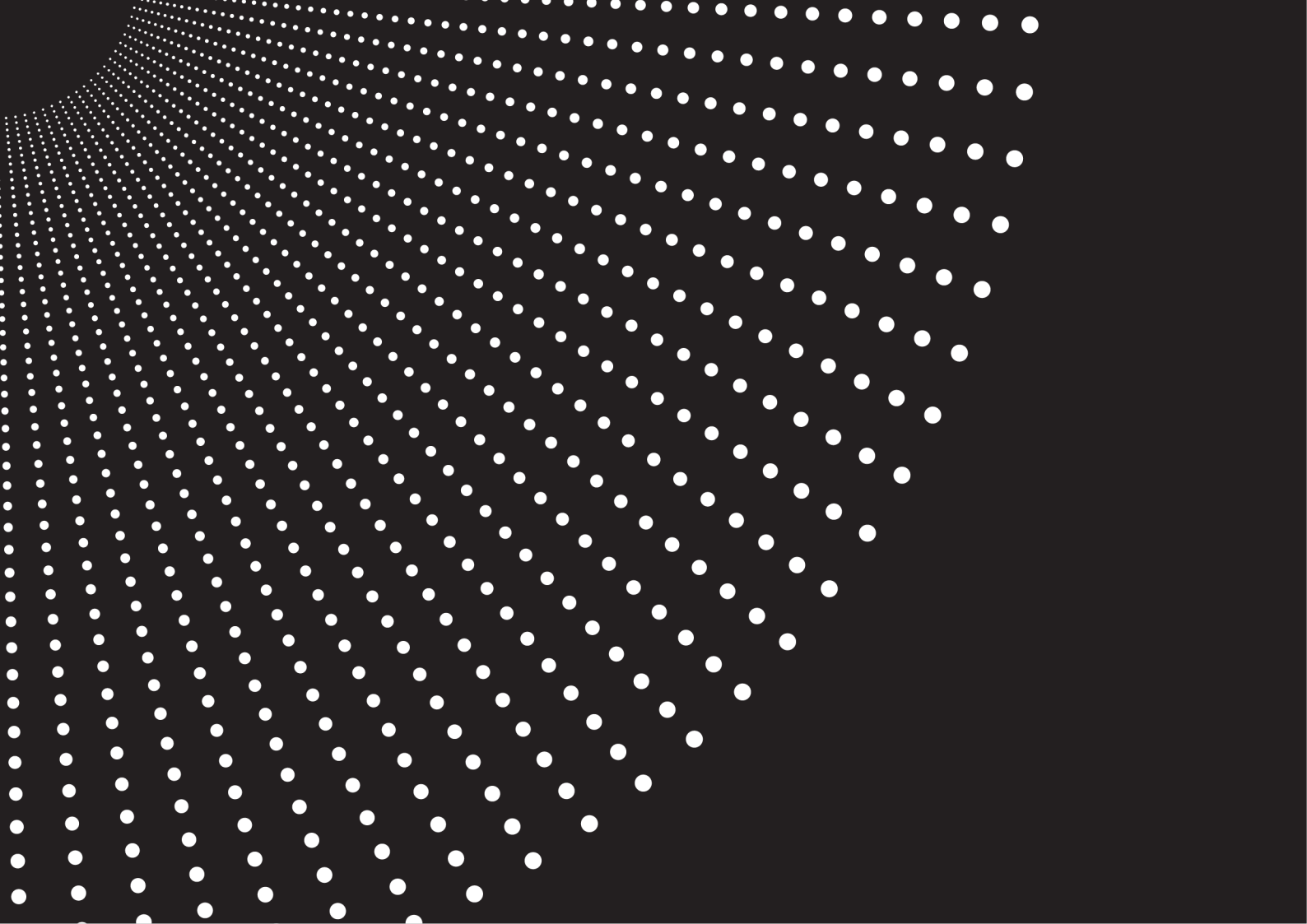




Workplace Gender Equality Agency

Compliance report 2026

Employer Public Report

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Submitted By:

Macquarie Group Limited 94122169279; Macquarie Bank Limited 46008583542; Macquarie Group Services Australia Pty Ltd 53116467031; Macquarie Corporate Holdings Pty Limited 54096705109; MACQUARIE ASSET MANAGEMENT HOLDINGS PTY LIMITED 84134474712

Public Reports

WGEA publishes your Public Report, excluding any personal information, on the Data Explorer. WGEA uses its contents for other purposes in electronic or other formats.

What makes up your Public Report?

Your Public Report consists of 2 documents, which you can generate and download after preparing your submission for lodgement:

- Public Report – Questionnaire
- Public Report – Employee Data Tables

Before lodgement

The Public Report must be:

- given to your CEO or equivalent for review, approval and sign off before lodgement.
- shared in accordance with the Notification and Access requirements under the *Workplace Gender Equality Act 2012*.

Reporting contacts will be asked to declare in the WGEA Employer Portal that all relevant CEOs or equivalents have signed the Public Report.

For detailed information on the requirements to share the Public Report with your employees, members or shareholders, refer to the online Reporting Guide under [Notification and Access requirements](#).

Gender Equality Standards

If your organisation is a single entity employing 500 or more employees, you must have a policy or strategy in place against each of the 6 Gender Equality Indicators. More information can be found within the online Reporting Guide on [Gender Equality Standards](#).

Gender Equality Targets

If your organisation is an employer that directly employs 500 or more employees, you must select and commit to achieve 3 gender equality targets from a [menu](#) of 19 options. At the end of 3 years, you must meet or demonstrate improvement against each selected target. More information can be found on [Gender Equality Targets: Frequently Asked Questions](#).



Workplace overview

Policies and strategies

Employer policies or strategies on workplace gender equality and the composition of the workforce can be powerful levers for making progress and change. Policies or strategies are most effective when supported by evidence-informed action plans to address areas of imbalance and inequality. Similarly, targets are achievable, time-framed goals that create mechanisms for accountability and are effective when combined with dedicated actions to help achieve them.

1.1 Do you have formal policies and/or formal strategies in place that support gender equality in the workplace?

Yes

Policy; Strategy

1.1a Do the formal policies and/or formal strategies include any of the following?

Recruitment; Retention; Performance management processes; Promotions; Succession planning; Training and development; Talent identification/identification of high potentials; Key performance indicators for managers relating to gender equality

1.2 Do you have a formal policy and/or formal strategy on diversity and inclusion in your organisation?

Yes

Policy; Strategy

1.2a Do the formal policies and/or formal strategies include any of the following?

Gender identity; Aboriginal and/or Torres Strait Islander background; Cultural and/or language background; Disability and/or accessibility; Age; Other

Provide details: Race, ethnicity, religion or belief, sexual orientation, marital or family status and socioeconomic background.

1.3 Does your organisation have any targets to address gender equality in your workplace?

No



1.4 If your organisation would like to provide additional information relating to your gender equality policies and strategies, please do so below.

Macquarie is committed to objectives, actions and progress that improve gender equality. This includes focusing on improving gender balance across all levels, strengthening recruitment, promotion, and development pathways for women and building diverse talent pipelines. Our approach is underpinned by formal diversity objectives that are embedded in leadership accountability and performance management frameworks, alongside annual pay equity reviews and ongoing monitoring of workforce data and outcomes. Overall, our approach emphasises continuous, organisation-wide improvement.

Workplace overview

Governing bodies

Gender balance on governing bodies or boards is good for business. It contributes to workplace gender equality outcomes and improved company performance more broadly. Measures to support gender balance on the governing body include analysing the gender representation of chairs and other members, considering gender in the selection of board members, and taking action to drive change through term limits, targets and policies.

1.5 Identify your organisation/s' governing body.

Organisation: Macquarie Group Limited

A. To your knowledge, is this governing body also reported in a different submission group for Gender Equality Reporting?

No

B. What is the name of your governing body?

Macquarie Group Limited - Macquarie Group Limited Board of Directors

C. What type of governing body does this organisation have?

Board of Directors

D. How many members are in the governing body and who holds the predominant Chair position?

	Women	Men
Chair	0	1
Members (excluding chairs)	5	3

E. Do you have formal policies and/or formal strategies in place to support and achieve



gender equality in this organisation's governing body?

Yes

Selected value: Policy; Strategy

E.1 Do the formal policies and/or formal strategies include any of following?

Selection process for governing body members; Gender diversity on candidate shortlists; Succession planning for the governing body; Gender diversity and inclusion

F. Does this organisation's governing body have limits on the terms of its Chair and/ or Members?

Yes

Enter maximum length of term in years. If the term limit does not relate to a full year, record the part year as a decimal amount.

For the Chair: 9

For the Members: 9

G. Has a target been set to increase the representation of women on this governing body?

No

Selected value: Other

Other value: The target of 30% to increase the representation of women on the governing body was achieved during our financial year that ended in March 2015, with female representation on the Board at 62.5% as of 31 March 2026, surpassing the 30% target set.

H. Do you have a formal policy and/or formal strategy on diversity and inclusion for this organisation's governing body?

Yes

Gender identity

Organisation: Macquarie Bank Limited

A. To your knowledge, is this governing body also reported in a different submission group for Gender Equality Reporting?

No



B. What is the name of your governing body?

Macquarie Bank Limited - Macquarie Bank Limited Board of Directors

C. What type of governing body does this organisation have?

Board of Directors

D. How many members are in the governing body and who holds the predominant Chair position?

	Women	Men
Chair	0	1
Members (excluding chairs)	5	6

E. Do you have formal policies and/or formal strategies in place to support and achieve gender equality in this organisation's governing body?

Yes

Selected value: Policy; Strategy

E.1 Do the formal policies and/or formal strategies include any of following?

Selection process for governing body members; Gender diversity on candidate shortlists; Succession planning for the governing body; Gender diversity and inclusion

F. Does this organisation's governing body have limits on the terms of its Chair and/ or Members?

No

G. Has a target been set to increase the representation of women on this governing body?

No

Other value: NA



.....

H. Do you have a formal policy and/or formal strategy on diversity and inclusion for this organisation's governing body?

No

Organisation: Macquarie Group Services Australia Pty Ltd

.....

A. To your knowledge, is this governing body also reported in a different submission group for Gender Equality Reporting?

No

.....

B. What is the name of your governing body?

Macquarie Group Services Australia Pty Ltd - Macquarie Group Services Australia Pty Ltd
Board of Directors

.....

C. What type of governing body does this organisation have?

Board of Directors

.....

D. How many members are in the governing body and who holds the predominant Chair position?

	Women	Men
Chair	0	0
Members (excluding chairs)	1	2

.....

E. Do you have formal policies and/or formal strategies in place to support and achieve gender equality in this organisation's governing body?

No

.....

F. Does this organisation's governing body have limits on the terms of its Chair and/ or Members?

No



G. Has a target been set to increase the representation of women on this governing body?

No

Other value: NA

H. Do you have a formal policy and/or formal strategy on diversity and inclusion for this organisation's governing body?

No

Organisation: Macquarie Corporate Holdings Pty Limited

A. To your knowledge, is this governing body also reported in a different submission group for Gender Equality Reporting?

No

B. What is the name of your governing body?

Macquarie Corporate Holdings Pty Limited - Macquarie Corporate Holdings Pty Limited
Board of Directors

C. What type of governing body does this organisation have?

Board of Directors

D. How many members are in the governing body and who holds the predominant Chair position?

	Women	Men
Chair	0	0
Members (excluding chairs)	0	3

E. Do you have formal policies and/or formal strategies in place to support and achieve gender equality in this organisation's governing body?

No



.....

F. Does this organisation's governing body have limits on the terms of its Chair and/ or Members?

No

.....

G. Has a target been set to increase the representation of women on this governing body?

No

Other value: NA

.....

H. Do you have a formal policy and/or formal strategy on diversity and inclusion for this organisation's governing body?

No

Organisation: MACQUARIE ASSET MANAGEMENT HOLDINGS PTY LIMITED

.....

A. To your knowledge, is this governing body also reported in a different submission group for Gender Equality Reporting?

No

.....

B. What is the name of your governing body?

Macquarie Asset Management Holdings Pty Ltd - Macquarie Asset Management Holdings Pty Ltd Board of Directors

.....

C. What type of governing body does this organisation have?

Board of Directors

.....

D. How many members are in the governing body and who holds the predominant Chair position?

	Women	Men
Chair	0	0



Members (excluding chairs)	1	3
----------------------------	---	---

E. Do you have formal policies and/or formal strategies in place to support and achieve gender equality in this organisation's governing body?

No

F. Does this organisation's governing body have limits on the terms of its Chair and/ or Members?

No

G. Has a target been set to increase the representation of women on this governing body?

No

Other value: NA

H. Do you have a formal policy and/or formal strategy on diversity and inclusion for this organisation's governing body?

No

1.6 If your organisation would like to provide additional information relating to governing bodies and gender equality in your workplace, do so below.



Action on gender equality

Gender pay gaps

The gender pay gap is the difference in average or median earnings between women and men. It is a measure of how we value the contribution of women and men in the workforce. The gender pay gap is not to be confused with women and men being paid the same for the same, or comparable, job – this is equal pay. Equal pay for equal work is a legal requirement in Australia. However, illegal instances of unequal pay can still be one of the many drivers of the gender pay gap. Closing the gender pay gap is important for Australia's economic future and reflects our aspiration to be an equal and fair society for all.

2.1 Do you have formal policies and/or formal strategies on equal remuneration (pay equity and the gender pay gap) between women and men?

Yes

Policy; Strategy

2.1a Do the formal policies and/or formal strategies include any of the following?

To achieve gender pay equity; Remuneration review processes without gender biases; To implement and/or maintain a transparent and rigorous performance assessment process; Other (provide details)

Other: Macquarie ensures pay equity for all genders in the same or similar role for work of equal value, reviewed annually to ensure no bias and maintaining pay equity for like roles and performance.

2.2 Have you conducted analysis to determine if there are remuneration gaps between women and men?

Yes

2.2a What type of gender remuneration gap analysis has been undertaken?

Like-for-like pay gaps analysis which compares the same or similar roles of equal or comparable value to identify unequal pay; A by-level gap analysis which compares the difference between women's and men's average pay within the same employee category; Overall gender pay gap analysis to identify the difference between women's and men's average pay and gender composition across the whole organisation

2.2b When was the most recent gender remuneration gap analysis undertaken?

Within the last 12 months

2.2c Did you take any actions as a result of your gender remuneration gap



analysis?

Yes

Corrected instances of unequal pay; Identified cause/s of the gaps; Reviewed remuneration decision-making processes; Reported results of pay gap analysis to the governing body; Reported results of pay gap analysis to the executive

2.3 If your organisation would like to provide additional information relating to employer action on pay equity and/or gender remuneration gaps in your workplace, please do so below.

At Macquarie, we remain committed to maintaining pay equity for like roles and performance, and to providing remuneration based on equal pay for equal work, or work of equal or comparable value, regardless of gender identity. We are confident that women and men doing the same or similar roles, with similar performance, at the same level, are paid equally within our organisation. We have robust internal processes and controls in place to ensure this, during the hiring process and as part of our annual remuneration review. In addition, a global gender pay review, which incorporates equal pay, takes place yearly, the results of which are reported to the Board Remuneration Committees. Our gender pay gap is driven by the fact that more of our most senior roles, especially revenue-generating roles with the greatest potential profit share, are currently held by men. To continue closing the pay gap, we are working towards a gender-balanced population at all levels throughout the organisation. We have many programs underway, including developing our internal and external female talent pipelines by enhancing our recruitment processes and providing programs and policies that support gender representation in our workplace. Women now represent 62.5% of the Macquarie Group Board, and 44.4% of our total workforce globally.

Action on gender equality

Employee consultation

Engaging employees through consultation on gender equality issues helps employers to understand the employee experience and to take meaningful action. Employers can use the information they learn through the consultation process to generate solutions that are practical and relevant to their organisation.

2.4 Have you consulted with employees on issues concerning gender equality in your workplace during the reporting period?

Yes

2.4a How did you consult employees about gender equality in the workplace?

Employee experience survey; Consultative committee or group; Exit interviews



2.4b Who did you consult?

ALL staff

2.5 Do you have formal policies and/or formal strategies in place to ensure employees are consulted and have input on issues concerning gender equality in the workplace?

Yes

Strategy

2.6 If your organisation would like to provide additional information relating to employee consultation on gender equality in your workplace, please do so below.

In FY26, Macquarie ran a pulse survey to gauge employee attitudes and engagement. This survey includes questions regarding inclusion, consultation, values, wellbeing and psychological safety. Results are analysed across a range of demographics to understand the differences across employee populations (including gender). This pulse survey provides comprehensive data to measure progress and identify opportunities for new initiatives.



Flexible working arrangements

Flexible working

A flexible working arrangement is an agreement between an employer and an employee to change the standard working arrangement, often through a change to the hours, pattern or location of work. Flexible work is a key enabler of gender equality, helps accommodate an employee's commitments out of work and has become increasingly important for employers in attracting and retaining diverse and talented employees.

3.1 Do you have a formal policy and/or formal strategy on flexible working arrangements?

Yes

Policy; Strategy

3.1a Do the formal policies and/or formal strategies include any of the following?

A business case for flexibility has been established and endorsed at the leadership level; Leaders are visible role models of flexible working; Flexible working is promoted throughout the organisation; Leaders are held accountable for increasing take up and approval of workplace flexibility; Training on flexible working and remote/hybrid teams is provided to managers; Training on flexible working and remote/hybrid teams is available to all employees; All employees are surveyed on whether they have sufficient flexibility; The organisation's approach to flexibility is integrated into client conversations; The impact of flexibility is measured and evaluated (e.g. reduced absenteeism, increased employee engagement); Metrics on the use of, and the impact of, flexibility measures are reported to key management personnel; Metrics on the use of, and the impact of, flexibility measures are reported to the governing body; Flexible work arrangements are available to all employees, with a default bias towards approval (all roles flex approach); Management positions are designed to be able to be done part-time; All team meetings are offered online

3.2 Do you offer any of the following flexible working options to MANAGERS and/or NON MANAGERS in your workplace?

Flexible working option	MANAGERS	NON-MANAGERS
Flexible hours of work (start and finish times)	Yes	Yes
Compressed working weeks	No	No
Time-in-lieu	Yes	Yes
Hybrid working (regular days worked from home and in office)	Yes	Yes
Working fully remote (no regular days worked in office)	Yes	Yes
Reduced hours or part-time work	Yes	Yes
Job sharing arrangements	Yes	Yes
Purchased leave	Yes	Yes
Unpaid leave	Yes	Yes
Flexible scheduling, rostering or switching of shifts	Yes	Yes



3.3 If your organisation would like to provide additional information relating to flexible working and gender equality in your workplace, please do so below.

Macquarie recognises that working flexibly/hybrid working means different things to different people and therefore exists across Macquarie in many forms, such as changes to hours, locations and patterns of work. Flexibility at Macquarie is offered in response to a range of reasons including family or carer's responsibilities, pursuit of further studies, sporting commitments, community work, phased retirement or a career break. Staff may also achieve flexibility by accessing leave without pay, study and exam leave and purchased leave.

Ultimately, Macquarie empowers its staff to manage their work and time to suit their own personal situation, so they can achieve their career and personal goals. Macquarie equips its people managers to lead a flexible workforce through the ongoing roll out of manager capability training that shares practical tips and information on how managers and teams can help to support the varied information on how managers and teams can help to support the varied arrangements of their colleagues.



Employee support for parents and carers

Paid parental leave

Parental leave policies are designed to support and protect working parents around the time of childbirth or adoption of a child and when children are young. Some employers offer universally available parental leave policies, offering equal parental leave for all parents, others offer with a distinction between 'primary' and 'secondary' carers. It's important that the policy is available to all parents, irrespective of gender, recognising the equally important role of all parents in caregiving. Gender equal policies help to de-gender the ideal worker and carer norms, which pervade the workplace and reduce opportunities for women to remain in, or re-enter the workforce.

4.1 Do you provide employer-funded paid parental leave in addition to any government-funded parental leave scheme?

Yes, we offer employer funded parental leave using the primary/secondary carer distinction

Do you provide employer-funded paid parental leave for:

Primary: Yes Secondary: Yes

4.1a Please indicate whether your employer-funded paid parental leave is available to:

Primary: All, regardless of gender

Secondary: All, regardless of gender

4.1b Please indicate whether your employer-funded paid parental carers leave covers:

Primary: Birth; Adoption; Surrogacy; Stillbirth

Secondary: Birth; Adoption; Surrogacy; Stillbirth

4.1c How do you pay employer-funded paid parental leave?

Primary: Paying the employee's full salary

Secondary: Paying the employee's full salary

4.1d Are all employees that receive employer-funded paid parental leave entitled



to the same number of weeks?

Primary:

Yes

4.1d(i) How many weeks of employer-funded paid parental leave is available to eligible employees?

Entitlement: 20

Secondary:

Yes

4.1d(i) How many weeks of employer-funded paid parental leave is available to eligible employees?

Entitlement: 6

4.1e Who has access to this type of employer-funded paid parental leave?

Primary: Permanent employees; Contract/fixed term employees; Casual employees; Other

Provide Details: Maximum term employees may be eligible depending on the length of their contract. Casual employees may be eligible if they have worked regular hours for 6 months or more and have a reasonable expectation of continuing employment.

Secondary: Permanent employees; Contract/fixed term employees; Casual employees; Other

Provide Details: Maximum term employees may be eligible depending on the length of their contract. Casual employees may be eligible if they have worked regular hours for 6 months or more and have a reasonable expectation of continuing employment.

4.1f Do you require carers to work for the organisation for a certain amount of time (a minimum service period) before they can access employer-funded paid parental leave?

Primary: No minimum service period

Secondary: No minimum service period

4.1g Do you require carers to take employer-funded paid parental leave within a



certain time after the birth, adoption, surrogacy and/or stillbirth?

Primary: Anytime within 24 months

Secondary: Anytime within 24 months

**4.1h Does your organisation have an opt out approach to parental leave?
(Employees who do not wish to take their full parental leave entitlement must
discuss this with their manager)**

Primary: No

Secondary: No

**4.1i Do you pay superannuation contributions to your employees while they are on
parental leave?**

Primary: Yes, on employer funded parental leave

Secondary: Yes, on employer funded parental leave

**4.2 If your organisation would like to provide additional information relating to paid
parental leave and gender equality in your workplace, please do so below.**

In addition to paid parental leave initiatives outlined above, Macquarie supports the return to work of primary carers by offering 32 weeks of superannuation contributions on unpaid parental leave and 12 paid transition days in the first 12 weeks of returning to work. Our return to work rate has been consistently high for many years.

Employee support for parents and carers

Support for carers

Employers can contribute to workplace gender equality by providing support for employees with caring responsibilities. A carer refers to, but is not limited to, an employee's role as the parent (biological, step, adoptive or foster) or guardian of a child, or carer of a child, parent, spouse or domestic partner, close relative, or other dependent. Employer support for employees with caring responsibilities allows them to better accommodate their out-of-work responsibilities.



4.3 Do you have formal policies and/or formal strategies to support employees with family or caring responsibilities?

Yes

Policy; Strategy

4.3a Do the formal policies and/or formal strategies include any of the following?

Gender inclusive language when referring to carers; Support for all carers (e.g. carers of children, elders, people with disability); Paid Parental leave; Flexible working arrangements and adjustments to work hours and/or location to support family or caring responsibilities; Job redesign to support family or caring responsibilities; Extended carers leave and/or compassionate leave; Other leave available to employees with family or caring responsibilities

Provide details: Macquarie supports a phased return from Primary Carer Leave, offering 12 paid transition days. Two unpaid days assist with adoption or surrogacy arrangements. Eligible employees also receive up to 5 additional paid leave days annually for any purpose.

4.4 Do you offer any of the following support mechanisms for employees with family or caring responsibilities?

Support mechanism	Answer
Breastfeeding facilities	Yes
Information packs for those with family and/or caring responsibilities	Yes
Referral services to support employees with family and/ or caring responsibilities	Yes
Coaching for employees returning to work from parental leave and/or extended carers leave and/or career breaks	Yes
Internal support networks for parents and/or carers	No
Targeted communication mechanisms (e.g. intranet forums)	Yes
Return to work bonus (only select if this bonus is not the balance of paid parental leave)	No
Support for employees with securing care (including school holiday care) by securing priority places at local care centres (could	No



Support mechanism	Answer
include for childcare, eldercare and/or adult day centres)	
Referral services for care facilities (could include for childcare, eldercare and/or adult day centres)	Yes
On-site childcare	No
Employer subsidised childcare	No
Parenting workshop	No
Keep-in-touch programs for carers on extended leave and/or parental leave	Yes
Access to counselling and external support for carers (e.g. EAP)	Yes

4.5 If your organisation would like to provide additional information relating to support for carers in your workplace, please do so below.



Harm prevention

Sexual harassment, harassment on the ground of sex or discrimination

Workplace sexual harassment and sex discrimination is a gender equality issue that predominantly impacts women. To increase women's workforce participation and well-being, it is essential employers take action to prioritise and protect all employees from sexual harassment, harassment on the ground of sex or discrimination and ensure that every employee feels safe in the workplace.

5.1 Do you have formal policies and/or formal strategies on the prevention and response to sexual harassment, harassment on the ground of sex or discrimination?

Yes

Policy; Strategy

5.1a Do the formal policies and/or formal strategies include any of the following?

A grievance process; Definitions and examples of sexual harassment, harassment on the grounds of sex and discrimination and consequences of engaging in this behaviour; The legal responsibilities of the employer to eliminate, so far as possible, sexual harassment and how it is demonstrated in the organisation; Leadership accountabilities and responsibilities for prevention and response to sexual harassment ; Disclosure options (internal and external) and process to investigate and manage any sexual harassment; Processes relating to the use of non-disclosure or confidentiality agreements; Expected standard of behaviour is clearly outlined and included in recruitment and performance management processes; Guidelines for human resources or other designated responding staff on confidentiality and privacy; Sexual harassment risk management and how control measures will be monitored, implemented and reviewed; Process for development and review of the policy, including consultation with employees, unions or industry groups ; Protection from adverse action based on disclosure of sexual harassment and discrimination; A system for monitoring outcomes of sexual harassment and discrimination disclosure, including employment outcomes for those impacted by sexual harassment and the respondent; Requirements relating to the frequency and nature of reporting to the governing body and management on sexual harassment; Training for managers and non-managers on respectful workplace conduct and preventing and responding to sexual harassment; Other

Provide Details: Recognising forms of inappropriate behaviour as a Work Health and Safety risk

5.1b If yes, have the policies and/or strategies been reviewed and approved in the reporting period by the Governing Body and CEO (or equivalent)?

Answer	
By the Governing Body	Yes
By the CEO (or equivalent)	Yes

5.2 Do you provide training on the prevention of sexual harassment, harassment on the



ground of sex or discrimination to managers, non-managers or the governing body?

Yes

Cohort	At induction	At promotion	Annually	Multiple times per year
All managers	Yes	No	Yes	No
All non-managers	Yes	No	Yes	No
The governing body	Yes		Yes	No

5.2a Does the training program delivered to the above groups include any of the following?

The respectful workplace conduct and behaviours expected of workers and leaders; Different forms of inappropriate workplace behaviour (e.g. sexual harassment, harassment on the grounds of sex and discrimination) and its impact; The drivers and contributing factors of sexual harassment; Bystander training; Options for reporting occurrences of sexual harassment as well as the risk of sexual harassment occurring; Information on worker rights, external authorities and relevant legislation relating to workplace sexual harassment; The diverse experiences of sexual harassment and the needs of different people such as women, Aboriginal and Torres Strait Islander people, LGBTIQ+ workers, culturally diverse workers and workers with a disability.; Trauma-informed management and response to disclosures; Self-care and vicarious trauma training for employees, witnesses and responding staff; Responding to employees who engage in harassment or associated behaviours; Other

Provide Details: Recognising forms of inappropriate behaviour as a Work Health and Safety risk

5.3 Does the governing body and/or CEO or equivalent explicitly communicate their expectations on safety, respectful and inclusive workplace conduct? If yes, when?

Members of the governing body

No

Chief Executive Officer or equivalent

Yes

At staff inductions; When staff are promoted; Ahead of big events (e.g. functions, conferences) or at internal launches (e.g. at the launch of a new strategy); More often than annually; Other

Provide Details: CEO hosts new director events where expectations about being a director at Macquarie are communicated



5.4 Do you have a risk management process in place to prevent and respond to sexual harassment, harassment on the ground of sex or discrimination?

Yes

5.4a Does your risk management process include any of the following?

Identification and assessment of the specific workplace and industry risks of sexual harassment; Control measures to eliminate or minimise the identified drivers and risks for sexual harassment so far as reasonably practicable; Regular review of the effectiveness of control measures to eliminate or minimise the risks of sexual harassment; Consultation on sexual harassment risks and mitigation with staff and other relevant stakeholders (e.g. people you share premises with); Reporting to leadership on workplace sexual harassment risks, prevention and response, incident management effectiveness and outcomes, trend analysis and actions; Identification, assessment and control measures in place to manage the risk of vicarious trauma to responding staff

5.4b What actions/responses have been put in place as part of your workplace sexual harassment risk management process?

Make workplace adjustments; Change or develop new control measures; Undertake and act on a culture audit of the relevant business or division; Train people managers in prevention of sexual harassment; Train identified contact officers; Train staff on mitigation and control measures; Implement other changes (provide details)

Provide Details: Developed sexual harassment prevention plan in consultation with employees

5.5 What supports are available to support employees involved in and affected by sexual harassment?

Trained, trauma-informed support staff/contact officers; Confidential external counselling (e.g. EAP); Information provided to all employees on external support services available; Union/worker representative support throughout the disclosure process and response; Reasonable adjustments to work conditions; Other (Please specify)

Provide Details: Support person offered and engagement with union representatives at the request of the employee



5.6 What options does your organisation have for workers who wish to disclose or raise concerns about incidents relating to sexual harassment or similar misconduct?

Process for disclosure to human resources or other designated responding staff; Process for disclosure to confidential/ethics hotline or similar; Process to disclose after their employment has concluded; Process to disclose anonymously; Process for workers to identify and disclose potential risks of sexual harassment, without a specific incident occurring; Other (please specify)

Provide Details: Support person offered and engagement with union representatives at the request of the employee

5.7 Does your organisation collect data on sexual harassment in your workplace, if yes, what do you collect?

Yes

Number of formal disclosures or complaints made in a year; Number of informal disclosures or complaints made in a year; Anonymous disclosures through a staff survey; Gender of the complainant/aggrieved or victim; Gender of the accused or perpetrator; Outcomes of investigations; Other

Other: Macquarie also collects data on other aspects of sexual harassment, including the location of both the complainant and the accused, the level of the employees involved and their tenure with the organisation

5.8 Does your organisation report on sexual harassment to the governing body and executive (CEO & KMP) and how frequently?**Governing body**

Yes

Multiple times per year

CEO or equivalent

Yes

Multiple times per year

Key Management Personnel (for Commonwealth public sector: Senior Executive Bands)

Yes

Multiple times per year

5.8a Do your reports on sexual harassment to governing body, KMP and CEO include any of the following?

Identified risks of workplace sexual harassment; Prevalence of workplace sexual harassment; Nature of workplace sexual harassment; Analysis of sexual harassment trends and reporter/respondent profiles; Organisational action to prevent and respond to sexual harassment; Outcome of reports of sexual harassment; Consequences for perpetrators of sexual harassment; Effectiveness of response to



5.9 If your organisation would like to provide additional information relating to measures to prevent and respond to sexual harassment, harassment on the ground of sex or discrimination, please do so below.

Harm prevention

Family or domestic violence

5.10 Do you have a formal policy or formal strategy to support employees who are experiencing family or domestic violence?

Yes

Policy;Strategy

5.11 Do you have the following support mechanisms in place to support employees who are experiencing family or domestic violence?

Type of support (select all that apply)	
Protection from any adverse action or discrimination based on the disclosure of family and domestic violence	Yes
Confidentiality of matters disclosed	Yes
Training for key personnel in supporting employees experiencing family and domestic violence	Yes
Flexible working arrangements	Yes
Workplace safety planning	Yes
Employee assistance program (including access to psychologist, chaplain or counsellor)	Yes
Procedures for referring employees experiencing family and domestic violence support services	Yes
Provision of financial support (e.g. advance bonus payment or advanced pay)	Yes
A family and domestic violence clause is in an enterprise agreement or workplace agreement	No
Access to medical services (e.g. doctor or nurse)	Yes
Mechanisms for employees experiencing family and domestic violence to request to move to a different workplace location	Yes
Emergency accommodation assistance	Yes

Other

Paid and unpaid leave, support from dedicated in-house team



5.12 Do you have the following types of leave in place to support employees who are experiencing family or domestic violence?

Access to paid family and domestic violence leave?

Yes

Is it unlimited?

No

Do you offer paid family and domestic violence leave by negotiation or as needed?

Yes

How many days of paid family and domestic violence leave?

10

Access to unpaid family and domestic violence leave?

Yes

Is it unlimited?

No

Do you offer unpaid family and domestic violence leave by negotiation or as needed?

Yes

How many days of unpaid family and domestic violence leave?

0

5.13 If your organisation would like to provide additional information relating to family and domestic violence affecting your employees, please do so below.

The amount of paid and unpaid leave provided is based on the circumstances of the individual having regard to the situation



Public Report - Employee Data Tables

Program: 2025 - 26 Gender Equality Reporting
Corporate group of: Macquarie Group Limited
Total group employee count: 9,468

Table 1 – Gender composition of all occupational categories

Occupational category	Employment status	No. of employees		Number of graduates or apprentices (combined)		Total employees*
		F	M	F	M	
Managers	Full-time permanent	1,330	2,378	0	0	3,708
	Full-time contract	13	15	0	0	28
	Part-time permanent	169	22	0	0	191
	Part-time contract	2	0	0	0	2
Professionals	Full-time permanent	2,422	2,543	85	76	4,965
	Full-time contract	22	17	0	0	39
	Part-time permanent	163	21	1	0	184
	Part-time contract	14	17	0	0	31
	Casual	1	0	0	0	1
Clerical And Administrative Workers	Full-time permanent	224	55	0	0	279
	Full-time contract	8	1	0	0	9
	Part-time permanent	30	1	0	0	31

* Total employees includes Non-binary

Table 2 – Gender composition of manager categories

Manager category	Employment status	No. of employees		Total employees*
		F	M	
CEO	Full-time permanent	1	0	1
KMP	Full-time permanent	2	6	8
HOB	Full-time permanent	3	22	25
	Part-time permanent	1	1	2
GM	Full-time permanent	30	93	123
	Part-time permanent	1	5	6
SM	Full-time permanent	171	406	577
	Full-time contract	0	3	3
	Part-time permanent	22	4	26
OM	Full-time permanent	1,123	1,851	2,974
	Full-time contract	13	12	25
	Part-time permanent	145	12	157
	Part-time contract	2	0	2

* Total employees includes Non-binary

Table 3 – Employee movements over reporting period

Question 1
How many employees were promoted?

Contract Type	Employment Type	CEOs, KMPs & HOBs		Managers (excl. CEOs, KMPs & HOBs)		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent	0	0	154	219	555	543	1,471
Part-time	Permanent	0	0	11	0	16	4	31
Full-time	Fixed-term	0	0	0	0	0	1	1
Part-time	Fixed-term	0	0	0	0	1	0	1
N/A	Casual	0	0	0	0	0	0	0

Question 2
How many employees were promoted from non-manager to manager?

Contract Type	Employment Type	All managers		Total*
		Female	Male	
Full-time	Permanent	102	129	231
Part-time	Permanent	4	0	4
Full-time	Fixed-term	0	0	0
Part-time	Fixed-term	0	0	0
N/A	Casual	0	0	0

Question 3
How many employees were internally appointed?

Contract Type	Employment Type	CEOs, KMPs & HOBs		Managers (excl. CEOs, KMPs & HOBs)		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent	0	0	60	63	213	205	541
Part-time	Permanent	0	0	10	0	11	1	22
Full-time	Fixed-term	0	0	1	2	6	4	13
Part-time	Fixed-term	0	0	0	0	1	1	2
N/A	Casual	0	0	0	0	0	0	0

Question 4
How many employees (including partners with an employment contract) were externally appointed?

Contract Type	Employment Type	CEOs, KMPs & HOBs		Managers (excl. CEOs, KMPs & HOBs)		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent	0	0	98	187	475	605	1,365
Part-time	Permanent	0	0	2	0	1	3	6
Full-time	Fixed-term	0	0	10	18	126	116	270
Part-time	Fixed-term	0	0	1	0	6	13	20
N/A	Casual	0	0	0	0	1	0	1

* Total employees includes Non-binary

Table 3 – Employee movements over reporting period (continued)

Question 5
How many employees voluntarily resigned?

Contract Type	Employment Type	CEOs, KMPs & HOBs		Managers (excl. CEOs, KMPs & HOBs)		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent	0	0	82	143	325	333	883
Part-time	Permanent	0	0	12	1	20	4	37
Full-time	Fixed-term	0	0	4	7	37	33	81
Part-time	Fixed-term	0	0	0	0	8	3	11
N/A	Casual	0	0	0	0	2	0	2

Question 6
How many employees were on primary carer's parental leave (paid and/or unpaid)?

Contract Type	Employment Type	CEOs, KMPs & HOBs		Managers (excl. CEOs, KMPs & HOBs)		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent	0	0	162	167	197	93	619
Part-time	Permanent	0	0	39	1	55	1	96
Full-time	Fixed-term	0	0	1	1	1	0	3
Part-time	Fixed-term	0	0	0	0	0	0	0
N/A	Casual	0	0	0	0	0	0	0

Question 7
How many employees were on secondary carer's parental leave (paid and/or unpaid)?

Contract Type	Employment Type	CEOs, KMPs & HOBs		Managers (excl. CEOs, KMPs & HOBs)		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent	0	0	3	153	1	117	274
Part-time	Permanent	0	0	0	0	0	1	1
Full-time	Fixed-term	0	0	0	0	0	0	0
Part-time	Fixed-term	0	0	0	0	0	0	0
N/A	Casual	0	0	0	0	0	0	0

Question 8
How many employees ceased employment before returning to work from parental leave (regardless of when the leave commenced)?

Contract Type	Employment Type	CEOs, KMPs & HOBs		Managers (excl. CEOs, KMPs & HOBs)		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent	0	0	3	1	11	2	17
Part-time	Permanent	0	0	0	0	4	0	4
Full-time	Fixed-term	0	0	1	1	0	0	2
Part-time	Fixed-term	0	0	0	0	0	0	0
N/A	Casual							

* Total employees includes Non-binary

Public Report - Employee Data Tables

Program: 2025 - 26 Gender Equality Reporting
Employer: Macquarie Bank Limited
Employee count: 4,262
Primary industry: 6221 - Banking
Relevant employer: Yes

Table 1 – Gender composition of all occupational categories

Occupational category	Employment status	No. of employees		Number of graduates or apprentices (combined)		Total employees*
		F	M	F	M	
Managers	Full-time permanent	428	846	0	0	1,274
	Full-time contract	0	3	0	0	3
	Part-time permanent	50	4	0	0	54
Professionals	Full-time permanent	1,358	1,292	20	19	2,650
	Full-time contract	3	5	0	0	8
	Part-time permanent	114	13	0	0	127
	Part-time contract	0	1	0	0	1
Clerical And Administrative Workers	Full-time permanent	97	33	0	0	130
	Full-time contract	2	1	0	0	3
	Part-time permanent	11	1	0	0	12

* Total employees includes Non-binary

Table 2 – Gender composition of manager categories

Manager category	Employment status	No. of employees		Total employees*
		F	M	
KMP	Full-time permanent	0	2	2
HOB	Full-time permanent	0	10	10
	Part-time permanent	0	1	1
GM	Full-time permanent	9	30	39
SM	Full-time permanent	46	135	181
	Part-time permanent	3	1	4
OM	Full-time permanent	373	669	1,042
	Full-time contract	0	3	3
	Part-time permanent	47	2	49

* Total employees includes Non-binary

Table 3 – Employee movements over reporting period

Question 1
How many employees were promoted?

Contract Type	Employment Type	CEOs, KMPs & HOBs		Managers (excl. CEOs, KMPs & HOBs)		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent	0	0	39	46	242	207	534
Part-time	Permanent	0	0	2	0	12	4	18
Full-time	Fixed-term	0	0	0	0	0	0	0
Part-time	Fixed-term	0	0	0	0	1	0	1
N/A	Casual	0	0	0	0	0	0	0

Question 2
How many employees were promoted from non-manager to manager?

Contract Type	Employment Type	All managers		Total*
		Female	Male	
Full-time	Permanent	32	29	61
Part-time	Permanent	2	0	2
Full-time	Fixed-term	0	0	0
Part-time	Fixed-term	0	0	0
N/A	Casual	0	0	0

Question 3
How many employees were internally appointed?

Contract Type	Employment Type	CEOs, KMPs & HOBs		Managers (excl. CEOs, KMPs & HOBs)		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent	0	0	17	21	135	131	304
Part-time	Permanent	0	0	3	0	9	0	12
Full-time	Fixed-term	0	0	0	0	2	1	3
Part-time	Fixed-term	0	0	0	0	0	0	0
N/A	Casual	0	0	0	0	0	0	0

Question 4
How many employees (including partners with an employment contract) were externally appointed?

Contract Type	Employment Type	CEOs, KMPs & HOBs		Managers (excl. CEOs, KMPs & HOBs)		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent	0	0	24	58	251	337	670
Part-time	Permanent	0	0	2	0	1	1	4
Full-time	Fixed-term	0	0	2	4	15	30	51
Part-time	Fixed-term	0	0	0	0	0	2	2
N/A	Casual	0	0	0	0	0	0	0

* Total employees includes Non-binary

Table 3 – Employee movements over reporting period (continued)

Question 5
How many employees voluntarily resigned?

Contract Type	Employment Type	CEOs, KMPs & HOBs		Managers (excl. CEOs, KMPs & HOBs)		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent	0	0	22	49	185	165	421
Part-time	Permanent	0	0	1	0	13	1	15
Full-time	Fixed-term	0	0	0	2	4	5	11
Part-time	Fixed-term	0	0	0	0	1	0	1
N/A	Casual	0	0	0	0	0	0	0

Question 6
How many employees were on primary carer's parental leave (paid and/or unpaid)?

Contract Type	Employment Type	CEOs, KMPs & HOBs		Managers (excl. CEOs, KMPs & HOBs)		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent	0	0	55	64	112	47	278
Part-time	Permanent	0	0	14	0	31	1	46
Full-time	Fixed-term	0	0	0	0	0	0	0
Part-time	Fixed-term	0	0	0	0	0	0	0
N/A	Casual	0	0	0	0	0	0	0

Question 7
How many employees were on secondary carer's parental leave (paid and/or unpaid)?

Contract Type	Employment Type	CEOs, KMPs & HOBs		Managers (excl. CEOs, KMPs & HOBs)		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent	0	0	2	61	0	69	132
Part-time	Permanent	0	0	0	0	0	1	1
Full-time	Fixed-term	0	0	0	0	0	0	0
Part-time	Fixed-term	0	0	0	0	0	0	0
N/A	Casual	0	0	0	0	0	0	0

Question 8
How many employees ceased employment before returning to work from parental leave (regardless of when the leave commenced)?

Contract Type	Employment Type	CEOs, KMPs & HOBs		Managers (excl. CEOs, KMPs & HOBs)		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent	0	0	1	0	6	1	8
Part-time	Permanent	0	0	0	0	3	0	3
Full-time	Fixed-term	0	0	0	0	0	0	0
Part-time	Fixed-term	0	0	0	0	0	0	0
N/A	Casual							

* Total employees includes Non-binary

Public Report - Employee Data Tables

Program: 2025 - 26 Gender Equality Reporting
Employer: Macquarie Group Services Australia Pty Ltd
Employee count: 4,342
Primary industry: 7291 - Office Administrative Services
Relevant employer: Yes

Table 1 – Gender composition of all occupational categories

Occupational category	Employment status	No. of employees		Number of graduates or apprentices (combined)		Total employees*
		F	M	F	M	
Managers	Full-time permanent	775	1,237	0	0	2,012
	Full-time contract	12	7	0	0	19
	Part-time permanent	97	13	0	0	110
	Part-time contract	2	0	0	0	2
Professionals	Full-time permanent	910	1,088	51	50	1,998
	Full-time contract	15	9	0	0	24
	Part-time permanent	38	7	1	0	45
	Part-time contract	14	15	0	0	29
	Casual	1	0	0	0	1
Clerical And Administrative Workers	Full-time permanent	70	19	0	0	89
	Full-time contract	3	0	0	0	3
	Part-time permanent	10	0	0	0	10

* Total employees includes Non-binary

Table 2 – Gender composition of manager categories

Manager category	Employment status	No. of employees		Total employees*
		F	M	
CEO	Full-time permanent	1	0	1
KMP	Full-time permanent	2	4	6
HOB	Full-time permanent	3	11	14
	Part-time permanent	1	0	1
GM	Full-time permanent	11	20	31
	Part-time permanent	0	2	2
SM	Full-time permanent	100	137	237
	Full-time contract	0	2	2
	Part-time permanent	12	2	14
OM	Full-time permanent	658	1,065	1,723
	Full-time contract	12	5	17
	Part-time permanent	84	9	93
	Part-time contract	2	0	2

* Total employees includes Non-binary

Table 3 – Employee movements over reporting period

Question 1
How many employees were promoted?

Contract Type	Employment Type	CEOs, KMPs & HOBs		Managers (excl. CEOs, KMPs & HOBs)		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent	0	0	96	115	284	301	796
Part-time	Permanent	0	0	9	0	2	0	11
Full-time	Fixed-term	0	0	0	0	0	1	1
Part-time	Fixed-term	0	0	0	0	0	0	0
N/A	Casual	0	0	0	0	0	0	0

Question 2
How many employees were promoted from non-manager to manager?

Contract Type	Employment Type	All managers		Total*
		Female	Male	
Full-time	Permanent	59	72	131
Part-time	Permanent	2	0	2
Full-time	Fixed-term	0	0	0
Part-time	Fixed-term	0	0	0
N/A	Casual	0	0	0

Question 3
How many employees were internally appointed?

Contract Type	Employment Type	CEOs, KMPs & HOBs		Managers (excl. CEOs, KMPs & HOBs)		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent	0	0	41	39	67	65	212
Part-time	Permanent	0	0	4	0	1	1	6
Full-time	Fixed-term	0	0	1	1	3	2	7
Part-time	Fixed-term	0	0	0	0	1	0	1
N/A	Casual	0	0	0	0	0	0	0

Question 4
How many employees (including partners with an employment contract) were externally appointed?

Contract Type	Employment Type	CEOs, KMPs & HOBs		Managers (excl. CEOs, KMPs & HOBs)		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent	0	0	70	121	202	235	628
Part-time	Permanent	0	0	0	0	0	2	2
Full-time	Fixed-term	0	0	8	9	76	62	155
Part-time	Fixed-term	0	0	0	0	6	9	15
N/A	Casual	0	0	0	0	1	0	1

* Total employees includes Non-binary

Table 3 – Employee movements over reporting period (continued)

Question 5
How many employees voluntarily resigned?

Contract Type	Employment Type	CEOs, KMPs & HOBs		Managers (excl. CEOs, KMPs & HOBs)		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent	0	0	56	77	113	136	382
Part-time	Permanent	0	0	9	1	7	3	20
Full-time	Fixed-term	0	0	3	3	30	27	63
Part-time	Fixed-term	0	0	0	0	5	3	8
N/A	Casual	0	0	0	0	2	0	2

Question 6
How many employees were on primary carer's parental leave (paid and/or unpaid)?

Contract Type	Employment Type	CEOs, KMPs & HOBs		Managers (excl. CEOs, KMPs & HOBs)		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent	0	0	88	90	72	41	291
Part-time	Permanent	0	0	23	1	22	0	46
Full-time	Fixed-term	0	0	1	0	1	0	2
Part-time	Fixed-term	0	0	0	0	0	0	0
N/A	Casual	0	0	0	0	0	0	0

Question 7
How many employees were on secondary carer's parental leave (paid and/or unpaid)?

Contract Type	Employment Type	CEOs, KMPs & HOBs		Managers (excl. CEOs, KMPs & HOBs)		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent	0	0	1	61	1	40	103
Part-time	Permanent	0	0	0	0	0	0	0
Full-time	Fixed-term	0	0	0	0	0	0	0
Part-time	Fixed-term	0	0	0	0	0	0	0
N/A	Casual	0	0	0	0	0	0	0

Question 8
How many employees ceased employment before returning to work from parental leave (regardless of when the leave commenced)?

Contract Type	Employment Type	CEOs, KMPs & HOBs		Managers (excl. CEOs, KMPs & HOBs)		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent	0	0	2	1	3	1	7
Part-time	Permanent	0	0	0	0	1	0	1
Full-time	Fixed-term	0	0	1	0	0	0	1
Part-time	Fixed-term	0	0	0	0	0	0	0
N/A	Casual							

* Total employees includes Non-binary

Public Report - Employee Data Tables

Program: 2025 - 26 Gender Equality Reporting
Employer: Macquarie Corporate Holdings Pty Limited
Employee count: 478
Primary industry: 6240 - Financial Asset Investing
Relevant employer: Yes

Table 1 – Gender composition of all occupational categories

Occupational category	Employment status	No. of employees		Number of graduates or apprentices (combined)		Total employees*
		F	M	F	M	
Managers	Full-time permanent	46	178	0	0	224
	Full-time contract	0	4	0	0	4
	Part-time permanent	10	2	0	0	12
Professionals	Full-time permanent	79	100	11	5	179
	Full-time contract	2	1	0	0	3
	Part-time permanent	6	1	0	0	7
	Part-time contract	0	1	0	0	1
Clerical And Administrative Workers	Full-time permanent	38	3	0	0	41
	Full-time contract	1	0	0	0	1
	Part-time permanent	6	0	0	0	6

* Total employees includes Non-binary

Table 2 – Gender composition of manager categories

Manager category	Employment status	No. of employees		Total employees*
		F	M	
GM	Full-time permanent	5	31	36
	Part-time permanent	0	2	2
SM	Full-time permanent	11	82	93
	Full-time contract	0	1	1
	Part-time permanent	2	0	2
OM	Full-time permanent	30	65	95
	Full-time contract	0	3	3
	Part-time permanent	8	0	8

* Total employees includes Non-binary

Table 3 – Employee movements over reporting period

Question 1
How many employees were promoted?

Contract Type	Employment Type	CEOs, KMPs & HOBs		Managers (excl. CEOs, KMPs & HOBs)		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent	0	0	8	34	13	22	77
Part-time	Permanent	0	0	0	0	2	0	2
Full-time	Fixed-term	0	0	0	0	0	0	0
Part-time	Fixed-term	0	0	0	0	0	0	0
N/A	Casual	0	0	0	0	0	0	0

Question 2
How many employees were promoted from non-manager to manager?

Contract Type	Employment Type	All managers		Total*
		Female	Male	
Full-time	Permanent	4	16	20
Part-time	Permanent	0	0	0
Full-time	Fixed-term	0	0	0
Part-time	Fixed-term	0	0	0
N/A	Casual	0	0	0

Question 3
How many employees were internally appointed?

Contract Type	Employment Type	CEOs, KMPs & HOBs		Managers (excl. CEOs, KMPs & HOBs)		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent	0	0	1	0	7	5	13
Part-time	Permanent	0	0	0	0	1	0	1
Full-time	Fixed-term	0	0	0	1	0	0	1
Part-time	Fixed-term	0	0	0	0	0	1	1
N/A	Casual	0	0	0	0	0	0	0

Question 4
How many employees (including partners with an employment contract) were externally appointed?

Contract Type	Employment Type	CEOs, KMPs & HOBs		Managers (excl. CEOs, KMPs & HOBs)		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent	0	0	2	7	10	20	39
Part-time	Permanent	0	0	0	0	0	0	0
Full-time	Fixed-term	0	0	0	3	23	14	40
Part-time	Fixed-term	0	0	0	0	0	2	2
N/A	Casual	0	0	0	0	0	0	0

* Total employees includes Non-binary

Table 3 – Employee movements over reporting period (continued)

Question 5
How many employees voluntarily resigned?

Contract Type	Employment Type	CEOs, KMPs & HOBs		Managers (excl. CEOs, KMPs & HOBs)		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent	0	0	2	13	19	21	55
Part-time	Permanent	0	0	0	0	0	0	0
Full-time	Fixed-term	0	0	1	1	2	0	4
Part-time	Fixed-term	0	0	0	0	2	0	2
N/A	Casual	0	0	0	0	0	0	0

Question 6
How many employees were on primary carer's parental leave (paid and/or unpaid)?

Contract Type	Employment Type	CEOs, KMPs & HOBs		Managers (excl. CEOs, KMPs & HOBs)		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent	0	0	9	9	5	3	26
Part-time	Permanent	0	0	1	0	2	0	3
Full-time	Fixed-term	0	0	0	1	0	0	1
Part-time	Fixed-term	0	0	0	0	0	0	0
N/A	Casual	0	0	0	0	0	0	0

Question 7
How many employees were on secondary carer's parental leave (paid and/or unpaid)?

Contract Type	Employment Type	CEOs, KMPs & HOBs		Managers (excl. CEOs, KMPs & HOBs)		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent	0	0	0	21	0	6	27
Part-time	Permanent	0	0	0	0	0	0	0
Full-time	Fixed-term	0	0	0	0	0	0	0
Part-time	Fixed-term	0	0	0	0	0	0	0
N/A	Casual	0	0	0	0	0	0	0

Question 8
How many employees ceased employment before returning to work from parental leave (regardless of when the leave commenced)?

Contract Type	Employment Type	CEOs, KMPs & HOBs		Managers (excl. CEOs, KMPs & HOBs)		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent	0	0	0	0	1	0	1
Part-time	Permanent	0	0	0	0	0	0	0
Full-time	Fixed-term	0	0	0	1	0	0	1
Part-time	Fixed-term	0	0	0	0	0	0	0
N/A	Casual							

* Total employees includes Non-binary

Public Report - Employee Data Tables

Program: 2025 - 26 Gender Equality Reporting
Employer: MACQUARIE ASSET MANAGEMENT HOLDINGS PTY LIMITED
Employee count: 386
Primary industry: 6712 - Non-Residential Property Operators
Relevant employer: Yes

Table 1 – Gender composition of all occupational categories

Occupational category	Employment status	No. of employees		Number of graduates or apprentices (combined)		Total employees*
		F	M	F	M	
Managers	Full-time permanent	81	117	0	0	198
	Full-time contract	1	1	0	0	2
	Part-time permanent	12	3	0	0	15
Professionals	Full-time permanent	75	63	3	2	138
	Full-time contract	2	2	0	0	4
	Part-time permanent	5	0	0	0	5
Clerical And Administrative Workers	Full-time permanent	19	0	0	0	19
	Full-time contract	2	0	0	0	2
	Part-time permanent	3	0	0	0	3

* Total employees includes Non-binary

Table 2 – Gender composition of manager categories

Manager category	Employment status	No. of employees		Total employees*
		F	M	
HOB	Full-time permanent	0	1	1
GM	Full-time permanent	5	12	17
	Part-time permanent	1	1	2
SM	Full-time permanent	14	52	66
	Part-time permanent	5	1	6
OM	Full-time permanent	62	52	114
	Full-time contract	1	1	2
	Part-time permanent	6	1	7

* Total employees includes Non-binary

Table 3 – Employee movements over reporting period

Question 1
How many employees were promoted?

Contract Type	Employment Type	CEOs, KMPs & HOBs		Managers (excl. CEOs, KMPs & HOBs)		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent	0	0	11	24	16	13	64
Part-time	Permanent	0	0	0	0	0	0	0
Full-time	Fixed-term	0	0	0	0	0	0	0
Part-time	Fixed-term	0	0	0	0	0	0	0
N/A	Casual	0	0	0	0	0	0	0

Question 2
How many employees were promoted from non-manager to manager?

Contract Type	Employment Type	All managers		Total*
		Female	Male	
Full-time	Permanent	7	12	19
Part-time	Permanent	0	0	0
Full-time	Fixed-term	0	0	0
Part-time	Fixed-term	0	0	0
N/A	Casual	0	0	0

Question 3
How many employees were internally appointed?

Contract Type	Employment Type	CEOs, KMPs & HOBs		Managers (excl. CEOs, KMPs & HOBs)		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent	0	0	1	3	4	4	12
Part-time	Permanent	0	0	3	0	0	0	3
Full-time	Fixed-term	0	0	0	0	1	1	2
Part-time	Fixed-term	0	0	0	0	0	0	0
N/A	Casual	0	0	0	0	0	0	0

Question 4
How many employees (including partners with an employment contract) were externally appointed?

Contract Type	Employment Type	CEOs, KMPs & HOBs		Managers (excl. CEOs, KMPs & HOBs)		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent	0	0	2	1	12	13	28
Part-time	Permanent	0	0	0	0	0	0	0
Full-time	Fixed-term	0	0	0	2	12	10	24
Part-time	Fixed-term	0	0	1	0	0	0	1
N/A	Casual	0	0	0	0	0	0	0

* Total employees includes Non-binary

Table 3 – Employee movements over reporting period (continued)
Question 5
How many employees voluntarily resigned?

Contract Type	Employment Type	CEOs, KMPs & HOBs		Managers (excl. CEOs, KMPs & HOBs)		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent	0	0	2	4	8	11	25
Part-time	Permanent	0	0	2	0	0	0	2
Full-time	Fixed-term	0	0	0	1	1	1	3
Part-time	Fixed-term	0	0	0	0	0	0	0
N/A	Casual	0	0	0	0	0	0	0

Question 6
How many employees were on primary carer's parental leave (paid and/or unpaid)?

Contract Type	Employment Type	CEOs, KMPs & HOBs		Managers (excl. CEOs, KMPs & HOBs)		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent	0	0	10	4	8	2	24
Part-time	Permanent	0	0	1	0	0	0	1
Full-time	Fixed-term	0	0	0	0	0	0	0
Part-time	Fixed-term	0	0	0	0	0	0	0
N/A	Casual	0	0	0	0	0	0	0

Question 7
How many employees were on secondary carer's parental leave (paid and/or unpaid)?

Contract Type	Employment Type	CEOs, KMPs & HOBs		Managers (excl. CEOs, KMPs & HOBs)		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent	0	0	0	10	0	2	12
Part-time	Permanent	0	0	0	0	0	0	0
Full-time	Fixed-term	0	0	0	0	0	0	0
Part-time	Fixed-term	0	0	0	0	0	0	0
N/A	Casual	0	0	0	0	0	0	0

Question 8
How many employees ceased employment before returning to work from parental leave (regardless of when the leave commenced)?

Contract Type	Employment Type	CEOs, KMPs & HOBs		Managers (excl. CEOs, KMPs & HOBs)		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent	0	0	0	0	1	0	1
Part-time	Permanent	0	0	0	0	0	0	0
Full-time	Fixed-term	0	0	0	0	0	0	0
Part-time	Fixed-term	0	0	0	0	0	0	0
N/A	Casual							

* Total employees includes Non-binary

2026 Gender Equality Reporting Submission Approval

I, the CEO (or equivalent), confirm that the data provided in the 2026 Gender Equality Reporting submission is complete and correct, as reported in the full data appendices:

- Public Report – Questionnaire
- Public Report – Employee data tables

I approve the submission of this data to WGEA.

CEO (or equivalent) signature



Name of CEO (or equivalent)

Shemara Wikramanayake

Date: 29 May 2026

What next?

The contact nominated for the submission of this report must complete the declaration and consent process in the WGEA Portal. The Agency does not require physical evidence of the CEO's signature.

To comply with the notification and access requirements, your organisation/s must:

- inform its employees and members or shareholders that it has lodged its report with the Agency and advise how the public data may be accessed
- provide access to the public data to employees and members or shareholders
- inform employee organisations with members in your workplace that the report has been lodged
- inform your employees and those employee organisations with members in your workplace of the opportunity to comment on the report to the employer or the Agency.

Please see our reporting guide for more information on the [notification and access requirements](#).