

# Diversity and Inclusion Principles

## Board Policy



### 1. Dexus Diversity Principles

At Dexus we believe that decision-making is enhanced through diversity. Diversity means valuing an individual's right to identify with race, colour, gender, age, religious belief, ethnicity, cultural background, marital or family status, economic circumstance, human capacity, expression of thought and sexual orientation as well as their experiences, skills and capabilities. This will create a business environment that encourages a range of perspectives and fosters excellence in the creation of security holder value.

We believe that diversity provides a competitive advantage and through diversity we make better decisions which create further value for security holders. We support and encourage diversity at all levels; the Board of directors, the senior management team and throughout our organisation.

Culture and attitude are key elements for an inclusive approach to diversity. Neither mandated retirement ages nor quotas based on race, colour, gender or creed will guarantee changes in culture or attitude. We believe that merit is the key requirement for employee advancement.

We do not tolerate discrimination, harassment, vilification or victimisation.

### 2. Responsibility and Reporting

The Board sets diversity targets and monitors progress against these targets through the Board People & Remuneration Committee.

We publish annual workforce demographics on the diversity profile of our Board and senior management, including a breakdown of the type and seniority of roles undertaken by women.

We frequently engage with our employees to ascertain their views on promoting and managing diversity. Policies and practices designed to achieve diversity include recruitment policy, reward and recognition policies, talent management processes, learning and development policy, work-life balance and flexible work practices. These policies and processes are reviewed on a regular basis.

We have a Corporate Responsibility, Inclusion and Diversity Committee, chaired by the CEO, to oversee diversity practices and initiatives. The Committee is also responsible for supporting the implementation of Board determined diversity targets and principles.

### 3. Recruitment

Dexus recruits based on merit, ensuring that the most appropriately qualified and experienced person is employed for each role. We do not tolerate discriminatory behaviour in our recruitment or people management processes and ensure that all managers involved in recruitment and selection processes are appropriately trained.

Where professional intermediaries are retained, each intermediary is made aware of the Group's commitment to diversity.

### 4. Fair Pay

Dexus acts honestly, fairly and without bias when making remuneration decisions for our employees. Our remuneration processes acknowledges our commitment to diversity and inclusion.

## 5. Training

We have a detailed training program aimed at enhancing the skills and knowledge of our people, including executive coaching, a mentoring program, study assistance and a talent management process designed to foster employee development.

## 6. Flexible Work Hours

We encourage and promote a healthy work/life balance. As part of this commitment, we offer flexible working hours and paid parental leave to assist our people to manage their personal and work commitments. We support a smooth transition from full-time parenting to returning to work, either part-time or full-time.

## 7. Commitment

We are committed to supporting a socially and culturally diverse workplace which helps create a culture that is tolerant, flexible and adaptive to the changing needs of our environment. This approach relates to the general Dexus work force as well as the Board.

### Document Control Log

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