

BlackRock

Ireland Gender Pay Gap Report

2025

Our Commitment

At BlackRock, a connected and inclusive culture is indispensable to our success as a firm. We prioritise creating a work environment where employees from a breadth of backgrounds can thrive - a dynamic, inclusive organisation drives us to create better financial futures for our clients.

In this report, we present our 2025 Ireland Gender Pay Gap. While our figures reflect our representation of women across our business, we are focused on taking meaningful steps to close the pay gap. This includes continuing to:

- Invest in the career advancement of all talent through Career Development Month, a time for all employees to explore their career aspirations and set a course to achieve their goals.
- Support managers in delivering on the firm's People Manager Expectations through our 2-day in-person training programme – Managing at BlackRock.
- Participate in Ireland's Women in Finance Charter

As evidenced by our “pay fairness” disclosures, our gender pay gap is not indicative of inequity in pay for similar roles, but rather an underrepresentation of women in senior, higher-paying roles.

We are committed to creating a culture that welcomes a diverse range of people and perspectives to foster creative solutions for our clients. 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

2024 Ireland Hiring

New Hires

44.4%

of all new hires were women

Representation¹

45.7%

of all employees are
women

37.8%

of all senior leaders²
are women

¹As at 30 June 2025

²Defined as Managing Directors and Directors

Understanding Our Pay Gap

Pay Gap

The gender pay data shows that men at BlackRock earn more on average than women. At the time of reporting, the primary driver of this gap is underrepresentation of women in senior, higher-paying roles (reflected through the higher proportion of men in the upper pay quartiles).

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 2024 pay fairness data is evidence that our processes are effective. In 2024¹, we found that BlackRock's women employees earned 99¢ for every €1.00 earned by their comparable male colleagues, when comparing total compensation² of bonus-eligible³ 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 2024 Pay Fairness Analysis was conducted in January 2025 using the total compensation of employees who were bonus-eligible during the 2024 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 2024 bonus-eligible employees have been included in the 2024 Pay Fairness Analysis



Disclosures

We verify that the information in this disclosure is accurate.



Enda McMahon
BlackRock Country
Head, Ireland



Rosemary Quinlan
Chair, BlackRock
Asset Management
Ireland Limited



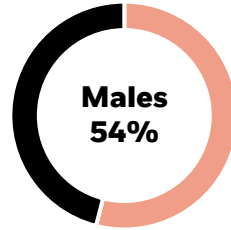
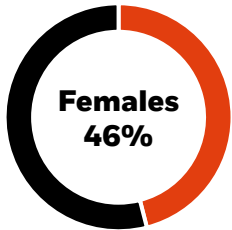
Larissa Apsley
Head of Human
Resources, EMEA



Susan Revell
General Counsel,
EMEA

Gender Distribution

Total Population: 136



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 2025

	BlackRock Ireland	
	Median	Mean
Hourly Pay Gap	21 %	33 %
Bonus Pay Gap	44 %	69 %

Proportion of employees who received a bonus

	BlackRock Ireland	
	Female	Male
	90 %	95 %

Proportion of employees who received benefits in kind

	BlackRock Ireland	
	Female	Male
	92 %	96 %

Proportion in each quartile

	BlackRock Ireland			
	LQ	Q2	Q3	HQ
Female	56 %	56 %	41 %	32 %
Male	44 %	44 %	59 %	68 %

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.