



Blackstone – Powered by Culture

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#CADiversityForum

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"This culture of lifetime learning and relentless innovation is what propels the firm forward..."
- Stephen A. Schwarzman, Blackstone Chairman Letter 2018





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Small-firm feel

High conviction

Entrepreneurial

Team-oriented

Judgment

Grit

Talent development

Nice

Extraordinary people

Diverse perspectives

Collaborative

Innovative

Integrity

Long view

Player/Coach

Transparent

Analytical rigor



Ensuring all employees are engaged in a career-driven, developmental environment reflective of the firm's culture and values.

Attract

- ▶ Extensive recruiting efforts that identify and target top talent across a diverse demographic
- ▶ Established brand as a stellar employer and industry leader
- ▶ Continued focus on widening the funnel of applicants

Retain

- ▶ Diversity networks that support our women, minority, LGBTQ+ and veteran populations
- ▶ Programs that support employees during both professional and personal transitions
- ▶ Compensation and benefits designed to incentivize performance and increase retention

Develop

- ▶ 360 Annual review process that provides balanced feedback
- ▶ Comprehensive talent approach focused on performance potential and developing leadership bench
- ▶ On-the-job-training opportunities and unique apprenticeship model

Impact

- ▶ Dedicated programs focused on ensuring managers have the right tools to be effective leaders
- ▶ Cross-business leadership programs to build our leadership bench
- ▶ Regular, direct exposure to senior management and a culture that supports cross-level idea sharing



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