



Workforce diversity policy

The Macquarie Group (Macquarie) sees the diversity of its workforce as fundamental to its success.

We aim to promote

- an environment that places value on a broad range of experiences, skills and views; and
- a workforce that is reflective of the communities in which we operate.

Macquarie's principles of Opportunity, Accountability and Integrity underpin our Workforce Diversity Policy and are embedded in our culture. The Workforce Diversity policy is intended to define Macquarie's workforce diversity commitment and the structures in place to ensure it is realised.

An important aspect of achieving workplace diversity is ensuring equal opportunity and a workplace free from discrimination, harassment, vilification and victimisation or any other form of inappropriate behaviour. Macquarie takes appropriate workplace behaviour seriously and has policies and procedures in place to address concerns and complaints as quickly, appropriately, confidentially and as fairly as possible.

Applicability

The statement of intent formed by this policy applies to Macquarie operations globally. Specific provisions apply globally except in the case they are in conflict with local legal requirements.

Note: This policy does not form part of an employee's conditions of employment and may be changed or replaced by Macquarie at any time.

Macquarie's approach to Diversity and Inclusion

Macquarie views diversity as a broad range of experiences, skills and views. We recognise that diversity is enhanced through workforce representation across a spectrum of backgrounds. In particular, Macquarie seeks to ensure that differences arising through characteristics including gender, age, sexual orientation, gender identity, intersex status, cultural background, race, ethnicity, nationality, marital or family status, religion or belief, disabilities or socio-economic background will not be a barrier to career success. Our business model reflects the high value placed on unique contributions and an understanding of the risks of unchallenged conformity.

If diversity is the broad range of experiences, skills and views of our employees, inclusion is the power to leverage our differences to achieve our goals. Inclusion is reflected in our culture and practices, programs and policies and provides the relevant structures and work environment to best support our people to reach their full potential.

Macquarie's commitment to workforce diversity

Workforce diversity is a business priority and remains fundamental to Macquarie's success. There are clear benefits of workforce diversity for Macquarie. These include greater access to talented individuals, enhanced creativity, innovation and risk management and meeting the expectations of our clients, communities and regulators. 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 to bring a range of perspectives, ideas and insights to everything we do
- creating a workplace where our people feel respected for their uniqueness, valued for their contribution and empowered to reach their full potential
- providing and supporting commercial and development opportunities for under-represented people in our community.

Accountability and governance

Macquarie's Workforce Diversity policy is reviewed periodically by Macquarie's Board Remuneration Committee (BRC) and Chief Executive Officer. Macquarie's Executive Committee is responsible for fostering a business environment conducive to achieving its intent.

Management Committees globally, in each Group and region, are accountable for achieving Macquarie's diversity and inclusion objectives and governing Employee Network Groups. They are supported by dedicated Diversity Representatives, staff representatives and committees

who together respond to business or location-specific priorities or circumstances. Macquarie has a Global Diversity Director to coordinate across stakeholders and facilitate action. All employees are responsible for contributing to Macquarie's diversity and inclusion agenda through creating a respectful and inclusive culture and valuing the diverse ideas and perspectives of others.

Measurement

Annual reports on diversity are provided to the Board Remuneration Committee. The BRC monitors Macquarie's progress in achieving a diverse workforce to support diversity of thought, with consideration for the proactive development of talent pools that have been historically underutilised in the financial services industry.

Macquarie's diversity reporting meets all of the legislative and regulatory requirements of the jurisdictions in which we do business, including the requirements of the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations. In accordance with those provisions, the BRC establishes annual measurable objectives for increasing the diversity of Macquarie's workforce and creating a culture of respect and inclusion, and annually assesses both the objectives and Macquarie's progress in achieving them.