Blackstone – Powered by Culture

Paige Ross, Senior Managing Director & Global Head of Human Resources, Blackstone
“This culture of lifetime learning and relentless innovation is what propels the firm forward...”
- Stephen A. Schwarzman, Blackstone Chairman Letter 2018

ATTRACTION: Strong focus on attracting and recruiting top talent from diverse backgrounds

RETAIN & DEVELOP: Holistic talent approach to develop our employees and next generation of leaders

IMPACT: Providing platforms for our employees to have a wide reach beyond their roles
Extraordinary people
Diverse perspectives
Collaborative
Innovative
Integrity
Long view
Player/Coach
Transparent
Analytical rigor

Small-firm feel
High conviction
Entrepreneurial
Team-oriented
Judgment
Grit
Nice
Talent development
Ensuring all employees are engaged in a career-driven, developmental environment reflective of the firm’s culture and values.

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<thead>
<tr>
<th>Attract</th>
<th>Retain</th>
<th>Develop</th>
<th>Impact</th>
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<tbody>
<tr>
<td>❯ Extensive recruiting efforts that identify and target top talent across a diverse demographic</td>
<td>❯ Diversity networks that support our women, minority, LGBTQ+ and veteran populations</td>
<td>❯ 360 Annual review process that provides balanced feedback</td>
<td>❯ Dedicated programs focused on ensuring managers have the right tools to be effective leaders</td>
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<td>❯ Established brand as a stellar employer and industry leader</td>
<td>❯ Programs that support employees during both professional and personal transitions</td>
<td>❯ Comprehensive talent approach focused on performance potential and developing leadership bench</td>
<td>❯ Cross-business leadership programs to build our leadership bench</td>
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<td>❯ Continued focus on widening the funnel of applicants</td>
<td>❯ Compensation and benefits designed to incentivize performance and increase retention</td>
<td>❯ On-the-job-training opportunities and unique apprenticeship model</td>
<td>❯ Regular, direct exposure to senior management and a culture that supports cross-level idea sharing</td>
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#CADiversityForum
Blackstone is committed to promoting diversity and inclusion in the workplace.

- A diverse and inclusive workforce makes us better investors, helps us avoid risk and deliver better outcomes for our investors. To achieve greater diversity, we pair a high level mandate with employee engagement.

- Blackstone continually increases our efforts and commitment to diversity inside our firm and in our industry through:
  - Internal networks to engage, retain and develop our existing diverse populations
  - Targeted recruiting efforts designed to attract qualified, diverse talent to Blackstone, and
  - Partnerships with external diversity-focused organizations

- Given the small number of people we hire each year, these efforts take time. We still have more to do, but we are seeing progress:
  - 50% of Blackstone’s eight largest businesses have a women or diverse talent as one of its top two leaders
  - Almost 40% of all Blackstone’s business and group heads are women or diverse talent
  - 31% of our professional workforce is women
  - We are committed to building an early career talent pipeline – we have more than doubled the number of women in our incoming analyst class from 15% in 2015 to nearly 40% in 2018 despite only 30% female applicants