
The Integrity Office also provides an independent point of contact for staff to seek advice about integrity issues. Macquarie has whistleblower policies and protections in each of the regions in which it operates. These policies are regularly reviewed by the Integrity Office to ensure they reflect both legislative requirements and best practice recommendations.

Macquarie has established an externally-managed staff hotline. This service enables staff to report suspected breaches of Macquarie's *Goals and Values* or other misconduct anonymously.

Learning and development

Macquarie strives to create an environment where learning is a part of an employee's career development. Macquarie continues to invest in employee development by providing targeted and role-specific learning opportunities to meet the needs of Macquarie's diverse talent base and to build the skills and behaviours needed for long term organisational success.

Since 1 April 2013, 930 classroom events have been delivered globally and a further 875 online courses and 280 knowledge tests have been available including compliance-related training focusing on fraud awareness, anti-bribery, anti-money laundering/counter-terrorism financing and other financial services compliance issues for new and existing staff as well as management and leadership courses and materials on financial services products.

As part of Macquarie's leadership development efforts, Macquarie has launched a new global leadership development program, targeted at new Director level staff and designed to focus on both business and people leadership skills. In addition, 249 people attended Macquarie's frontline manager program. Macquarie continues to invest in staff through executive coaching and mentoring initiatives.

In addition to Macquarie-delivered programs, many employees benefit from sponsored education and can pursue career development opportunities at independent institutions such as a Master in Finance offered by INSEAD in conjunction with Macquarie.

Macquarie also invests significant time and effort into the employee onboarding and orientation process, with a series of learning and development activities (including events hosted by the CEO) designed to communicate and embed the Macquarie culture at the earliest possible stage.

Alongside the structured learning and development curriculum, Macquarie also recognises and encourages the developmental benefits of wider community engagement by employees. Involvement of employees in this through the Macquarie Group Foundation and other channels is widely communicated and encouraged.

To support Macquarie's merit-based culture all employees are required to engage in regular ongoing performance and development activity. Performance is measured against achievement of business-related objectives and is reviewed periodically by managers, including participation in formal mid-year and annual appraisals. Employees are also encouraged to raise, discuss and respond to matters relating to training, further education and development of leadership capabilities as they arise – reflective of the status of learning and development as an ongoing organisational priority. A group-wide performance management system is in place to document all performance and development related discussions. Customised online and classroom training is also available to all managers and staff to ensure they get the support needed to complete these activities effectively.

Diversity

Macquarie's ongoing commitment to workforce diversity ensures our business remains innovative, 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.

More detailed information about Macquarie's approach to diversity is provided on pages 11 to 13.

Work Health and Safety

Macquarie endeavours to provide a workplace free from injury and illness through effective WHS management. Macquarie employs comprehensive safe work practices that are reviewed on an ongoing basis to ensure that high safety standards are maintained across its diverse global workforce.

A safe work environment is promoted through measures including workplace safety inspections, manual handling and ergonomics training, and the reporting and investigation of all incidents. Macquarie appoints global health and safety representatives to assist with the identification of hazards and trends, and to facilitate the dissemination of information to address any concerns raised.

Comprehensive data is collected and analysed to assist in tailoring initiatives to improve employee health and wellbeing. This year, Macquarie's wellness program has included access to an online wellness portal, educational seminars, health checks for directors, skin checks, heart health checks and the employee assistance program counselling service. The wellness program demonstrates Macquarie's ongoing commitment to encouraging and empowering employees to maintain a lifestyle that promotes their physical, psychological and cultural wellbeing.