

# Diversity continued

## Global Diversity Policy

To support the organisation in achieving its Diversity objectives, a *Workforce Diversity Policy* has been developed which has been endorsed by Macquarie's Board and Executive Committee. Its aim is to publicly define Macquarie's workforce diversity commitment and the structures in place to ensure it is realised. The principles contained in our *Workforce Diversity Policy* are incorporated into the public *Our Commitment to Workforce Diversity* statement available on Macquarie's website.

## Female representation metrics

For the year ending 31 March 2011, the proportion of women employed globally at Macquarie was as follows:

- Board of Directors: 25 per cent
- Executive Committee: 8.3 per cent
- Senior Executive: 12.5 per cent
- Macquarie Workforce: 37.3 per cent.

Note: Gender data is only recorded for permanent employees.

## Diversity objectives

The *Workforce Diversity Policy* provides that each year the Board will set measurable objectives for achieving gender diversity. For the year ending 31 March 2012, Macquarie has set the gender diversity objectives listed below, in line with its key strategic imperatives and desired long-term outcomes.

## Women@Macquarie

In late 2009 Macquarie launched *Women@Macquarie*, a global initiative aimed at supporting females in their development of successful, fulfilling, self-directed careers at Macquarie. During calendar year 2010, over 400 female staff globally participated in the training/coaching elements of the program while more than 500 male and female staff attended a series of networking events. In 2011, *Women@Macquarie* is broadening to encompass a variety of activities ranging from policies and charitable events to more formal learning opportunities with the objective of engaging all employees, regardless of gender, to make gender diversity part of 'business as usual' operations.

Strategic imperative	Long-term outcome sought	Objective for FY12
Diverse talent pipeline	Increase the number of females hired by Macquarie, by increasing the rate of female applications	Embarking on a long-term plan to attract females to a finance career: <ul style="list-style-type: none"> <li>– conduct research with female undergraduates to better understand the industry-wide imbalance in female applicants, address the perceived barriers and articulate the unique value proposition of a finance career for females</li> <li>– strengthen relationships with female undergraduates through campus-based initiatives such as mentoring, student societies and academic prizes/scholarships</li> <li>– widen the talent pool of potential senior female applicants through targeted research and sourcing programs</li> </ul>
Inclusive workplace	Retain top talent by ensuring a workplace supportive of female success	Raise awareness of Macquarie's commitment to supporting females in their development of successful careers through endorsement and delivery of a range of programs, events and policies
Robust meritocracy	Ongoing improvement of core talent processes (performance, development and career) to ensure gender-based equity and transparency	Continue to enhance Macquarie's development offerings including the review of all leadership and management development programs to incorporate key diversity concepts
Integration and awareness	Embedding of diversity awareness and objectives into the day-to-day operations of the organisation to become part of the way we do business	Incorporate diversity-related messaging into newsletters, conferences and other communication forums with staff  Equally engage the male and female staff population in diversity-based initiatives such as training programs and networking opportunities