

**BlackRock**

# **UK Gender Pay Gap Report 2019**

# Our Commitment



our way to long-term improvement. The fact that our mean gap continued to narrow while the median gap didn't – as you will see on page 3 – derives primarily from the steps we are taking to close the gap. Hiring more women analysts, for instance, serves to increase our median pay gap even while we narrow the mean gap by hiring and promoting women in more senior roles.

This is the third year BlackRock has reported gender pay data for the UK, and we are proud of the significant progress we have made in that time.

The number of women in senior leadership roles at BlackRock in the UK has improved by 11% since 2016. Women are among our key leaders, including Sarah Melvin who arrived this year as UK Country Head. Regionally, Sarah is one of four female Country Heads for BlackRock in Europe, with most taking up these important posts in the past couple of years. 42% of our EMEA Executive Committee members today are women, up from 15% only six years ago.

We count more women than ever working for BlackRock in the UK today. Half the new hires we made last year were women. Two thirds of the UK graduate analyst class also were women. It is our expectation that many of them will develop into future leaders for the firm.

Our UK gender pay data for last year show the sort of dips and curves we expect on

Another critical point is fairness. The gap we have is not indicative of inequity. There is no evidence of any discrimination or prejudice in the way we pay anyone at BlackRock. What the gap shows is imbalance in gender distribution. Women are under-represented in higher-paying senior investor roles and over-represented in more junior roles where the pay isn't as high. That imbalance explains our gap.

I believe we can continue to narrow the gap and create more opportunities for women at BlackRock. That is a sentiment shared by all leaders at BlackRock – women and men. Through recruitment, retention and development – and by holding ourselves and our fellow leaders accountable – we are determined to continue our progress.

Rachel Lord  
Senior Managing Director,  
Head of Europe, Middle East and Africa

## 2019 UK Hiring

# 47%

of all senior leaders hired into the firm were women

# 50%

of all new hires were women

# 65%

of the graduate analyst class were women

## Women on Executive Committee<sup>1</sup>

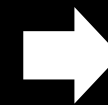
# 42%

of the EMEA Executive Committee are women

## Women in Senior Leadership Roles Globally<sup>1</sup>

Today

# 29%



Target for 2020

# 30%

<sup>1</sup>As at 1 January 2020

# Understanding Our Pay Gap

This gender pay data show that men at BlackRock earn more on average than women. This reflects an imbalance in gender distribution across the firm. Men hold a majority of the firm's most senior and highest-paying roles while women are more prevalent in junior roles.

We are changing that. We are creating senior leadership opportunities for women, particularly in our portfolio management functions.

Our efforts to attract women to the firm and to help them develop their careers here can be seen in the data. The narrowing of our mean bonus gap is a direct reflection of the work we have been doing to hire and promote more women into senior roles. At the same time, the widening of the median gaps derives primarily from increased hiring of women in our graduate analyst program. The analyst program represents a pool from which we traditionally seek to develop future leaders – it is a talent pipeline we intend to continue building. That, not any single statistic, is the trend on which we are focused.

## Fair Pay at BlackRock

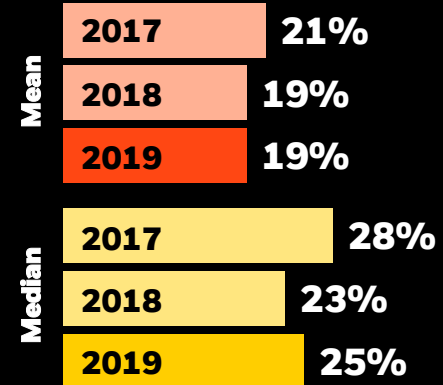
We have a pay gap. We don't have pay inequity. There is no evidence men and women in comparable circumstances are paid differently at BlackRock. We have processes in place designed to ensure fair pay for roles with similar scope and impact. Those processes are designed to assure continued diligence and vigilance going forward.

BlackRock has a strong pay-for-performance culture: our annual compensation process takes into consideration role, performance, seniority, skills, knowledge and market benchmarks. We conduct functional and regional reviews to ensure pay decisions are made fairly and without bias.

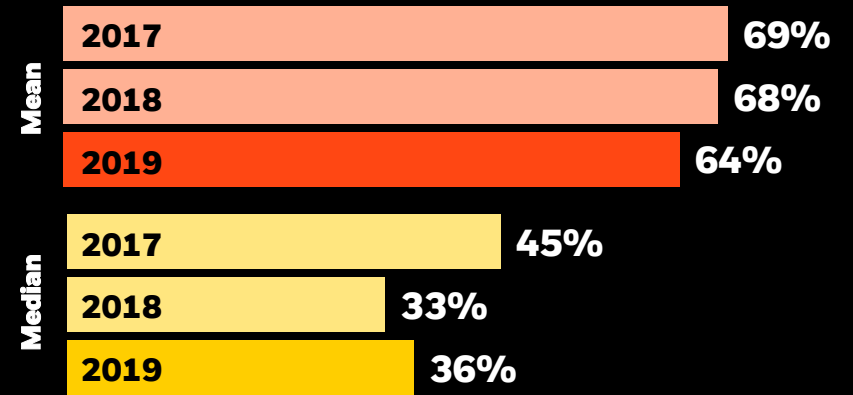
A leading independent third-party compensation firm conducted an analysis of our compensation practices. The results show that our pay practices are based on a number of factors, such as experience, role, and impact – gender is not a driver of pay.

## BlackRock UK Gender Pay Gap Figures

### Ordinary Pay Gap



### Bonus Gap



As at 5 April 2019

# How We're Closing the Gap

BlackRock's long-term commitment to increase gender diversity has four primary initiatives at its core: hiring, retention, development, and accountability.

## Hiring

We employ certain approaches to our recruiting process to ensure that a diverse set of candidates are considered. We review select job postings for potentially biased language and require that we interview a group of diverse candidates for every open job, mandating 100% of hiring slates are diverse. We train managers to be aware of unconscious bias and encourage competency-based interviewing to mitigate potential bias in the hiring process.

## Retention

We believe that a strong culture – one in which inclusion and belonging are paramount – creates room for all employees to contribute their ideas and feel valued and respected. We also offer a wide range of benefits that are aimed at supporting our employees in all aspects of their well-being. These benefits include a flexible time off policy, flexible working arrangements, parental leave, and family support benefits, including fertility benefits, assistance with adoption, surrogacy, and egg freezing, and backup elder and childcare benefits.

## Development

We believe that a critical driver of our firm's future growth is our ability to grow leaders. We are committed to identifying and developing female talent to help those women accelerate their growth and achieve their career goals. Select employees are invited to participate in our flagship leadership

programmes, which include assessments, executive coaching, in-person and virtual learning, and senior management sponsorship. We track participants' engagement and success throughout the programmes as well as their growth following the programme through promotion rates and role expansions. Examples of our leadership programmes include the Women's Leadership Forum, Enterprise Leadership Acceleration at BlackRock, and Leadership Excellence and Development.

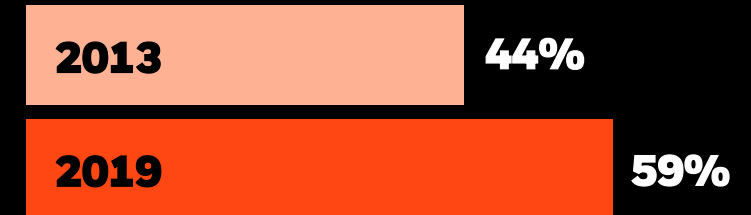
## Accountability

Transparency and accountability are critical as BlackRock seeks to create a more inclusive and diverse workforce – we use both to inform and improve our recruiting and development practices. We track and monitor voluntarily disclosed diversity data to review hiring, promotion, and attrition at the firm, regional, and functional levels. We also review performance data, promotion, and compensation to seek to ensure fair and objective decision-making. During the firm's Quarterly Business Reviews of each business unit, senior management receives detailed information from each business about progress with respect to diversity and inclusion.

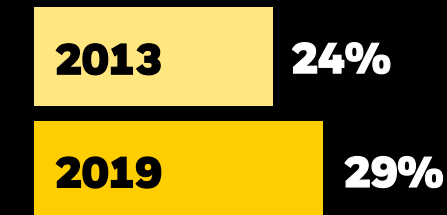
The Management Development and Compensation Committee of BlackRock's Board of Directors (the "Board") oversees our Global Executive Committee's ("GEC") compensation and bonus pools, which are determined, in part, based on how members of the GEC deliver against annual talent and diversity objectives.

## Six Years of Global Progress

% of women in our graduate analyst class



% of females in senior roles



% of female new hires



As at 5 April 2019

# Initiatives by Our Women's Initiative Network

Our Women's Initiative Network (WIN) is a community for all BlackRock employees to come together to advance opportunities for women at the firm and in the broader financial industry through programmes, networking, and community.

Some of these initiatives include:

**01**

## Career Development

Programmes promoting career development have led to promotions and expanded roles for women spanning titles, functions, and locations.

Employees regularly participate in career development programmes that develop executive presence and technical skills. Those who go through these programs advance their careers, maximise their potential, and increase their impact within the firm.

Mentoring programmes for graduates and analysts encourage junior staff to network, share knowledge, and feel a sense of inclusion so they learn at an early stage in their careers to support each other and continue to pay it forward as they go through their own career journeys.

**02**

## Community

An enhanced sense of community across offices increases connectivity and access to networks, resources, and programmes leading to collaboration, recognition, career development, education, and increased awareness of the female experience.

WIN regularly hosts initiatives that bring employees together from across the firm to foster community and promote inclusivity of women from diverse experiences and backgrounds.

Our new Maternity Mentor network builds an inclusive and supportive work environment for returning mothers. A community of mentors of all genders and experiences support new parents returning to the workplace and trying to navigate the many stages of childhood and childcare, as well as managers looking to support others in their teams experiencing this life stage.

**03**

## External Network

We have partnerships with other firms across industries and work together to achieve our shared goal of supporting and empowering women in the workplace through co-hosted events and initiatives.

BlackRock is a member of the 100 Women in Finance Leadership Council – the cross-discipline professional network that allows the firm to help strengthen the global finance industry by empowering women to achieve their potential at each career stage.

The firm was named among Equileap's Top 100 Companies for Gender Equality Globally for accelerating progress towards gender equality in the workplace.



**Helen Jewell , CFA**  
*Global Director of Research for Fundamental Active Equities*

Co-Chair of the Women's Initiative Network

"WIN elevates women and creates role models that other women can look to and see different ways their own careers can evolve."



**Helen Lees-Jones**  
*EMEA Head of Corporate Strategy*

Co-Chair of the Women's Initiative Network

"WIN focuses on developing women and equipping them with the skills they need to keep progressing in their own careers."

# Disclosures

We verify that the information in this disclosure is accurate.



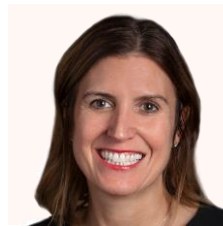
**Rachel Lord**  
Head of EMEA



**Stacey Mullin**  
Chief Operating Officer, EMEA



**Sarah Melvin**  
Head of the UK



**Rebecca O'Toole**  
Head of Human Resources, EMEA



**Ben Archibald**  
General Counsel, EMEA

## Pay Gaps as at 5 April 2019

	BlackRock UK	
	Median	Mean
<b>Ordinary Pay Gap</b>	<b>25 %</b>	<b>19 %</b>
<b>Bonus Pay Gap</b>	<b>36 %</b>	<b>64 %</b>

## 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.

## Proportion of employees who received a bonus

	BlackRock UK	
	Female	Male
	<b>93 %</b>	<b>95 %</b>

## Proportion in each quartile

	BlackRock UK			
	LQ	Q2	Q3	HQ
<b>Female</b>	<b>56%</b>	<b>49%</b>	<b>35%</b>	<b>28%</b>
<b>Male</b>	<b>44%</b>	<b>51%</b>	<b>65%</b>	<b>72%</b>