

## Diversity, equity and inclusion

As a services business, the diversity of our people is one of Macquarie's greatest strengths. An inclusive, equitable workplace enables us to deliver more innovative and sustainable solutions for our people, clients, customers, shareholders and communities.



## Our commitment

Macquarie's inclusive culture supports our purpose of empowering people to innovate and invest for a better future. Our commitment to Diversity, Equity and Inclusion (DEI) is both 'top down and bottom up'. Every Macquarie employee shares accountability for creating an inclusive environment where diverse perspectives and authenticity are valued, and everyone can reach their full potential.

Our refreshed Global DEI Strategy was launched by the MGL CEO and Managing Director in October 2022, following extensive consultation with diverse employees around the world. The three pillars: our diverse people, our equity commitment and our inclusive culture are consistent focus areas in the four aligned regional DEI Action Plans and eight operating group and central services group DEI Action Plans. We launched our inaugural Reconciliation Action Plan (RAP) in Operating Group and Central Services Group DEI Australia and formed a working group to design a global Accessibility Action Plan (AAP).

In close collaboration with Human Resources, our leadership teams in each Operating and Central Services Group have linked the actions in these plans to tangible results outlined in our *Workforce Diversity Policy*. Progress towards achieving Macquarie's FY2023 DEI objectives is disclosed in this report.



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

## Diversity, Equity and Inclusion objectives

Accountability and transparency are critical to DEI progress. The MGL Executive Committee and Board Remuneration Committee (BRC) monitor the diversity, equity and inclusion objectives and the progress of each group and region. The *Workforce Diversity Policy* requires 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.

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 encourage continuous improvement.

Macquarie's BRC has endorsed the FY2023-26 DEI objectives as set out in the global strategy.

## Global DEI Strategy FY2023-2026

In FY2023, we used Human Centred Design methodology to refresh our Global DEI Strategy.

### Our diverse people

Building a workforce that harnesses a range of perspectives, ideas, and insights in everything we do.

Diversity objectives:

- support Leader accountability for DEI outcomes
- increase the diversity in talent pipelines
- increase availability and completeness of candidate and employee data.

Success measures:

- diverse employee representation
- leader DEI objectives
- leader visibility and actions based on diversity metrics
- meet regulatory and stakeholder commitments
- employee self-identification completion rates.

### Our equity commitment

Achieving equitable outcomes by removing barriers and valuing differences, enabling everyone to be included and to reach their full potential.

Equity objectives:

- align principles of equity in all people-related policies, processes and programs
- champion and elevate equity for people from under-represented groups
- encourage an equitable approach when engaging with our clients, community and suppliers.

Success measures:

- diverse representation across the talent lifecycle
- organisational spend with diverse suppliers
- employee support to advance equity in our community
- pay equity.

### Our inclusive culture

Creating an environment where people are respected for their uniqueness, valued for their contributions and celebrated for being their authentic selves.

Inclusion objectives:

- continue education and maintain awareness
- enable inclusive leaders, teams and employees
- elevate inclusive networks and strong allyship.

Success measures:

- employee and candidate feedback
- employee DEI objectives
- employee of people from underrepresented groups
- training completion.

# Diversity, equity and inclusion

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## Progress in 2023

We have made progress against the objectives and success measures in all three pillars of diversity, equity and inclusion.

## Progress – Our diverse people

We recognise that our people have multiple, intersecting dimensions to their identities. Since FY2022 we have encouraged our people 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.

## Gender Equity

The outcome of our ongoing commitment to gender equity is demonstrated in Table 1. Female representation on the MGL Board of Directors has increased to 62.5%.

Female representation has increased year-on-year across Macquarie's total workforce, director and senior executive populations. There was a slight decrease at Division Head level.

**Table 1: Global female representation by level over five years**

As of 31 March	2020 %	2021 %	2022 %	2023 %
Board of Directors	36.4	45.5	50.0	<b>62.5</b>
Executive Committee	25.0	27.3	30.0	<b>30.0</b>
Division Head <sup>(1)</sup>	23.9	23.0	26.5	<b>25.5</b>
Senior Executive <sup>(2)</sup>	19.1	20.5	21.8	<b>23.3</b>
Macquarie Workforce	40.1	42.0	43.0	<b>44.1</b>

Over 87% of permanent roles filled globally during the year had one or more female Macquarie staff on the interview panel. Macquarie maintained gender balanced Intern and Graduate programs and female candidates continue to be hired in greater proportion than the underlying application rate.

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. We sponsor women-focused university societies and promote financial services careers to school students to support girls to consider the broad range of career paths available to them. Programs include the Diversity Academy partnered with the Bright Network in EMEA, Girls who Invest in the US and continuing partnerships in Asia with The Women's Foundation, Girls Go Tech and Your Future in Finance and NavGurukul.

In Australia, we ran events for secondary and tertiary students such as Life After School and Discover Her Career, we continued to support Women in Banking and Finance and helped provide female entrepreneurs with access to strategic networks via Heads Over Heels.

## Families and Carers

Macquarie continues to provide support to working parents and carers of all genders through flexibility, paid leave and initiatives such as coaching. In FY2023 we enhanced our benefits, increasing paid parental leave and introducing transition leave, which allows employees to take up to 12 paid transition days in the first 12 weeks of returning to work, regardless of returning on a full-time or part-time basis.

In ANZ, Macquarie was accredited as a Family Friendly Workplace and received a National Level 3 carer accreditation from Carers+Employers, recognition for our deep commitment to supporting the careers of carers.

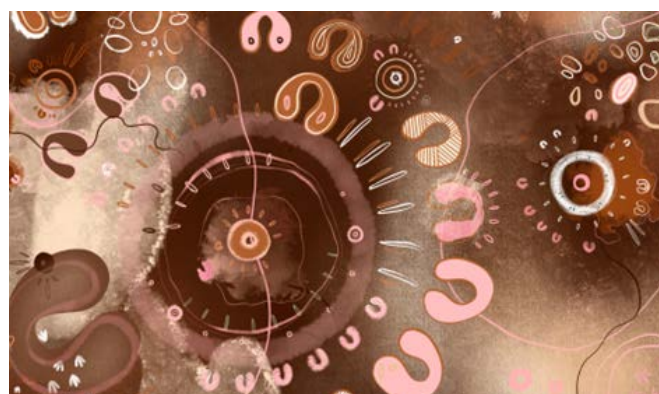
Macquarie's global return to work rate was 95% in FY2023 and high retention rates continue to be achieved for staff who have taken parental leave.

## 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.

Racial equity continues to be a priority for Macquarie, and we made progress in each region. In Australia, Macquarie launched its inaugural RAP which is a public and formal commitment to reconciliation with First Nations people. Staff completed secondments with Indigenous organisations through our partnership with Jawun. Our First Nations employee network group supports the Clontarf Foundation, and the Melbourne Indigenous Transition School.

The CareerTrackers and CareerSeekers programs placed 35 students who had Aboriginal and Torres Strait Islander, asylum seeker and refugee backgrounds in paid internships during FY2023.



Macquarie's RAP Artwork: Lakkari Pitt.

Gamilaroi Ularoi yinarr artist Lakkari Pitt was commissioned to create this bespoke piece for Macquarie's Reflect RAP.

(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.



We continue to invest in internship and recruitment channels that expand our reach and better connect with talent from under-represented racial groups around the world. In the US, Macquarie continued to partner with Jopwell, Seizing Every Opportunity (SEO), and BLK Capital Management, growing the talent pipeline of Black and Latinx students.

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 FY2023, Macquarie held focus groups to understand the unique experiences of our colleagues of colour and ran sponsorship programs around the world to support the careers of employees from groups under-represented in our leadership ranks. The \$US5 million multi-year Racial Equity Fund continued to support community groups working to promote racial equity in the US. Each region has Employee Network Groups (ENGs) focused on race, religion and culture who hold events and initiatives including Black History Month, East and Southeast Asian Month and Hispanic Latinx Heritage Month. We continue to learn from and adapt with their feedback.

## 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 for 2022, 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 awarded the Silver Award by the Pride Circle Index in 2022 and the Bronze LGBTQ+ Award in Hong Kong by Community Business in 2021. Such awards recognise our focus on LGBTQ+ inclusion at every stage for employees, including through policies, benefits, training and leadership engagement.

In ANZ, Macquarie continue to sponsor and partner with multiple organisations such as Rainbow Families and Pinnacle Foundation. This year, we further expanded our support for LGBTQ+ by establishing a multi-year Pinnacle Scholarship for an aspiring LGBTQ+ student aged between 18 and 26 to pursue full-time study at a higher education institution. We also entered a two-year partnership with Out For Australia (OFA), an organisation providing role models, mentors and support to aspiring LGBTQ+ professionals.

World Pride was hosted, for the first time since its inception, in the Southern Hemisphere in Sydney, Australia between 17 February and 5 March 2023 and our Pride network organised several activities to celebrate including an Intersectionality Panel with guests from our Pride, Spark and First Nations ENGs and queer film screenings. Along with several other financial institutions, we raised funds to support the young LGBTQ+ community to attend Sydney World Pride events and bought over 150 tickets for disadvantaged LGBTQ+ youth.

Macquarie's regional 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 and beyond. Globally, our staff have raised a substantial amount, which is matched by the Macquarie Group Foundation (the Foundation), for charities including Iraqueer and GiveOut. They have hosted events on coming out, trans awareness week, allyship and more.

## Accessibility

Macquarie is a member of The Valuable 500, a global collective focused on disability inclusion. We continue to design for accessibility and provide flexible working arrangements to meet the unique needs of candidates and employees who are living with disabilities. To formalise this commitment, we have commenced work on a global AAP. This involves the establishment of an AAP steering committee, and a working group who are partnering with external experts who advise on global standards. Elements of the plan include embedding principles of inclusive design in Learning Standards, and event guidelines and inclusive design resources being available to all staff.

Accessibility is a strategic imperative across our digital communication channels.<sup>(3)</sup> 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.

## Progress – Our equity commitment

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.

Macquarie has long been committed to flexibility in all its forms. We have continued to embed hybrid working as part of the evolving culture of work. Our people are empowered to make choices aligned to both career and personal goals. Overall, 89% of staff say they have the technology and tools they need to do their job well in a remote working environment.

## Pay equity

Macquarie conducts annual pay equity reviews and provides comprehensive data to the Workplace Gender Equality Agency (WGEA) in Australia and is also required to adhere to further regulatory requirements where we operate.

Macquarie has continually ensured that we have pay equity across the organisation for men and women performing the same roles, similar roles or work of equal or comparable value. This is reviewed on an annual basis in which we work with all of our businesses and functions as part of our commitment to ensure that there is no bias in how we pay our people and to maintain pay equity for like roles and performance.



(3) Digital communication channels include the internal Macquarie intranet hub and group collaboration softwares such as Zoom, Microsoft Teams and Slack.

# Diversity, equity and inclusion

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## Equitable career development

Workforce data is regularly analysed and provided to senior managers to empower them to assess the equity of people decisions and the inclusiveness of practices in their teams, and to identify where additional action is needed. We regularly review all our policies with an intersectional lens to ensure they are equitable.

In the Americas, Macquarie is 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. Macquarie has developed targeted development programming, investing in the engagement, retention, and progression of talent from groups that are under-represented in our leadership, recognising that as we strive for equity, we need to level the playing field and remove barriers to growth so that everyone can reach their full potential. Programs introduced include the Power of Choice and McKinsey Connected Leaders Academy, offered to Black, Latinx and Asian talent.

In FY2023 globally:

- 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
- further guidance was provided to all employees on setting personal DEI objectives
- the principles of DEI were further embedded in all people-related policies, processes and programs to ensure the highest and fairest standards: provide equal access to opportunities and future skilling and maintain equality for people of all genders and ethnicities in promotion decisions.

## Sustainable Procurement and the work of our Foundation

As part of our Sustainable Procurement Strategy, Macquarie includes sustainability and supplier diversity requirements within tender documents. In FY2023, Macquarie spent over \$A17.2 million with minority-owned businesses in our tier one and tier two supply chain.<sup>(4)</sup>

The Foundation drives social impact work for Macquarie, supporting its people, businesses, and communities to build a better future. Recognising that many people around the world face systemic barriers to employment, the Foundation grants and social impact investments focus on breaking down these barriers and building effective pathways to economic security. Across all regions, in FY2023 the Foundation provided funding and non-financial support to non-profits working in this area, including its first global employment focused grant to Generation You Employed, an organisation enabling underrepresented people to achieve economic mobility through a career.

For many years, the Foundation has been collaborating with Human Resources to increase the diversity of Macquarie's talent pipeline by partnering with organisations such as Breakthrough New York (Americas), CareerSeekers (ANZ), Asha Mentorship Programme & A Better Chance Foundation (Asia) and Social Mobility Foundation (EMEA). By creating opportunities for young people from groups that are underrepresented in our leadership to experience the world of work, these programs help provide pathways to employment and a better future.

The Foundation acknowledges inequities in the philanthropic and community sector and has taken steps to strengthen the diversity, equity, and inclusivity of its grantmaking processes and practices globally. The Foundation is also funding organisations that promote a more equitable and just society for all people including Centre for Social Impact (ANZ), Asia Pacific Mission for Migrants (Asia), Baobab Foundation (EMEA) and through the Racial Equity Fund in the Americas, which has now supported 12 organisations including the YWCA of Houston, Equal Justice Initiative and Stop AAPI Hate to name a few.

## Progress – 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 has continued to elevate the inclusivity of its culture through improving employee and candidate data collection and sharing data-driven insights. We have gleaned new insights into the experiences of our underrepresented employees through our staff survey.



(4) 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.

## Inclusive Leadership

Across Macquarie, Inclusive Leadership Director Masterclass series were designed to promote a stronger sense of belonging for all our people. The series focuses on upskilling directors to identify inclusion moments that matter, workplace covering and allyship. Macquarie will make customised online and virtual modules available to more staff globally in FY2024.

In EMEA, we were recognised as a Top 25 Outstanding Employer at the UK Ethnicity awards for our actions taken to drive the ethnicity agenda, our regional CEO was recognised as the Ethnicity Champion Ally of the year at the Ethnicity Awards 2022 and 50% of our 2022 graduates and interns were from ethnic minority backgrounds. In Asia, the second phase of the Male Allies program launched, with over 150 male leaders from across the region participating in a 9-month programme. Macquarie was ranked in the Best 100 Companies for women in India.

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

## Networks and Committees

Macquarie has a range of ENGs and DEI committees in each region. Their focus spans culture and heritage, First Nations, gender, LGBTQ+, race and ethnicity, families and carers, neurodiversity and military veterans. We also have additional employee groups focused on wellbeing, giving and environmental sustainability. 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.

In FY2023, Macquarie's global ENGs continued to expand across all regions; our newest network, Spark, is focused on neurodiversity and has rapidly gained global momentum.



## Diversity, Equity & Inclusion awards

In FY2023 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

