

# OUR COMMITMENT TO WORKFORCE DIVERSITY



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The diversity of our people is fundamental to Macquarie's success. Their broad range of experiences, skills and views are key strengths and critical to the wide range of services we deliver to clients and the communities in which we operate. Underpinning our diverse businesses is an entrepreneurial management philosophy that we have found is universally appealing to capable, motivated individuals. As talent is not limited by the dimensions of diversity, nor are we.

## SUCCESSFULLY DIFFERENT

At Macquarie we have often been successful by being different. Our business is driven by those closest to our clients with new ideas and a deep understanding of their needs. The way we work demands innovation, excellence, teamwork and freedom. Our business model reflects the high value we place on unique contributions and our understanding of the risks of unchallenged conformity.

## SHARED RESPONSIBILITY

All executives, managers and employees are responsible for promoting workforce diversity. Our Board of Directors is responsible for overseeing Macquarie's Workforce Diversity policy and our Executive Committee (which includes the Chief Executive Officer), is accountable for its implementation. Diversity Committees, chaired by the heads of our operating and support groups, are in place. Regional committees are in place in the Americas and Europe. Macquarie has an independent Equal Employment Opportunity (EEO) Director and a Group-wide Diversity Director. Our commitment to Workforce Diversity is underpinned by Macquarie's goals and values, and supported by a robust policy framework.

## BUILDING FOR THE FUTURE

Macquarie's is a performance-based culture – we seek to hire, promote and reward those who successfully deliver for our clients and investors. Over our history this has led to an environment of great success for a broad range of individuals. As we continue to evolve in response to the needs of our clients and the environment in which we operate, we maintain our commitment to fostering a truly global workforce through:

- attracting a diverse group of talented individuals to Macquarie, and recognising their merit through robust selection processes
- offering an inclusive workplace that supports all individuals to reach their full potential by drawing on their individual strengths. We are committed to devising workplace strategies to promote this
- delivering on our promise of a performance-based culture through merit-based pay, promotion and career advancement
- embedding our commitment to workforce diversity into our culture and recognising success through the establishment of the Macquarie Workforce Diversity awards. Employees and managers will be nominated by their peers and widely recognised for their contribution to diversity in the workplace
- measuring our performance and reporting our progress to the Board of Directors.

“ Our commitment to workforce diversity ensures our business remains relevant, sustainable and continues to meet the evolving needs of our clients. ”

Nicholas Moore  
CEO, Macquarie Group

