

Macquarie Group

Accessibility Action Plan

2025-2028

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Message from our CEO



I am pleased to present Macquarie Group's inaugural global Accessibility Action Plan (AAP).

As a services business, the diversity of our people is one of our greatest strengths and we are committed to building a workforce that reflects all aspects of diversity and intersectionality to bring a range of perspectives, ideas and insights to everything we do.

An inclusive, equitable workplace enables us to deliver more innovative and sustainable solutions for our clients, communities and each other, consistent with our purpose of empowering people to innovate and invest for a better future.

We are working to remove any social and environmental barriers that could prevent our people from doing their best work, allowing everyone to be included and able to fulfil their potential.

We were pleased to join The Valuable 500 in 2020 and are proud of the further progress we have made in the years since. Macquarie's AAP formalises our ongoing

commitment to equity and inclusion and defines our goals and the actions we will continue to progress over a three-year period to improve accessibility and inclusion.

We have consulted with a diverse group of people in the creation of the plan, including our employees who are neurodivergent or have lived experience with disability, as well as external experts. With our global headquarters and retail bank based in Australia, we are proud to have partnered with the Australian Disability Network on the development of this plan, which will deliver positive impact across our global operations.

We look forward to achieving meaningful progress with the actions in our AAP and continuing to build on our commitments in the future.

Shemara Wikramanayake
Managing Director and Chief Executive Officer
Macquarie Group

Message from our Accessibility Action Plan Executive Sponsor



I am delighted to have contributed to the development of Macquarie Group's first AAP, alongside members of our AAP Working Group and Steering Committee.

I had the pleasure of being matched with our AAP project co-lead, Jeffrey Orlowsky, as part of The Valuable 500's Generation Valuable mentoring project. Jeffrey generously shared with me his lived experience with disability and his passion for driving positive change at Macquarie and in the broader community. I learnt a lot from this experience, and it reinforced the importance of involving people with lived experience in driving solutions around matters that affect them. One of the guiding principles in developing this plan was 'nothing about us without us'.

To make a difference we must all be committed to driving change and action to deliver more equitable outcomes for our people, clients and communities.

We strive to meet international accessibility standards, as well as the Australian Banking Association's (ABA) [Banking Code of Practice and Accessibility and Inclusion Principles](#).

We are committed to identifying opportunities for improvement across our organisation, and the actions outlined in our AAP are centred around the following key focus areas:

1. Customer and community experience
2. Employee experience
3. Candidate experience.

Our AAP provides a framework to monitor and measure progress against our objectives, and to ensure that we meet or exceed the requirements of regulatory bodies around the world.

I look forward to continuing to build on our progress alongside our Working Group and Steering Committee, together with our people and partners around the world.

Stuart Green
Managing Director and Chief Executive Officer
Macquarie Bank Limited

Message from the CEO of Australian Disability Network



A warm congratulations to Macquarie Group on the development and launch of their inaugural global Accessibility Action Plan 2025-2028. This significant milestone demonstrates a strategic approach to removing barriers for people with disability as employees, stakeholders and customers on a global scale including implementing ways of working to support their equitable participation.

When companies are inclusive and accessible, everyone benefits. This plan takes a lateral and whole-of-organisation approach to addressing accessibility barriers for people across key areas such as candidate and employee experience, digital accessibility, customer experience and premise. These key business areas have a direct impact on employees and candidates being able to equitably participate at Macquarie Group as well as customers and stakeholders being empowered to access goods and services in a dignified and accessible manner. Being accessible and inclusive is just good business.

People with disability have a right to equitable access and inclusion. Macquarie Group is demonstrating their commitment to this fundamental right through the objectives and deliverables outlined in this plan, systematically working to support this endeavour. By implementing these objectives and goals, this will support Macquarie Group in being a leading example to others and further enhance their disability confident culture.

Australian Disability Network applauds the efforts made by Macquarie Group in developing this plan. As a member of our network for 18 years, Macquarie Group consistently engages with the learnings we share to be embedded within their organisation. Together, we work towards achieving a more inclusive and equitable society for people with disability.

Corene Strauss
Chief Executive Officer
Australian Disability Network

About Macquarie

We are a global financial services organisation with Australian heritage, operating in 34 markets. We service clients across asset management, retail and business banking, wealth management, leasing and asset financing, market access, commodity trading, renewables development, specialist advice, and access to capital and principal investment.

Our purpose of empowering people to innovate and invest for a better future is deeply embedded in Macquarie's culture and is underpinned by our longstanding operating principles of Opportunity, Accountability and Integrity.

Our commitment to Diversity, Equity and Inclusion (DEI) is both top down and bottom up. Every Macquarie employee shares accountability for creating an

inclusive environment where diverse perspectives and authenticity are valued, and everyone can reach their full potential. We recognise that providing equitable support for people with disabilities is beneficial for everyone.

We also focus on providing and supporting commercial and development opportunities for underrepresented groups in our communities through the work of the [Macquarie Group Foundation](#). Recognising that many people around the world face systemic barriers to employment, the majority of our grant making focuses on breaking down these barriers and building effective pathways to employment.



Part of the Macquarie Group Foundation, **Macquarie Sports** is proud to support community organisations providing sporting clinics around Australia, such as **Wheelchair Sports NSW/ACT**. The clinics aim to break down any barriers to participation, with a focus on regional and remote communities.

Our inclusive culture

Inclusion is a strong component of Macquarie's culture and a pillar of our global DEI strategy. A truly inclusive environment is one in which our people are respected and supported to be their authentic selves and empowered to perform at their best.

Feeling empowered to challenge what's possible and shape a career that is meaningful is an essential part of working at Macquarie. We aim to create opportunity so that all our people can bring their insights and expertise to the task at hand, and to feel supported to make their own kind of impact for a better future.

We recognise our people based on their unique contributions, performance and outcomes. Our progress is measured through our annual employee engagement survey, which enables comparative analysis between underrepresented groups and the overall population. These insights inform dedicated action plans.

Every employee at Macquarie is accountable for contributing to our inclusive culture by following our standards and setting objectives, which include DEI. This is measured and assessed as part of our employee performance evaluation processes.

Macquarie has a range of Employee Network Groups (ENGs) and DEI committees in each region. These groups reflect all aspects of diversity and intersectionality within our workforce, amplify the voices of underrepresented people, enhance networks and support our DEI strategy.

Macquarie embraces the Social Model of Disability as outlined by the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD) which defines disability as "those who have long-term physical, mental, intellectual or sensory impairments which in interactions with various barriers may hinder their full



and effective participation in society on an equal basis with others". This model does not deny the impact or reality of an impairment, but challenges the physical, attitudinal, communication and social environment to accommodate individual difference as an expected part of human diversity. Under this model, disability is something society creates when a person with disability tries to function in an inaccessible world. Macquarie is committed to identifying and removing the disabling barriers that impact its people, customers and stakeholders.

Spark is a set of regional employee-led groups for neurodiverse employees and allies – providing safe spaces for guidance, insights and activities to raise awareness and champion inclusion, acceptance and enablement. Spark developed Macquarie's **Neurodiversity Knowledge Base**, a global repository with resources to support all employees, raise awareness, and promote Macquarie's inclusive culture of celebrating, embracing and respecting individual experiences.

Our progress so far

Creating more accessible and inclusive employee experiences

We recognise that every individual is unique, and different requirements need different adjustments. We are committed to ensuring all our people have access to the support they need to succeed in their role. We work to understand their individual needs and ensure the right adjustments are made to help them thrive.

Ensuring equitable access to workplace technology is important so that our people are empowered to effectively undertake their work duties independently. Macquarie has implemented a range of assistive technologies, including screen readers, literary applications, and audio and captions translation.

Macquarie has also developed a global Accessible and Inclusive Events Guide which provides best practice guidelines for planning and executing inclusive events. Guidance is provided on communications etiquette and use of inclusive language, presentation content and virtual event platforms and channels.

Building on our inclusive culture

We continue to embed principles of inclusion within our policies, practices and procedures, and monitor diversity data to ensure equitable outcomes in candidate and employee experiences such as recruitment, performance, remuneration and promotion.

We educate and raise awareness of visible and non-visible disability, neurodivergence and mental health conditions, by acknowledging days of significance, such as International Day of People with Disability and Global Accessibility Awareness Day, and we engage leading organisations such as Australian Disability Network, to provide training to empower our people to better understand and apply accessibility principles.

We provide on-demand resources and practical support to our employees, people managers and senior leaders to build a disability-confident organisation. Training is available to our people through Macquarie's learning and development platform, which has been updated to embed inclusive design principles and our accessible learning standards. We also offer Allyship and Inclusive Leadership training for our people in leadership roles.

Improving our recruitment and onboarding processes

We look to hire diverse talent into our organisation. This is why we aim to provide a recruitment process that is inclusive and accessible. Our recruitment process is structured to find the right applicant for the role who has the required experience, skills and capability to undertake the inherent or essential requirements of the role.

To support candidates with disability, we offer adjustments to provide an equitable and inclusive experience, in line with our Reasonable Adjustments Guide. This may include adjusting psychometric assessments or the format, length and locations of interviews. To enhance our talent pipeline and recruitment channels, we strategically partner with disability employment organisations and consultancies to engage candidates and interns with disability.

Creating equitable digital experiences

We are taking action to enhance the inclusiveness of the digital experiences we provide to our people and our customers, by seeking to conform our websites, applications and portals over time to the design requirements recommended under the Web Content Accessibility Guidelines (WCAG) 2.2, Level AA.

Macquarie has recently initiated a pilot program for its Global Experience Language (GEL), a preliminary small-scale implementation release of foundational assets, enabling product teams to build consistent accessible products from the core. We use another design system to improve the digital accessibility of our banking products and services. This is a testament to our dedication to fostering a cohesive and superior user experience across all digital interfaces.

Created with a strong focus on digital accessibility, the GEL offers a comprehensive audit system to further guide teams on the creation of dependable, universally inclusive products, services, and platforms. This initiative will support compliance with the international Web Content Accessibility Guidelines (WCAG) 2.2 standards.

Our progress so far

Designing for accessibility in our workplaces

We recognise that when we design for accessibility, everyone benefits. We have committed to ensuring that all our new workplaces are designed with accessibility and inclusivity in mind and continue to review our current workplaces to ensure we're providing equal dignified access for our people and visitors.

Several of Macquarie's workplaces around the world have received enhancements to meet the specific needs of our people. Some features include: improved wayfinding and braille; automatic doors; tactile indicator studs; visual fire alert mechanisms and evacuation chairs; voice-activated meeting room audio-visual; accessibility lifts; and spaces designed for neurodiversity, including places for acoustic separation for a sensory break and the ability to control lighting levels for specific sensory preferences.

Macquarie's newest workplaces, our global headquarters located at 1 Elizabeth Street in Sydney and new regional Americas headquarters at 660 Fifth Avenue in New York, were carefully designed in line with human centred design principles to create welcoming and inclusive environments. The early design process included collaborative workshops to understand the needs and wants of our people in their workplaces and to identify diverse users and specialised requirements. The accessibility features in these buildings include high contrast wayfinding signage and braille; full-service kitchen pantries on every floor to ensure equity of access; accessible reception desks and pantries to facilitate use by all; hearing loops in meeting spaces and client areas; and spaces designed to meet the needs of neurodiverse people.



Our progress so far

Improving accessibility and inclusion for our communities

Macquarie has been engaged in Australia’s Specialist Disability Accommodation (SDA) sector since 2017. By participating in Australia’s SDA scheme, Macquarie has directly enabled the creation of over 350 specialist homes¹ for individuals with significant care and support needs.

Our involvement, together with our housing partners, government and other market players, has helped raise awareness and understanding of SDA as an asset class and contributed to its success as a private sector-led market.

The Macquarie Group Foundation also supports a number of community organisations through grants and social impact investments, such as White Box Enterprises and the Special Olympics Asia Pacific and Bharat.

Meeting our global obligations

We strive to meet relevant global and national accessibility standards, including:

- > Global Web Content Accessibility Guidelines 2.2
- > Australian Banking Association’s Banking Code of Practice and Accessibility and Inclusion Principles
- > Accessibility for Ontarians with Disabilities Act
- > Accessible Canada Act
- > Accessible Manitobans Act
- > Americans with Disabilities Act
- > Australian Disability Discrimination Act
- > European Accessibility Act



1. Built or under contract for construction as at 31 March 2024.

Our plan

Macquarie's global Accessibility Action Plan focuses on three core pillars: customer and community experience, employee experience and candidate experience. The below plan outlines the deliverables we commit to progressing over the next three years from 2025-2028.

Customer and community experience

We are committed to improving accessible experiences for our customers and the communities in which we live, work and serve.

Action	Deliverable
Deliver accessible digital platforms and websites	Complete accessibility audits of key digital platforms and websites to identify any gaps in meeting Web Content Accessibility Guidelines (WCAG) 2.2 Level AA compliance, supplemented by enhanced feedback and governance processes to support and inform our work
	Introduce design systems that standardise design principles, accessibility guidelines, patterns and best practices across digital platforms and websites
	Deliver engineering excellence in accessibility by implementing industry best practices and maintaining code standards
	Support retail bank employees with accessibility training, tools and resources to enhance delivery of accessible customer experiences over time
Provide accessible offices and facilities	Assess current property portfolio and identify short-term retrofits and adjustments to existing and in-development workplaces
	Review and uplift accessibility standards within Macquarie Workplace Guidelines

Macquarie is a member of **The Valuable 500**, a global collective of organisations focused on disability inclusion. In joining this collective, we acknowledge our progress and are making a commitment to continually challenge ourselves to do more.

Employee experience

We believe in a workplace where every person is valued for their uniqueness and where different views and ideas are embraced. Our workspaces are connected, flexible and sustainable, and designed to nurture Macquarie's collaborative culture.

Action	Deliverable
Deliver accessible digital platforms and websites	Introduce Global Experience Language (GEL) that seeks to standardise design principles, accessibility guidelines, patterns and best practices across digital platforms and websites
	Continue using the OneUI design systems to enhance accessible design
	Complete a comprehensive accessibility audit of key digital platforms and websites that will identify any gaps in meeting Web Content Accessibility Guidelines (WCAG) 2.2 Level AA compliance
	Ensure engineering excellence in accessibility by implementing industry best practices
	Implement a robust monitoring strategy for assistive technology, aligned to meeting Web Content Accessibility Guidelines (WCAG) 2.2 Level AA compliance
	Complete a comprehensive accessibility audit of eLearning modules available on the Macquarie Learning Portal. All mandatory eLearning is accessible
Enhance accessibility in the workplace	Complete an audit and develop an action plan to ensure Macquarie continues to offer and accommodate workplace adjustments
	Establish a feedback mechanism and action plan to ensure employees can easily access assistive technologies
Build disability and neurodiversity confidence	Promote visibility and education around disability and neurodiversity
	Implement accessibility training and create accessibility awareness guidelines for employees
Provide accessible offices and facilities	Assess current portfolio and identify short-term retrofits and adjustments to existing / in-development workplaces
	Review and uplift accessibility standards within Macquarie Workplace Guidelines
	Update Macquarie's Travel Policy to ensure employees have dignified access to provisions and adjustments when travelling

Candidate experience

At Macquarie, we are empowering what’s possible, together. An open, accessible and inclusive recruitment process is central to empowering all kinds of bright and capable people to find successful careers with Macquarie.

Action	Deliverable
Increase candidate applications	Further invest in recruitment sourcing and marketing channels advancing the inclusion of neurodivergent people or people with a disability Advertise roles on disability employment platforms
Enhance accessible recruitment processes	Ensure Macquarie’s career website continues to meet the Web Content Accessibility Guidelines (WGAC) 2.2 Level AA compliance Uplift the applicant experience in relation to reasonable adjustments and alternative methods of communication for candidates
Identify and remove unintended barriers in the recruitment process	Review recruitment processes and identify opportunities for further uplift Update training collateral and guides for interviewers, hiring managers and recruitment teams
Build disability and neurodiversity confidence with HR, recruitment teams	Provide neurodiversity and disability confidence training for selected HR and recruitment teams Provide talent acquisition teams, hiring managers and other relevant team members, with access to resources to assist knowledge and confidence building, and to support inclusivity during the recruitment process



Glossary

Accessibility

Accessibility refers to the ease with which facilities, products, services, functions or people are available to as many people as possible. It allows for people with disability to have the opportunity to acquire the same information, engage in the same interactions, and enjoy the same services as people without disability in an equally effective and equally integrated manner. Accessibility includes both physical and digital accessibility. Digital accessibility means that people with disability can equally perceive, understand, navigate and interact with digital content. It also means they can contribute equally without barriers (World Wide Web Consortium (W3C)).

Disability and neurodiversity

People with disability include those who have long-term physical, mental, intellectual, or sensory impairments which, in interaction with various barriers, may hinder their full and effective participation in society on an equal basis with others (United Nations Convention on the Rights of Persons with Disabilities).

Neurodiversity is a term coined by Australian sociologist Judy Singer in the late 1990s to describe 'the limitless variability of human cognition.' It includes people on the autism spectrum as well as those with other conditions, such as dyslexia, dyspraxia, dysgraphia and attention deficit hyperactivity disorder (ADHD). Whether a neurodivergent person experiences their condition as a disability or not depends on the individual.

Diversity

Macquarie views diversity as a broad range of attributes, experiences, skills, and views. We recognise that diversity is enhanced through workforce representation including gender, race, ethnicity, cultural identity, nationality, age, sexual orientation, gender identity, intersex status, marital or family status, neurodiversity, religion or belief, disability, or socio-economic background.

Workforce diversity is a business priority and remains fundamental to Macquarie's success. Our commitment to workforce diversity is part of ensuring our business remains contemporary, relevant, and sustainable.

Macquarie is committed to building a workforce that reflects all aspects of diversity and intersectionality to bring a range of perspectives, ideas, and insights to everything we do. We also focus on providing and supporting commercial and development opportunities for underrepresented people in our community.

Equity

Macquarie embraces a culture of equity and is committed to removing barriers, valuing differences so more people are included to reach their full potential. In working to achieve equity we acknowledge unequal starting places and the need to level the playing field.

Macquarie is committed to promoting fairness of outcomes. Creating opportunities for all employees to demonstrate skills and capability; and ensuring we support employees from underrepresented groups as they advance their careers within the company.

Inclusion

Macquarie seeks to ensure that differences arising through diversity will not be a barrier to career success. Inclusion is the power to leverage our differences to achieve our goals.

Macquarie is committed to creating a workplace where our people feel respected for their uniqueness, valued for their contribution, and empowered to reach their full potential. Inclusion is reflected in our culture and practices, programs and policies and provides the relevant structures and work environment to best support our people.

Intersectionality

Intersectionality is the overlap of the different diversity dimensions that make up someone's identity. It is a framework for understanding how different aspects of identity combine and impact people's experiences. Different dimensions of diversity can include but are not limited to: disability and accessibility, families and carers, First Nations, gender equity, LGBTQ+, neurodiversity, race, heritage and cultural diversity and veterans.

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