D E B I U T Y   S T U D E N C K I E

2 0 2 4

NEW TRENDS IN BUSINESS MANAGEMENT

edited by
Joanna Radomska
and Anna Witek-Crabb

Publishing House of Wroclaw University of Economics and Business
Wroclaw 2024

Reviewer
Arkadiusz Wierzbic

Proof reading
Agnieszka Flasińska

Copy-editing
Aleksandra Śliwka

Typesetting
Małgorzata Myszkowska

Cover design
Beata Dębska

The book uses images from Adobe Stock

ISBN 978-83-67899-29-1 (for the paper version)
ISBN 978-83-67899-30-7 (for the electronic version)

DOI: 10.15611/2024.30.7

Printing: TOTEM

Marcin Czyżewski

e-mail: czyzewski.marcin27@gmail.com

Wroclaw University of Economics and Business

A Critical Analysis of Corporate Governance: The Case of BlackRock

DOI: 10.15611/2024.30.7.06
JEL Classification: M14, L2

Quote as: Czyżewski, M. (2024). A Critical Analysis of Corporate Governance: The Case of BlackRock. In J. Radomska, A. Witek-Crabb (Eds.), *New Trends in Business Management* (pp. 77-90). Wroclaw University of Economic and Business.

Abstract: The aim of the article is to examine how BlackRock complies with corporate governance standards and whether it promotes them appropriately towards the companies in which it invests. To accomplish this, a critical review of the literature was employed, and later, qualitative research with documentation analysis in the form of articles available online, databases and reports was used. This article will focus on the history of the company, their "Aladdin" investment program, and many controversies that have arisen over the years, such as: investing in companies with a high ESG score and related inaccuracies; investments in businesses that produce huge amounts of pollution; companies from China that are blacklisted by the US as violating human rights; BlackRock's role in the housing crisis; and connections with companies responsible for Amazon deforestation. This analysis will show us how BlackRock operates and its negative impact on the environment.

Keywords: corporate governance, BlackRock, ESG, climate, Amazon deforestation

1. Introduction

Recent years have shown a new trend in corporate governance and companies are becoming more and more aware of their impact on the environment. In order to show their care, they release ESG reports to stakeholders to prove that their actions follow all laws and guidelines. Although some companies follow their statements, some hide their wrongdoings behind fancy words and unfilled declarations. This article will examine one of the biggest companies in the world – BlackRock.

Although information on BlackRock is frequently found in articles, thorough studies that summarize the company's worldwide role and impact on other enterprises are limited. The following question might be used to define the research problem: How is BlackRock following the corporate governance standards and is it promoting them in an appropriate form towards the companies in which it invests?

Therefore, the study's goal is to investigate how BlackRock respects corporate governance principles in the course of its business.

A critical approach was used in relation to the literature review. Qualitative research was employed along with documentation analysis for the empirical portion. Searches for several documents, such as reports, databases, and articles online, were conducted to obtain the information required for this study.

Theoretical section focuses on what corporate governance is, and how it can be assessed. Methodological one explains which procedures were used to get the data. The research results section presents all the findings and summarizes them in the conclusions chapter.

2. Theoretical Background. Corporate Governance – How to Understand It?

Corporate governance is a system by which a company is directed and controlled. Its main purpose is to balance the interests of the company's many stakeholders such as management, suppliers, shareholders, customers, government, community, and financiers (Fernando, 2011; Tricker, 2015). Good governance helps to improve the company on many levels – ensures that company is being transparent and is run ethically. Several key elements that help keep governance appropriate can be identified. These elements are as follows.

- Board of directors – they represent company's interest, provide strategic direction for the company and are responsible for the company's future by making key decisions, selecting and overseeing the performance of management and setting company's strategy.
- Risk management – helps identifying, prioritizing and assessing potential dangers and risks that may impact company's ability to achieve its goals in the future.
- Ethical behaviour – it is a value that guides company decision-making and actions. Companies that operate with integrity, fairness, and respect for their stakeholders are more likely to be trusted and have a positive reputation.
- Transparency and disclosure – openness and honesty are the key characteristics by which a company has to communicate to its stakeholders. Companies must provide accurate and complete information in a timely manner, so that stakeholders can make informed decisions.
- Shareholder rights – companies have to ensure that shareholders are treated with respect and have a say in company's important matters like acquisitions, merges and election. It is important to protect shareholders rights against unfair treatment, ensure that there is no voting discrimination and provide equal right to receive company information.
- Compliance with laws and regulations – the companies are obliged to follow all new laws and regulations that are connected with their business operations.

They have to ensure that the company follows all local, national and international laws that apply to their business.

- Responsibility – companies must be aware of their impact on the society and the environment. They must operate in a socially responsible matter.
- Independence – it is crucial for companies to implement a system that ensures independence and prevents conflict of interest. This includes having independent directors on the board and authorizing processes to manage potential conflicts of interest.

Among the tools available to measure corporate governance, the following can be identified: Corporate Governance Indexes, MSCI ESG Governance Index, FTSE4 Good Index Series, S&P Dow Jones Indices and Rating Agencies like Moody's, S&P and Fitch Ratings. What is important to focus on is that rating agency's role is to assess the creditworthiness of companies based on entities capability of paying back the debt yet based on a report published by Moody's on the 23rd of November 2023, it reads: "For nearly quarter of score entities, credit ratings would be different if not for ESG issues" (Massard and Berckmann, 2022). The report points out that as much as 20% of companies, financial institutions, sub-sovereigns, and public finance entities had highly negative impact on their credit score when ESG was taken into account.

3. Methodology

The research methodology began with a critical review of the literature, which led to the identification of a research gap and the formulation of the problem. The purpose of the thesis was defined and the case study research method was used. Research was conducted, and conclusions were drawn based on the analysed data.

4. Research results

4.1. The History of BlackRock Inc.

Moving towards BlackRock Inc. itself, to better understand the history of the company, it is crucial to focus on history of its current CEO – Larry Fink. Larry Fink was born on November 2, 1952 in California. Although financially struggling he always showed huge interest in academics and years later he was accepted to his dream school – University of California. Fink was initially going to study physics, yet due to the financial struggles of his family he has chosen political science. He received his MBA degree at UCLA from the Anderson School of Management. During this period his interest in finance grew and after graduating he started his career at a real estate trust company. After a short period of time he joined "First Boston" – a major investment bank in 1976. He quickly rose through the ranks at the bank until a significant loss of $100 million due to his incorrect prediction about interest rate. He co-founded BlackRock under the Blackstone Group and faced difficulties before being well-known for his reliable investment management. BlackRock grew quickly, focusing on strengthening client relationships and diversifying its product line. With Fink as CEO, the company went public in 1999. Fink's ground-breaking Aladdin platform transformed the business and was widely adopted by international financial institutions. Fink's leadership style stresses data-driven decision-making and a willingness to accept technological innovations, and BlackRock's success has earned it countless plaudits. Known as the world's largest shadow bank, BlackRock is one of the biggest financial institutions in the world, managing an astounding $8.49 trillion in assets as of Q2 2022. Fink remains dedicated to addressing climate change through various initiatives, including the BlackRock Investment Stewardship program.

4.2. Aladdin

Aladdin (Assets, Liability, Debt, and Derivative Investment Network) is an electronic system built and constantly improved by BlackRock since 1980s. The platform was initially developed in order to aid BlackRock in managing its own assets, but it has developed into a potent instrument. Asset managers, pension funds, insurance companies, and corporate treasurers all use BlackRock's Aladdin platform for end-to-end investment management and operations. On a single, unified platform, it combines complete portfolio management, trading, and operational tools with sophisticated risk analytics by fusing conventional financial modelling with cutting-edge AI and machine learning approaches. Aladdin's rapid processing of large volumes of data makes risk assessment and market analysis more insightful. It analyses sentiment in the market from a variety of sources, including news articles and social media, by utilizing sentiment analysis and natural language processing. By spotting patterns in past data, machine learning algorithms improve risk management and portfolio construction. Aladdin is now a vital instrument for the financial industry, with over 55,000 users globally, including non-financial institutions and $21.6 trillion under management.

Having such an enormous amount of money raises a number of issues. BlackRock's analytical models are used in part by more than 17,000 traders at banks, insurance firms, sovereign wealth funds, and other institutions to help them make investment decisions. These individuals, who are in charge of many of the major financial institutions in the world, at least partially base their investment decisions on BlackRock's analytical models. Systemic risk and cybersecurity are subjects of concern since so many major financial institutions rely on BlackRock's analytical models when making decisions. These models may also create blind spots and weaknesses. The complexity and expense of the Aladdin system make it difficult to opt out, and conflicts of interest may arise when BlackRock, Aladdin's clients, and investee companies share board director roles. This became concerning since the person in charge of the strongest risk-management programmes might wield significant power. Furthermore, Larry Fink should be credited for bringing the Environmental, Social, and Governance (ESG) agenda to the general public's attention. He urged the sector to take a stand against climate change by endorsing sustainable investment, selling their interests in certain fossil fuels, or using their votes at annual meetings to call attention to conflicts of interest. His open letter to the business was published in January 2020. BlackRock's dedication to innovative finance is demonstrated by Aladdin's ongoing development and its systematic active equities business. Their $100 billion AI quantitative investment unit in San Francisco regularly outperforms the market in a variety of scenarios.

4.3. BlackRock's Involvement in the Aftermath of 2008 Crisis

BlackRock Solutions was hired by the US Treasury Department in 2009 to evaluate distressed assets owned by significant institutions impacted by the financial crisis of 2007–2008. Founded in 2008, BlackRock's Financial Markets Advisory Group offers global help to financial institutions and governments. BlackRock provided services to other financiers and government authorities during the crisis by utilizing its risk management tool, Aladdin.

BlackRock gained a commanding lead in the financial services sector expanding briefly by acquiring Barclays Global Investors, which was well-known for its proficiency in exchange-traded funds (ETFs) and passive investments under the iShares brand. This was a critical turning point in the histories of both corporations as it allowed Barclays to fortify its balance sheet without needing a government bailout. The following rise in worldwide ETF assets – which have already reached a record $5.4 trillion since 2009, from just over $1 trillion – illustrated the acquisition's huge impact on the financial market. Following the financial crisis, in 2011, the Irish central bank hired BlackRock Solutions to evaluate the state of its main banks without issuing a formal tender. In order to perform stress tests and assess the capital requirements of Irish banks, BlackRock's assistance was requested once more in the following years. BlackRock's impact on the global financial scene was highlighted by the consulting division's important participation in a number of high-stakes evaluations during the financial crisis.

4.4. ESG Investing

BlackRock CEO Larry Fink has had a big impact on the financial scene by emphasizing the move toward Environmental, Social, and Governance (ESG) investing in his yearly letters to CEOs. These letters urge businesses to prioritize moral behaviour and take into account how their actions affect the environment and society. "Society is demanding that companies, both public and private, serve a social purpose", "Contribute to Society, or Risk Losing Our Support" (Sorkin, 2018). Promoting ESG may be advantageous, but there are certain unintended effects to be aware of, such as the possibility of manipulating ESG scores to gain an unfair competitive edge.

The financial sector has seen significant changes as a result of BlackRock's support for ESG investing. Due to this change, asset managers all over the world are now promoting the significance of sustainable investment practices for long-term performance by incorporating ESG concepts into their investment strategies and product lines. Notable results include enhanced corporate disclosure and a greater emphasis on environmental, social, and governance (ESG) issues in public policy and investment decisions. However, a number of difficulties and objections to ESG investment have come up, such as worries about greenwashing, the absence of standards, discussions on fiduciary responsibility, and how to strike a balance between short- and long-term objectives. In this scenario, evaluating ESG equities has emerged as a critical problem. It has come to attention that MSCI is a major contributor to the ESG ratings given to a range of financial instruments, including those under BlackRock management. The way MSCI approaches ESG ratings has drawn criticism since it prioritizes the benefits on the corporation over the implications on society and the environment (Simpson et al., 2021). For example, McDonald's Corp., a big global consumer of beef, surpassed nations like Portugal and Hungary in its contribution to greenhouse gas emissions in 2019. With 54 million tons of emissions, it was an increase of almost 7% over the preceding 4 years. In spite of this significant environmental impact, McDonald's credit rating was upgraded by MSCI on April 23rd, based on the company's environmental practices. Remarkably, MSCI did not take carbon emissions into account while deciding to raise the credit rating. Rather, McDonald's environmental score was updated by MSCI which took into account the company's efforts to reduce waste and packaging--related risks compared to its competitors in the industry. One noteworthy move was the placement of recycling bins in McDonald's locations in the UK and France, as the business may be subject to fines or other legal consequences for insufficient recycling procedures. In simple words, McDonald had to install new recycling bins in order to avoid legal consequences, yet MSCI decided that this move was made to be more eco-friendly company.

Discussions concerning the reliability and applicability of ESG ratings have arisen as a result of the ratings' lack of consistency and openness. Furthermore, worries regarding green bonds and possible financial mismanagement emphasize the importance of stricter laws in the ESG industry.

4.5. Investments in China

The biggest asset manager in the world, BlackRock, caused controversy when it made big advances in the Chinese market, drawing criticism from a variety of sources. It raised significant capital from Chinese investors to create China's first mutual fund in 2021, having gained greater access to the country's financial industry thanks to the US-China phase-one trade agreement. Even with its financial success, BlackRock was strongly criticized by individuals such as George Soros, who called their engagement in China a "tragic mistake". (Chandler, Gordon, 2021). After BlackRock's Chinese investments had been made public and mocked, the criticism grew more intense in late 2021. A multi-million-dollar campaign was started by a group named the Consumers First Initiative to reveal BlackRock's alleged connections to the Chinese Communist Party (CCP). The goal of the campaign was to increase public awareness of BlackRock's supposed CCP backing and how it affects the US security. The group specifically targeted state pension funds that had investments in BlackRock, raising questions about the possible risks connected to the company's investment decisions – especially those made in China. BlackRock's holdings in businesses like iFlytek and Hikvision that are linked to human rights abuses in Xinjiang attracted more notice. It was disclosed that BlackRock raised its stake in Hikvision despite of the US government placing the business on a blacklist due to its violations of human rights. The concerns about BlackRock's involvement in assisting the Chinese military's technological advancement were also sparked by the company's investments in a number of Chinese companies, some of which had connections to the Chinese military. A congressional committee's additional investigation in 2023 revealed the depth of BlackRock's relationships to more than 60 Chinese businesses that American officials had raised concerns about for security or human rights violations. According to the committee's findings, BlackRock was allegedly leveraging the funds of US investors to fund Chinese companies associated with the People's Liberation Army and the Chinese Communist Party's pursuit of technological domination. Critics also pointed to BlackRock's use of Variable Interest Entities (VIEs) for its investments in Chinese businesses. Because VIEs were considered unlawful under Chinese law, there were worries that American investors would be at the mercy of the Chinese authorities (Sanchez, 2021). This sparked concerns about BlackRock's dedication to the financial stability of its clients as well as its risk assessment procedures. BlackRock's activities in the Chinese market, in particular its investments in businesses connected to the Chinese military and human rights violations, have generated a great deal of discussion and investigation in increasing worries and criticisms. This has led to calls for increased accountability and transparency in the company's investment practices.

4.6. Housing Market

Rising housing costs in the US and the UK are exceeding stagnating salaries, creating a housing crisis that makes owning increasingly unaffordable for the majority of people. This problem has been made worse by rising mortgage rates and rising rent, especially in cities. Major organizations like Vanguard, Blackstone, UBS Group, and BlackRock have been making large investments in the housing market, which resulted in higher prices and displacement of average homeowners. This has made the situation worse. Even though BlackRock says it has no direct involvement with buying single-family homes, it owns substantial holdings in businesses that do so and has significant voting influence over those businesses' decisions. These businesses took advantage of the troubled conditions in the housing market after the 2008 financial crisis, purchasing large quantities of foreclosures and then reselling them after renovations to drive up the inflation of the property market. According to the *Wall Street Journal*, approximately 200 companies, such as Invitation Homes and Treehouse Homes, made coordinated efforts to buy tens of thousands of homes in 2021 (Braus, 2023). This resulted in an increase in rental prices and the conversion of smaller homes into larger ones, which made the housing crisis worse. Critics claim that businesses like BlackRock put profits before the well-being of society and participate in actions at odds with their stated support for humanitarian and environmental causes – a tactic known as "greenwashing". BlackRock has solidified its power in the financial industry and worldwide economies through its large investments and unique software Aladdin, which has raised worries about its substantial control and impact. Despite increased public knowledge of BlackRock's activities, many are still concerned about the company's involvement in escalating the housing crisis and its wider impact on the financial markets.

4.7. Investments Towards Climate Change

The 2018 NGOs research found that 1206 institutional investors, with \$139 billion in total holdings, backed the top 120 coal plant developers. The largest global investor in coal plant developers, BlackRock is a financial behemoth located in the US that held bonds and shares worth a combined \$11 billion in 56 of these developers.

Influence Map, an NGO located in the UK, revealed that BlackRock and Vanguard--owned companies that had thermal coal resources were reported to emit more than 8 gigatons (Gt) of CO_2, or 2% of the carbon budget required to keep global warming to 1.5 °C. In 2017, the share of worldwide energy-related carbon emissions attributable to BlackRock's assets was 30%. Environmental organizations widely criticized BlackRock shortly after by the German non-governmental organization Urgewald revealed it was the world's largest investor in new coal-fired power plants. BlackRock's commitment to sustainability came under increasing pressure to divest from fossil fuel firms. A campaign dubbed "BlackRock's Big Problem" brought attention to BlackRock's involvement in the climate problem in 2018 by highlighting the company's position as the largest shareholder in international fossil fuel companies. The campaign urged BlackRock to give top priority to investing in sustainable funds and to cease supporting fossil fuel companies that were unwilling to alter their business methods. The campaign, which asked BlackRock to employ transparent shareholder involvement to guarantee its owned companies aligned with the Paris Climate Accord, was launched during the Climate Week in New York. In spite of the campaign, CEO of BlackRock Larry Fink insisted that the company's

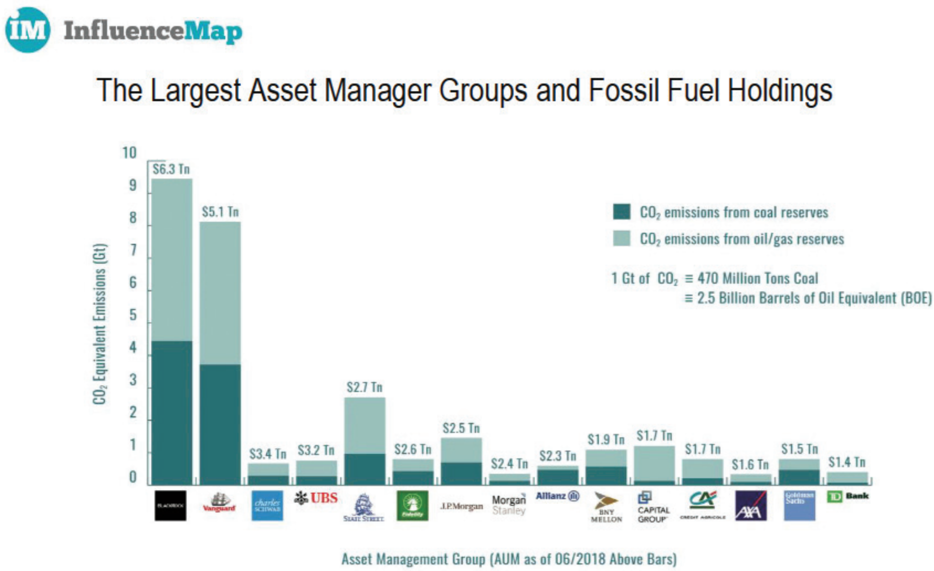

Fig. 1. The largest asset manager groups and fossil fuel holdings as of 2018

Source: (Influence Map, 2019).

first priority was to safeguard and expand its clients' assets, placing a higher priority on fiduciary obligation than individual environmental beliefs. Fink declared in 2020 that BlackRock would give environmental sustainability top priority when making investment decisions, which resulted in a change in the company's approach. In an effort to get corporations to reassess their carbon footprints, the company started to dispose of assets that carried a significant degree of sustainability risk, such as coal companies. Reactions to the announcement were divided: some questioned BlackRock's strategy's effectiveness and its decision to keep retaining assets connected to fossil fuels. As a result of protests held by environmental activists against BlackRock's environmental impact, the corporation came under increased scrutiny. Additional reports from 2022 and 2023 emphasized BlackRock's continued involvement in fossil fuel businesses, such as those producing coal, oil, and gas (Tab. 1, 2).

BlackRock maintained its position as one of the biggest institutional investors in these industries despite its claims of sustainability, which prompted criticism for greenwashing and demands for stricter action to meet climate targets. According to a Common Wealth think tank report, over $1.5 billion in coal, oil, and gas bonds were held by ESG funds run by BlackRock and other large asset management companies, casting doubt on the sincerity of sustainability pledges. BlackRock's substantial impact on the financial industry, which includes its advisory position in EU environmental laws, has raised questions over possible conflicts of interest and the company's influence over climate policy.

Table 1. Companies investing into fossil fuels as of March 2022

Financial institution	Corporate lending		Bond underwriting		Equity underwriting		Equity asset management	
	Total fossil fuel financing ($ mln)	% fossil fuel exposure	Total fossil fuel financing ($ mln)	% fossil fuel exposure	Total fossil fuel financing ($ mln)	% fossil fuel exposure	Total fossil fuel financing ($ mln)	% fossil fuel exposure
JP Morgan	36.276	5	40.537	10	4.381	2	20.889	5
Bank of America	19.166	3	33.088	9	3.067	2	N/A	N/A
Wells Fargo	26.006	7	14.499	9	1.409	5	1.882	4
Ping An Group	100	6	2.975	7	0	0	49	3
Citigroup	26.691	6	38.023	12	4.182	3	N/A	N/A
HSBC	15.113	8	16.811	11	43	0	2.517	7
BNP Paribas	31.845	11	15.691	9	0	0	3.084	5
Allianz	N/A	N/A	N/A	N/A	N/A	N/A	4.004	4
BlackRock	N/A	N/A	N/A	N/A	N/A	N/A	136.416	6
Mitsubishi UFJ Financial Group	17.324	10	19.328	16	33	2	2.142	2
Santander	8.641	10	6.818	9	63	1	419	11
AXA	N/A	N/A	N/A	N/A	N/A	N/A	1.136	4
Crédit Agricole	16.753	10	11.017	14	0	0	13.300	5
Sumitomo Mitsui Financial Group	13.86	9	14.161	12	36	0	371	2
Royal Bank of Canada	23.62	12	15.759	13	598	2	119	9
Goldman Sachs	2.083	1	17.314	7	3.225	1	6.629	6

Source: (Influence Map, 2022).

Table 2. Top 23 fossil fuels investors

Investor	HQ country	Investment in $ mln
1. Vanguard	United States	268,887
2. BlackRock	United States	263,345
3. State Street	United States	133,470
4. Capital Group	United States	105,677
5. Public Investment Fund	Saudi Arabia	92,537
6. Fidelity Investments	United States	82,048
7. JP Morgan Chase	United States	47,863
8. Government Pension Investment Fund	Japan	46,462
9. Berkshire Hathaway	United States	46,267
10. Geode Capital Holdings	United States	44,166
11. Government Pension Fund Global	Norway	40,879
12. Wellington Management	United States	36,012
13. T. Rowe Price	United States	34,880
14. TIAA	United States	31,882
15. Franklin Resources	United States	31,624
16. Dimensional Fund Advisors	United States	30,838
17. Morgan Stanley	United States	29,753
18. Life Insurance Corporation of India	India	29,540
19. Invesco	United States	28,373
20. Northern Trust	United States	26,446
21. Bank of America	United States	26,323
22. Bank of New York Mellon	United States	26,118
23. National Pension Service	South Korea	25,900
Total		1,529,290

Source: (Urgewald, 2023).

4.8. Accusation of the Deforestation of the Amazon

The largest investor in the world, BlackRock, promised in January 2020 to remove $500 million from coal industry holdings and push businesses to put sustainability first in response to growing criticism from environmental groups. Protesters were incensed that it continued to hold assets in companies linked to deforestation. BlackRock, which uses passive index funds and has enormous worldwide holdings, admitted that it has little influence over social issues. Despite its sustainability claims, it was accused of hypocrisy when later reports showed that it continued

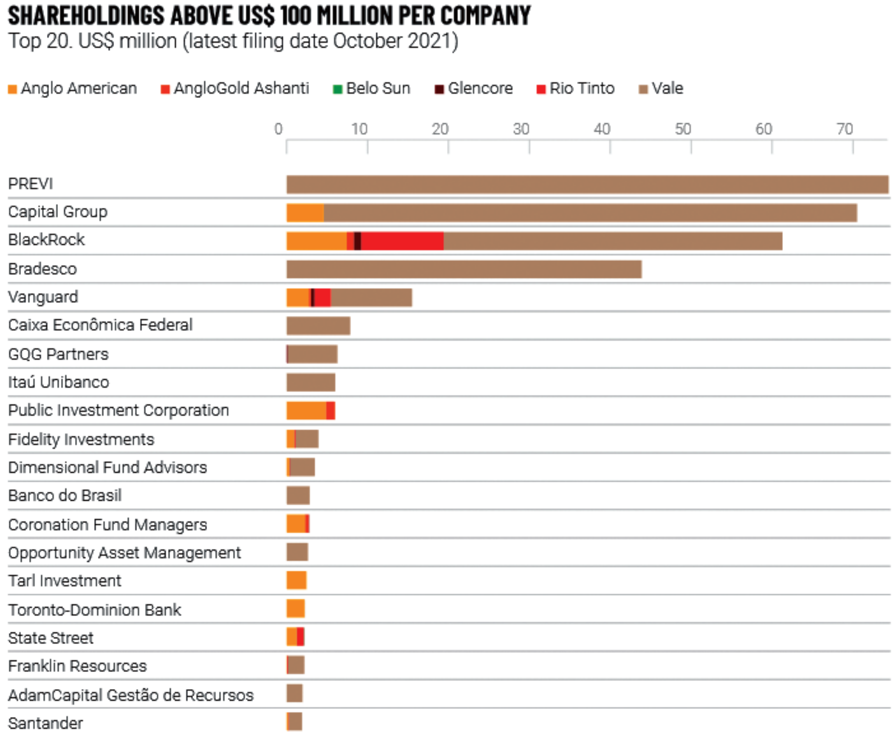

Fig. 2. Biggest shareholders in Amazon deforestation companies as of October 2021

Source: (APIB and Amazon Watch, 2022).

to invest in fossil fuel businesses. A report titled *Compliance in Destruction IV*, which was released in February 2022, detailed how BlackRock and other significant investors funded mining operations in the Amazon that resulted in the violation of indigenous rights and environmental damage (Fig. 2). The study emphasized the negative impacts of industrial mining over the long run, such as increased deforestation, hazardous waste contamination, and large greenhouse gas emissions. It also clarified the disputes and fatalities linked to mining operations, highlighting the catastrophic impacts on the environment and nearby communities. BlackRock maintained making investments despite the data, which raised questions about its dedication to social responsibility and climate change.

5. Conclusions

The object of the article was to research how does BlackRock follow corporate governance standards through its operation and whether it is promoting them in an appropriate way. To achieve this, it was necessary to study what corporate governance is, how to evaluate it, and conduct desk research by looking through numerous papers and reports online to get a more comprehensive understanding of how BlackRock functions. The study draws attention to BlackRock's inconsistent business practices. BlackRock is a significant player in corporate governance and ESG investing. In spite of its support for environmental responsibility, it has increased investments in fossil fuels and supported businesses that violate privacy. It is argued that the ESG grading system allows businesses to raise their scores by making minor adjustments. Concerns have been raised by BlackRock's significant influence which it wields through its Aladdin platform, as it keeps funding environmentally harmful projects. Even while it has not been personally involved in all of the controversy, its investments have helped to support destructive practices like deforestation in the Amazon. The research highlights the importance of true corporate responsibility and issues a caution against putting financial gain ahead of moral conduct. The need for genuine environmental stewardship in the corporate sector is brought to light with rising stakeholder awareness. According to the research, BlackRock does not live up to the standards it advocates, which shows the need of really following ethical business practices in order to set an example.

During the research several limitations occurred. Some supposed unethical behaviour is not well supported by the facts, and writers with prejudicial beliefs frequently exaggerate problems. It is essential to verify information from several sources, particularly non-profit ones. In order to prevent organizational errors and gain a better understanding of corporate governance, more research is required, especially case studies, as they are scarce.

Acknowledgement

The paper is based on the MA thesis written under the supervision of Katarzyna Piórkowska.

References

APIB and Amazon Watch. (2022). *Complicity in Destruction IV: How Mining Companies and International Investors Drive Indigenous Rights Violations and Threaten the Future of the Amazon*. https://amazonwatch.org/assets/files/2022-complicity-in-destruction-iv.pdf

Braus, N. (2023, January 26). *Blackrock and Other Profit Maximizers Ignore Housing Crisis*. Laprogressive. https://www.laprogressive.com/homelessness/blackrock-and-other-profit-maximizers-ignore-housing-crisis

Chandler, C., and Gordon, N. (2021, September 9). Blackrock Is "Blundering" in China – All the Way to the Bank. *Fortune*. https://fortune.com/2021/09/09/blackrock-china-mutual-fund-investment-soros-mistake/

Fernando, A. C. (2011). *Corporate Governance: Principles, Polices and Practices* (2nd ed.). Pearson Education India.

Influence Map. (2019). *The Largest Asset Manager Groups and Fossil Fuel Holdings as of 2018*. https://influencemap.org/finance-map

Influence Map. (2022). *Finance and Climate Change. An Influence Map Report*. https://influencemap.org/report/Finance-and-Climate-Change-17639

Massard, F., and Berckmann, K. (2022). ESG Considerations Have Significant Credit Effect on Large Number of Debt Issuers. *Moody's – Credit Ratings, Research, and Data for Global Capital Markets.* Credit Outlook, 16. https://www.moodys.com/research/doc--PBC_1349914

Sanchez, R. (2021, August 30). *Chinese VIE Structure: Wall Street Continues to Ignore the Risks*. GCI Investors. https://gci-investors.com/chinese-vie-structure-wall-street-continues-to-ignore-the-risks/

Simpson, C., Rathi, A., and Kishan, S. (2021, December 10). *The ESG Mirage*. Bloomberg.com. https://www.bloomberg.com/graphics/2021-what-is-esg-investing-msci-ratings-focus-on-corporate-bottom-line/?sref=XIzXWjPY

Sorkin, A. R. (2018, January 16). Blackrock's Message: Contribute to Society, or Risk Losing Our Support. *The New York Times*. https://www.nytimes.com/2018/01/15/business/dealbook/blackrock-laurence-fink-letter.html

Tricker, R. I. (2015). *Corporate Governance: Principles, Policies, and Practices*. Oxford University PressA.

Urgewald. (2023, April 20). *Investing in Climate Chaos: NGOs Release Data on Fossil Fuel Holdings of 6,500 Institutional Investors*. https://investinginclimatechaos.org/media/pages/reports/6000d2c-3be-1682605285/urgewald-pr-investing-in-climate-chaos.pdf

Krytyczna analiza ładu korporacyjnego na podstawie firmy BlackRock

Streszczenie: Celem artykułu jest sprawdzenie, w jaki sposób firma BlackRock przestrzega standardów ładu korporacyjnego i czy promuje je w odpowiedni sposób wobec spółek, w które inwestuje. Aby tego dokonać, zastosowano przegląd krytyczny literatury, natomiast w dalszej części wykorzystano badania jakościowe z analizą dokumentacji w postaci artykułów dostępnych *online*, baz danych oraz raportów. W artykule skupiono się na historii firmy, jej programie komputerowym Aladdin oraz na wielu kontrowersjach, które w ciągu lat się pojawiły , takich jak: inwestowanie w firmy z wysokim współczynnikiem ESG, a także nieścisłości z tym związane; inwestycje w biznesy produkujące ogromne ilości zanieczyszczeń; firmy pochodzące z Chin, będące na czarnej liście USA jako łamiące prawa człowieka; rola BlackRock w kryzysie mieszkaniowym; powiązania z firmami dokonującymi wycinki drzew w lasach Amazonii. W artykule ukazano funkcjonowanie firmy BlackRock i jej negatywny wpływ na środowisko.

Słowa kluczowe: ład korporacyjny, BlackRock, ESG, klimat, wycinka lasów Amazonii