

Diversity Report

The diversity of our people remains fundamental to Macquarie's success. Their broad range of experiences, skills and views continue to be key strengths and critical to the wide range of services we deliver to clients and the communities in which we operate.

All executives, managers and employees are responsible for promoting workforce diversity and working with dedicated Diversity officers in implementing the organisation's global diversity agenda. Diversity committees exist both within operating and service groups and within regions, and each committee functions with a mandate that reflects our global objectives and accommodates business or location specific priorities and circumstances.

Global Diversity Policy

Macquarie's *Workforce Diversity Policy* defines 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 in the public *Our Commitment to Workforce Diversity* statement available on Macquarie's website.

Female representation metrics

For the year ending 31 March 2012, the proportion of women employed globally at Macquarie was as follows:

- Board of Directors: 33.3 per cent
- Executive Committee: 10 per cent
- Senior Executive: 12.9 per cent
- Macquarie Workforce: 36.9 per cent.

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 2013, Macquarie has affirmed the gender diversity objectives communicated in last year's Annual Report as reflecting its key strategic imperatives and desired long-term outcomes.

Details of Macquarie's progress in realising these objectives during the year ended 31 March 2012 are set out in the following table.