

WE PLEDGE TO

ADVOCATE

AS A RESPONSIBLE VOICE AND VALUED SOURCE OF INFORMATION FOR INVESTORS

REAL ANSWERS FOR TODAY'S WORLD

At BlackRock, we feel we have a responsibility to be a voice for investors and to offer them the financial guidance and support they need today. That means not just the world's governments and leading institutions and companies, but also the retirees and workers whose pensions we manage and individual investors who entrust us with their

savings. They are looking for real, actionable answers on what to do with their money as they face longer retirements, struggle to reach their life goals and confront a complex and volatile investing environment. Our job is to provide the clarity they're looking for and help them be better investors.



ESSENTIAL CONVERSATIONS

"The people of BlackRock never forget that the reason we come to work every day is to help our clients build better financial futures. We need to meet them on their terms, speak their language and provide clear advice as they work toward their goals."

MARKETING & COMMUNICATIONS



TO FULFILL OUR OBLIGATION AS A **FIDUCIARY.**

A VOICE FOR INVESTORS

Our global Government Relations team partners with content experts and professionals throughout BlackRock to bring the voice of the investor to the regulatory and policy environment. The team focuses on positively impacting public policy developments affecting our clients and our business by distinguishing thought leadership and demonstrating BlackRock as a resource for decision makers. BlackRock is committed to supporting client education and advocacy efforts and working with our investors to understand market implications of public policy issues.

BETTER GOVERNANCE MEANS BETTER PERFORMANCE

Our fiduciary duty to our clients leads us to use the ownership position we hold in companies around the world to protect their interests by advocating for good corporate governance. Through direct engagement with management teams and effective use of our proxy voting power, we work to ensure the strong leadership and prudent management that we believe ensures sustained performance and better returns on our clients' investments.

A BETTER FINANCIAL ECOSYSTEM

“Our leadership position in the asset management industry creates both the forum and the responsibility to advocate on behalf of our clients for policies that will foster a better financial ecosystem for all investors.”

GOVERNMENT RELATIONS

