

UK Gender Pay Gap Report 2021



Ensuring gender equity



At Macquarie we strive to create a workplace where every person is valued for their uniqueness and where different views and ideas are embraced. This diversity of perspectives is the driving force behind our sustained success over the last five decades, and central to our Purpose of ‘empowering people to innovate and invest for a better future’.

Diversity is also proving to be one of our greatest assets for delivering opportunities and solutions for our clients and communities globally. We are stronger with diversity across gender, gender identity, ability/disability, age, cultural affiliation, education, ethnicity, race and sexual orientation.

Achieving gender balance at all levels across our organisation remains a key priority. Whilst we are making progress, we are committed to further improvement on female hiring, development, support, and retention. The responsibility to maintain a culture where everyone can thrive rests with us all.

A handwritten signature in black ink that reads "Shemara".

Shemara Wikramanayake

Managing Director and Chief Executive Officer



As we make our fifth UK Gender Pay Gap disclosure, we outline the steps that we continue to take to increase our female representation across the business, and in doing so, reduce our overall gender pay gap.

This year's data shows further progress in our four reporting categories, however, we recognise that the improvement is not yet delivering the outcome we all wish to see at Macquarie. The gap continues to be driven by a gender imbalance in our most senior roles in the UK and does not reflect unequal pay. Meaningful change takes time, but we are pleased to be heading in the right direction, with an increase on last year on the proportion of women in the Group's upper-pay quartile. We have also reached our Women in Finance Charter target, 18 months ahead of schedule.

We have a number of initiatives underway to improve our gender balance, including continuously improving our recruitment and promotion processes to guard against bias at all levels, gender balanced intern and graduate programmes, sponsorship and development programmes, return-to-work coaching for parents, flexible working and our Employee Network Groups.

As we accelerate our diversity, equity and inclusion agenda across several areas, I am confident that we will continue to build a better and more inclusive business.

I confirm that the information contained in this report is accurate.

A handwritten signature in white ink that reads "Paul".

Paul Plewman

Chief Executive Officer EMEA

What is the gender pay gap?

The gender pay gap is a calculation of the difference between women and men's average pay and bonus across all roles within the UK. At Macquarie, our gender pay gap is driven by the fact that currently, the majority of our most senior roles are more likely to be filled by men and our more junior roles by women. So, to close the pay gap, we must work towards a gender-balanced population at all levels.

This report provides our statutory data relating to Macquarie employees within our three UK entities, as well as our data for Macquarie UK as a whole. This enables clearer comparison with other firms, as well as an explanation of our data.

Macquarie remains committed to building a workforce that reflects all aspects of diversity to bring a range of perspectives, ideas and insights to everything we do.

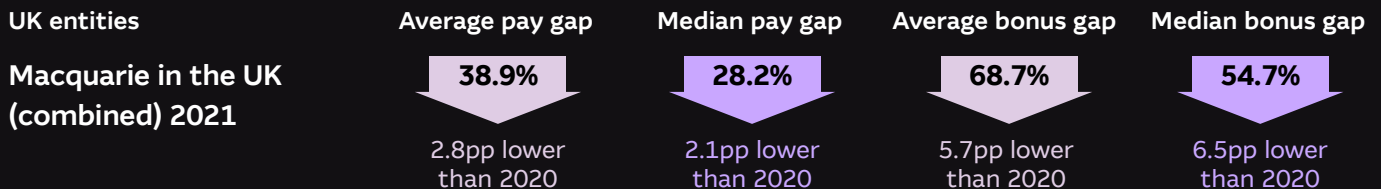
It is vital to understand the intersectional identities of women and to address the barriers that they face in order to achieve gender equity.

Our focus continues to be on developing the internal and external pipeline of women and people from under-represented groups at all levels, and enhancing our recruitment and talent practices to help facilitate this. As a result of our efforts, we are proud to share that **we met our Women in Finance Charter target 18 months ahead of schedule.**

Our full narrative about our work to increase gender equity in Macquarie, including the ways that we support women at Macquarie to have successful careers, is on **Macquarie.com.**



Our gender pay gap continues to narrow



While we are pleased to see our gender pay gap continuing to narrow, we are aware that the main driver continues to be fewer women in senior, revenue-generating positions within the organisation – not unequal pay.

We continue to review and monitor our people processes to ensure that there is no bias in how we pay our people and to ensure pay equity in like-for-like roles.

Our ongoing commitment to achieving gender balance is demonstrated by the year-on-year increase in female representation across Macquarie's total workforce.

This year we increased the gender diversity of our director and experienced level hires, with 47% of UK hires and 52% of our early career hires being women.

The proportion of women in our UK director population has also significantly increased in the year to the pay gap snapshot date – as well as subsequently.

Bonus gaps

Our financial year runs from 1 April to 31 March and our annual bonus payments are made in May. Due to the UK's gender pay gap reporting requirements, this report reflects the pay in March 2021 and bonus payments made in May 2020. This is why we appear to have a lower figure for people receiving a bonus, as people who were employed after March 2020 would not have been eligible for a bonus in May 2020, but are included in our 2021 pay figures.

We are pleased to report that the bonus gaps have continued to improve across all entities each year with 98.3% of our eligible female population, and 98.4% of our eligible male population, receiving a bonus this financial year.

Our median bonus gap has narrowed the most since 2020.

The disparity is primarily in our revenue-generating entities where the most senior and higher-earning roles are more likely to be men. In our employer entity MGSA, for people in non-revenue-generating roles, there is a much stronger gender balance across junior and senior roles and consequently much lower bonus gaps – including a small median gap in favour of women.

Learn more about our work to increase gender equity on [Macquarie.com](https://www.macquarie.com).

Data and tables explained

The UK Government's gender pay gap reporting requirement is the disclosure of prescribed statistics (mean and median gender pay gap, mean and median bonus gap, proportion of women and men receiving a bonus, and proportion of women and men by quartile pay band).

For reporting purposes, we are required to present the data for our three individual employer entities in the UK. Macquarie Bank Ltd (London Branch) (MBL LB) and Macquarie Corporate Holdings Pty Ltd (UK Branch) (MCHPL (UK)) are our employer entities for our client-facing, revenue-generating business groups. Macquarie Group Services Australia (UK Branch) (MGSA (UK)) employs people who provide support to our businesses in areas such as technology, finance and HR.

The snapshot date to determine in-scope employees for the pay calculations is 5 April 2021 (and the 12 months preceding it for bonus pay).

UK entities	Average pay ¹ gap ²	Median pay ¹ gap ³	Average bonus ⁴ gap ²	Median bonus ⁴ gap ³
Macquarie in the UK (combined) 2021	38.9%	28.2%	68.7%	54.7%
2020	41.7%	30.3%	74.4%	61.2%
2019	43.5%	34.9%	75.4%	70.9%
MBL LB 2021	51.0%	48.7%	66.0%	66.1%
2020	53.7%	49.2%	72.0%	68.5%
2019	49.4%	45.2%	67.2%	73.2%
MCHPL (UK) 2021	51.8%	50.0%	77.0%	64.3%
2020	51.7%	43.3%	80.7%	69.2%
2019	56.8%	57.7%	81.0%	83.6%
MGSA (UK) 2021	7.9%	9.0%	13.8%	-2.2%
2020	11.8%	5.9%	25.8%	11.8%
2019	11.7%	6.7%	35.9%	26.8%

The proportion of employees who received a bonus

Proportion of employees who received a bonus / excluding new hires and ineligible

UK entities	Female ⁵	Male ⁵
Macquarie in the UK (combined)	80.7% / 98.3%	81.4% / 98.4%
MBL LB	84.4% / 98.7%	90.2% / 98.5%
MCHPL (UK)	85.5% / 99.5%	84.1% / 99.6%
MGSA (UK)	75.2% / 97.1%	74.3% / 97.5%

Pay quartiles

The information shows the proportion of women and men in each pay quartile, i.e. lower (Q1), lower middle (Q2), upper middle (Q3) and upper quartile (Q4). All employees (both women and men) are ranked in increasing order of hourly rate of pay and then divided into four equal parts (i.e. quartiles). Within each quartile, the proportion of women and men is calculated as a percentage of the total number of employees in the quartile.

UK entities	Q1		Q2		Q3		Q4	
	Female	Male	Female	Male	Female	Male	Female	Male
Macquarie in the UK (combined)	55.9%	44.1%	44.0%	56.0%	32.8%	67.2%	21.1%	78.9%
MBL LB	54.7%	45.3%	28.4%	71.6%	17.6%	82.4%	9.5%	90.5%
MCHPL (UK)	65.4%	34.6%	51.1%	48.9%	30.9%	69.1%	15.6%	84.4%
MGSA (UK)	46.4%	53.6%	41.7%	58.3%	38.7%	61.3%	38.3%	61.7%

1. Based on hourly rate of pay. 2. Average pay (or bonus) is calculated by adding together the pay (or bonus) for all women in scope and dividing by the number of women. The same is done for men. To calculate the average gap, the difference between the male and female figures is divided by the male average pay (or bonus) and multiplied by 100: Gap (%) = (Average male - Average female) / Average male x 100. 3. Median pay (or bonus) is determined by ranking the pay (or bonus) of all women in scope, and the value that falls in the middle is the median female pay (or bonus). The same is done for men. To calculate the median gap, the difference between the male and female figures is divided by the male median pay (or bonus) and multiplied by 100. Gap (%) = (Median male - Median female) / Median male x 100. 4. Based on bonus received and taxable in the reporting period. Employees who work part-time receive a bonus based on their contribution. The calculation for the gender bonus gap does not allow any adjustment to bring these bonuses back to their 'full time equivalent' level. 5. The proportion of women who received a bonus is calculated by adding all the women who received a bonus in the reporting period and dividing by the number of women, expressed as a percentage. The same is done for men.