



MACQUARIE

Stakeholder engagement

Stakeholder	Examples of engagement	Areas of interest to stakeholders
<p>Clients (corporate, institutional, government and fund co-investors)</p>	<p>Macquarie provides clients with asset management and finance, banking, advisory and risk and capital solutions across debt, equity and commodities.</p> <p>We are organised into five operating groups, each providing a specific type of financial service, with four of the five groups almost entirely focused on Macquarie's corporate, institutional and government clients.</p> <p>Our specialist teams engage with our clients through a variety of channels including one-to-one contact, video and online, knowledge-based conferences and events, and other insight-based communications.</p>	<p>Global research, knowledge and insights</p> <p>Sector research, knowledge and insights</p> <p>Transparency and disclosure</p> <p>Regulatory compliance</p>
<p>Clients (retail)</p>	<p>Macquarie provides products and services to retail clients across a range of areas, including wealth management, business banking, personal banking, auto-finance lending and leasing, and specialist investment solutions.</p> <p>Macquarie has a range of channels through which it engages with retail clients, including:</p> <ul style="list-style-type: none"> • Dedicated client support teams available via phone, email, social media and, in some cases, in-branch • Specialist relationship managers who have a deep understanding of, and expertise in, the industries in which our clients operate • Industry research that enables our clients to benchmark their performance • Customer Advocate Office. 	<p>Customer service and experience</p> <p>Financial education and literacy</p> <p>Fees, charges and interest rates</p> <p>Transparency and disclosure</p> <p>Industry benchmarking</p> <p>Financial hardship</p> <p>Vulnerability</p>
<p>Community</p>	<p>The Macquarie Group Foundation provides financial and pro bono support to a wide range of community organisations and programs. The Foundation is an employee-led initiative that includes giving time, expertise or financial support to charities around the world.</p> <p>The Foundation's pioneering approach to philanthropy has supported a range of innovative initiatives, including cutting-edge research, establishing awards and fellowships to encourage innovative thinking, and seed funding organisations with new ideas.</p> <p>The Foundation's grant-making is focused on supporting social and economic opportunities for young people in the communities where Macquarie staff live and operate. Through this work, the Foundation and staff provide mentoring, career development, training and support for vulnerable people around the world.</p>	<p>Supporting local communities</p> <p>Employment opportunities</p> <p>Impacts of business activities</p>

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<p>Government and regulators</p>	<p>Macquarie supports democratic systems of government and believes it is critical for the Group to understand and discuss regulatory and political developments occurring in the country in which it is headquartered, as well as the other jurisdictions in which it has a presence and does business.</p> <p>Ways in which Macquarie participates in policy engagement include:</p> <ul style="list-style-type: none"> • Making submissions in response to inquiries and industry consultation processes where appropriate. These may be processes established by Parliament or government agencies such as regulators, and submissions may be made by Macquarie directly or as part of a broader industry group. • Contributing to the advocacy work done by industry groups. In Australia, where Macquarie is headquartered, industry groups of which the Group is a member include the Australian Bankers Association, the Financial Services Council and the Business Council of Australia. • Responding to regulatory initiatives, business developments and market practices, as well as membership in advisory panels for regulatory bodies. 	<p>Regulatory compliance Stability of financial system Transparency and disclosure Investor protection Fair and effective markets</p>
<p>Shareholders, analysts and investors</p>	<p>Macquarie provides clear and open lines of communication with shareholders, analysts, investors and their advisors beyond the key events of the corporate calendar. Events include our Annual General Meeting, Results Announcements and Operational Briefings. We also engage throughout the year through domestic and international investor roadshows, seminars and conference attendance.</p> <p>Our Corporate Communications and Investor Relations team oversees our shareholder engagement program and provides a direct avenue for shareholders, investors and clients to access information and engage with Macquarie.</p>	<p>Financial performance Operational performance Regulatory compliance Reputation Corporate governance</p>
<p>Suppliers</p>	<p>We have a dedicated Sourcing and Vendor Management team delivering a programme across the group to improve procurement practices and help manage supply chain risk. The programme includes a toolkit to support business-led procurement, key category management, supplier due diligence and governance.</p> <p>We ask all critical and strategic suppliers to respond to Macquarie's ESG questionnaire which assesses how they align to our Principles for Suppliers.</p> <p>We continue to communicate our Principles for Suppliers and have an ongoing risk-based assurance programme which involves an in-depth assessment and onsite meetings with suppliers exposed to high human rights risks based on country of operation and service category.</p> <p>We engage indigenous and minority suppliers in Australia and the Americas.</p>	<p>Fairness and transparency Appropriate terms of payment</p>

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<p>Workforce</p>	<p>We actively engage with our workforce and value their feedback. Our corporate principles – <i>What We Stand For</i> - are regularly communicated to our staff to promote our shared understanding of what good behaviour is and what our corporate values and ambitions are.</p> <p>Macquarie encourages its workforce to raise and discuss any concerns they may have throughout the year, including at their annual performance appraisal.</p> <p>We regularly undertake a staff survey, which provides an opportunity for staff globally to tell us what is important to them, what we do well and to identify opportunities for improvement. This is in addition to surveys designed to gauge employee attitudes towards a wide range of topics including diversity and inclusion.</p> <p>We have dedicated integrity officers, Equal Employment Opportunity (EEO) representatives and an employee hotline available to employees.</p> <p>Employee network groups enable staff to actively engage in Macquarie's diversity and inclusion strategy by providing opportunities for staff to come together to exchange ideas and build relationships across the areas that are of most interest to them. Network groups now exist in the areas of Gender Equality, Pride (for Lesbian Gay Bisexual Transgender and Intersex (LGBTI) staff and supporters), Families and Carers, Heritage and Culture, Wellness, Veterans, and First Australians (focused on Aboriginal & Torres Strait Islanders).</p> <p>Macquarie further engages its employees through its holistic staff wellbeing program, Macquarie Plus. Macquarie Plus provides access to a range of benefits and initiatives designed to support our employees in optimising their physical and psychological wellbeing. The program encourages employees to informally engage with their colleagues away from day-to-day work, complementing the well-established employee network groups.</p>	<p>Diversity and inclusion</p> <p>Opportunity for progression</p> <p>Employment opportunities</p> <p>Remuneration</p> <p>Reputation</p> <p>Work environment</p> <p>Whistleblowing</p>