

Sustainability

continued

The Integrity Office of Macquarie draws on Dr Simon Longstaff of the St James Ethics Centre as an independent advisory resource. In partnership with the St James Ethics Centre, the Integrity Office developed an Ethics, Integrity and Good Decision-Making course that has been introduced to all staff worldwide. A second module for this program is now under development. Macquarie's Integrity Office also works with a variety of educational institutions to ensure that ethical considerations are included in both course development and content.

Promoting a safe and diverse workplace

The diversity of its people is fundamental to Macquarie's success. The broad range of their experiences, skills and views are key strengths and are critical to the scope of services that we deliver to clients and the communities in which we operate.

Macquarie has a range of programs to support our diverse workforce, including:

- paid time off and flexible working programs
- employee assistance programs
- childcare options
- networking events
- mentoring programs
- *Women@Macquarie*
- lifestyle benefit programs.

More detailed information about Macquarie's approach to diversity is provided on page 47.

Macquarie recognises the value of a safe workplace and the importance of Occupational Health and Safety (OHS) as an integral part of its business. Macquarie is committed to the implementation of safe work practices and aims to provide an injury free workplace for all of its employees. This commitment reflects the high standards Macquarie seeks to maintain across the wide range of activities it undertakes in diverse locations across the world.

Macquarie takes all reasonable and practical steps to promote a proactive approach to health and safety matters and aims to continually improve its OHS practices across the organisation, which includes the regular review of established policies, procedures, systems practices and outcomes.

Consultation committees in Australia and New Zealand, Canada and EMEA convene on a quarterly basis to discuss matters relating to employee health and well-being. Monthly communication with nominated representatives across our regions occurs to ensure global consistency in matters relating to health and safety.

Macquarie provides its employees with a healthy working environment that is free from discrimination and harassment. It is therefore compulsory for all Macquarie staff and contractors who have been with the Group for more than three months to complete Appropriate Workplace Behaviour training. The program covers anti-discrimination and OHS laws, harassment and sexual harassment, Macquarie's

complaints handling procedure, OHS obligations and management of OHS at Macquarie.

Supporting professional development

Macquarie recruits talented individuals and encourages them to realise their potential in an environment that values creativity and innovation. Macquarie provides learning opportunities tailored to individual core performance competencies and business focus, so employees can follow a learning pathway that evolves with their career and professional development. This includes access to regional and globally tailored development programs, delivered via internal and external classroom courses, online courses and on the job learning.

Macquarie Global Learning offers a range of continuous learning opportunities in leadership, management, professional technical skills and business development expertise.

Macquarie provides customised programs in management and leadership development; executive coaching and mentoring; personal development and organisational improvement; orientation and induction. The Global Learning team also spends time creating partnerships with individuals, teams and divisions to identify and address their specific development needs to ensure individuals achieve excellence – based on the core values of Macquarie.

In Macquarie's merit-based culture regular appraisals form a key part of performance measurement, goal-setting for the ensuing year and ongoing career development. Macquarie policy requires that all staff have at least one formal appraisal session with their manager each year, and this session must produce a documented outcome. Some divisions also have formal half-year reviews. Employees are also encouraged to seek regular and ongoing feedback as to their performance and initiate regular discussions with their managers as required.

Appraisals comprise a self assessment process to evaluate an individual's performance against defined criteria. Managers will also evaluate the employee's performance against the same criteria.

About these disclosures

Macquarie has used the Global Reporting Initiative as the guiding framework for sustainability disclosures contained within the Annual Report. Consistent with Macquarie's approach to sustainability, information concerning governance, environment, social and economic performance is presented throughout the Annual Report rather than as a separate disclosure. This content has been selected to cover issues of material interest to our stakeholders and significance to our ongoing business performance as a financial services institution. Macquarie's key stakeholders are shareholders, clients, investors, counterparties, employees, regulators, analysts and communities in which it operates. A GRI index is contained on page 258.