



BlackRock[®]

#8

Stephen Scharf

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BlackRock

Public role source revisited. Employer/self sources and association/event biographies are distinguished; direct role acceptance is not established. **Current-role source**

Direct business email and telephone: not publicly verified.

LinkedIn profile | Named professional biography / public route

Work base: Not established from reviewed sources. Actual work base, DC access and willingness require direct confirmation.

Recommendation and rationale

Reserve / second-group qualification. Signed corporate regulatory submissions and financial-market resilience experience.

Research rank #8 - Priority qualification. Final research recommendation for this pass; ISA selection and outreach approval pending.

Company capacity and proposed benefit

FY2025 revenue approximately \$24.2bn, issuer earnings release. Client AUM is not company revenue or a dues budget. **Source:** www.blackrock.com

Proposed company benefit: Test BlackRock governance questions about vendor dependency and crisis preparedness.

Proposed executive benefit: Apply his resilience and proportionate-oversight experience in a cross-sector setting.

What This Recruit Could Add to ISA

Run a financial-market continuity case comparing supplier concentration and recovery trade-offs. **Source:** deloitte.wsj.com

Handbook connection: Tool H 57-59; B 37-40. Proposed output and benefits require agreement. **Source:** www.nacdonline.org

Introduction and next decision

No named introducer established. ISA to designate an approved contact route; no private relationship inferred.

ISA to reconcile account status and route; then validate current remit, contribution, corporate payer and participation directly.

Policy history and board-selection fit

Formal regulatory input: Signed DTCC submissions on third-party oversight and cyber response/recovery; direct regulatory input in a historical role.

No additional authoritative policy-history evidence was established in the deeper check. This is an evidence gap, not proof of no policy involvement.

Benchmark: ISA recommendations, current ISA board practitioner profile, operating authority, company capacity, attributable policy work, concrete contribution, and portfolio balance. Corporate directorship alone does not determine priority.

Qualification status and ownership

Requirement	Evidence and remaining confirmation
Current role	Public role support; recheck directly before contact; direct confirmation pending.
ISA membership	Unknown current company/account and designated-representative status. Public board absence does not establish nonmembership.
Eligibility	Operating practitioner fit supported by research. ISA acceptance and employer designation pending.
Board feedback / introducer	No named introducer established. Introduction completion: not confirmed.
Corporate sponsorship	Published annual dues \$75,000; corporate payer, budget approver and written authorization not confirmed.
Executive interest	Not directly confirmed. Published interest in cyber topics is not membership interest.
Time / participation	Four meetings yearly, including two in Washington, DC and two virtual, plus agreed preparation. Availability, travel and term commitment not confirmed.
ISA output and benefits	Person-specific hypotheses documented; prospect and employer acceptance not confirmed.
Portfolio	Industry/expertise rationale assessed. Work base and DC access require direct confirmation.

ISA public board / meeting baseline | Bylaws | Published sponsorship

1631 owns researched case and source accuracy; ISA owns current membership/eligibility/introducer decision; employer/prospect must confirm funding, interest, availability and proposed output.

Image and contact provenance

Portrait: Exact named source asset; manually selected. [Source: cloudsecurityalliance.org](https://cloudsecurityalliance.org)

Company mark: Current employer website brand asset [Source: www.blackrock.com](https://www.blackrock.com)

Attributable commentary and evidence ledger

10 / 10 substantive sightings recorded. Depth target met.

1. Powering the Business With Resilience: DTCC's Chief Security Officer ...

2020 | Direct interview in Deloitte-sponsored publication [Source: deloitte.wsj.com](https://www.deloitte.wsj.com)

Discusses integrated security and business resilience, including continuity and crisis planning alongside efficiency choices.

Attribution / limitation: Historical DTCC role, sponsored setting; not a description of current BlackRock controls.

2. Your Business's Cyber Security, Through the Lens of the Pandemic

June 26, 2020 | Authored commentary [Source: www.techmonitor.ai](https://www.techmonitor.ai)

Explains how rapid pandemic-era remote-work changes introduced security gaps and physical/home-working dependencies that resilience plans needed to address.

Attribution / limitation: Historical DTCC article; current BlackRock relevance remains a validation question.

3. Data Visibility, Control Top Cloud Concerns at RSA

April 18, 2018 | Direct attributed panel comments [Source: www.darkreading.com](https://www.darkreading.com)

Describes cloud migration as a chance to rebuild inherited infrastructure and enable the business.

Attribution / limitation: Other panelists' views are excluded; historical DTCC role.

4. Back To Basics: Maximizing Cybersecurity Capabilities

November 15, 2016 | Scharf-authored Dark Reading article [Source: www.darkreading.com](https://www.darkreading.com)

Argues that internal traffic monitoring, system separation and shared threat intelligence remain foundational. Warns against buying new technology while underfunding basic capabilities; frames cybersecurity as an enterprise responsibility.

Attribution / limitation: The byline explicitly identifies Stephen Scharf. Historical DTCC role, not a statement of BlackRock's current controls or policy.

5. DTCC comment on proposed interagency third-party risk guidance

October 18, 2021 | Corporate regulatory submission signed by Scharf [Source: www.federalreserve.gov](https://www.federalreserve.gov)

DTCC's signed submission favors proportionate, principles-based vendor oversight. It asks regulators to distinguish directors' oversight from day-to-day management, including approval of individual contracts, and to avoid duplicative or conflicting requirements.

Attribution / limitation: A DTCC/DTC corporate position signed by Scharf, not solely personal authorship, current BlackRock policy or the final regulatory rule. Signature is on PDF page 11; key positions on PDF page 2. Historical contact details are not used for outreach.

6. Cyber attack: preparing for the inevitable

June 2018 | Speaker-labeled World Federation of Exchanges Q&A [Source: focus.world-exchanges.org](https://focus.world-exchanges.org)

Scharf argues for scenario-specific preparedness, shared standards and collective response because no single firm has every capability. Highlights contingency and interoperability when critical financial infrastructure is unavailable.

Attribution / limitation: Only Stephen-labeled answers are used; David LaFalce's separate reentry and alternative-service recommendations are excluded. Historical DTCC role, not current BlackRock policy.

7. DTCC response on effective cyber incident response and recovery

July 20, 2020 | Corporate FSB comment letter signed by Scharf [Source: www.fsb.org](http://www.fsb.org)

The signed DTCC submission supports risk-proportionate response and recovery. Recommends combining tabletop and crisis-management testing with forced absenteeism to test secondary and tertiary response capability.

Attribution / limitation: DTCC corporate position, not exclusively personal authorship or current BlackRock policy. Recommendations and signature reviewed in the 11-page letter; historical contact information is excluded.

8. DTCC 2021 risk forecast - Scharf on the remote-work attack surface

November 2020; forecast for 2021 | Named statement in issuer risk forecast [Source: www.dtcc.com](http://www.dtcc.com)

Warns that rapid remote-work changes expanded the attack surface and that longer-term staffing and technology models require defenses to adapt.

Attribution / limitation: Only the named Scharf contribution is used. Historical DTCC forecast. Indexed issuer PDF text reviewed; the direct download was intermittently unavailable on October 11, 2026.

9. DTCC 2022 risk forecast - evolving defense and recovery

Published for 2022; exact release date unverified | Named statement in issuer risk forecast [Source: www.dtcc.com](http://www.dtcc.com)

Calls for defenses and recovery approaches to evolve as threats change, building on successful methods while continually reassessing security measures against risk in an interconnected financial system.

Attribution / limitation: Historical DTCC statement. Named attribution and relevant text verified in indexed issuer material; the original download currently returns an error. Do not infer current BlackRock practices.

10. Industry coordination on distributed-ledger security

February 13, 2020 | Direct attributed comments reported by Finextra [Source: www.finextra.com](http://www.finextra.com)

Says distributed-ledger risks must be identified before deployment to preserve market stability. Warns that traditional controls may be insufficient and favors widely shared, agreed and adopted security frameworks.

Attribution / limitation: Only Scharf's attributed comments are his position. The accompanying white-paper proposals are corporate context; historical DTCC role, not current BlackRock policy.