

Environmental, Social and Governance Report

continued

Engaging stakeholders

Clear dialogue with stakeholders is important to building strong relationships, maintaining trust, enhancing business performance and evolving our ESG approach. Macquarie regularly engages with a broad range of stakeholders including shareholders, investors, clients, analysts, industry groups, governments, employees and the wider community. Macquarie's key engagement activities in 2014 are summarised below:

- Shareholders and Investors: Macquarie provides clear and open lines of communication with shareholders, investors and analysts well beyond the key events of the corporate calendar, such as the Annual General Meeting and result and operational briefings. Investor Relations oversees an extensive program which includes domestic and international investor roadshows, conferences and briefings and responds to investor queries to provide transparency about the ESG framework and approach
- Government: Macquarie supports strong and vibrant democracies and contributes to public policy reviews on a range of matters both directly and through its membership of industry associations. Macquarie's Government Relations team has lead responsibility for maintaining relationships with key government and public sector stakeholders and engaging in policy development through government and parliamentary consultations and inquiries
- Employees: Macquarie engages with its employees through a range of channels including orientation, networking events, All Staff Meetings, in-depth local business briefings, business level staff surveys and an active staff intranet featuring news and video content. In late 2013 the Macquarie-wide Staff Survey was conducted. The 2013 survey is part of an ongoing survey program, where staff across all regions and businesses are asked to provide their views and feedback on a number of workplace factors pertinent to the current environment. In 2013, these factors included perceptions of brand, culture, leadership and daily work. Analysis of responses at a Macquarie-wide level and across demographics such as Division, region and tenure, and an understanding of how these factors relate to employee engagement, feed into prioritisation of areas for action planning in response to this feedback. Results show positive levels of engagement and perceptions of workplace
- Communities: The Macquarie Group Foundation provides financial and other forms of support to a wide range of community organisations and programs. In FY2014, the Macquarie Group Foundation and Macquarie staff supported over 1,300 community organisations around the world and hosted more than 100 events, where not-for-profit organisations were able to hold seminars, launches or advisory meetings at Macquarie offices. A highlight of FY2014 was the celebration of the \$A200 million milestone that the Foundation and Macquarie staff have contributed to community organisations since the Foundation's inception. To mark the occasion the Foundation created the Macquarie 200/200 Opportunity Award, showcasing innovative Australian not-for-profits. A more detailed overview of Macquarie Group Foundation's engagement with communities along with the Foundation's Annual Report is available on the Macquarie website.

About these disclosures

Macquarie has used the Global Reporting Initiative (GRI) as the guiding framework for sustainability disclosures contained within the Annual Financial Report and Annual Review. The content of the disclosures is based on Macquarie's ESG priorities, the interests of stakeholders, including investors and analysts, and the applicable GRI indicators.

Consistent with Macquarie's approach to sustainability, information concerning governance, environment, social and economic performance is presented throughout the Report rather than as a separate disclosure. A GRI index is available on macquarie.com.au.