

Workforce Inclusion Policy

Policy Owner: Global Head of Talent (FPE, People and Culture)

Document classification: Macquarie-wide policy (General)

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Approver: Policy Owner

Rationale: Macquarie regards the broad range of skills and experiences of its workforce as fundamental to its success. It aims to foster an inclusive workplace free from discrimination, harassment, vilification and victimisation or any other form of inappropriate behaviour. It is critical to retaining talent and preventing adverse outcomes including reputational damage, financial and/or regulatory impacts.

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

Application: This Policy is applicable to All Staff employed or engaged by Macquarie Group Limited, Macquarie Bank Limited, or any of their subsidiaries.

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.

1. General

1.1 Context

Macquarie promotes an inclusive workplace where our people are empowered to perform at their best and their diverse perspectives are valued. Our inclusive culture strengthens our decision making, enables us to identify opportunities, and delivers lasting value for our people, clients, shareholders and communities.

The diverse range of skills, experiences and perspectives within our workforce is one of our greatest strengths, ensuring that our business remains innovative, sustainable and continues to meet the evolving needs of our stakeholders. We recognise that our workforce includes people with a wide range of backgrounds, identities, and circumstances. Our commitment to maintaining our inclusive culture and diverse representation across the organisation includes:

- Building a workforce that brings a range of perspectives, ideas, and insights to everything we do. This extends to providing and supporting commercial and development opportunities in the community.
- Supporting and creating opportunities for staff to demonstrate and develop their skills and capabilities as they advance their careers within the organisation.
- Creating a workplace where our people feel respected for their uniqueness, valued for their contribution, and empowered to reach their full potential. We aim to embed inclusion in our culture, practices, programs and policies.

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.

1.2 Scope of this policy

The scope of this policy covers staff behaviour at work.

2. Policy requirements

2.1 Diversity and Inclusion Reporting and Accountability

Inclusion is a shared responsibility across all levels of the organisation. All staff are responsible for:

- contributing to and maintaining Macquarie's respectful and inclusive culture;
- seeking out and valuing the ideas, and perspectives of others; and
- speaking up about non-inclusive behaviour and escalating in line with the Appropriate Workplace Behaviour Policy.

Macquarie provides at least annual reports on diversity to the Board Remuneration Committee (BRC). The BRC monitors Macquarie's progress in achieving a diverse workforce.

Macquarie's diversity reporting meets 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. The Sustainability section of the Annual Report includes gender representation data for the total workforce, senior executives, division heads, Executive Committee, and the Board of Directors.

Macquarie's Workforce Inclusion policy is reviewed annually by People and Culture (P&C) and approved by the Head of Financial Management, People and Engagement (FPE). The BRC endorses the policy's objectives and receives regular updates on progress against Macquarie's inclusion commitments.

Macquarie's Management Committees globally, in each Group and Region, are accountable for overseeing progress towards Macquarie's inclusion commitments. They are supported by dedicated Inclusion Specialists, staff representatives and committees who together respond to business or location-specific priorities or circumstances.

3. Supporting mechanisms

3.1 Policy contact

Please direct any questions about this Policy to the Policy Owner.

3.2 Exceptions

Exceptions to this Policy must be approved by its Owner.

3.3 Definitions

Terminology	Definition
All Staff	includes Macquarie employees and all other members of Macquarie's staff including agency workers, interns, secondees and contractors/consultants
Macquarie	Both Macquarie Group Ltd and Macquarie Bank Limited
Macquarie Group	Macquarie Group Ltd and all its subsidiaries
People & Culture (P&C)	P&C support Macquarie's businesses by attracting, developing, rewarding and retaining the best people, and providing operational support to our global workforce