted in partnership with third-party pay fairness experts, evaluates the extent to which employees in comparable jobs are paid fairly relative to one another. The analysis takes into account a number of professional characteristics and job factors that are drivers of pay, such as an employee's tenure at BlackRock, title, role, performance and geographic location. BlackRock conducts pay fairness analysis annually to assure continued diligence and vigilance going forward.



1 The 2025 Pay Fairness Analysis was conducted in January 2026 using the total compensation of employees who were bonus-eligible during the 2025 annual compensation review. Generally, employees who join BlackRock prior to October 1st are bonus-eligible for the year.
2 Total compensation includes salary, allowances, annual bonus, commission and annual stock-based incentives
3 99% of all 2025 bonus-eligible employees have been included in the 2025 Pay Fairness Analysis

Disclosures

We verify that the information in this disclosure is accurate.



Enda McMahon
BlackRock Country Head, Ireland



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Gender Distribution



Pay Gap
The percentage difference between the mean and median earnings for men and women, expressed relative to men's earnings.

Mean
The mean gender pay gap is the difference in the average hourly pay for women compared to men.

Median
The 'midpoint' of all hourly salary/bonus earnings of men and women. If you separately lined up all the women in a company and all the men, the median pay gap is the difference between the hourly pay rate for the middle woman compared to that of the middle man.

Pay Quartiles
The total employee population in this data group listed from highest hourly salary to lowest, divided into four equal quartiles.

Pay Gap as at 30 June 2026

	BlackRock Ireland	
	Median	Mean
Hourly Pay Gap	25 %	29 %
Bonus Pay Gap	27 %	60 %

Proportion of employees who were paid a bonus

BlackRock Ireland	
Female	Male
94 %	84 %

Proportion of employees who were paid benefits in kind

BlackRock Ireland	
Female	Male
95 %	90 %

Proportion in each quartile

	BlackRock Ireland			
	LQ	Q2	Q3	HQ
Female	51 %	63 %	28 %	36%
Male	49 %	37 %	72 %	64 %

As at the snapshot date, BlackRock Asset Management Ireland Limited did not have any part-time employees or employees on temporary contracts to assess gaps.