



Global Diversity, Equity and Inclusion Guidelines

Effective Date: July 6, 2021

Document Owner(s): Human Resources

Version: 1.0

HR Risk & Compliance

Objective and Scope

The key objectives of these Guidelines are:

- To ensure an inclusive culture to encourage the full participation of all members of our diverse workforce.
- To ensure our practices provide all of our employees and applicants for roles at BlackRock with equal employment, development and advancement opportunities.
- To embrace differences in age, color, disability, ethnicity, familial or marital status, gender or gender identity or expression, language, national origin, political affiliation, race, religion or belief, sexual orientation, pregnancy status or pregnancy/ maternity status or related medical conditions, socio-economic status, veteran or military status, and other characteristics that make our workforce unique.
- To promote or encourage diversity within the workforce through fair and equitable employment practices.

These Guidelines apply to all employees and contingent workers globally.

In support of these Guidelines, BlackRock invites employees to self-disclose demographic information voluntarily via reviewing and updating their personal information profile on Workday. Such information is used to support the firm's Diversity, Equity and Inclusion ("DEI") objectives set forth in these Guidelines, in addition to reporting aggregated, anonymized data to clients and regulators, where applicable.

Executive Summary

BlackRock's culture is central to our success and defines us as a firm. Our One BlackRock culture is centered on creating an inclusive, equitable environment, that ensures everyone is heard and respected, and that all employees have equal opportunities to develop their professional potential. We believe that cultivating and advancing diversity in all forms makes us thrive and is indispensable to our success. It enables us to draw on expertise and unique experiences from across the firm and bring out the best in each other and contribute to the success of our business. We are committed to fostering, cultivating and preserving a culture of DEI.

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Policy / Document Requirements and Statements

These Guidelines are applicable, but not limited to, our practices and policies on recruitment and selection; compensation and benefits; professional development and training; promotions; transfers; social impact programs; reductions in force/redundancies/layoffs; terminations/dismissals; and the ongoing maintenance and development of an inclusive work environment built on the premise of equity that encourages and enforces:

- Respectful communication and cooperation between all employees.
- Inclusive management and employee participation, reflecting and representing all groups and employee perspectives.
- Work/life balance through flexible work schedules to accommodate employees' varying needs.
- Employer and employee contributions to the communities we serve to promote a greater understanding and respect for diversity.

All employees have a responsibility to treat others with dignity and respect at all times, in compliance with our [Code of Conduct](#). All employees are expected to exhibit conduct that reflects inclusion during work, at work functions on or off the work site, and at all other events sponsored by the company or involving work colleagues. All employees are also required to attend and complete annual mandatory training to further enhance their knowledge in this area.

Managers carry a special responsibility of championing these Guidelines, including taking appropriate actions at all times to ensure a culture of inclusion and respect, and escalating any concerns of conduct inconsistent with BlackRock's policies,

Raising Concerns

Any employee who feels they have been treated contrary to these Guidelines or applicable policy (see Appendix) should contact their manager, [HR Business Partner](#), [Employee Relations Advisor](#), or [contactHR](#). In the event an employee is uncomfortable with reporting a concern to any of these, the employee may contact a Managing Director in BlackRock's Legal and Compliance department. Employees may also use the [Business Integrity Hotline](#) to report concerns anonymously, and employees in the United States may contact the [EEO Officer](#).

Appendix

Region	Policy
Americas	AMRS Equal Employment Opportunity and Harassment and Retaliation Prevention Policy Canada Workplace Non-Harassment, Discrimination and Violence Policy US Equal Employment Opportunities Statement
APAC	APAC Equal Opportunity, Diversity, Equity and Inclusion Policy
EMEA	EMEA Equal Opportunity, Diversity, Equity and Inclusion Policy

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