

Diversity, Equity and Inclusion

Macquarie recognises that the diversity of our people is one of our greatest strengths. An inclusive, equitable workplace enables us to deliver more innovative and sustainable solutions for our people, clients, shareholders and communities.



Our commitment

Macquarie's growth has been driven by the entrepreneurialism of our people and the unique ideas and perspectives applied to finding opportunities. Diversity, Equity and Inclusion (DEI) are business priorities and remain fundamental to Macquarie's success. Creating an inclusive culture is a shared responsibility with everyone, from our most senior leaders to our newest employees, accountable for ensuring that people can be their authentic selves and reach their full potential.

In FY2022, we reaffirmed our commitment to building a diverse workforce that reflects the communities in which we operate. We elevated equity in our strategy and enhanced our internal metrics for measuring progress. Our leadership teams in each Operating and Central Service Group and region have developed DEI strategies to realise tangible results aligned to our *Workforce Diversity Policy*. Progress towards achieving Macquarie's FY2022 DEI objectives is disclosed in this report.

Macquarie is committed to:

- continue building a workforce that reflects all aspects of diversity to bring a range of perspectives, ideas and insights to everything we do
- fostering a workplace where our people feel respected for their uniqueness, valued for their contribution and supported to perform at their best
- championing equity for people from under-represented groups by removing barriers, valuing and accommodating for differences so more people are included and reach their full potential.



Macquarie's Workforce Diversity Policy is available at [macquarie.com/diversity-equity-and-inclusion](https://www.macquarie.com/diversity-equity-and-inclusion)

Diversity, Equity and Inclusion objectives

Accountability and transparency are critical to DEI progress. The Board Remuneration Committee (BRC) monitors the diversity, equity and inclusion objectives and progress of each group and region. The *Workforce Diversity Policy* provides that each year the BRC will set measurable objectives for increasing the diversity of Macquarie's workforce and maintaining a culture of respect and inclusion.

Our DEI objectives reflect the commitment to action across our organisation. Every employee is responsible for creating a respectful and inclusive culture and valuing the diverse ideas and perspectives of others. Management Committees globally, in each Operating and Central Service Group and region, are accountable for achieving Macquarie's DEI objectives. The Board and BRC receive regular updates on progress against Macquarie's DEI commitments and challenge our leaders to do better.

Macquarie's BRC has endorsed the FY2022 DEI objectives as set out below.

Our diverse people

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. Our focus continues to be on developing the internal and external pipeline of people from under-represented groups at all levels and enhancing our recruitment and talent practices to facilitate this. Macquarie's objectives are:

Workforce composition:

- increase representation of women and under-represented ethnic groups across our workforce
- increase representation of women and under-represented ethnic groups at the senior leadership levels of Executive Committee, Division Head and Senior Executive
- increase diversity of our Board of Directors, including always having at least 30% female representation
- maintain gender balance and increase ethnic diversity on Intern and Graduate programs.

Diversity practices:

- internal campaign to enhance the collection of demographic data to understand the diversity of our workforce
- evolve practices to attract candidates with broad inherent diversity and acquired diversity
- require diverse representation on all recruitment shortlists and interview panels and ask 'if not, why not?'
- hire experienced candidates from groups that are under-represented in Macquarie to diversify our workforce at all levels
- maintain high return-to-work and retention rates for employees following parental leave
- maximise retention of people from under-represented groups through targeted support.

Progress in FY2022

We recognise that our people have multiple, intersecting identities. In FY2022 we gave our people the opportunity to self-identify across a broader range of diversity dimensions including cultural and racial diversity, disability, gender identity, lesbian, gay, bisexual, transgender and queer (LGBTQ+), and parenting and caring roles. This data will enable internal and external benchmarking, as well as measurement of progress over time.

Diversity, Equity and Inclusion

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Gender Balance

The outcome of our ongoing commitment to gender balance is demonstrated in Table 1. Female representation on the Macquarie Group Board of Directors has increased to 50% and the Executive Committee to 30%.

While additional improvements are still necessary, Female representation has increased year-on-year across Macquarie's total workforce, and in the senior executive and division head population.

Table 1: Global female representation by level over five years

As at 31 March	2018 %	2019 %	2020 %	2021 %	2022 %
Board of Directors	30.0	36.4	36.4	45.5	50.0
Executive Committee	25.0	25.0	27.3	27.3	30.0
Division Head ⁽¹⁾	23.5	23.9	24.6	23.0	26.5
Senior Executive ⁽²⁾	17.2	19.1	19.9	20.5	21.8
Macquarie Workforce	39.8	40.1	41.0	42.0	43.0

Over 81% of permanent roles filled globally during FY2022 had at least one female candidate on the shortlist and one or more female Macquarie staff on the interview panel. Macquarie maintained gender balanced Intern and Graduate programs and women continue to be hired in greater proportion than the underlying application rate. Female and male turnover have remained comparable.

To address representation in the long-term pipeline, we continue to encourage young women to explore a career in financial services by highlighting the exciting career opportunities available and connecting them with role models across Macquarie's business groups. Adjusted for a virtual environment, programs include our Empowering Women in Finance & Tech in Australia, the Female Business Series in the UK and Australia, Girls Go Tech program in Hong Kong and NavGurukul in India.

We met our UK Women in Finance Charter female representation objective in January 2022, 18 months ahead of schedule. In India, Macquarie ranked in the top 100 Best Companies for Women.



Families and carers

Macquarie continues to provide support to working parents of all genders and those with carer's responsibilities through flexibility, paid leave and initiatives such as backup child, adult and eldercare, parent facilities, and return-to-work coaching for parents and their managers.

In ANZ, Macquarie was accredited as a Family Friendly Workplace and received a National Level 2 carer accreditation from Carers+Employers, recognised for our deep commitment to supporting the careers of carers.

Macquarie's global return to work rate was 96% in FY2022 and high retention rates continue to be achieved for staff who have taken parental leave.

Cultural diversity and racial equity

As a global organisation, we acknowledge the importance, necessity and benefit of cultural diversity and racial equity in the workforce. Macquarie has continued to accelerate initiatives to ensure we are building an organisation that takes real steps towards racial equity and full inclusion for all colleagues.

We continue to invest in internship and recruitment channels that expand our reach and better connect with talent from under-represented racial groups. In the U.S., Macquarie continued to partner with Jopwell, Seizing Every Opportunity, and BLK Capital Management. In Australia, the CareerTrackers and CareerSeekers programs placed 50 students in paid internships during FY2022. In EMEA, we were recognised as a Top 10 Outstanding Employer at the UK Ethnicity awards for our actions taken to drive the ethnicity agenda.

Recognising each of the regions in which we operate is unique, we take an active and localised approach to drive change in our business and communities. In FY2022, Macquarie launched sponsorship programs to support directors from under-represented groups and held focus groups to understand the unique experiences of our colleagues of colour. The \$US5 million multi-year Racial Equity Fund continued to support community groups working to promote racial equity in the US.

Cultural awareness and race fluency training programs and events took place across our regions, facilitating awareness and allyship tailored to cultural elements within our specific markets. Our multicultural Employee Network Groups (ENGs), made up of members and allies, continue to play an active role in connecting and empowering colleagues of different races, ethnicities and cultures.

(1) Division Head refers to critical roles across Macquarie. It typically includes executives two layers down from the CEO.

(2) Senior Executive refers to Macquarie's combined Division Director and Executive Director population.

LGBTQ+

Our commitment to LGBTQ+ inclusion extends beyond our own workforce and we have been recognised by external community partners as a leading LGBTQ+ inclusive organisation. Macquarie achieved #1 ranking in the UK Stonewall Workplace Equality Index, Platinum Employer status in the Australian Workplace Equality Index Awards and a 100 score for the fourth consecutive year on the Human Rights Campaign's Corporate Equality Index in the US. In Asia, Macquarie was named a Silver Employer in India's Workplace Equality Index and in Japan's PRIDE Index. We were also selected as a top 10 employer by the British LGBT Awards. Such awards recognise our focus on LGBTQ+ inclusion at every stage for employees, including through policies, benefits, training and leadership engagement.

In 2021 we enabled our staff to self-identify as gender diverse, released global gender affirmation guidelines for staff and managers, expanded our educational resources and created safe spaces for women who identify as LGBTQ+ to virtually connect across the globe.

Macquarie's Pride ENG chapters continued to provide strong and active communities for LGBTQ+ people and their allies, celebrating our progress and championing inclusion across our businesses.

People who are neurodiverse or living with disabilities

Macquarie is a member of The Valuable 500, a global collective focused on disability inclusion. We highlighted the importance of accessibility in the Macquarie Technology Summit to encourage staff, clients and the broader community to create inclusive products and services that benefit everyone. We continue to design for accessibility and provide adjustments to working arrangements to meet the unique needs of candidates and employees who are living with disabilities. Principles of inclusive design are embedded within our eLearning standards, and event guidelines and inclusive design resources are available to all staff. Accessible technology tools and features continue to be embraced as we work in a hybrid working environment.

In EMEA, in addition to rolling out neurodiversity training to all people managers, we launched a new neurodiversity focused ENG - Spark.

Accessibility is a strategic imperative across our digital communication channels. Macquarie's website aims to conform with WCAG 2.1 level AA accessibility criteria and teams who oversee this platform complete mandatory Web Accessibility training.

Our inclusive culture

Creating a workplace where our people feel respected for their uniqueness, valued for their contribution and empowered to reach their full potential is essential for diversity of thought to flourish. We are embedding inclusion and psychological safety in our culture through day-to-day practices (behavioural inclusion), programs and policies (structural inclusion). Macquarie's objectives are:

Behavioural inclusion:

- continue developing inclusive leadership capabilities of our managers and leaders
- further promote psychological safety, and respectful and inclusive behaviour through awareness and education activities
- encourage flexible working in all its forms
- foster a culture of natural sponsorship of people from under-represented groups to create pathways to senior management.

Structural inclusion:

- continue to equip senior managers with data to understand the diversity of their teams and assess the inclusiveness of their practices
- monitor the equity of people decisions, holding senior managers accountable for inclusive practices
- empower staff to work flexibly in ways that suit their own roles, the needs of their teams, and their personal lives
- further embed the principles of DEI in all people-related policies, processes and programs to ensure the highest and fairest standards:
 - maintain pay equity for like roles and performance
 - provide equal access to opportunities and future skilling
 - maintain equality for people of all genders and ethnicities in promotion decisions
 - provide staff with access to flexible working.

Progress in FY2022

With the majority of staff working remotely in FY2022, Macquarie continued to focus on maintaining an inclusive virtual working environment. In our 2021 staff survey, 96% of staff feel that our people listen to, learn from and act on the diverse perspectives of their colleagues.

The Inclusive Leadership: Directors Masterclass series was released in 2021 to create active and visible allies, promoting a stronger sense of belonging for all our people. To date, over 1,600 directors across the Americas, Asia and ANZ attended sessions on Covering, Allyship and Inclusion Moments that Matter.

Whilst flexible working has long been part of Macquarie's working practice, the COVID-19 environment has enhanced the ways in which we connect with each other. Macquarie has adopted hybrid working as part of the evolving culture of work and continues to empower our people to manage their work and time to achieve their career and personal goals. 93% of staff say they have the technology and tools they need to do their job well in a remote working environment.

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Networks and Committees

Macquarie has a range of ENGs and DEI committees in each region. Their focus spans culture and heritage, First Nations, gender balance, LGBTQ+, race and ethnicity, families, neurodiversity and military veterans. These groups amplify the voices of under-represented people and provide staff with opportunities to exchange ideas, build relationships and support Macquarie's DEI strategy.

Inclusive and equitable practices

The principles of equity and inclusion are embedded in Macquarie's people practices and processes, including core talent programs, recruitment processes, remuneration and promotion criteria. In FY2022 we elevated the focus on equity and we are comprehensively reviewing our processes as part of our talent transformation.

Macquarie continues to embed equity in everything we do to promote fairness of outcomes. We focus on creating opportunities for all staff to demonstrate skills and capability and their promotion-readiness; and ensuring we support staff from under-represented groups through the critical midcareer levels and into senior roles.

Workforce data is regularly analysed and provided to senior managers so they may assess the equity of people decisions, the inclusiveness of practices in their teams and to identify where additional action is needed. Senior managers are also held accountable for achieving inclusion objectives. In FY2022:

- remuneration outcomes were reviewed to ensure pay equity for like roles and performance across all Operating and Central Service Groups and regions. No significant differences in remuneration outcomes were found to exist between males and females for like roles and performance
- promotion decisions and outcomes were reviewed and analysed to identify any gender discrepancies. Promotion rates of males and females to Director levels have remained comparable
- analyses were provided to senior leadership on the cultural background of promotion candidates.

Our clients and community

Macquarie is committed to providing and supporting commercial and development opportunities for under-represented people in our community. We have long-term funding partnerships with non-profit organisations around the globe and our staff participate in a variety of activities including literacy and employability coaching, and mentoring. We are proud of the awards we have received this year and are committed to doing more to provide opportunities to under-represented people in our communities. Macquarie's objectives are to:

- continue to tailor the delivery of our services to meet the needs of our diverse client base
- increase opportunities in our supply chain for businesses that have been historically under-represented in our communities or those driven by a social purpose
- further support the progress of under-represented groups through partnerships and sponsorships with organisations in the diversity sector
- promote finance and technology careers to secondary and tertiary students from under-represented groups to increase the diversity of the finance industry
- participate in additional DEI benchmarking indexes to identify opportunities for improvement.

Progress in FY2022

Macquarie is committed to fostering a diverse and inclusive workplace for its own staff and seeks to instill this commitment within its assets under management when possible. For example, the MAM Real Assets business is focused on progressing DEI initiatives at the asset level and equipping its portfolio board directors and portfolio company leaders with resources and training to foster an inclusive environment and set measurable diversity objectives.

As part of our sustainable procurement strategy, Macquarie includes sustainability and supplier diversity requirements within tender documents. In FY2022, Macquarie spent over \$A16.5 million with minority-owned businesses in our tier one and tier two supply chain.⁽³⁾

The Macquarie Group Foundation (Foundation) provides support to hundreds of community organisations globally each year through financial support, volunteering and skills sharing, predominantly in the locations in which Macquarie operates. The Foundation's work focuses on capacity building within the community sector and increasing social and economic mobility of underrepresented groups. The Macquarie Americas Racial Equity Fund (REF) supports non-profit organisations advancing solutions that promote a more equitable and just society for all people. In FY2022, the Americas Management Committee and the Foundation increased its funding from a \$US1 million fund over a 3-year period to a \$US5 million fund over five years to support direct relief programs, research and policy, and education and economic equity initiatives.

(3) Includes qualified businesses from traditionally under-represented groups such as companies owned and operated by minorities, women, Indigenous Australians and small businesses. Tier one is defined as spend incurred via diverse suppliers directly contracted by Macquarie. Tier two is defined as spend incurred via fourth parties meeting the diverse supplier definition, indirectly supporting goods and services delivered to Macquarie.

Macquarie is proud to be a partner and sponsor of organisations across the diversity sector, including those that support students from under-represented groups.

In Australia, staff completed secondments with Indigenous organisations through our partnership with Jawun. We continued to support Women in Banking and Finance and helped provide female entrepreneurs with access to strategic networks via Heads Over Heels. Through our First Nations ENG, Macquarie supports the Clontarf Aboriginal College, Melbourne Indigenous Transition School and Gawura School in Sydney. In Asia, Macquarie has continued its partnership with The Women's Foundation and Girls Go Tech Program to encourage girls to pursue Science, Technology, Engineering and Mathematics subjects. In the US, Macquarie is also a member of #TheEquityCollective, a diversity-driven collaboration between 23 wealth and asset management firms to develop and enhance the next generation of industry leaders. In the UK, Macquarie's Graduate team partnered with the Bright Network to develop a diversity academy, aimed at increasing the number of students successfully winning internships and graduate roles.

Diversity, Equity & Inclusion awards

In FY2022 Macquarie was recognised for its commitment and progress in creating an inclusive workplace for all staff and supporting our communities in each of our regions.



Select Diversity, Equity & Inclusion partnerships

