

Diversity Report

Macquarie's ongoing commitment to workforce diversity ensures our business remains relevant, sustainable and continues to meet the evolving needs of our clients. Our broad range of experiences, skills and views are key strengths and critical to the wide range of services we deliver across a global operating environment.

All executives, managers and employees are responsible for promoting workforce diversity and working with dedicated Diversity representatives in implementing the organisation's global diversity agenda. Diversity committees exist 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

The table below outlines the proportion of women employed globally at Macquarie for each year ending 31 March⁽¹⁾:

	2012 (%)	2013 (%)
Board of Directors	33.3	30
Executive Committee	10	18.2
Division Head ⁽²⁾	9.9	11.1
Senior Executive ⁽³⁾	12.9	13.8
Macquarie Workforce	36.9	36.8

(1) Excluding Division Head data which is as of 30 October 2011 and 30 November 2012.

(2) Division Head refers to critical roles across Macquarie. It typically includes executives two layers down from the CEO.

(3) Senior Executive refers to Macquarie's combined Division Director and Executive Director population.

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 2013 are set out in the following table.