

## Gender Diversity objectives

Strategic imperative	Long-term outcome sought	Objective	Progress FY12
<b>Diverse talent pipeline</b>	Increase the number of females hired by Macquarie by increasing the rate of female applications.	<p>Embark on a long-term plan to attract females to a finance career:</p> <ul style="list-style-type: none"> <li>— conduct research 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>	<p>Macquarie's diversity recruitment strategy and market positioning continues to evolve in response to ongoing research activity, including focus groups with male and female undergraduates attending Australian universities.</p> <p>A focus on increased collaboration with female students has led to the design of a pilot development program for undergraduates, aimed at promoting a finance career and profiling successful female role models working in the industry.</p> <p>Macquarie's decision to enter into a strategic partnership with a leading recruitment and talent management company has provided a unique opportunity to leverage external expertise in diversity-focused recruitment programs.</p>
<b>Inclusive workplace</b>	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.	There has been development and delivery of a range of initiatives to ensure a workplace supportive of female success. These include the extension of parental leave support, regular networking events, and participation in key programs such as the Women in Banking and Finance (WiBF) mentoring program.
<b>Robust meritocracy</b>	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 ongoing review of programs to incorporate key diversity concepts.	<p>A new program, 'Managing People and Teams', with content tailored to reflect Macquarie's commitment to diversity, provides Managers with practical skills to support diversity in their own teams.</p> <p>A review of Macquarie's leadership programs has been conducted to ensure the content reinforces Macquarie's commitment to building and promoting diversity.</p>
<b>Integration and awareness</b>	Embedding of diversity awareness and objectives into the day-to-day operations of the organisation to become part of the way we do business.	<p>Incorporate diversity-related messaging into newsletters, conferences and other communication forums with staff.</p> <p>Equally engage the male and female staff population in diversity based initiatives such as training programs and networking opportunities.</p>	<p>A variety of forums have been targeted in order to embed diversity awareness and objectives into the day-to-day operations of Macquarie. These include:</p> <ul style="list-style-type: none"> <li>— presentations at staff conferences</li> <li>— a dedicated <i>Women@Macquarie</i> website, and</li> <li>— active involvement of males in Diversity networking events.</li> </ul>