

# Workplace Gender Equality Agency

Compliance report 2023



Date Created: 28-06-2023



**Australian Government**



**Workplace  
Gender Equality  
Agency**





Date Created: 28-06-2023

## Submitted By:

Macquarie Group Limited 94122169279

Macquarie Group Services Australia Pty Ltd 53116467031

Macquarie Corporate Holdings Pty Limited 54096705109

Macquarie Bank Limited 46008583542

MACQUARIE ASSET MANAGEMENT HOLDINGS PTY LIMITED 84134474712

# #Workplace Overview

## Policies and Strategies

1. Do you have a formal policy and/or formal strategy in place that specifically supports gender equality in the following areas?

**Recruitment:** Yes

Policy; Strategy

**Retention:** Yes

Strategy

**Performance management processes:** Yes

Strategy

**Promotions:** Yes.

Strategy

**Talent identification/identification of high potentials:** YesStrategy

**Succession planning:** Yes

Strategy

**Training and development:** Yes

Strategy

**Key performance indicators for managers relating to gender equality:** YesPolicy;  
Strategy

2. Do you have a formal policy and/or formal strategy in place that supports gender equality overall?

YesPolicy; Strategy

3. Does your organisation have any of the following targets to address gender equality in your workplace?

Reduce the organisation-wide gender pay gap; Increase the number of women in management positions; Increase the number of women in male-dominated roles; Increase the number of men in female-dominated roles; Increase the number of men taking parental leave; Increase the number of men utilising flexible work arrangements; To have a gender balanced governing body (at least 40% men and 40% women)

4. If your organisation would like to provide additional information relating to your gender equality policies and strategies, please do so below.

For more information on Macquarie's approach to Diversity and Inclusion please access [Macquarie.com/diversity](https://Macquarie.com/diversity) and

[Macquarie.com/au/en/perspectives/international-womens-day.html](https://Macquarie.com/au/en/perspectives/international-womens-day.html)

## Governing Bodies

**Organisation:** Macquarie Group Limited

**1.Name of the governing body:** Macquarie Group Limited - Macquarie Group Limited Board of Directors

**2.Type of the governing body:** Board of Directors

**3.Specified governing body type:**

**Number of governing body chair and member by gender:**

Chair	Female (F)	Male (M)	Non-Binary
	0	1	0
Member	Female (F)	Male (M)	Non-Binary
	5	3	0

**4.Formal section policy and/or strategy:** Yes

**Selected value:** Policy; Strategy

**5. Does this organisation's governing body have limits on the terms of its Chair and/or Members:**

**6. Target set to increase the representation of women:** Yes

**6.1 Percentage (%) of target:** 30

**6.2 Year of target to be reached:** 05/06/2023

**Selected value:**

**7. Do you have a formal policy and/or formal strategy in place to support gender equality in the composition of this organisation's governing body?**

Yes

**Selected value:** Policy; Strategy

**8. Do you have a formal policy and/or formal strategy on diversity and inclusion for this organisation's governing body?**

Yes

Gender identity

**ProvideDetails:**

**9. Do you collect data on any of the following dimensions of the identities of members of this organisation's governing body?**

Yes, Gender identity

This data can be shared publicly or internally by the employer

**Organisation:** Macquarie Group Services Australia Pty Ltd

**1. Name of the governing body:** Macquarie Group Limited - Macquarie Group Limited Board of Directors

**2. Type of the governing body:** Board of Directors

**3. Specified governing body type:**

**Number of governing body chair and member by gender:**

<b>Chair</b>	<b>Female (F)</b> 0	<b>Male (M)</b> 1	<b>Non-Binary</b> 0
<b>Member</b>	<b>Female (F)</b> 5	<b>Male (M)</b> 3	<b>Non-Binary</b> 0

**4. Formal section policy and/or strategy:** Yes

**Selected value:** Policy; Strategy

**5. Does this organisation's governing body have limits on the terms of its Chair and/or Members:**

**6. Target set to increase the representation of women:** Yes

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**Selected value:** Policy; Strategy

**8. Do you have a formal policy and/or formal strategy on diversity and inclusion for this organisation's governing body?**

Yes

Gender identity

**ProvideDetails:**

**9. Do you collect data on any of the following dimensions of the identities of members of this organisation's governing body?**

Yes, Gender identity

This data can be shared publicly or internally by the employer

**Organisation:** Macquarie Corporate Holdings Pty Limited

**1. Name of the governing body:** Macquarie Group Limited - Macquarie Group Limited Board of Directors

**2. Type of the governing body:** Board of Directors

**3. Specified governing body type:**

**Number of governing body chair and member by gender:**

<b>Chair</b>	<b>Female (F)</b> 0	<b>Male (M)</b> 1	<b>Non-Binary</b> 0
<b>Member</b>	<b>Female (F)</b> 5	<b>Male (M)</b> 3	<b>Non-Binary</b> 0

**4. Formal section policy and/or strategy: Yes**

**Selected value:** Policy; Strategy

**5. Does this organisation's governing body have limits on the terms of its Chair and/or Members:**

**6. Target set to increase the representation of women: Yes**

**6.1 Percentage (%) of target: 30**

**6.2 Year of target to be reached: 05/06/2023**

**Selected value:**

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**Selected value:** Policy; Strategy

**8. Do you have a formal policy and/or formal strategy on diversity and inclusion for this organisation's governing body?**

Yes

Gender identity

**ProvideDetails:**

**9. Do you collect data on any of the following dimensions of the identities of members of this organisation's governing body?**



Yes, Gender identity

This data can be shared publicly or internally by the employer

**Organisation:** Macquarie Bank Limited

**1.Name of the governing body:** Macquarie Group Limited - Macquarie Group Limited Board of Directors

**2.Type of the governing body:** Board of Directors

**3.Specified governing body type:**

**Number of governing body chair and member by gender:**

<b>Chair</b>	<b>Female (F)</b> 0	<b>Male (M)</b> 1	<b>Non-Binary</b> 0
<b>Member</b>	<b>Female (F)</b> 5	<b>Male (M)</b> 3	<b>Non-Binary</b> 0

**4.Formal section policy and/or strategy:** Yes

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**5. Does this organisation's governing body have limits on the terms of its Chair and/or Members:**

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**Selected value:**

**7. Do you have a formal policy and/or formal strategy in place to support gender equality in the composition of this organisation's governing body?**

Yes

**Selected value:** Policy; Strategy

**8. Do you have a formal policy and/or formal strategy on diversity and inclusion for this organisation's governing body?**

Yes

Gender identity

**ProvideDetails:**

**9. Do you collect data on any of the following dimensions of the identities of members of this organisation's governing body?**

Yes, Gender identity

This data can be shared publicly or internally by the employer

**Organisation:** MACQUARIE ASSET MANAGEMENT HOLDINGS PTY LIMITED

**1.Name of the governing body:** Macquarie Group Limited - Macquarie Group Limited Board of Directors

**2.Type of the governing body:** Board of Directors

**3.Specified governing body type:**

**Number of governing body chair and member by gender:**

<b>Chair</b>	<b>Female (F)</b> 0	<b>Male (M)</b> 1	<b>Non-Binary</b> 0
<b>Member</b>	<b>Female (F)</b> 5	<b>Male (M)</b> 3	<b>Non-Binary</b> 0

**4. Formal section policy and/or strategy: Yes**

**Selected value:** Policy; Strategy

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**6.1 Percentage (%) of target: 30**

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**Selected value:**

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Yes

**Selected value:** Policy; Strategy

**8. Do you have a formal policy and/or formal strategy on diversity and inclusion for this organisation's governing body?**

Yes

Gender identity

**ProvideDetails:**

**9. Do you collect data on any of the following dimensions of the identities of members of this organisation's governing body?**

Yes, Gender identity

This data can be shared publicly or internally by the employer

**2. If your organisation would like to provide additional information relating to your gender equality policies and strategies, please do so below.**

Our Board has taken a strong role in relation to gender equality, with membership comprising Directors with an appropriate mix and diversity of skills, professional experience, tenure, gender and personal background. The target of 30% to increase the representation of women on the governing body was achieved during our financial year that ended in March 2015, with female representation on the Board currently at 62.5%, surpassing the 30% target set.

# #Action on gender equality

## Gender Pay Gaps

**1. Do you have a formal policy and/or formal strategy on remuneration generally?**

Yes

Policy

**1.1 Are specific pay equality objectives included in your formal policy and/or formal strategy?**

Yes

Other (provide details)

**Other:** Macquarie is committed to maintaining pay equity for like roles and performance. Macquarie is also committed to providing gender neutral remuneration based on equal pay for equal work or work of equal value regardless of gender identity.

**2. What was the snapshot date used for your Workplace Profile?**

31/03/2023

**3. Voluntary question: Does your organisation publish its organisation-wide gender pay gap?**

No

**4. If your organisation would like to provide additional information relating to gender pay gaps in your workplace, please do so below.**

Gender Pay Gap reporting requirements can differ in each jurisdiction that we operate resulting in the gender pay gap being measured and reviewed in multiple ways. Detailed gender pay gap reporting is shared with the Board Remuneration

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Committees and with Key Management Personnel on an annual basis, with the pay gap calculated based on awarded pay at the Macquarie group level and also reviewed at the country, operating group and employee level.

Macquarie is confident that women and men doing similar roles, with similar performance, at the same level are paid equally. We continue to carefully monitor and review our people processes to ensure there is no bias in how we pay our people, and we deliver pay equity in like-for-like roles. This is initially determined at the time of hire, and detailed analysis is also embedded in our annual remuneration review with reporting to the Board Remuneration Committees on an annual basis.

The gender pay gap reflects the fact that our most senior roles, especially revenue-generating roles, are currently filled more by men, and our more junior roles by women. It is the relatively low proportion of women in senior revenue-generating roles, and a growing pipeline of women in junior roles, that drives the gender pay gap. Our commitment is to continue to increase the representation of women at all levels throughout the organisation to reduce the gender pay gap over time.

## Employer action on pay equality

- 1. Have you analysed your payroll to determine if there are any remuneration gaps between women and men (e.g. conducted a gender pay gap analysis)?**

Yes

- 1.1 When was the most recent gender remuneration gap analysis undertaken?**

Within the last 12 months

- 1.2 Did you take any actions as a result of your gender remuneration gap analysis?**

Yes

Identified cause/s of the gaps; Reviewed remuneration decision-making processes; Analysed commencement salaries by gender to ensure there are no pay gaps; Analysed performance pay to ensure there is no gender bias (including unconscious bias); Analysed performance ratings to ensure there is no gender bias (including unconscious bias); Reported pay equity metrics (including gender pay gaps) to the governing body; Reported pay equity metrics (including gender pay gaps) to the executive; Trained people-managers in addressing gender bias (including unconscious bias); Corrected like-for-like gaps

- 1.3 What type of gender remuneration gap analysis has been undertaken?**

A like-for-like gap analysis; A by-level gap analysis; An overall organisation-wide gender pay gap

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2. **For organisations with partnership structures: Have you undertaken a gender remuneration gap analysis ('gender pay gap analysis') in the current reporting period to determine if there are any remuneration gaps between women partners and men partners in your organisation?.**
  
3. **If your organisation would like to provide additional information relating to employer action on pay equity in your workplace, please do so below.**

## Employee Consultation

1. **Have you consulted with employees on issues concerning gender equality in your workplace during the reporting period?**  
Yes  
**1.1 How did you consult employees?**  
Consultative committee or group; Focus groups; Exit interviews; Survey;  
Performance discussions  
**1.2 Who did you consult?**  
Human resources managers; Management; Employee representative group(s);  
Diversity committee or equivalent; Women and men who have resigned while on  
parental leave; Other  
**Other:** All permanent and contingent staff
  
2. **Do you have a formal policy and/or formal strategy in place on consulting employees about gender equality?**  
Yes  
Policy; Strategy
  
3. **On what date did your organisation share your last year's public reports with employees and shareholders?**  
**Employees:**  
Yes  
**Date:**31/05/2022  
  
**Shareholder:**  
Yes  
**Date:**31/05/2022
  
4. **Have you shared previous Executive Summary and IndustryBenchmark reports with the governing body?**  
Yes

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**5. If your organisation would like to provide additional information relating to employee consultation on gender equality in your workplace, please do so below.**

At least annually, Macquarie surveys all staff to gauge employee attitudes and engagement. This survey includes questions regarding staff perceptions of flexibility, inclusion, advocacy and leadership behaviours. The Macquarie Voice survey replaces our previous Global Staff Survey and Diversity and Inclusion surveys. Results are analysed across a range of demographics to understand the differences across employee populations (including gender). The Macquarie Voice survey provides comprehensive data to measure progress and identify opportunities for new initiatives.

# #Flexible Work

## Flexible Working

**1. Do you have a formal policy and/or formal strategy on flexible working arrangements?**

Yes

Policy; Strategy

**1.1. Please indicate which of the following are included in your flexible working arrangements strategy or policy:**

**A business case for flexibility has been established and endorsed at the leadership level**

Yes

**The organisation's approach to flexibility is integrated into client conversations**

Yes

**Employees are surveyed on whether they have sufficient flexibility**

Yes

**Employee training is provided throughout the organisation**

Yes

**The impact of flexibility is evaluated (e.g. reduced absenteeism, increased employee engagement)**

Yes

**Flexible working is promoted throughout the organisation**

Yes

**Targets have been set for engagement in flexible work**

No

**Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body**

Yes

**Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel**

Yes

**Leaders are held accountable for improving workplace flexibility**

Yes

**Leaders are visible role models of flexible working**

Yes

**Manager training on flexible working is provided throughout the organisation**

Yes

**Targets have been set for men's engagement in flexible work**

No

**Team-based training is provided throughout the organisation**

Yes

Other: No

2. Do you offer any of the following flexible working options to MANAGERS in your workplace?



**Carer's leave:** Yes

SAME options for women and men Formal options are available

**Compressed working weeks:** No

Not aware of the need

**Flexible hours of work:** Yes

SAME options for women and men Formal options are available; Informal options are available

**Job sharing:** Yes

SAME options for women and men

Formal options are available

**Part-time work:** Yes

SAME options for women and men Formal options are available

**Purchased leave:** Yes

SAME options for women and men Formal options are available

**Remote working/working from home:** Yes

SAME options for women and men Formal options are available; Informal options are available

**Time-in-lieu:** Yes

SAME options for women and men

Formal options are available; Informal options are available

**Unpaid leave:** Yes

SAME options for women and men Formal options are available

**3. Are your flexible working arrangement options for NON-MANAGERS the same as the options for managers above?**

Yes

**4. Voluntary question: Has your organisation implemented an 'all roles flex' approach to flexible work?**

No

**5. Did you see an increase, overall, in the approval of FORMAL flexible working arrangements for your workforce between the 2021-22 and the 2022-23 reporting periods?**

Yes, women and men

**6. Voluntary question: If your workplace includes hybrid teams (i.e. some employees in a team work remotely while other employees in a team work at the organisation's usual workplace), have any of the following measures been utilised to ensure the fair treatment of all employees regardless of work location?**

Training for managers on how to work with flexible and remote/hybrid teams;

Training for non-managers on how to work with flexible and remote/hybrid teams;

Training for all employees on how to work with flexible and remote/hybrid teams;

Employee performance is measured by performance and not presenteeism; Other

**Other:** See below

**7. If your organisation would like to provide additional information relating to flexible working and gender equality in your workplace, please do so below.**

Macquarie recognises that working flexibly/hybrid working means different things to different people and therefore exists across Macquarie in many forms, such as changes to hours, locations and patterns of work. Flexibility at Macquarie is offered in response to a range of reasons

including family or carer's responsibilities, pursuit of further studies, sporting commitments, community work, phased retirement or a career break. Staff may also achieve flexibility by accessing leave without pay, study and exam leave and purchased leave. Ultimately, Macquarie empowers its staff to manage their work and time in a way which takes account of their own personal situation, so they can achieve their career and personal goals. Macquarie equips its people managers to lead a flexible workforce through the ongoing roll out of manager capability training that shares practical tips and information on how managers and teams can help to support the varied information on how managers and teams can help to support the varied arrangements of their colleagues.

# #Employee Support

## Paid Parental leave

**1. Do you provide employer-funded paid parental leave in addition to any government funded parental leave scheme?**

Yes, we offer employer funded parental leave using the primary/secondary carer definition

**1.1. Do you provide employer funded paid parental leave for primary carers in addition to any government funded parental leave scheme?**

Yes

**1.1.a. Please indicate whether your employer-funded paid parental leave for primary carers is available to:**

All, regardless of gender

**1.1.b. Please indicate whether your employer-funded paid parental leave for primary carers covers:**

Birth; Adoption; Surrogacy; Stillbirth

**1.1.c. How do you pay employer funded paid parental leave to primary carers?**

Paying the employee's full salary

**1.1.d. Do you pay superannuation contribution to your primary carers while they are on parental leave?**

Yes, on employer funded parental leave; Yes, on unpaid parental leave

**1.1.e. How many weeks (minimum) of employer funded paid parental leave for primary carers is provided?**

20

**1.1.f. What proportion of your total workforce has access to employer funded paid parental leave for primary carers, including casuals?**

91-100%

**1.1.g. Do you require primary carers to work for the organisation for a certain amount of time (a qualifying period) before they can access employer funded parental leave?**

No

**1.1.h. Do you require primary carers to take employer funded paid parental leave within a certain time period after the birth, adoption, surrogacy and/or stillbirth?**

Yes

Within 24 months

**1.2. Do you provide employer funded paid parental leave for secondary carers in addition to any government funded parental leave scheme?**

Yes

**1.2.a. Please indicate whether your employer-funded paid parental leave for secondary carers is available to:**

All, regardless of gender

**1.2.b. Please indicate whether your employer-funded paid parental leave for secondary carers covers:**

Birth; Adoption; Surrogacy; Stillbirth

**1.2.c. How do you pay employer funded paid parental leave to Secondary carers?**

Paying the employee's full salary

**1.2.d. Do you pay superannuation contribution to your secondary carers while they are on parental leave?**

Yes, on employer funded parental leave

**1.2.e. How many weeks (minimum) of employer funded paid parental leave for secondary carers is provided?**

6

**1.2.f. What proportion of your total workforce has access to employer funded paid parental leave for secondary carers, including casuals?**

91-100%

**1.2.g. Do you require secondary carers to work for the organisation for a certain amount of time (a qualifying period) before they can access employer funded parental leave?**

No

**1.2.h. Do you require secondary carers to take employer funded paid parental leave within a certain time period after the birth, adoption, surrogacy and/or stillbirth?**

Yes

Within 24 months

2. If your organisation would like to provide additional information relating to paid parental leave and gender equality in your workplace, please do so below.

## Support for carers

1. Do you have a formal policy and/or formal strategy to support employees with family or caring responsibilities?

Yes

Policy; Strategy

2. Do you offer any of the following support mechanisms for employees with family or caring responsibilities?

2.1. Employer subsidised childcare

No

**Other:** Macquarie has established relationships at a childcare centre in the Sydney CBD to offer childcare services (with ability to salary sacrifice) to permanent employees, including on a casual basis.

2.2. Return to work bonus (only select if this bonus is not the balance of paid parental leave)

No

Other

**Other:** The Group has a high return to work rate

2.3. Breastfeeding facilities

Yes

Available at ALL worksites

2.4. Childcare referral services

Yes

Available at ALL worksites

2.5. Coaching for employees on returning to work from parental leave

Yes

Available at ALL worksites

2.6. Targeted communication mechanisms (e.g. intranet/forums)

Yes

Available at ALL worksites

2.7. Internal support networks for parents

Yes

Available at ALL worksites

**2.8. Information packs for new parents and/or those with elder care responsibilities**

Yes

Available at ALL worksites

**2.9. Parenting workshops targeting fathers**

Yes

Available at ALL worksites

**2.10. Parenting workshops targeting mothers**

Yes

Available at ALL worksites

**2.11. Referral services to support employees with family and/or caring responsibilities**

Yes

Available at ALL worksites

**2.12. Support in securing school holiday care**

Yes

Available at SOME worksites

**2.13. On-site childcare**

No

Other

**Other:** Onsite childcare only available at some worksites during school holidays to school age children

**2.14. Other details:** No

**3. If your organisation would like to provide additional information relating to support for carers in your workplace, please do so below.**

In addition to paid parental leave initiatives outlined above, Macquarie supports primary carers by offering 32 weeks superannuation contribution on unpaid parental leave and 12 paid transition days in the first 12 weeks of returning to work. Our return to work rate has been consistently high for many years.

## Other leave measures

**1. Voluntary question: Do you provide employees paid leave for any of the following (in addition to personal/sick leave)?**

Other

**Other:** Employees are supported with personal leave to address any underlying medical condition or to support absences from work whilst undergoing medically supported treatment.

# Sexual harassment, harassment on the grounds of sex and discrimination

- 1. Do you have a formal policy and/or formal strategy on the prevention and response to sexual harassment, harassment on the grounds of sex and discrimination?**

Yes

Policy; Strategy

- 1.1 Voluntary question: Is this a standalone policy or strategy?**

No

- 1.2 Voluntary question: How frequently is the policy and/or strategy reviewed and approved by the governing body or the CEO or equivalent?**

Reviewed by the governing body

At least annually

Reviewed by the CEO

Other

- 1.3 Do you provide a grievance process in your sexual harassment policy and/or strategy?**

Yes

- 1.4 Voluntary question: Does your policy and/or strategy include any of the following?**

A statement on the positive duty of the employer to provide a safe workplace, free of sexual harassment; Leadership accountabilities and responsibilities for prevention and response to sexual harassment; Expectations of manager and non-manager training on respectful workplace conduct and sexual harassment; Process to disclose, investigate and manage any sexual harassment; Process for parties to agree on the investigator of an incident; Expectations and management of personal/intimate relationships; The frequency and nature of reporting to the governing body and management on sexual harassment; Expectations of safety, respect and inclusive conduct in recruitment materials, contracts and performance management; Guidelines for human resources or other designated responding staff on confidentiality and privacy; Inclusive and respectful behaviour is part of regular performance evaluation; How risks will be identified and assessed, and how control measures will be monitored, implemented and reviewed; Process for development and review of the policy, including consultation with employees, unions or industry

groups

**Provide Details:**

2. **Do you provide training on the prevention of sexual harassment, harassment on the ground of sex or discrimination to the following groups?**

**All Managers:**

Yes

At induction

Annually

**Voluntary question: All Non-Managers**

Yes

At induction

Annually

**Voluntary question: Governing Body**

**Voluntary question: Other people in the workplace(e.g. contractors, consultants, volunteers, interns)**

Yes

Other

**Provide Details:** Training is provided at induction to temporary staff who are engaged for 90 days + with the organisation as well as annually.

- 2.1 **Voluntary question: Does the training delivered to the above groups include any of the following?**

Respectful workplace conduct;What sexual harassment, harassment on the grounds of sex and discrimination means;The drivers and contributing factors of sexual harassment, harassment on the grounds of sex and discrimination;The impacts of sexual harassment, harassment on the grounds of sex and discrimination;Roles and

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responsibilities of everyone in the workplace for prevention and response, including for bystanders; Internal processes and options for reporting occurrences of sexual harassment as well as the risk of sexual harassment occurring; Information on worker rights, external authorities and relevant legislation; Diverse experiences and needs of different people, including women, LGBTIQ+ workers, CALD workers and workers with a disability; How to manage and respond to disclosures

3. **Voluntary question: Does the governing body and CEO or equivalent explicitly communicate their expectations on safety, respectful and inclusive workplace conduct? If yes, when?**

**Members of the governing body**

**Chief Executive Officer or equivalent**

Yes

The expectations of the CEO or equivalent is made explicit at inductions; Other communications are made annually

**Provide Details:**

4. **Voluntary question: Does your workplace health and safety risk management process include any of the following?**

Identification and assessment of the specific workplace risks and industry-specific drivers of sexual harassment; Control measures to eliminate or minimise the identified drivers and risks for sexual harassment so far as reasonably practicable; Regular review of the effectiveness of control measures to eliminate or minimise the identified drivers and risks of sexual harassment; Consultation with workers and their representatives on the identification and control of risks for sexual harassment; Reporting to leadership on workplace sexual harassment risks, prevalence, actions to prevent and respond, incident management effectiveness and outcomes, trend analysis and actions; Identification, assessment and control measures in place to manage the risk of vicarious trauma to responding staff

- 4.1 **Voluntary question: What actions/responses have been put in place as part of your risk management process?**

Make workplace adjustments; Change or develop new controls; Undertake a culture audit of the relevant business or division; Train people managers in prevention of sexual harassment; Train identified contact officers

5. **Voluntary question: From the following list, what do you provide to support workers involved in and affected by sexual harassment?**

Internal support from human resources or other designated staff trained on sexual harassment management; Internal support from human resources or other designated staff trained with trauma informed techniques; Confidential external



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professional counselling available without referral from the organisation (E.g. EAP); Information provided to workers on external support services available; Reporting on workplace sexual harassment risks, prevalence, actions to prevent and respond, incident management effectiveness and outcomes, trend analysis and actions; Vicarious trauma training for employees, witnesses or responding staff; Reasonable adjustments to work conditions while an investigation is underway

**Provide Details:**

**6. Voluntary question: From the following list, what options does your organisation have for workers who wish to disclose or raise concerns about incidents relating to sexual harassment or similar misconduct?**

Process for disclosure to human resources or other designated responding staff; Process for disclosure to confidential/ethics hotline or similar; Process to disclose after their employment has concluded; Process to disclose anonymously; Special procedures for disclosures about organisational leaders and board members; Option to provide the outcomes of an investigation, including any actions taken in response, to the affected worker/s; Process for workers to identify and disclose potential risks of sexual harassment, without a specific incident occurring

**Provide Details:**

**7. Voluntary question: Does your organisation collect data on sexual harassment in your workplace, if yes, what do you collect?**

Yes

Number of formal disclosures or complaints made in a year; Number of informal disclosures or complaints made in a year; Gender of the complainant/aggrieved or victim; Gender of the accused or perpetrator; Outcomes of investigations; Other **Other:**Macquarie also collects data on other aspects of sexual harassment, including the location of both the complainant and the accused, the level of the employees involved and their tenure with the organisation.

**7.1 Voluntary question: Has your organisation reported prevalence data publicly during the reporting period?**

No

**8. Voluntary question: Does your organisation report on sexual harassment to the governing body and management (CEO, KMP, HOB) and how frequently?**

**Governing Body:**Yes

At least annually

**Management:** Yes

At least annually

**8.1 Voluntary question: Do your reports on sexual harassment to governing body and management include any of the following?**

Risks of workplace sexual harassment;Prevalence of workplace sexual harassment;Nature of workplace sexual harassment;Analysis of sexual harassment trends;Organisational action to prevent and respond to sexual harassment;Outcome of reports of sexual harassment;Consequences for perpetrators of sexual harassment;Effectiveness of response to reports of sexual harassment

**9. If your organisation would like to provide additional information relating to measures to prevent and respond to sexual harassment, harassment on the grounds of sex or discrimination, please do so below.**

## Family or domestic violence

**1. Do you have a formal policy and/or formal strategy to support employees who are experiencing family or domestic violence?**

Yes

Policy; Strategy

**2. Other than a formal policy and/or formal strategy, do you have the following support mechanisms in place to support employees who are experiencing family or domestic violence?**

A domestic violence clause is in an enterprise agreement or workplace agreement

No

Other

**Provide Details:** Not applicable - Macquarie does not have enterprise agreements

**Confidentiality of matters disclosed**

Yes

**Protection from any adverse action or discrimination based on the disclosure of domestic violence**

Yes

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**Employee assistance program (including access to psychologist, chaplain or counsellor)**

Yes

**Emergency accommodation assistance**

Yes

**Provision of financial support (e.g. advance bonus payment or advanced pay)**

Yes

**Flexible working arrangements**

Yes

**Offer change of office location**

Yes

**Access to medical services (e.g. doctor or nurse)**

Yes

**Training of key personnel**

Yes

**Referral of employees to appropriate domestic violence support services for expert advice**

Yes

**Workplace safety planning**

Yes

**Access to paid domestic violence leave (contained in an enterprise/workplace agreement)**

No

Other

**Provide Details:**Not applicable - Macquarie does not have enterprise agreements

**Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)**

Yes

**Is the leave period unlimited?**

No

**How may days are provided?** 10

**Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)**

No

Other

**Provide Details:**Not applicable - Macquarie does not have enterprise agreements

**Access to unpaid leave**

Yes

**Is the leave period unlimited?**

No

**How may days are provided?**

**Other:** No

**Provide Details:**

**2. If your organisation would like to provide additional information relating to family and domestic violence affecting your workplace, please do so below**

Provision of paid or unpaid leave to Macquarie employees who need time off work for medical and legal assistance, court appearances, counselling, relocation or to make other safety arrangements. The types and amount of leave provided is determined based on the individual's circumstances.

# #Diversity and Inclusion

## Voluntary Section

Date Created: 28-06-2023

**1. Do you have a formal policy and/or formal strategy on diversity and inclusion in your organisation?**

Yes

Aboriginal and/or Torres Strait Islander identity; Cultural and/or language and/or race/ethnicity background; Disability and/or accessibility; Sexual orientation; Gender identity; Age

**2. Voluntary question : Does your organisation collect data on any of the following dimensions of employees' identities?**

Yes, Aboriginal and/or Torres Strait Islander identity

This data provided anonymously and is not identifiable (i.e., the employer cannot determine which employees identify in this way)

Yes, Cultural and/or language and/or race/ethnicity background

This data provided anonymously and is not identifiable (i.e., the employer cannot determine which employees identify in this way)

Yes, Disability and/or accessibility

This data provided anonymously and is not identifiable (i.e., the employer cannot determine which employees identify in this way)

Yes, Sexual orientation

This data provided anonymously and is not identifiable (i.e., the employer cannot determine which employees identify in this way)

Yes, Gender identity

This data provided anonymously and is not identifiable (i.e., the employer cannot determine which employees identify in this way)

**3. Voluntary question: Do you collect data on whether employees identify as Aboriginal and/or Torres Strait Islander?**

Yes

	Female	Male	Non-binary
<b>Aboriginal and/or Torres Strait Islander Managers</b>	0	1	0
<b>Aboriginal and/or Torres Strait Islander Non-managers</b>	20	10	0

# Workforce Management Statistics Table

Industry: Finance

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
1. How many employees were promoted?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	150	233	383
			Non-managers	461	416	877
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	4	5	9
			Non-managers	16	19	35
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	10	2	12
			Non-managers	18	7	25
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
2. How many employees (including partners with an employment contract) were internally appointed?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	54	66	120
			Non-managers	246	206	452
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	4	4	8
			Non-managers	17	17	34
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	13	0	13
			Non-managers	24	4	28
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	1	1	2
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
3. How many employees (including partners with an employment contract) were externally appointed?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	215	353	568
			Non-managers	852	865	1,717
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	26	35	61
			Non-managers	276	250	526
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	19	2	21
			Non-managers	20	10	30
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	8	3	11
			Non-managers	18	20	38
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	5	9	14

\* Total employees includes Non-binary

# Workforce Management Statistics Table

Industry: Finance

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
4. How many employees (including partners with an employment contract) voluntarily resigned?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	73	163	236
			Non-managers	305	347	652
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	2	11	13
			Non-managers	78	80	158
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	16	6	22
			Non-managers	36	9	45
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	1	3	4
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	1	5	6
	5. How many employees have taken primary carer's parental leave (paid and/or unpaid)?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0
Managers				125	128	253
Non-managers				183	54	237
Fixed-Term Contract			CEO, KMPs, and HOBs	0	0	0
			Managers	1	0	1
			Non-managers	3	1	4
Part-time		Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	32	1	33
			Non-managers	31	1	32
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
N/A		Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
6. How many employees have taken secondary carer's parental leave (paid and/or unpaid)?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	1	119	120
			Non-managers	1	72	73
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	4	4
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	1	1
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0

\* Total employees includes Non-binary

# Workforce Management Statistics Table

Industry: Finance

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
7. How many employees ceased employment before returning to work from parental leave, regardless of when the leave commenced?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	2	2	4
			Non-managers	6	0	6
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	1	0	1
			Non-managers	1	0	1
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0

\* Total employees includes Non-binary



# Workplace Profile Table

Industry: Finance

Occupational category*	Employment status	No. of employees		Number of apprentices and graduates (combined)		Total employees**
		F	M	F	M	
Managers	Full-time permanent	1,158	2,315	0	0	3,473
	Full-time contract	31	41	0	0	72
	Part-time permanent	216	24	0	0	240
	Part-time contract	8	0	0	0	8
	Casual	1	0	0	0	1
Professionals	Full-time permanent	2,485	2,584	59	43	5,171
	Full-time contract	66	49	0	0	115
	Part-time permanent	218	37	0	0	255
	Part-time contract	54	31	0	0	85
	Casual	5	5	0	0	10
Clerical And Administrative Workers	Full-time permanent	208	12	0	0	220
	Full-time contract	8	0	0	0	8
	Part-time permanent	37	0	0	0	37
	Part-time contract	1	0	0	0	1

\* Categorized using ANZSCO major group codes (this means Professionals who are also Managers are categorised as Professionals)

\*\* Total employees includes Non-binary

# Workplace Profile Table

Industry: Finance

Manager category	Employment status	No. of employees		
		F	M	Total*
CEO	Full-time permanent	1	0	1
KMP	Full-time permanent	2	5	7
HOB	Full-time permanent	11	28	39
	Part-time permanent	1	0	1
GM	Full-time permanent	25	87	112
	Part-time permanent	5	4	9
SM	Full-time permanent	166	457	623
	Full-time contract	1	5	6
	Part-time permanent	25	7	32
OM	Full-time permanent	953	1,738	2,691
	Full-time contract	30	36	66
	Part-time permanent	185	13	198
	Part-time contract	8	0	8
	Casual	1	0	1

\* Total employees includes Non-binary

# 2022-23 Gender Equality Reporting Submission Approval

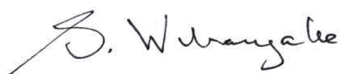
I, the CEO (or equivalent), confirm that the data provided in the 2022-23 Gender Equality Reporting submission is complete and correct, as reported in the full data appendices:

- Questionnaire – Public Report
- Workforce Management Statistics – Public Report
- Workplace Profile – Public Report
- Workplace Profile – Confidential

I approve the submission of this data to WGEA.

I also confirm that the organisation/s covered by this submission will meet the notification and access requirements as detailed below.

**CEO (or equivalent) signature**



**Name of CEO (or equivalent)**

Shemara Wikramanayake

**Date:** 27 June 2023

## Please Note:

The Workplace Gender Equality Amendment (Closing the Gender Pay Gap) Bill 2023 requires WGEA to publish employer gender pay gaps. Employer gender pay gap will be calculated from the data that you provide to WGEA. WGEA will communicate to employers in advance of publishing gender pay gaps explaining the process for calculating and publishing the employer gender pay gap.

## What next?

The contact nominated for the submission of this report must complete the declaration and consent process in the WGEA Portal. The Agency does not require physical evidence of the CEO's signature.

To comply with the notification and access requirements, your organisation/s must:

- inform its employees and members or shareholders that it has lodged its report with the Agency and advise how the public data may be accessed
- provide access to the public data to employees and members or shareholders
- inform employee organisations with members in your workplace that the report has been lodged
- inform your employees and those employee organisations with members in your workplace of the opportunity to comment on the report to the employer or the Agency.

For more information on the notification and access requirements, read [here](#).