



Reconciliation Action Plan

February 2023 - February 2024



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Acknowledgement of Country

Macquarie recognises First Nations peoples as the Traditional Custodians of the lands on which our businesses were founded, and pay our respects to Elders, both past and present. We acknowledge First Nations peoples' ongoing connection to and care for Country, and value the strength and diversity of First Nations cultures, languages, and communities.

We thank the Aboriginal and Torres Strait Islander organisations and individuals that have guided us through our reconciliation progress.



Terminology

Throughout this Reconciliation Action Plan, we have used the terms 'First Nations', 'Aboriginal and Torres Strait Islander' and 'Indigenous' interchangeably. The use of these terms has come from direct advice from Aboriginal and Torres Strait Islander stakeholders consulted through the development of this document. We acknowledge that throughout Aboriginal and Torres Strait Islander communities there are diverse opinions on terminology used to describe First Nations peoples, and we use these terms with respect.



Artwork and artist introduction

Lakkari Pitt is a proud Gamilaroi Ularoi yinarr (woman) from Walgett, New South Wales. Lakkari's art is a take on the knowledge that her Elders and significant people in her life have passed down throughout generations. Lakkari's art explores the movement, essence, and stories of Country.



Artwork description

The central meeting place is symbolic of people coming together to gather and share, emblematic of those who work for Macquarie. Featured throughout the artwork are large, medium and smaller figures, representing the different roles, responsibilities and functions within Macquarie. They act as a reminder that each and every person contributes to the overall vision of reconciliation, no matter how small or big their role. Embedded in the artwork are many meeting places with people gathered around them, representing collaboration and opportunities. Symbolised are elements of Country, commonly seen in Lakkari's work, paired with a soft pink, green, cream and brown colour palette to honour and respect Country.

Message from Reconciliation Australia

Reconciliation Australia welcomes Macquarie Group to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Macquarie Group joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

The program's potential for impact is greater than ever, with close to three million people now working or studying in an organisation with a RAP.

The four RAP types - Reflect, Innovate, Stretch and Elevate - allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Macquarie Group to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Macquarie Group, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



Karen Mundine
CEO - Reconciliation Australia

Message from our CEO

Shemara Wikramanayake

Managing Director and Chief Executive Officer
Macquarie Group



It is my privilege to present Macquarie Group Limited's inaugural Reconciliation Action Plan (RAP). As an Australian organisation operating since 1969, we welcome this opportunity to present in this way our commitment to the vital journey of reconciliation. In doing so, we commit to deepening our understanding of our influence as an organisation and how it allows us to contribute to Australia's national reconciliation movement.

Our vision for reconciliation is a better and more equitable future for the benefit of all. This is grounded in the respect, recognition and celebration of the strengths and contributions of First Nations peoples and cultures. We believe active engagement with First Nations staff and communities is crucial in learning from diverse perspectives. This engagement is key to building sustainable opportunities that empower communities and create collective accountability for delivering on a better future.

We also see this RAP as an opportunity to further recognise that reconciliation is for the benefit of all

Australians. In looking forward, with a positive perspective on what can be achieved by working together, we can improve outcomes across our communities.

Our RAP is a formal articulation of Macquarie's long-term journey and the various initiatives we will continue to progress. In line with our purpose, which is to empower people to innovate and invest for a better future, Macquarie has been engaging with staff and with First Nations-led organisations and businesses for many years.

Developing this plan has enabled us to reflect more deeply on our commitments, leading to a clearer framework by which to monitor and measure progress against our objectives and build momentum for our journey. Our RAP has been thoughtfully developed by a dedicated working group that includes First Nations colleagues, with support and endorsement from Macquarie Group's Board and Executive Committee.

We look forward to implementing our RAP and building on the commitments articulated on the following pages, as well as others in the years to come as we continue to evolve our plan. We are excited to work together with First Nations communities, in partnership with our people, to achieve lasting progress towards reconciliation.

Message from our Reconciliation Action Plan Executive Sponsor

I am delighted to have been part of the formulation and launch of Macquarie's first RAP.

Reconciliation is about strengthening relationships between Aboriginal, Torres Strait Islander and non-indigenous peoples, for the benefit of all Australians. With that in mind, guided by Macquarie's principles of Opportunity, Accountability, and Integrity, we embark on this journey to create an environment where all Australians can move forward in union. This sense of togetherness is an integral element of our RAP, as we seek to ensure Aboriginal and Torres Strait Islander peoples have the opportunity to participate equitably and fully in all areas of life.

By implementing this RAP, we are committing not just to pursue equity for First Nations peoples, but to develop a strong framework to monitor and measure progress against our objectives. We will continue to listen and create opportunities for our people and the wider community to learn more about First Nations cultures and the importance of the reconciliation movement.

I look forward to sharing our journey.



Ric Deverell

Chief Economist and Head of Net Zero
Macquarie Group

About Macquarie

We are a global financial services organisation with Australian heritage, operating in 34 markets. We service clients across asset management, retail and business banking, wealth management, leasing and asset financing, market access, commodity trading, renewables development, specialist advice, and access to capital and principal investment.

Our purpose of empowering people to innovate and invest for a better future is deeply embedded in Macquarie's culture and is underpinned by our longstanding operating principles of Opportunity, Accountability and Integrity.

The Macquarie Group Foundation plays a vital role in how Macquarie lives out its purpose. Through the Foundation, we create positive social impact by giving back to the communities in which we live and work by contributing financial support, time and expertise to non-profit organisations globally including First Nations-led organisations in Australia. We endeavour to create positive social impact through our commercial projects by addressing unmet community needs.

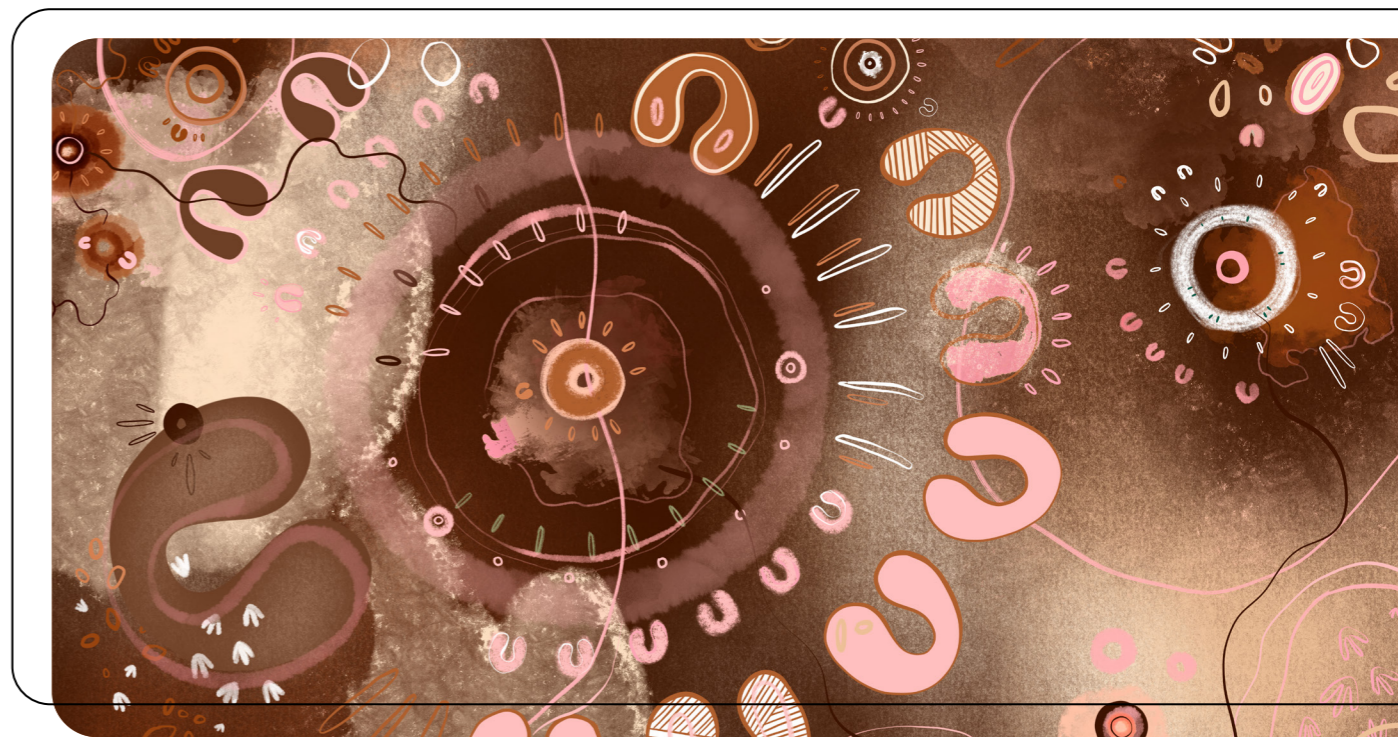
At Macquarie, we acknowledge the importance, necessity and benefits of cultural diversity and racial equity, and recognise that our success has been driven by the unique ideas and perspectives of our diverse workforce.

Our Australian operations:

We have **9,200+ staff** based in Australia across nine office locations. At Macquarie our people self-identify (Self ID) their race and culture on a voluntary basis. As at 31 December 2022, 34 employees self-identified as Aboriginal and/or Torres Strait Islander. Our goal is to increase our Self ID completion rate, as well as our First Nations representation each year.

Our Vision for Reconciliation:

Macquarie's vision for reconciliation is to build a better and more equitable future grounded in respect, recognition, and celebration of the strengths of First Nations peoples and cultures.



Our partnerships and current activities

Through the Macquarie Group Foundation, the Banking and Financial Services First Nations Employee Network Group and within various business groups, a number of long-term relationships have been developed with First Nations-led organisations and businesses. This has seen the appetite for cultural learning and interest in the First Nations space organically grow within our organisation.

02

Balarinji

Balarinji are an Aboriginal-owned Indigenous design and strategy studio who Macquarie Group have engaged to undertake research and community consultation work for the Sydney Metro Martin Place project, as well as having engaged with a cohort of artists who will provide art and design elements for the public domain and Macquarie workplace.

03

CareerTrackers Indigenous Internship Program

Since 2015, Macquarie has welcomed First Nations university students into the organisation through paid internship opportunities facilitated by CareerTrackers. Each year alumni are mentored and interns join Macquarie teams to build their professional skills and networks. Macquarie looks forward to continuing its partnership with CareerTrackers to support Indigenous leaders of today and tomorrow in ways that are meaningful to Macquarie and the CareerTrackers community.

06

Yerrabingin

Yerrabingin is a First Nations-owned business that specialises in bringing native landscapes to commercial spaces. Yerrabingin have been engaged to undertake a native plant trial within our global headquarters at 50 Martin Place that will inform native plant features for the Sydney Metro Martin Place development.

08

Melbourne Indigenous Transition School

In 2018, the Banking and Financial Services First Nations Employee Network Group, established a relationship with the Melbourne Indigenous Transition School (MITS). MITS is a specialist boarding school delivering a Year 7 program to 22 First Nations students from Victoria and the Northern Territory each year. Since then, our support for MITS has included fundraising, welcoming students into Macquarie offices, funds management advice and colleagues volunteering their time to the organisation.

09

Indigenous Art Code

The Indigenous Art Code Ltd administers a voluntary industry Code of Conduct known as 'the Code'. The Code is a set of rules and guidelines that dealers (both First Nations and non-First Nations businesses) commit to follow to ensure ethical practices and fair treatment of artists. The Macquarie Group Collection has contributed towards hiring a First Nations Project Officer to support the work of the Indigenous Art Code.

Our Reconciliation Action Plan Working Group

The role of the Reconciliation Action Plan Working Group (RWG) has been to articulate the Reconciliation Action Plan and on an ongoing basis will implement and evolve the actions contained in this plan as we progress in our RAP journey.

The RWG includes First Nations and non-Indigenous Macquarie Group colleagues, with representation from across each business group, a range of staff levels and geographic locations.

The Executive Sponsor of our Reconciliation Action Plan is Ric Deverell, Macquarie's Chief Economist and Head of Net Zero.

The Reconciliation Action Plan is managed by Gooreng Gooreng woman Holly Johnson, our Reconciliation Manager, and is overseen internally by the Reconciliation Action Plan Working Group, which includes Aboriginal and Torres Strait Islander staff.

Ric Deverell

Chief Economist and Head of Net Zero
Commodities and Global Markets
Risk Management Group

Carlos Barrios

Product Manager
Banking and Financial Services

Rosalind Coffey

Head of People, Culture and
Client Experience
Banking and Financial Services

Jayden Debono

Associate
Corporate Operations Group

Ian Goshko

Head of Diversity Equity & Inclusion,
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Holly Johnson

Reconciliation Manager,
Global Diversity HR Manager
Corporate Operations Group

Kate ffrench Blake

Metro Martin Place Precinct Activation Director
Corporate Operations Group

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Executive
Macquarie Asset Management

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Talent Lead, Financial Management Group
Corporate Operations Group

Madeleine Orr

Diversity, Equity & Inclusion Program Manager
Banking and Financial Services

Sophie Lumsden

Graduate Recruitment Lead,
Australia & New Zealand
Corporate Operations Group

Rose Nguyen

Manager, Media Relations
Financial Management Group

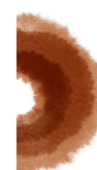
Our Reconciliation Action Plan

Reconciliation Australia provides a framework of relationships, respect and opportunities for implementing reconciliation initiatives in the workplace and beyond. Through these three core pillars, individuals, organisations, and communities can turn their good intentions into action and support the national reconciliation movement.

From Reconciliation Australia:

At the heart of reconciliation is the relationship between the broader Australian community and Aboriginal and Torres Strait Islander peoples. To achieve reconciliation, we need to develop strong **relationships** built on trust and respect, and that are free of racism.

Without **respect** for Aboriginal and Torres Strait Islander ways of knowing, being and doing, respectful relationships cannot be built. Without pride in Aboriginal and Torres Strait Islander cultures and heritage, we cannot foster a shared national identity. Without understanding and acknowledging the wrongs of the past, we cannot ensure these wrongs are never repeated. Equal participation in a range of life **opportunities** is crucial for the well-being of all peoples, including Aboriginal and Torres Strait Islander peoples. Large and unacceptable gaps between Aboriginal and Torres Strait Islander peoples and other Australians exist on all social, health, education, and economic indicators. Respectful relationships form the basis for tackling this national challenge. Developing and implementing culturally appropriate, partnership-centred solutions that are First Nations led, and uphold the unique rights of Aboriginal and Torres Strait Islander peoples helps to create the right environment for Aboriginal and Torres Strait Islander peoples to participate equally across education, employment, economic and health opportunities.



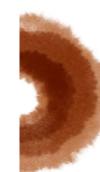
Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with First Nations stakeholders and organisations	Identify, review, and explore new relationships with First Nations stakeholders and organisations within our local area or sphere of influence.	March 2023	Lead: Reconciliation Manager Support: RAP Working Group
	Research best practice and principles that support partnerships with First Nations stakeholders and organisations.	June 2023	Reconciliation Manager
2. Build relationships through celebrating National Reconciliation Week (NRW)	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023	Lead: Reconciliation Manager Support: Internal Communications
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June, 2023	Lead: Reconciliation Manager Support: Internal Communications and RAP Working Group
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2023	Lead: Reconciliation Manager Support: RAP Working Group
3. Promote reconciliation through our sphere of influence	Communicate our commitment to reconciliation to all staff via RAP Launch Event and Communications Plan.	February 2023	Lead: Reconciliation Manager Support: Events
	Communicate our commitment to Reconciliation publicly.	February 2023	Lead: Reconciliation Manager Support: External Communications
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	June 2023	Lead: Reconciliation Manager Support: Macquarie Group Foundation



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	Identify like-minded organisations with Reconciliation Action Plans that we could approach to collaborate with on our reconciliation journey.	June 2023	Lead: Reconciliation Manager Support: RAP Working Group
	Continue current sponsorship of the Institute of Architects' annual Reconciliation Prize and their annual Reconciliation Conversations event.	June 2023	Metro Martin Place Precinct Activation Director, Metro Martin Place Team
4. Promote positive race relations through anti-discrimination strategies	Research best practice and policies in areas of race relations and anti-discrimination to continue to form our approach to the Reconciliation Action Plan.	September 2023	Lead: Reconciliation Manager Support: ANZ Diversity, Equity and Inclusion (DEI) Team
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	September 2023	Lead: Reconciliation Manager Support: ANZ DEI Team and Employee Relations
	Engage with First Nations colleagues to consult on our current anti-discrimination policy.	August 2023	Reconciliation Manager



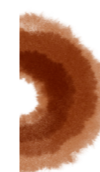
Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of First Nations cultures, histories, knowledge, and rights through cultural learning	Increase understanding, value and recognition of First Nations cultures, histories, knowledge, and rights within our organisation by regularly communicating learning opportunities.	August 2023	Lead: Reconciliation Manager Support: ANZ DEI Team
	Conduct a review of cultural learning needs within our organisation.	May 2023	Lead: Reconciliation Manager Support: ANZ Learning Team
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	July 2023	Lead: Reconciliation Manager Support: ANZ Learning Team
	Provide key dates in the First Nations calendar to all staff via the Reconciliation portal.	February 2023	Reconciliation Manager
6. Demonstrate respect to First Nations peoples by observing cultural protocols	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	February 2023	Reconciliation Manager
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2023	Reconciliation Manager
	Develop, implement, and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	March 2023	Lead: Reconciliation Manager Support: RAP Working Group
	Display First Nations flags and Acknowledgement of Country plaques in each state head office.	November 2023	Lead: Reconciliation Manager Support: Business Services Division



Reflect Reconciliation Action Plan

	Develop template for staff email signatures displaying Acknowledgement to Country.	February 2023	Lead: Reconciliation Manager Support: Internal Communications
	Add Traditional Owner place names for each Australian office location on both internal portals and external website.	March 2023	Lead: Reconciliation Manager Support: External Communications
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	June 2023	Reconciliation Manager
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	February 2023	Reconciliation Manager
7. Build respect for First Nations cultures and histories by celebrating NAIDOC Week	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2023	Lead: Reconciliation Manager Support: Internal Communications
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2023	Lead: Reconciliation Manager Support: Internal Communications
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2023	Reconciliation Manager
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week (explore floating public holiday/cultural leave to accommodate).	June 2023	Lead: Reconciliation Manager Support: ANZ DEI Team
8. Investigate opportunities to support First Nations Truth Telling	Contribute towards funding a First Nations research assistant on the Public Interest Advocacy Centre "Towards Truth" research project.	Annually	Reconciliation Manager
	Explore truth telling opportunities within the Macquarie story.	August 2023	Lead: Reconciliation Manager Support: ANZ Corporate Affairs



Opportunities

Action	Deliverable	Timeline	Responsibility
9. Improving employment outcomes by increasing First Nations recruitment, retention, and professional development	Develop an action plan for First Nations employment within our organisation.	August 2023	Lead: Reconciliation Manager Support: ANZ DEI Team and ANZ Recruitment Team
	Build understanding of current First Nations staffing to inform future employment and professional development opportunities.	March 2023	Reconciliation Manager
	Review current HR and recruitment procedures and policies to remove barriers to First Nations participation in our workplace.	April 2023	Lead: Reconciliation Manager Support: ANZ DEI Team
	Work with both existing and new stakeholders and partners to grow relationships and begin strengthening the First Nations talent pipeline into Macquarie.	November 2023	Lead: Reconciliation Manager Support: ANZ DEI Team and ANZ Recruitment Team
10. Increase First Nations supplier diversity to support improved economic and social outcomes	Educate our people on the benefits of procurement from First Nations owned businesses and increase spend in line with 2025 Global Sustainability in Direct Operations plan.	April 2023	Lead: Reconciliation Manager Support: Head of Sustainable Procurement
	Maintain Supply Nation membership.	July annually	Head of Sustainable Procurement
	Build strong foundation of data tracking and analytics to ensure accurate reporting of expenditure with First Nations owned businesses.	October 2023	Lead: Reconciliation Manager Support: Head of Sustainable Procurement

Reflect Reconciliation Action Plan

Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.	June 2023	Lead: Reconciliation Manager Support: Head of Sustainable Procurement
Develop commercial relationships with First Nations owned businesses.	May 2023	Head of Sustainable Procurement
Acknowledge and celebrate Indigenous Business Month via campaign to educate staff on the depth and breadth of the First Nations business sector, and the benefits of procuring First Nations goods and services.	October 2023	Reconciliation Manager



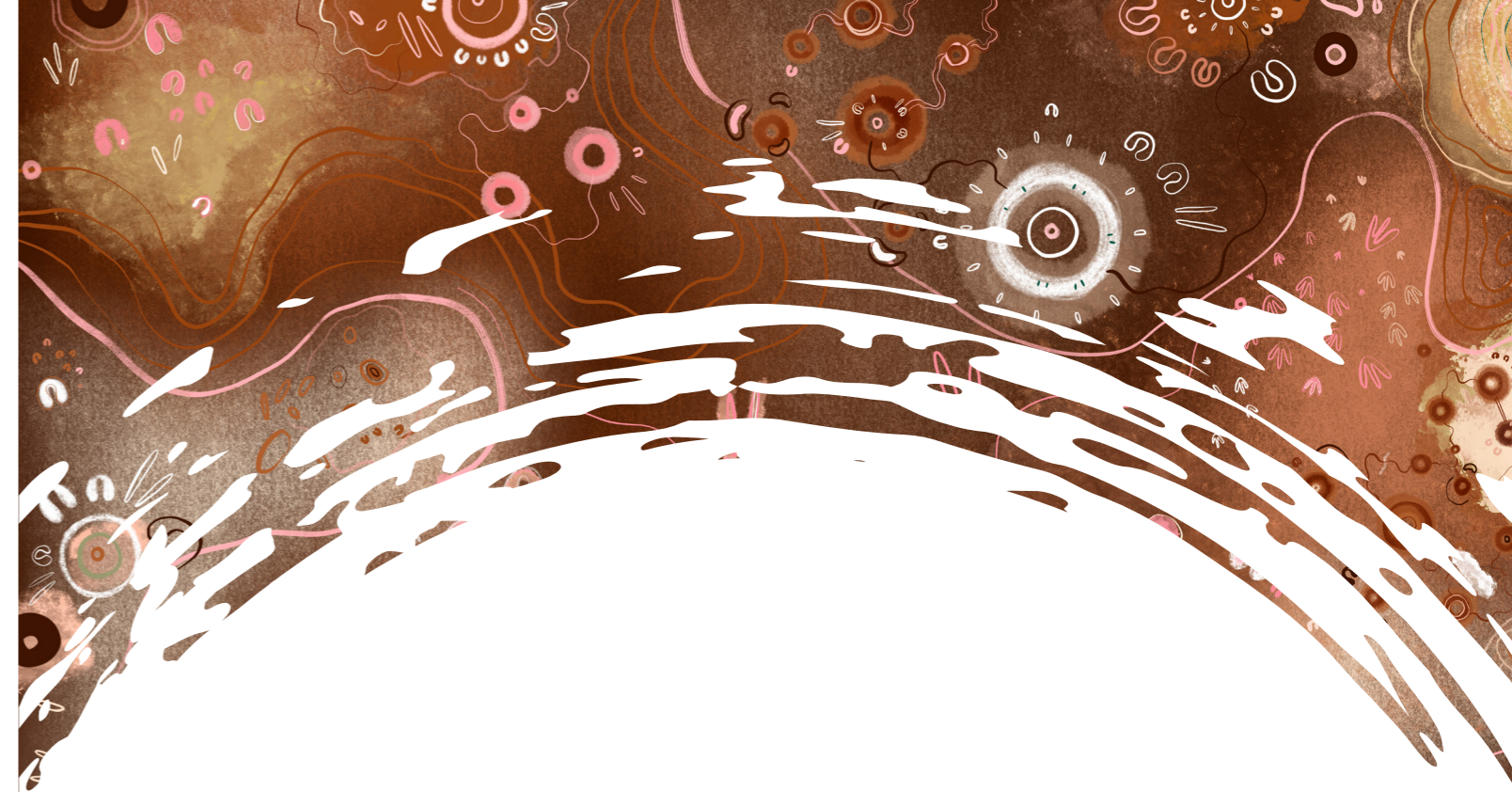
Governance

Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective Reconciliation Working Group (RWG) to drive governance of the RAP	Maintain the Reconciliation Working Group to govern RAP implementation.	February 2023	Reconciliation Manager
	Draft and implement Terms of Reference for the RWG.	February 2023	Lead: Reconciliation Manager Support: RAP Working Group
	Establish First Nations representation on the RWG.	February 2023	Reconciliation Manager
	RWG to meet a minimum of four times annually to drive and monitor RAP progress.	February, May, August, November 2023	Reconciliation Manager
12. Provide appropriate support for effective implementations of RAP commitments	Define resource needs for RAP implementation.	January 2022	Lead: Reconciliation Manager Support: Head of Global DEI
	Engage senior leaders in the delivery of RAP commitments.	February 2023	Lead: Reconciliation Manager Support: RAP Working Group
	RAP Executive sponsor to champion our RAP internally.	February 2023	Lead: Reconciliation Manager Support: Head of Global DEI
	Define appropriate systems and capability to track, measure and report on RAP commitments.	February 2023	Reconciliation Manager



Reflect Reconciliation Action Plan

13. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	Reconciliation Manager
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August, annually	Reconciliation Manager
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	Reconciliation Manager
	Report RAP progress to all staff and senior leaders quarterly.	November, February, May, August 2023	Lead: Reconciliation Manager Support: Internal Communications
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	November 2023	Reconciliation Manager
14. Continue our reconciliation journey by developing our next RAP	Register via Reconciliation Australia's website to begin developing our next RAP.	September 2023	Reconciliation Manager



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