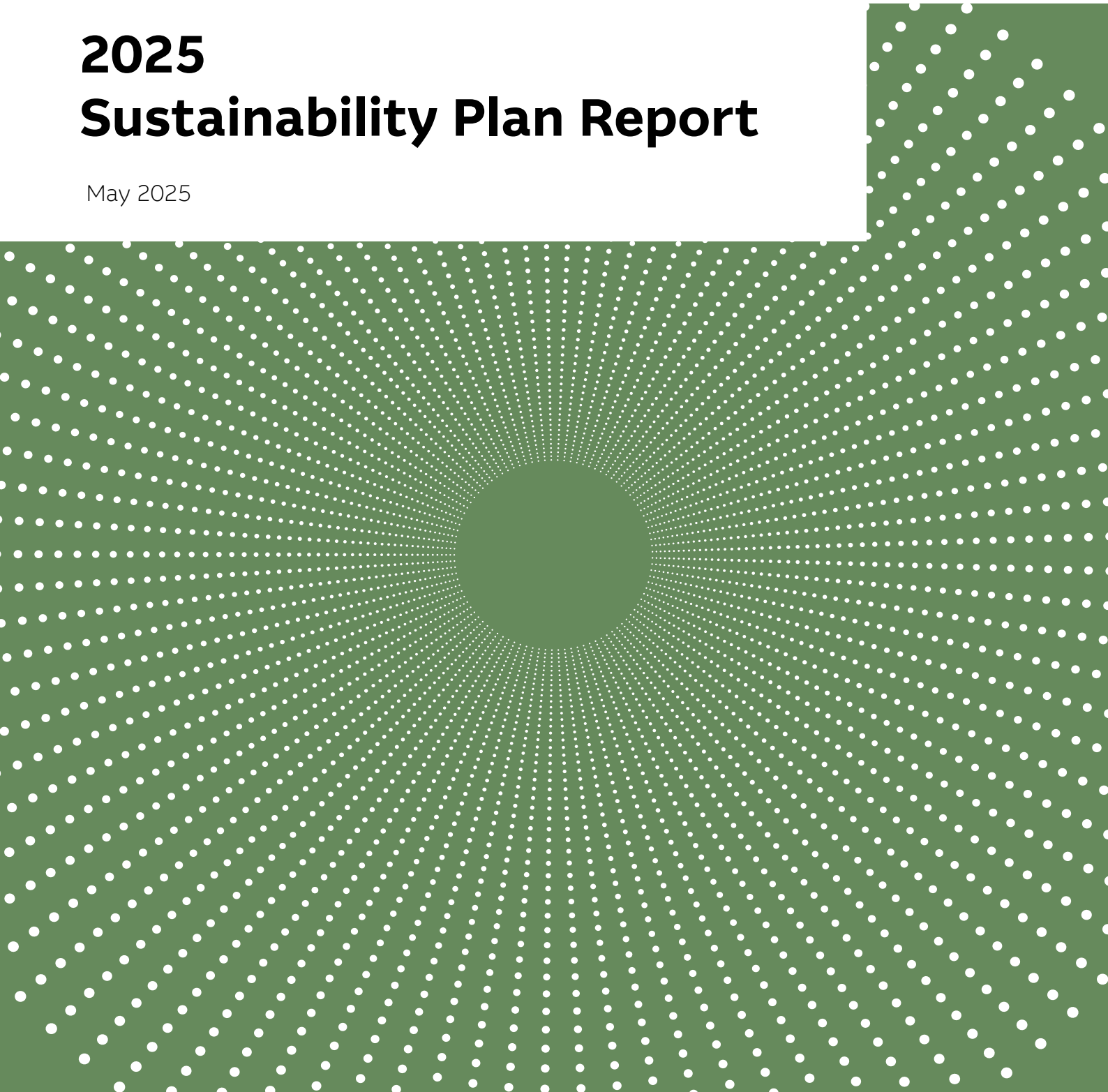# MACQUARIE

Sustainability in Macquarie's own business operations

2025
Sustainability Plan Report

May 2025

Introduction

Since it was first published in 2022, Macquarie Group's 2025 Sustainability Plan (the Plan), has focussed on the environmental and social impacts of Macquarie's own business operations.[1]

Now that Macquarie's 2025 Financial Year (FY2025) and the stated three-year timeframe of the Plan has concluded, Macquarie is pleased to report on its commitments, which predominantly relate to the energy and resources consumed in our offices and data centres, business travel, and Macquarie's procurement activities.

The five pillars of the Plan – Climate change; Premises and projects; Supply chain; Health, safety and wellbeing; and Sustainability culture and engagement - are aligned to the UN Sustainable Development Goals, with clear targets and initiatives under each pillar. [2]

With the time period for the plan now concluded, Macquarie retains an ongoing commitment to a positive social and environmental impact across our own business operations. Details on specific targets and initiatives beyond FY2025 can be found at www.macquarie.com/about/company/sustainability/sustainability-in-own-business-operations.html, and relevant progress against these ongoing commitments will be reported in Macquarie's annual Sustainability Reports.

This 2025 Sustainability Plan Report should be read in conjunction with Macquarie's FY2025 Sustainability Report.

Climate change commitments and progress in FY2025

Reduce the emissions of our own business operations	Achieved for combined Scopes 1 and 2 – see below. For Scope 3 upstream emissions, Macquarie continues to measure and manage emissions for Scope 3 Categories 1 to 6 and 8 in its business operational value chain. Refer to the FY2025 Sustainability Report, *Progress in managing the emissions of our own business operations.*
Reduce electricity use by 20% by FY2023 (from a FY2014 baseline) in our corporate offices and data centres	Achieved. Refer to the FY2025 Sustainability Report, *Macquarie's own business operations commitments and progress.*
Source the equivalent of 100% renewable energy for our global electricity needs in line with our RE100 commitment	Achieved. Refer to the FY2025 Sustainability Report, *Macquarie's own business operations commitments and progress.*
Achieve net zero in our own business operations across Scope 1 and Scope 2 emissions by FY2025	Achieved. Refer to the FY2025 Sustainability Report, *Macquarie's own business operations commitments and progress.*
By 2030, suppliers representing 75% of our Scope 3 Category 1: Purchased goods and services and Scope 3 Category 6: Business travel (air and hotel) emissions have a science-aligned emissions reduction target	In progress. Refer to the FY2025 Sustainability Report, *Macquarie's own business operations commitments and progress* for further detail.
Continuing to offset Scope 3 Category 6: Business travel emissions including air, hotels, taxis, car rental and food and beverage	Achieved. Refer to the FY2025 Sustainability Report, *Macquarie's own business operations commitments and progress.*
Exploring Scope 3 Category 6: Business travel emission reduction strategies against our FY2020 baseline, including reviewing travel reduction opportunities, and enhanced data visibility to support lower emissions travel choices	In progress. In FY2025 visibility of estimated flight emissions was added to the travel booking platform. Where relevant, pop-up messaging has also been added to encourage uptake of lower emissions travel choices where available e.g. selecting travel by rail between New York and Boston rather than choosing a short-haul flight.

1. "Own business operations" relates to the buildings and activities within Macquarie's operational control and excludes operationally segregated subsidiaries. It does not cover the environmental and social impacts of investments made or managed by Macquarie. These are managed through the implementation of Macquarie's Environmental and Social Risk Policy and the environmental and social risk frameworks in place within our funds management businesses. Macquarie's sustainable financing opportunities are led by the businesses, and our philanthropic and community efforts are led by the Macquarie Group Foundation.
2. UN Sustainable Development Goals are a collection of 17 global goals set by the United Nations General Assembly in 2015 for the year 2030. See https://sdgs.un.org/goals.

Premises and projects commitments and progress in FY2025

80% of employees in sustainably-rated premises	Achieved. Refer to the FY2025 Sustainability Report, *Sustainability in Macquarie's corporate offices*.
Diversion of 50% of operational waste from landfill across our global headquarters and regional offices	Achieved. Refer to the FY2025 Sustainability Report, *Resource efficiency and minimising waste to landfill.*
Diversion of at least 75% of premise fit-out projects' construction and demolition waste from landfill	Achieved. Refer to the FY2025 Sustainability Report, *Resource efficiency and minimising waste to landfill.*
100% of e-waste (laptops, desktops, and information technology communications room equipment) managed through certified sustainable suppliers	Achieved. Refer to the FY2025 Sustainability Report, *Resource efficiency and minimising waste to landfill.*
100% elimination of single use plastic in premises operations	Not achieved. Refer to the FY2025 Sustainability Report, *Resource efficiency and minimising waste to landfill.* A Container Deposit Scheme waste stream has been implemented in Macquarie's global headquarters in Sydney to further encourage recycling of beverage containers.
60% reduction in paper use (from FY2019 baseline)	Achieved. Refer to the FY2025 Sustainability Report, *Resource efficiency and minimising waste to landfill.*
Procure 100% of office paper from certified sustainable sources	Achieved. Refer to the FY2025 Sustainability Report, *Resource efficiency and minimising waste to landfill.*

Supply chain commitments and progress in FY2025

Maintaining 100% compliance to Macquarie's internal Service Provider Risk Management Policy (previously known as the Supplier Governance Policy) environmental and social risk requirements	Achieved. Refer to the FY2025 Sustainability Report, *Management of relationships with suppliers.*
Deploying an ongoing assurance program for human rights and environmental risk in our supply chain	Achieved. Refer to the FY2025 Sustainability Report, *Management of relationships with suppliers* and the Modern Slavery Statement, *Management of modern slavery risk	Our suppliers.*
Deploying an end-to-end sustainable procurement framework to maximise positive environmental, social, and economic impacts across the supply chain	Achieved. The sustainable procurement framework was deployed in 2023 and integrates sustainability throughout the procurement life cycle, bringing Macquarie's approach in closer alignment to global best practice as outlined in the ISO20400:2017.
Increasing our spend on environmentally and socially sustainable products to 80% of our global purchasing needs for prioritised goods by FY2025 and 100% by FY2030	Not achieved in FY2025. In FY2025 78.8% of global purchases of laptops and monitors, along with office products purchased in Australia and the United Kingdom, met Macquarie's sustainability definitions. Refer to the FY2025 Sustainability Report, *Resource efficiency and minimising waste to landfill.* Macquarie is not retaining the 2030 target due to supplier data challenges.
Sourcing 1% of our global spend from diverse suppliers and 10% from small suppliers by FY2025, with a view to achieving tailored and proportional regional increases	Achieved the diverse supplier target. Small supplier target not achieved. Refer to the FY2025 Sustainability Report, *Management of relationships with suppliers.*

Health, safety, and wellbeing commitments and progress in FY2025

Increase in employee participation in wellbeing programs to 80% of all staff	Progress against this commitment has been difficult to quantify as Macquarie does not track individual employee activity or attendance at events offered by Macquarie Plus, our holistic wellbeing program. However, in FY2025 we did track the following: • 63% participation in wellbeing initiatives, including online engagement,[3] • 95% wellbeing activity attendance where the activity was offered virtually;[4] and • Events designed to connect our people and build internal networks, are fully subscribed and well attended.[5] Also refer to the FY2025 Sustainability Report, *Wellbeing.*

Sustainability culture and engagement commitments and progress in FY2025

Raising employee awareness of our commitment to sustainability, participation and engagement in sustainability initiatives, and employee knowledge through the delivery of tools and education to support the implementation of the Plan	Macquarie recognises the importance of sound sustainability practices as part of our responsibility to a broad range of stakeholders, including shareholders, funders, clients, and the communities in which Macquarie operates. Macquarie's employees are also a key stakeholder group, many of whom are increasingly involved in business activities related to the energy transition, meeting regulatory requirements for sustainable operations and risk management, and sustainability reporting. Macquarie has regular communications and events, across its Divisions and regions, which focus on sustainability. This includes presentations and panels, and dedicated internal social media channels for sustainability topics. Macquarie continues to foster opportunities for employees to expand their knowledge and capability in this area and has implemented training programs including modules on climate change and the energy transition, human rights, and greenwashing risk.

3. Calculated by measuring total participation of employees in Macquarie Plus activities, including engagement with on-line posts on the Macquarie Plus internal Workplace communications channel, and dividing this by the total number of Macquarie employees.
4. Calculated by measuring attendance at activities, available virtually for which people had registered, divided by the number of registrations.
5. Based on registrations for networking events, and also taking into account event or venue capacity.

More information on Macquarie's approach to sustainability in its own business operations, and its broader focus on Environment, Social and Governance can be found at www.macquarie.com/about/company/sustainability.html

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