

Examples from other organisations

BlackRock

*Exec leading
the way on
talent*

Blackrock

- **Board actively involved in talent reviews and held accountable** (Board spends 1.5 days annually reviewing talent)
 - Currently considering "**linking Human Capital Management to executive compensation** to promote board accountability"
 - Human Capital Committee (HCC) setup comprising **top 25 Global Senior Leaders in the organisation**. The HCC oversees BlackRock's talent management, including workforce planning, recruitment, training, appraisal and succession planning
 - Integrated tool (Aladdin) ensures **entire organisation is looking at the same information in a transparent way**
 - Use of analytics, particularly at graduate intake level, to ensure **diversity of composition of people** in mind and background.
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