

**BlackRock**

# **UK Gender Pay Gap Report**

**2021**

# Our Commitment

At BlackRock, we have always valued a wide range of perspectives and talent – we believe it is fundamental to creating a richer experience for our employees and delivering better outcomes for our clients. The data in this report represents our progress over time to our commitment to advancing diversity. We are taking a creative approach to sourcing and developing talent, particularly within leadership roles in our investment and technology teams, to close our gap further.

As part of our long-term commitment, BlackRock introduced a multi-year, multi-tiered strategy to embed diversity, equity and inclusion into everything we do. Alongside this, we established a new governance model to demonstrate leadership commitment and accountability.

Now that we have achieved our goal of 30% women senior leaders in the UK, we have increased our target to 32.5% by 2024. And while we aim to increase our senior representation, we continue to heavily invest in our future leaders – 54.7% of our new graduate analyst class were women.

Recruitment is key to our success and we are thinking differently about how to expand our traditional talent pool. Our returners programme allows us to attract and support experienced candidates who have had a career break of at least 18 months. We also launched our Investing in Investors programme at the end of 2021. This full-time one-year development programme

targets professionals with little or no financial experience (including those from under represented groups). We hope to grow this programme over time.

We also continue to invest in our female talent through targeted programmes designed to develop and promote high performing women.

We expect our data to fluctuate over time as a result of how we are closing our gap, which is not indicative of inequity but rather an underrepresentation of women in senior, higher-paying roles. Across BlackRock, we are committed to continuing our efforts and taking the necessary steps to provide an equitable work environment for all through recruitment, retention and development across all aspects of diversity.



**Sarah Melvin**

*Managing Director,*  
Head of the UK

## 2021 UK Hiring

**42.0%** **48.3%** **54.7%**

of all senior leaders hired into the firm were women

of all new hires were women

of the graduate analyst class were women

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

**31.3%**

<sup>1</sup>As at 1 January 2022

# Understanding Our Pay Gap

The data from this gender pay gap shows that the existing pay gap is due to higher representation of men in senior and higher-paying roles, with improvement in female representation resulting in a narrowing of the gap. Our ordinary pay gap has narrowed as we continue to focus on recruiting and developing women into senior roles, particularly within investments and technology, and have been expanding our talent pools.

The number of women promoted increased proportionately, leading to a narrowing of the gap when it comes to salary and median bonus, but we expect to see a widening of the mean bonus gap at the senior level in years where our performance is particularly strong. This is because outliers impact the calculation, highlighting the representation of men in those roles that have a greater performance-linked bonus opportunity.

By recruiting more women into our graduate analyst programmes, we incur a widening of the pay gap in the short term – but this is a huge part of our future leadership pool and we are excited to continue investing into this pipeline.

## Fair Pay at BlackRock

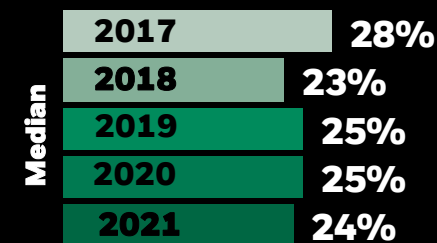
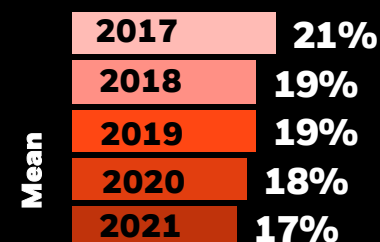
We have a pay gap. We don't have pay inequity. There is no evidence men and women in comparable circumstances are paid differently at BlackRock. We have processes in place designed to ensure fair pay for roles with similar scope and impact. Those processes are designed to assure continued diligence and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

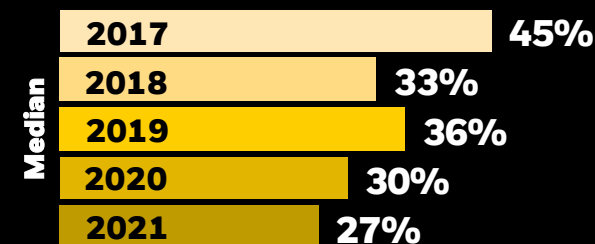
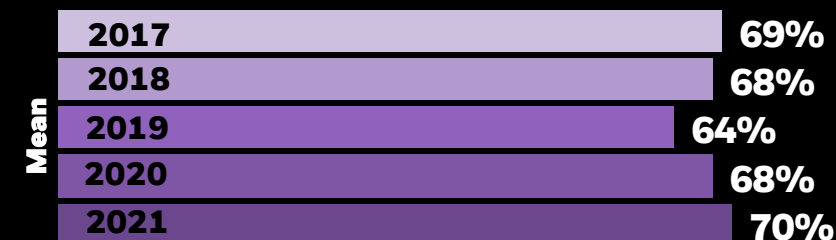
A leading independent third-party compensation firm conducts an annual analysis of our compensation practices. The results show that our pay practices are based on a number of factors, such as experience, role, and impact – gender is not a driver of pay.

## 5 Years of BlackRock UK Gender Pay Gap Figures

### Ordinary Pay Gap



### Bonus Gap



As at 5 April 2021; including eFront Limited

# Disclosures

We verify that the information in this disclosure is accurate.



**Sarah Melvin**  
Head of UK



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



**Ben Archibald**  
General Counsel, EMEA



**Justine Anderson**  
Chief Operating Officer, EMEA

## Pay Gaps as at 5 April 2020

	BlackRock UK	
	Median	Mean
<b>Ordinary Pay Gap</b>	<b>24 %</b>	<b>17 %</b>
<b>Bonus Pay Gap</b>	<b>27 %</b>	<b>70 %</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.

## Proportion of employees who received a bonus

	BlackRock UK	
	Female	Male
	<b>96 %</b>	<b>96 %</b>

## Proportion in each quartile

	BlackRock UK			
	LQ	Q2	Q3	HQ
<b>Female</b>	<b>54 %</b>	<b>48 %</b>	<b>39 %</b>	<b>28 %</b>
<b>Male</b>	<b>46 %</b>	<b>52 %</b>	<b>61 %</b>	<b>72 %</b>

## Pay Quartiles

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

# Appendix

# How We're Closing the Gap

BlackRock's continues to hold its long-term commitment to increase gender diversity. This consists of four primary initiatives at its core: recruiting and hiring, retention and inclusion, development, and accountability.

## Recruiting and 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 diverse group of qualified candidates for open roles, mandating that interview panels are as diverse as possible. We train managers to be aware of unconscious bias and encourage competency-based interviewing to mitigate potential bias in the hiring process.

We also have programmes in place to expand our talent pool. Our returners programme aims to attract and support experienced candidates who have had a career break of at least 18 months; and our Investing in Investors programme is a full-time one-year development programme aimed at professionals from diverse backgrounds with little or no financial experience.

## Retention and Inclusion

We believe that a strong culture – one in which inclusion and belonging, where our employees feel seen, heard and known, are paramount – creates room for all employees to contribute their ideas and feel valued and respected. In 2021, we developed an action plan to specifically focus on inclusion. Our Inclusion Dialogues equip employees to participate in uncomfortable, difficult dialogues and are intended to help employees identify and address potentially non-inclusive behaviours

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. We have also started a mental health ambassador programme, training select employees to support our workforce in their mental well-being.

For our employees to thrive, we must also ensure equitable opportunities and a culture that leads to a strong sense of belonging. We believe women from all backgrounds must be supported and we continue to develop talented individuals from

under-represented groups through targeted development programmes.

## 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 from all backgrounds to help those women accelerate their growth and achieve their career goals. Select employees are invited to participate in our flagship leadership programmes targeted at every level, 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.

## Accountability

We have established a new governance model, including the Global Diversity, Equity and Inclusion Steering Committee (GDSC), made up of Managing Directors who are accountable for the delivery of our DEI strategy.

We encourage our employees to voluntarily self-disclose diversity data about themselves on an individually attributable basis. We track and monitor this data to review hiring, promotion, and attrition at the firm, regional, and functional levels.

We also review performance data, promotion, and compensation 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.

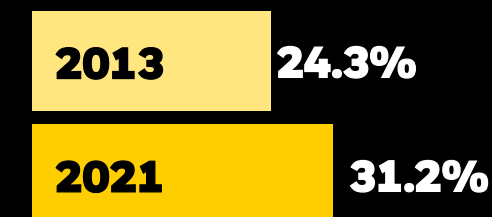
The Management Development and Compensation Committee of BlackRock's Board of Directors (the Board) oversees our Global Executive Committee's (GEC) discretionary variable compensation and discretionary bonus pools, which are determined, in part, based on how members of the GEC deliver against annual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

## Eight Years of Global Progress

% of women in our graduate analyst class



% of females in senior roles



% of female new hires



As at 1<sup>st</sup> January 2022