

Diversity Report

continued

Gender Diversity objectives

Strategic imperative	Long-term outcome sought	Objective	Progress FY13
Diverse talent pipeline	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"> – 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 – strengthen relationships with female undergraduates through campus-based initiatives such as mentoring, student societies and academic prizes/scholarships – widen the talent pool of potential senior female applicants through targeted research and sourcing programs. 	<p>There is a continued focus on influencing females to consider a career in finance. Building on the prior year's research with undergraduates, focus groups were conducted with recent joiners to Macquarie to understand perceptions around culture and the employment experience. This research will contribute to ongoing work on Macquarie's employment value proposition and the unique attractions of a career in finance.</p> <p>Relationships with female students at both university and high school level have expanded via a range of initiatives including mentoring, networking and programs offering career guidance.</p> <p>Talent search technology has been implemented to enable the identification and tracking of broader talent pools.</p>
Inclusive workplace	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.	<p>Macquarie's commitment to supporting the careers of females has been further consolidated through a range of initiatives. Examples include a review of paternity leave benefits and sponsorship of diversity organisations, events and development programs.</p> <p>Active profiling of key role models at Group Head, Chief Operating Officer and Division Head level has also served to reinforce this commitment.</p>
Robust meritocracy	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>Appropriate Workplace Behaviour training represents a unique opportunity to engage with staff as it is completed by all employees globally on a reoccurring basis. The program style and content has been redesigned to serve as an education platform for key diversity messages.</p> <p>Management and leadership training is evolving with a focus on inclusive leadership and leveraging diversity to drive innovation and team performance.</p> <p>Mentoring and sponsorship partnerships are being actively facilitated as a development strategy to support diversity.</p> <p>A commitment to objective assessment drives the continuous review and improvement of talent management processes.</p>
Integration and awareness	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>There is a continued emphasis on implementing practical steps to further embed diversity into the day-to-day operations of Macquarie. Initiatives have ranged from regular updates via the <i>Women@Macquarie</i> site and the establishment of employee network groups through to more innovative strategies such as the hosting of a Diversity Week. This consisted of a program of events designed to increase diversity awareness amongst staff including keynote presentations, employee debates, networking and education sessions and a cultural food fair.</p>