



Human Capital Management.

Meeting Shareholders' Expectations in
Annual Reports, ESG Reports, and
Proxy Statements

March 2024



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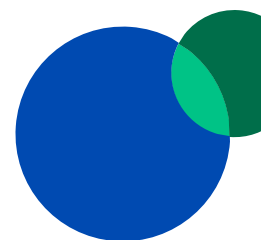


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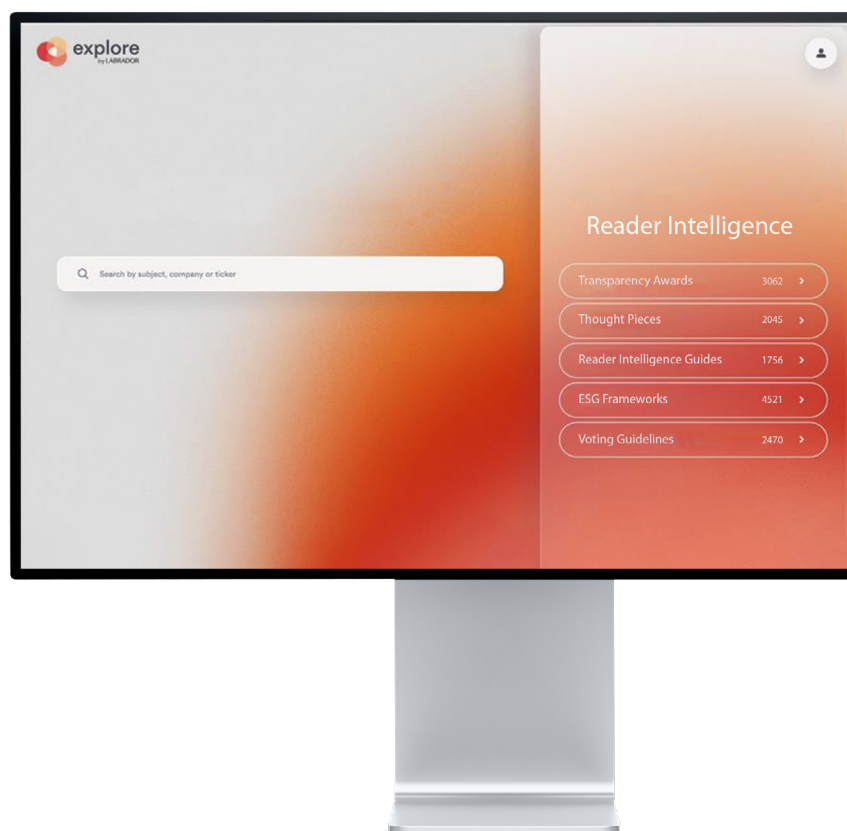
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Introduction

Human Capital Management (HCM) disclosures are vital components of ESG reports, proxy statements, and annual reports. Investors and other stakeholders seek comprehensive disclosures on topics related to the development, attraction, safety, engagement, and retention of employees.

Stakeholders seek comprehensive disclosures on a range of HCM programs and topics, including: Diversity, Equity, and Inclusion (DE&I); management succession; pay structure; compensation incentives; equity policies; and employee engagement. Shareholders may use engagement and proposals to drive their HCM agendas, seeking insights into the company's overall approach, board oversight, alignment with strategy, and the link between an engaged workforce and execution. Recent shareholder proposals call for diversity reports, pay gap reports, and disclosures on harassment, employment practices, and concealment clauses, shaping disclosure trends in these areas.

What to Discuss Where?

When it comes to HCM disclosures, a key question revolves around the appropriate level of detail of HCM disclosures to include in each of the annual report, ESG report, and proxy statement.

HCM is a perennial topic in annual reports, fueled in part by the SEC's 2020 rules and recent renewed focus on Form 10-K disclosures. Outside of the required 10-K disclosure, the CEO letter and other narrative pages are filled with references to the importance of the company's people.

Whether or not a company uses the term "human capital management" in their ESG Report, some topics are almost universally discussed, including: DE&I; recruitment, development, and retention; health and safety; and wellbeing and health benefits.

The proxy statement should at least acknowledge talent's importance in the company's long-term strategy, associated risks, and the board's role in overseeing talent-related policies. It is advisable to illustrate board engagement by mentioning the frequency of reviews and provide insights into the board's role in shaping culture and engaging directly with employees. Consideration should also be given to disclosing key goals, metrics, and initiatives mentioned in the Form 10-K, which can be included within governance disclosures or HCM highlights.

This Thought Piece examines what shareholders are expecting in Annual Reports, ESG Reports, and Proxy Statements by highlighting examples from BlackRock's HCM disclosure in their Annual Report, ESG Report, and Proxy Statement.

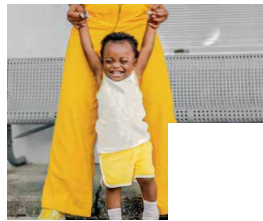
HCM BlackRock's Reports

HCM in the Annual Report

The narrative section of BlackRock's Annual Report has one dedicated spread to the HCM topics, highlighting their commitment to fostering a vibrant company culture and nurturing its workforce.

BLACKROCK

6 BlackRock | 2022 Annual Report



19.8K

employees in over 30 countries who speak more than 100 languages¹

90%

of employees are part of our Employee Networks

Connecting through our culture

A strong BlackRock culture has always been central to our ability to deliver for our clients, and our industry-leading results are possible because of our culture and the dedicated employees who nurture it each day.

At BlackRock, our employees maintain an unwavering focus on our principles – we are constantly working to ensure that all of our employees understand our principles, are leading by them, and in turn, are benefitting from them. Our focus on building, maintaining, and fostering our One BlackRock culture helps us deliver returns for our shareholders.

Key to delivering the full power of One BlackRock is having a senior leadership

¹ BlackRock as of December 31, 2022.

team with deep experience, knowledge, and connectivity across the entire firm – what we call horizontal leadership. We make organizational and leadership changes every few years because we believe these changes bring great benefits to our clients, our shareholders, our firm, and to our leaders themselves. These changes not only keep us more tightly connected, they also stimulate fresh thinking, helping us better anticipate clients' needs. To that end, in 2022 we announced a number of changes to grow leaders in new roles across the firm.

BlackRock as a firm has been further energized since returning to the office. There is a buzz of people and activity in our new global headquarters in New York and in our offices across the world; all levels of the organization are more motivated, engaged, and focused on the future.

BlackRock's employees have been critical to our growth and are at the foundation of our success. They are always striving to better serve each other and our clients and finding new and innovative ways to help our clients and the people they serve achieve financial well-being, which ultimately drives returns for our shareholders.

BlackRock | 2022 Annual Report 7

Employee impact

42K+ BlackRock employees volunteered over 42,000 hours in 2022, a firm record

600+ employee volunteer efforts supported over 600 non-profit organizations

HCM in the ESG Report

In an ESG report, HCM falls under the social section, and includes a comprehensive overview of the employee related topics referenced above. BlackRock provides thorough coverage in a clear and straightforward fashion, spanning across 10 pages.

BLACKROCK

Human Capital & Human Rights

Employee Diversity & Inclusion

SASB FN-AC-330a.1

Percentage of gender and racial/ethnic group representation for (1) executive management, (2) non-executive management, (3) professionals, and (4) all other employees

Diversity, Equity, and Inclusion

DEI Strategy

In March 2021, the firm launched a global DEI strategy for its own operations and set in motion a series of commitments to drive forward progress across three pillars: (i) talent and culture across the globe where the firm focuses on attracting, hiring, developing and retaining a diverse talent pipeline, and cultivating an inclusive and equitable work environment, (ii) activities to support BlackRock's clients which focus on expanding investment choices and business partnership opportunities related to DEI, where consistent with the firm's fiduciary duty, and (iii) impact on underserved communities which focuses on philanthropic efforts to contribute to and invest in the long-term success of these communities. Beyond articulating BlackRock's ambitions, the firm has committed to regularly assess its progress to determine where to deepen and expand its focus.

Governance

BlackRock's Board of Directors (the "Board") plays an important role in the oversight of human capital management at BlackRock. The Board devotes one meeting annually to an in-depth review of BlackRock's culture, talent development, retention and recruiting initiatives, DEI strategy, leadership and succession planning, and employee feedback. Partnership between Human Resources ("HR") and the business is critical to enabling BlackRock's purpose of helping more and more people to experience financial well-being. BlackRock senior management made it a priority in 2021 to establish and maintain internal DEI governance models to accelerate progress against its multi-year global DEI strategy and commitments.

To do so, BlackRock launched the Global Diversity, Equity, and Inclusion Steering Committee ("GDSC"). The GDSC is comprised of 24 BlackRock leaders, across regions and functions, who work collaboratively to oversee progress

against the firm's multi-year DEI strategy. Given the many differences in legal and privacy frameworks, regional working groups were formed within the GDSC to further drive local impact.

In addition, over 40 senior business leaders from the firm's business-level Executive Committees took on the role of DEI ExCo Lead. Their role is to develop, drive and be held accountable to the DEI action plan for their respective businesses.

Accountability

In 2022, BlackRock set the following priorities for the year:

1. Continued work toward its goals for representation of women (globally), Black (US) and Latinx (US) talent.
2. Cultivate an inclusive and equitable work environment by focusing on the employee experience and fostering inclusion for all.
3. Create more robust business-level DEI performance assessments.
4. Expand DEI-related supplier and vendor relationships and continue to support the activities of the firm's Diverse Manager and Broker Programs.
5. Maintain internal DEI governance models to accelerate progress.

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 its human capital management practices. The Company uses several employee feedback mechanisms, including: (i) employee opinion surveys multiple times per year; (ii) interactive townhalls and communications; and (iii) employee networks. These employee engagement mechanisms provide BlackRock with actionable feedback for each team and for BlackRock as a whole.

Employee Health, Safety & Wellbeing

Management Criteria 2

Description of employee health & safety program and policies

Employee Health & Safety

BlackRock maintains workplace health and safety programs and policies with the aim of preventing illness and discomfort, breaking down barriers, and mitigating potential hazards. These programs and policies reach beyond the firm's offices, extending to travel, events, and meetings outside of the office space and cover employees and visitors. The firm integrates environmental and occupational health and safety programs to protect its people, its surrounding communities, and the environment. Moreover, in line with the firm's corporate culture, BlackRock enforces the ability for employees to raise issues of concern and expressly prohibits retaliation.

Safety Management System

BlackRock utilizes an Integrated Management System, in line with ISO 45001 (Occupational Health and Safety Management) and ISO 14001 (Environmental Management)²¹ standards to manage health, safety, and environmental requirements and risks throughout the firm. All global programs are designed with the most stringent regulations in mind. BlackRock has established an Occupational Health and Safety Policy and a Corporate Environmental Sustainability Policy that extend beyond its employees to protect clients, contractors, and visitors to its offices and events. This design enables BlackRock to proactively manage all processes with health and safety and environmental implications, while centrally managing core programs to deliver state of the art environmental, health and safety programs. BlackRock provides all employees with health and safety workplace training programs to cover both general and function-specific health and safety knowledge.

Policies and Standards

BlackRock's health and safety standards and programs are developed and managed by the Global Health & Safety team. They are delivered in partnership with the HR, Enterprise Security, Enterprise Resilience, and Workplace Experience teams. BlackRock employs a multi-faceted

strategy to manage and reduce risk through in-depth oversight and global standards that include:

- **Occupational Health and Safety Policy.** Details BlackRock's overarching health and safety policy statements and defines associated health and safety standards that support program delivery.
- **Hazard Identification and Risk Assessment.** Defines BlackRock's approach to health, safety, and environmental regulatory audits and oversight, building inspections, job hazard identification and analysis, exposure assessments, and risk mitigation through contractor management.
- **Workplace Injury and Illness Prevention.** Defines BlackRock's approach to workplace injury and illness prevention, investigations and case management, ergonomics, corrective action management, and regulatory and insurance reporting. Incidents are reported to the Health & Safety team through online tool/robotic chat box or by phone via the Corporate Security Command Center. Detailed investigation and necessary corrective and preventive measures are taken

Volunteering & Donation Matching

BlackRock has a matching gifts program that provides full-time employees with up to US \$10,000 per year in matched donations and volunteer time to any IRS qualified charitable organization.

Full-time employees are also given two paid volunteer days per year. BlackRock also matches volunteer time with eligible charities at US \$25 per hour. Through local, employee-led BlackRock Gives committees, BlackRock supports nonprofit organizations nominated by employees in the communities where BlackRock operates.

Life Management

BlackRock's flexible time off policy offers benefits-eligible employees as many paid days off per year as they need, with manager approval. BlackRock also provides leave through a variety of policies and programs, depending on the reason for the leave. In the US, the firm offers unlimited time off for brief personal illness as well as ten days for

other types of sick leave, including caring for family and preventative appointments. BlackRock's inclusive time off benefits for employees also include paid leave following the birth or adoption of a child for both primary and non-primary caregivers. The typical parental leave offers at least 18 weeks paid at 100% for primary caregivers and 4 weeks for non-primary caregivers, with greater or lesser durations based on local legal requirements and/or market practice. BlackRock supports benefits-eligible employees by offering a flexible return-to-work transition period for primary caregivers. BlackRock offers a benefit to eligible employees to help navigate the process and offset the costs associated with adopting a child and/or completing a surrogacy arrangement, where legally permissible. In certain geographies, including the US and UK, BlackRock offers employees a back-up dependent care benefit to provide support and/or partial reimbursement when regular care is not available. BlackRock offers bereavement leave and paid leave for parents who experience miscarriage or stillbirth.

Human Rights & Labor Standards

Management Criteria 4

Description of engagement process and due diligence practices with respect to management of human rights, indigenous rights, and the local community

As defined by the United Nations Universal Declaration of Human Rights, human rights are inherent to all human beings and include the right to life, health and well-being, privacy, fair wages, and decent working conditions; freedom from discrimination, slavery, and torture; and freedom of association.²²

BlackRock approaches human rights from two main perspectives:

1. As an **asset manager** with a responsibility to manage material risks to client portfolios, including how the firm engages with companies on their human rights impacts; and
2. As a **corporate entity** that seeks to support and respect the protection of international human rights in the management of BlackRock's employees, operations, and supply chain.

Asset Management

Investment Stewardship: A discussion of BlackRock's approach to investment stewardship is provided under FN-AC-410a.3 in the disclosure. BIS periodically engages with companies in which BlackRock invests on behalf of its clients to understand how they manage the human rights issues that are material to their businesses, as appropriate.* BIS is focused on the governance of this

business risk, and is not in a position to, advise or direct companies in how they identify, manage, and mitigate human rights-related risks. BIS recognizes that most companies' business models, including their supply chains, are multi-tiered and complex.

As minority investors, BIS must rely on public information, which may not capture every issue that could be relevant. In the team's view, the responsibility for managing human rights issues – and all business practices – lies with the boards and management of companies and the governments that regulate them. Governments and other public policy makers are responsible for implementing and enforcing relevant laws and regulations in their respective markets. BIS does not engage with governments on these issues. To learn more about BIS' approach, please refer to the commentary "Our approach to engagement on corporate human rights risks"²³ which can be found in the additional resources of the Disclosure.

The following case studies are examples of BIS' case-by-case approach to engagement and voting related to human rights matters in 2022:²⁴

- Sime Darby Plantation (SDP), a Malaysian palm oil producer, received a Withhold Release Order (WRO) from the US Customs and Border Protection (US CBP) in 2020 regarding SDP's palm oil products due to allegations of forced labor in the supply chain.²⁵ In January 2022, after

BlackRock's 2022 Sustainability Disclosure

BlackRock's 2022 Sustainability Disclosure

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HCM in the Proxy Statement

Across three pages, BlackRock's Proxy Statement summarizes the company's HCM strategy and key initiatives, and discusses the Board's role in HCM oversight. Additionally, BlackRock discusses HCM oversight as it applies to the Board self-evaluation process, the responsibilities of the Management Development & Compensation Committee, and the management succession planning process.

BLACKROCK

Corporate Governance | BlackRock's Impact on its People

BlackRock's Impact on its People

With approximately 19,800 employees in more than 30 countries as of December 31, 2022, BlackRock provides a broad range of investment and technology services to institutional and retail clients in more than 100 countries across the globe. As an asset manager, our long-term success depends on our people and how we manage our workforce.

Culture and Principles

BlackRock believes that maintaining a strong corporate culture is an important component of its human capital management practices and is critical to the firm's long-term success. Our culture is underpinned by the BlackRock Principles, which unify our workforce and guide how we interact with each other, our clients, the communities in which we operate and our other stakeholders:

- We are a fiduciary to our clients;
- We are One BlackRock;
- We are passionate about performance;
- We take emotional ownership; and
- We are committed to a better future.

Read more about the BlackRock Principles on our website at www.blackrock.com.

Diversity, Equity and Inclusion

We believe a diverse workforce and an equitable and inclusive work environment are key factors in achieving better outcomes across all levels of our business. We have made a long-term commitment to cultivating DEI in our workforce and leadership team through our hiring, retention, promotion and development practices. As part of this long-term commitment, we have instituted a multi-year DEI strategy that we believe is actionable, measurable and designed to apply across the many countries in which the firm operates. Our DEI strategy is aligned with the firm's business priorities and long-term objectives. Our DEI strategy centers on talent and culture, responding to the needs of our clients, and policy and social impact in the communities in which we operate.

Employee Engagement

We value continuous dialogue with our employees to better understand their experiences. We have several employee engagement mechanisms including:

- Global employee opinion surveys;
- Interactive events and communications; and
- The sponsorship of employee networks.

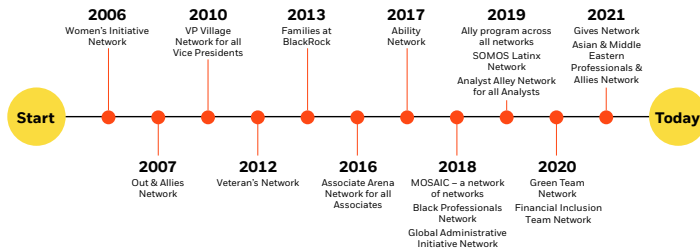
The employee opinion pulse surveys, which we conduct multiple times per year, provide us with actionable feedback for our teams and for BlackRock as a whole. Additionally, we use ongoing lifecycle surveys to collect feedback on various areas of employee focus. We work to keep our employees informed and engaged through a regular cadence of communications and events, including weekly newsletters, global and local townhalls and messages from leaders with timely business and organizational updates and culture-building opportunities.

Employee Networks

Employee networks provide forums and opportunities for employees with a diverse range of backgrounds, experiences and perspectives to connect with one another and enhance the firm's culture. The networks are designed by employees for employees, sponsored by senior leaders and strengthen the One BlackRock community.

BlackRock believes that it is imperative to support employees as a local force for good in the communities in which we live and operate, and to help build a more equitable and resilient future for our neighbors. In 2021, we launched the Gives Network, whose mission is to empower employees to channel their passions to positively impact their communities and work collectively to shape BlackRock's local footprint. During 2021, we also launched the Asian & Middle Eastern Professionals & Allies Network to foster community, camaraderie and a sense of belonging for Asian and Middle Eastern professionals and allies at the firm.

In November 2022, 88% of employees agreed or strongly agreed with the statement, "I am proud to work at BlackRock"



Training, Innovation and Development

We believe that developing the capabilities of our employees is integral to delivering long-term value. Our human capital management practices are designed to provide opportunities for employees to learn, innovate and enhance their skillsets at every stage of their career. Examples include:

- **BlackRock Academies** – BlackRock's online suite of interactive resources and courses, which enable employees to build skills in specific facets of our business and purpose.
- **Leadership development programs** – Programs may include executive coaching, in-person and virtual learning, senior management sponsorship and additional training to assist in building foundational skills.

Compensation, Wellness and Benefits

Investing in the physical, emotional, mental and financial well-being of our employees is a key component of our management strategy.

Our compensation and benefits practices are designed to: attract, retain and risk-taking with those of the firm and the interests of our clients; and have a strong pay-for-performance culture and an annual compensation individual business results and employee performance, as well as market

We also offer a wide range of benefits that are regularly reviewed in accordance with our offices, including, where applicable, retirement savings plans, a flexible and parental leave and family support benefits, including fertility benefit, childcare benefits, comprehensive healthcare and mental-health benefits, dental and vision coverage, health savings and spending accounts, court telemedicine services, where available.

We prioritize protecting the rights of our workforce and the equitable treatment, harassment prevention and compliance with equal employment opportunity, safe and healthy work environment. To do this, we design global program programs, to meet or exceed local requirements. Moreover, we encourage employees that they may do so without fear of retaliation.

As the COVID-19 pandemic highlighted the importance of keeping employees engaged, the telemedicine and digital health resources it has available, including, for example, the Company offers several benefits to support mental health, comprised of trained global volunteers across office locations who act as interested colleagues to mental health resources.

Transparency and Accountability

We view transparency and accountability as a critical part of our DEI strategy and as a means to inform, measure and improve our human capital management practices. In 2023, we published our second Global DEI Annual Report, "Our Path Forward," which highlights our commitment to DEI across the firm and within the regions and countries where we operate.

In addition, since 2020, we have published annual SASB-aligned disclosure and EEO-1 reports. Both of these documents include information regarding workforce diversity.

During 2020, we also set and published goals for increasing the overall workplace representation of U.S. Black and Latinx employees and growing the number of senior women globally and U.S. Black and Latinx leaders at the Director level and above. As of January 1, 2023, of the Company's employees who self-identified their gender status, approximately 44% of the Company's global workforce, 32% of global senior leaders (Directors or above) and 47% of global new hires, were women. Additionally, as of January 1, 2023, of the Company's U.S. employees who self-identified their race/ethnicity status, approximately 8% of employees, 4% of senior leaders and 12% of new hires identified as Black or African American, 8% of employees, 4% of senior leaders and 10% of new hires identified as Latinx, and 27% of employees, 20% of senior leaders and 33% of new hires identified as Asian. Further, of the Company's approximately 19,800 employees as of December 31, 2022, 47% were based in the Americas, 31% were based in EMEA and 22% were based in Asia-Pacific regions.

Board Oversight of Human Capital Management

Our Board plays an important role in the oversight of human capital management and devotes one Board meeting annually to an in-depth review of BlackRock's culture, talent development, retention and recruiting initiatives, DEI strategy, leadership and succession planning, and employee feedback.

Moreover, the MDCC periodically reviews progress made toward the firm's DEI goals and other human capital management objectives. This progress is considered in compensation outcomes, including individual outcomes for executive officers, that are approved by the MDCC. For a discussion on how these objectives are factored into performance assessments of BlackRock's NEOs, see "2022 NEO Compensation and Performance Summaries" beginning on page 67.

Board Self-Evaluation Process

The effectiveness of the Board and its Committees is critical to BlackRock's success and to the protection of our shareholders' long-term interests. To maintain their effectiveness, the Board and each standing Committee annually conduct comprehensive self-evaluations to identify and assess areas for improvement.

The process includes the following steps:

1 QUESTIONNAIRES

Tailored questionnaires for the Board and each standing Committee are reviewed and updated by the NGSC Chair, in consultation with the Lead Independent Director and the other Committee Chairs, prior to distribution to each of the independent directors.

Topics include:

- Board and Committee roles, effectiveness and agendas;
- Board and Committee culture, composition and size; and
- Corporate strategy and risk oversight.

As part of their annual self-evaluations, our directors identified several areas of strength, including:

- Oversight of key strategic areas, including human capital management and DEI strategy, and sustainability
- Consideration of stakeholder perspectives, including those of shareholders, clients, employees and the communities in which we operate

2 NGSC REVIEW

The NGSC Chair, Lead Independent Director and Chairman review each director's responses to the questionnaires.

The results of the Committee self-evaluations are also shared with Chairs of the Audit Committee, MDCC and Risk Committee.

3 INDIVIDUAL DIRECTOR INTERVIEWS

The Chairman and/or the Lead Independent Director meets with each independent director individually.

This enables directors to have frank conversations and address Board Committee and individual director performance and effectiveness directly.

4 BOARD SUMMARY AND FEEDBACK

Annually in the fall or winter, the NGSC Chair along with the Chair and Lead Independent Director provide the Board with a summary responses to the questionnaires and additional feedback received from individual directors.

Management Development & Compensation Committee

Chair William E. Ford **Members⁽¹⁾** Margaret "Peggy" L. Johnson, Gordon M. Nixon, Cheryl D. Mills, Marco Antonio Slim Domit

Role and Responsibilities

- Reviewing and approving corporate goals and objectives relevant to CEO compensation, evaluating the CEO's performance in light of those goals and objectives and determining and approving the CEO's overall compensation levels based on this evaluation;
- Reviewing BlackRock's executive compensation program and establishing the compensation framework of BlackRock's executive officers;
- Periodically reviewing and approving director compensation;
- Reviewing, approving, recommending to the Board, or delegating to management the oversight of, BlackRock's benefits plans;
- Considering and discussing the results of the advisory "say-on-pay" vote;
- Providing oversight of BlackRock's executive compensation program and determining whether our program remains effective to attract, motivate and retain senior officers capable of making significant contributions to BlackRock's long-term success;
- Reviewing, assessing and making reports and recommendations to the Board on BlackRock's strategies relating to human capital management, with an emphasis on talent development, performance against talent, DEI, corporate culture and employee engagement goals and succession planning; and
- Appointing, compensating and overseeing the work of any compensation consultant, legal counsel or other advisor retained by the MDCC.

The Board has determined that each member of the MDCC is "independent" as defined in the NYSE listing standards and applicable SEC rules and qualifies as a "non-employee director" under applicable SEC rules.

Additional information on the MDCC's processes and procedures for consideration of NEO compensation is addressed in the "Management Development & Compensation Committee Report" on page 54 and "Compensation Discussion and Analysis" beginning on page 55.

Nominating, Governance & Sustainability Committee

Chair Gordon M. Nixon **Members** Bader M. Alsaad, Fabrizio Freda, William E. Ford, Murry S. Gerber, Cheryl D. Mills

Role and Responsibilities

- Recommending to the Board criteria for the selection of new directors to serve on the Board;
- Identifying individuals qualified to become members of the Board;
- Recommending to the Board the director nominees for the next annual meeting of shareholders or candidates to fill vacancies or newly created directorships that may occur between annual meetings;
- Recommending to the Board members for each Committee;
- Leading the Board in its annual review of the Board's performance;
- Evaluating and recommending to the Board corporate governance policies, practices and guidelines applicable to the Company;
- Overseeing BlackRock's Related Persons Transaction Policy;
- Reviewing the Company's engagement with shareholders and other stakeholders on governance and sustainability matters and considering shareholder proposals and proposed responses;
- Periodically reviewing corporate governance trends, best practices and regulations applicable to the corporate governance of the Company;
- Periodically reviewing the Company's significant publications relating to environmental, social and other sustainability matters, such as BlackRock's TCFD and SASB reports; and
- Periodically reviewing the Company's philanthropic programs and related strategy, as well as the Company's public policy and advocacy activities, including public policy priorities, political contributions and memberships in trade associations.

The Board has determined that each member of the NGSC is "independent" as defined in the NYSE listing standards and applicable SEC rules.

(1) Jessica P. Einhorn and Beth Ford served as members of the MDCC until May 25, 2022 and September 30, 2022, respectively.

Corporate Governance Practices and Policies

Management Succession Planning

Succession planning for our CEO and other senior executives is a key part of our Board's annual review of human capital management. As part of this review, the Board focuses on whether BlackRock has the right people in place to execute our long-term strategic plans, and on our ability to identify, attract, develop, promote and retain future senior executives. An important element of the succession planning across the organization is a commitment to building leadership from within and increasing diversity in leadership roles.

DURING THESE REVIEWS, THE BOARD DISCUSSES:

- Our succession process and pipeline, including DEI and culture goals for building future senior leaders;
- Potential successors to the CEO in the event of an emergency or the CEO's retirement; and
- CEO recommendations and evaluations of potential successors for BlackRock's top executives, along with a review of any development plans for these individuals.

BlackRock Public Policy Engagement and Political Participation Policies

BlackRock believes that responsible corporate citizenship requires active engagement in legislative and regulatory processes. As part of our responsibilities to our shareholders and clients, BlackRock advocates for public policies that we believe are in our shareholders' and clients' long-term best interests. We support the creation of regulatory regimes that increase financial market transparency, protect investors and facilitate responsible growth of capital markets, while preserving consumer choice and properly balancing benefits versus implementation costs. BlackRock comments on public policy topics through, among other things, our published ViewPoints, which examine public policy issues and assess their implications for investors, and through comment letters and consultation responses that we submit to policy makers. We believe in the value of open dialogue and transparency on these important issues. Our position papers and letters are available on the "Insights – Public Policy" section of our website.

Governance of Public Policy Engagement

BlackRock's External Affairs group manages the firm's key reputational and policy challenges and opportunities. The global group, which includes Global Public Policy, Corporate Sustainability, Social Impact, Long-term Capitalism and Academic Engagements, is focused on deepening our relationships with key stakeholders; creating forums for research, dialogue and debate; and advocating on behalf of the interests of our clients. Our engagements with policy makers and advocacy on public policy issues are coordinated by the Global Public Policy Group ("GPPG"). Members of GPPG work closely with business and legal teams to identify legislative and regulatory priorities, both regionally and globally, that protect investors, increase shareholder value and facilitate responsible economic growth.

BlackRock's Chief Legal Officer and Head of External Affairs regularly brief the Board or its Committees to keep directors apprised of, and engaged in, legislative and regulatory developments and BlackRock's advocacy initiatives and priorities. Members of GPPG and executive leadership regularly meet with and exchange views on legislation and regulatory priorities with public officials and policy makers, regionally and globally, and provide such individuals with educational materials to help inform their decisions.

Trade Associations

As part of BlackRock's engagement in the public policy process, BlackRock participates in a number of trade associations that advocate for and shape public policy positions that are important to the asset management industry and the global business community. Trade associations also provide educational, training and professional networking opportunities for their members. BlackRock participates in these associations for such opportunities and to help build consensus on issues that we believe will serve investors, increase shareholder value and facilitate responsible economic growth. We do not control these organizations, and our membership and participation in these organizations are not an endorsement of all their activities and positions. Accordingly, there may be instances where specific positions diverge from those of BlackRock.

BlackRock discloses the principal trade associations to which we belong, as well as those trade associations to which we paid in excess of \$25,000 in 2022 for membership fees and/or dues, on our Public Policy Engagement and Political Participation Policies webpage.

BlackRock periodically reviews our memberships in these trade associations, and the positions they support, to evaluate whether there is alignment with our views on public policy matters we consider material to our efforts to serve our investors and clients. Where we identify a significant inconsistency on a material strategic policy issue, we will discuss and review our options with respect to such organization, including the benefits and challenges associated with our continued membership. Actions that we may take to address material misalignment include engagement with the trade association, clarifying BlackRock's position through public statements or consideration of the termination of our membership in the trade association.



LABRADOR

Transparency by design

About Labrador

Labrador exists to offer the science of transparency to corporations wishing to communicate effectively with their readers.

Our experienced and passionate team is composed of attorneys, designers, project managers, thinkers and web developers. We collaborate together around a process that encompasses drafting, editing, designing and publishing across all digital and print channels.

We are thrilled that communications prepared by Labrador have contributed to trustful relationships between our clients and their readers, whether investors, employees or other stakeholders.

In turn, our commitment to our clients has resulted in meaningful long-term relationships with some of the most respected public and private companies in the world.

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