

BlackRock's 2020 Carbon Footprint

BlackRock, Inc. Operational Footprint

BlackRock®

Building better futures through sound environmental management is important to our stakeholders, including our employees, clients, and shareholders, and key to securing our future. This long-term vision comes to life in our commitment to saving, protecting, and restoring our natural environment – and we do this, together, by better managing our resources in the operations of our business and promoting environmental conservation in our communities.

In operating our business, BlackRock pursues a sustainability strategy that seeks to decouple company growth from our impact on the environment, while increasing the efficiency and resiliency of our operations. Finding innovative ways to power our business with renewable energy, lower our emissions and reduce waste, among other efforts, reduces our environmental impact.

Today, BlackRock's operations are carbon neutral. This achievement includes Scope 1, Scope 2, and Scope 3 employee business travel, serviced offices¹ and co-located data center emissions. We have achieved this milestone by employing energy efficiency strategies, achieving our 100% renewable energy goal, and offsetting emissions we could not otherwise eliminate.²

Our Strategy

Reduce emissions

- Target: Reduce emissions per employee by 45% by 2020
- Progress: 44% emissions reduction per employee achieved as of year-end 2019

Increase renewable energy

- Target: 100% renewable energy globally by 2020
- Progress: 100% renewable energy as of June 2020³

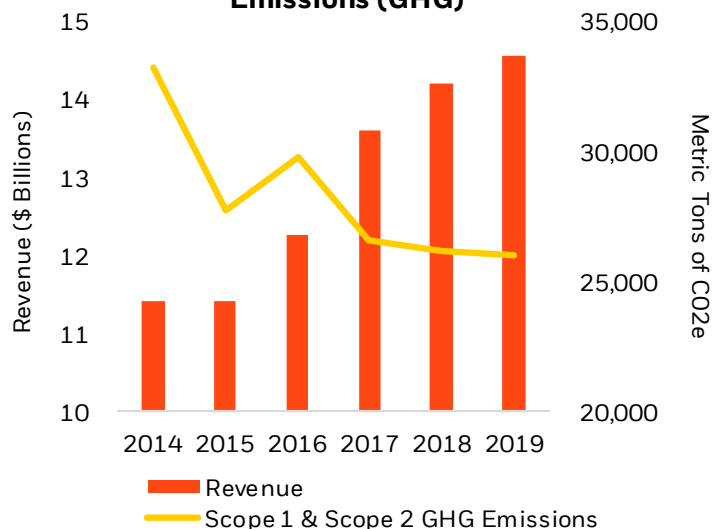
Offset & reduce travel-related emissions

- Target: Offset 100% of travel-related emissions by 2020
- Progress: 100% of travel-related emissions offset since 2017²
- Target: Reduce air travel per employee by 20% by 2020
- Progress: Reduced by 21% as of year-end 2019

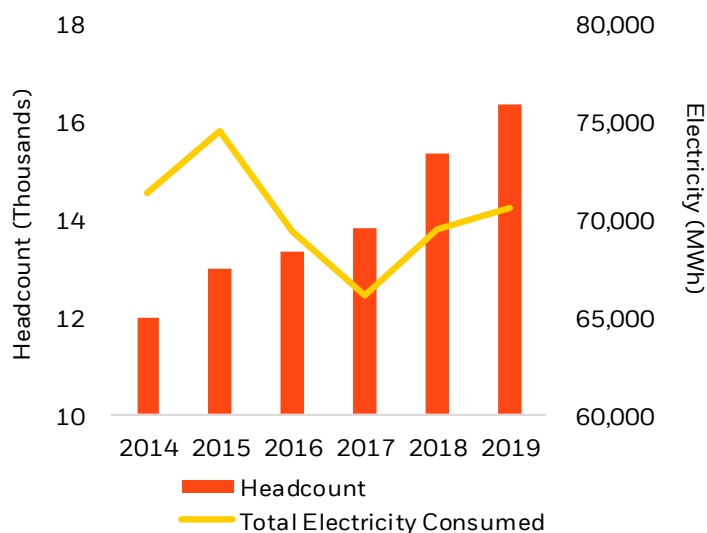
Energy-efficient buildings & offices

- Our corporate design standards track closely to green certifications criteria in order to meet best-in-class sustainable building standards.

Revenue Growth v. Greenhouse Gas Emissions (GHG)



Headcount Growth v. Electricity Consumption



Note that per employee electricity consumption declined between 2017 and 2019. See page 3.

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Note: Targets are using a 2014 baseline. "By 2020" targets indicate that the target achievement date is within the year 2020. All data is as of December 31, 2019. Except where otherwise noted.

Our Approach

We have set emissions reduction targets for our global operations and data centers that we have been striving to achieve in 2020. These targets reflect our commitment to reducing the impact of our operations on the environment.

In support of our commitment to transparency, BlackRock has been a respondent to the CDP Climate Change survey since 2013. We obtain third-party verification for our Scopes 1 and 2 emissions, as well as for our Scope 3 business travel, employee shuttles, fuel- and energy-related activities (FERA) and waste GHG emissions data and collection process.

Business Travel

For the year-ended 2019 and years prior, travel was a significant source of carbon emissions for BlackRock. Since 2017 we have elected to offset 100% of our travel-related emissions.² We have also reduced air travel per employee by 21% as of year-end 2019. We attribute this reduction, in part, to our ongoing investment in our video conferencing capabilities, helping to make remote meetings both effective and practical. In 2020, the investments we have made in technology proved beneficial to BlackRock's resilience during the COVID-19 pandemic (see [Sustaining BlackRock Through COVID-19](#) for more information) and will also serve to reduce emissions from employee business travel. We are evaluating the implications for our environmental sustainability strategy going forward.

Electricity

Electricity is also a large source of our carbon emissions. Since we began tracking electricity use in 2014, our electricity consumption has decreased by 1% despite a 15% expansion in square footage and a 40% increase in headcount. We accomplished this through the consolidation of our data centers, retrofitting for LED lighting, redesigning our office space use and adjusting our heating, ventilation, and air conditioning (HVAC) systems to more closely correlate to occupancy.

Renewable Energy

Renewable energy has zero carbon emissions, which enables us to reduce our energy-related emissions. We have made it a priority to not only become more energy efficient, but also to ensure that the energy we purchase comes from clean sources-wherever possible. Our support for clean energy goes hand in hand with reducing our carbon footprint and BlackRock's position as one of the world's largest investors in renewable energy assets. By increasing the efficiency of our operations and buying both renewable power and environmental attribute credits where we do not have operational control to procure our own energy, we have achieved our 100% renewable energy goal to match 100% of our global electricity use with renewable energy.

Progress Towards Select 2020 Goals

Category	Goals	Progress to Date ^a	2020 Goal ^b
Emissions	Reduce facility location-based GHG emissions (electricity, stationary combustion, and refrigerants) per full-time employee	44%	45%
Renewable Energy	Match same amount of renewable electricity (in MWh) as the electricity that our global operations, including data centers consume annually	100%	100%
Electricity	Reduce absolute global electricity consumption	1%	18%
Air Travel	Reduce air travel per employee	21%	20%
Paper	Reduce global paper consumption	44%	25% ^c
Waste	Increase global waste diversion from landfill	48%	75% ^c

a. As of December 31, 2019 unless otherwise noted

b. 2020 goals are using a 2014 baseline unless otherwise noted

c. Uses a 2017 baseline

Data Centers

Data centers are integral to supporting our operations globally. We have worked to make our data centers among the most efficient in the industry by designing, building and operating them to maximize efficient use of energy, water and materials⁴. In addition, our data centers are powered by hydro-power.

Paper

In 2017, we set a 2020 paper reduction target of 25% which we achieved and have now surpassed. Since we began tracking paper in October 2017, we have reduced paper use by 44% as of December 2019. We attribute this reduction to a heightening of awareness, swipe technology

and standard double-sided print settings on all copiers.

Waste

BlackRock began tracking waste in 2017. We face challenges from local waste practices in some cities in which we operate that have limited or no waste diversion practices. Additionally, as primarily a tenant in multi-tenant buildings, we are reliant on data provided by landlords' waste haulers, which is typically less rigorous than our preferred standards. Nonetheless, employees are encouraged to use less and recycle more through training, signage and office-wide "Green Team" initiatives. We also carefully consider what products are brought into our offices. As of year-end 2019, we have reported a 48% diversion rate of waste from landfills.

Environmental Indications

	2014	2015	2016	2017	2018	2019	% change ^f
Organization							
Revenue (\$millions) ^a	11,081	11,401	12,261	13,600	14,198	14,539	31%
Headcount (average Full-Time Employees & Contingent Workers) ^b	11,666	12,994	13,337	13,816	15,349	16,349	40%
Greenhouse Gas (GHG) Emissions							
Scope 1 GHG Emissions ^c (metric tons of CO ₂ e)	5,756	4,758	4,281	5,050	4,805	5,589	(3%)
Scope 2 GHG Emissions ^d (metric tons of CO ₂ e)	27,409	28,003	25,518	21,539	21,392	20,369	(26%)
Total Scope 1 & Scope 2 GHG Emissions (metric tons of CO ₂ e)	33,164	27,734	29,799	26,589	26,198	25,958	(22%)
Total Scope 1 & Scope 2 GHG Emissions per Revenue (metric tons of CO ₂ e per \$1 million in revenue)	3.0	2.4	2.4	2.0	1.8	1.8	(40%)
Facilities CO ₂ e per Employee ^e (metrics tons of CO ₂ e per employee)	2.8	2.1	2.2	1.9	1.7	1.6	(43%)
Scope 3 Business Travel (metrics tons of CO ₂ e)	41,784	39,942	43,175	39,238	45,384	39,116	(6%)
Scope 3 Business Travel per Employee (metrics tons of CO ₂ e per employee)	3.6	3.1	3.2	2.8	3.0	2.4	(33%)
Electricity							
Total Electricity Consumed (MWh)	71,298	74,565	69,399	66,097	69,540	70,605	(1%)
Electricity Consumed per Employee (MWh per Employee)	6.1	5.7	5.2	4.8	4.5	4.3	(29%)

- 2015 information reflects accounting standards prior to the adoption of the new revenue recognition standard. 2016 to 2019 information reflects the adoption of the new revenue recognition standard. For further information, refer to Note 2, Significant Accounting Policies, in the consolidated financial statements in our 2019 Form 10-K.
- Headcount figures include all full-time employees and contingent workers. We take track headcount monthly and at year end take the average across 12 months to more accurately reflect office occupancy. These figures differ from what is reported in our Form 10-K filing, which shows the total number of employees excluding contingent workers.
- Includes natural gas, distillate fuel, private aviation and refrigerants.
- Location-based method.
- Facilities CO₂e includes location-based electricity, distillate fuel, natural gas, private aviation and refrigerants.
- Percentage change versus 2014. Calculations are using exact figures, so percentage change calculations using the rounded figures above may not tie.

Green Team Network

Green Teams are employee-led organizations in BlackRock offices that provide employees with a forum to connect around a shared interest and passion for the environment, create and engage in sustainability initiatives, share best practices, and steward conservation efforts. The members of the Green Team Network are critical in bringing about a more sustainable culture at BlackRock and in our communities. Today, 46 offices host Green Teams with nearly 2,300 employees participating. The Green Teams undertake initiatives in partnership with our facilities team including reducing single-use plastic in our office pantries, reducing paper use and waste, and planting nearly 12,000 trees during the 2019–2020 planting season.

In 2020, in light of a remote work environment due to the COVID-19 pandemic, the Green Team Network ran two employee engagement campaigns to encourage conservation at home. The Do One Thing campaign focused on six things employees could do to reduce their impact on the environment at home, including adjusting water heater settings, unplugging unused electronics, getting educated on environmental issues, and reducing meat consumption. Over 1,300 pledges were made to adopt one or all of the behaviors. The Green Team Network also ran a “Plastic Not Fantastic” campaign suggesting eight ways employees could reduce their plastic use at home.

Social Impact

Through our Social Impact efforts, we are committed to supporting our communities, particularly as COVID-19 has exacerbated social inequalities and hardship for millions of people. In February 2020, BlackRock made a charitable contribution of its remaining 20% stake in PennyMac Financial Services, Inc. to The BlackRock Foundation, a newly established corporate foundation, and the BlackRock Charitable Fund, which was established in 2013. The contribution will provide long-term funding for the firm’s future philanthropic investments and partnerships focused on promoting sustainability and economic mobility, and building a financial safety net for underserved and underemployed people.

BlackRock Social Impact team’s employee engagement portfolio supports a number of accelerator programs that identify social entrepreneurs with disruptive and innovative ideas to address global social challenges. The accelerator programs have sub-portfolios of climate-focused entrepreneurs supported by BlackRock’s grantee partners, including: the [Echoing Green Climate Fellowship](#) and the [Draper Richards Kaplan Environment & Climate Fellows](#) ([Clean Energy Trust](#), [Cloud to Street](#), [GreenWave](#), [OceanMind](#), [BoxPower](#)).

E-Delivery Advocacy

BlackRock has long advocated for the electronic delivery of fund and retirement plan documents as the default mechanism for communication with investors. E-delivery is environmentally friendly, as it reduces the use of paper and related printing and mailing resources. In addition, e-delivery provides cost savings for investors and makes it easy for individuals to receive information in real time on their computers or mobile devices. In the US, the SEC has taken positive steps to facilitate e-delivery of mutual fund shareholder reports through the adoption of [Rule 30e-3](#), which allows Registered Investment Companies to transmit shareholder reports electronically (subject to certain requirements). The Investment Company Institute estimated that the adoption of Rule 30e-3 would save 1.87 million trees annually.⁵ We have been encouraging the Department of Labor to take similar actions for the delivery of retirement plan documents. In Europe, as new legislative initiatives have been brought in, we have sought to maximize the opportunities for digital dissemination. For example, we produce around 50,000 Undertakings for the Collective Investment in Transferable Securities (UCITS) Key Information Documents (KIDs) a year in multiple languages and we use our website as our primary delivery mechanism. We have also consistently advocated for key information disclosure documents, including UCITS, packaged retail investment and insurance-based products (PRIIPs) and pan-European personal pension products (PEPPs) to be designed on a digitally friendly basis rather than on a paper-basis.

Endnotes

1. Serviced Offices are offices and co-located data centers for which landlords have full operational control.
2. BlackRock's support for this initiative is made via grants recommended to and paid by the BlackRock Charitable Trust, a donor-advised fund.
3. In June 2020, we achieved our 100% renewable energy goal to match the same amount of renewable electricity as the electricity that our global operations (including data centers) consume annually through procuring renewable energy directly where possible and through purchasing environmental attribute credits where we do not have operational control or renewable energy is not available. We contract directly for renewable energy wherever possible (approximately 50%) and where we do not have operational control to procure our own energy, we purchase environmental attribute credits as a means of achieving our 100% renewable goal.
4. Our data centers consume 75% less energy than the typical enterprise data center does for cooling and electrical support. Our enterprise data centers operate at a PUE of 1.1 and 1.2; the industry average data center PUE is 1.8.
5. Investment Company Institute, Letter to SEC, Proposed Rule 30e-3's Vital Importance to Fund Shareholders (Jul. 8, 2016), available at <https://www.sec.gov/comments/s7-08-15/s70815-610.pdf> at 4.

Important Notes

This document includes non-financial metrics that are subject to measurement uncertainties resulting from limitations inherent in the nature and the methods used for determining such data. The selection of different but acceptable measurement techniques can result in materially different measurements. The precision of different measurement techniques may also vary. The information set forth herein is expressed as of September 2020 and BlackRock reserves the right to update its measurement techniques and methodologies in the future.