

# Stakeholder Engagement Guidelines

Dexus exists to create value for its many stakeholders, including customers (tenants), investors, communities (including suppliers) and its people. Dexus's capacity to create value is underpinned by its high-quality property portfolio and its purpose-driven culture that aims to create spaces where people thrive.

## 1. Objectives

Dexus seeks to build and sustain strong relationships with its many stakeholders. Stakeholder engagement supports these relationships and enhances Dexus's capacity to create value through the following objectives:

- Helping Dexus identify and act on value creation opportunities (e.g. acquisitions)
- Identifying megatrends and material issues for Dexus to integrate into its corporate strategy and Sustainability Approach
- Understanding the impacts that Dexus has on its stakeholders, including local community impacts during development activity, and how Dexus can enhance positive impacts and minimise negative impacts
- Learning about best practice initiatives in sustainable development that can enhance Dexus's leadership in managing environmental, social and governance (ESG) issues
- Providing feedback to Dexus on what is working well, and how Dexus can improve its service delivery
- Collaborating with peers, partners and suppliers to improve industry standards and enhance the benchmark for Australian real estate

## 2. Values and Principles

Dexus's values comprise Openness and Trust, Empowerment, and Integrity which all underpin its approach to stakeholder engagement.

- **Openness and Trust** – Dexus practises open, transparent two-way communication with stakeholders. Dexus's default position is to disclose information publicly unless there is a valid legal or commercial reason prohibiting disclosure. Dexus commits to maintaining a number of accessible channels for stakeholders to raise concerns or otherwise engage with the business.
- **Empowerment** – Dexus recognises that its stakeholders are often the best source of information regarding how to improve service provision and manage business impacts. Dexus commits to involving its stakeholders in project/service design and delivery, while collaborating with them during implementation.
- **Integrity** – Dexus adopts best practice corporate governance. It is committed to transparent reporting and maintaining adequate processes to validate the accuracy of information presented to stakeholders. If a stakeholder has concerns about the integrity of Dexus's engagement activities, they are encouraged to raise the matter with Dexus directly or to Your Call (an independent whistleblowing hotline, as described in the Dexus Whistleblower Policy).

## 3. Engagement activities by stakeholder group

Dexus maintains an active program of engagement activities to support value creation.

Dexus's stakeholder groups include:

- Dexus (DXS) investors (also known as Security holders and/or listed investors)
- Third party capital partners (unlisted investors)
- Government, regulators, and industry
- Media
- Local communities at development projects, around Dexus buildings, and the wider community
- Customers (tenants)
- Employees
- Suppliers

The following table identifies these key stakeholder groups and relevant engagement objectives and typical engagement activities.

Stakeholder group	Engagement objectives	Typical engagement activities
Dexus (DXS) investors (listed investors)	<ul style="list-style-type: none"> <li>- Educating investors about the business using accurate, timely and comprehensive information</li> <li>- Understanding investors' perceptions of Dexus</li> <li>- Ensuring the DXS security price reflects fair value</li> <li>- Enhancing interest in Dexus as a suitable investment proposition</li> <li>- Benchmarking performance using ESG surveys</li> </ul>	<ul style="list-style-type: none"> <li>- 1-on-1 meetings, property tours and investor days/forums</li> <li>- Domestic and International investor conferences and roadshows</li> <li>- Publication and release of ASX announcements, annual and half-year reports that include property performance metrics, comparison against benchmarks, key events that have occurred and their impacts on the portfolio including but not limited to acquisitions, divestments and developments</li> <li>- Annual General Meetings</li> <li>- Regular updates of information on investor relations section of dexus.com</li> <li>- Sustainability performance reporting including current NABERS<sup>1</sup> ratings, intensity figures for energy, water and greenhouse gas emissions, as well as efficiency improvement projects</li> <li>- Participation in investor ESG surveys and responding to investor requests for ESG information</li> <li>- Perception studies completed by external parties to understand investor sentiment and position relative to peers</li> </ul>
Third party capital partners (unlisted investors)	<ul style="list-style-type: none"> <li>- Attracting and retaining capital from third party partners</li> <li>- Building and ensuring confidence in Dexus's corporate governance processes and management of related party conflicts</li> <li>- Informing third party capital partners on the broader Dexus business and its integrated model</li> <li>- Understanding investment, reporting and regulatory requirements of institutional investors</li> <li>- Promoting transparency and ongoing two-way dialogue</li> </ul>	<ul style="list-style-type: none"> <li>- 1-on-1 meetings, property tours and investor days/forums</li> <li>- Domestic and International investor conferences and roadshows</li> <li>- Annual General Meetings (wholesale pooled funds)</li> <li>- Investor Advisory Committees (wholesale pooled funds)</li> <li>- Close involvement in portfolio management and major decision-making (joint venture partners and mandate clients)</li> <li>- Publication of formal reporting (monthly, quarterly, and/or annually)</li> <li>- Dedicated internet portal for investors</li> <li>- Sustainability performance reporting including current NABERS ratings, intensity figures for energy, water and greenhouse gas emissions, as well as efficiency improvement projects (wholesale pooled funds)</li> <li>- Participation in investor ESG surveys and responding to investor requests for ESG information</li> <li>- Perception studies completed by external parties to understand investor sentiment and position relative to peers</li> </ul>

<sup>1</sup> NABERS refers to the National Australian Built Environment Rating System ([www.nabers.gov.au](http://www.nabers.gov.au))

Stakeholder group	Engagement objectives	Typical engagement activities
Government, regulators, and industry	<ul style="list-style-type: none"> <li>- Maintaining Dexus's reputation as a contributor to economic growth and leading city outcomes</li> <li>- Understanding potential legal and regulatory changes relevant to the Dexus business</li> <li>- Ensuring authorities have current information about Dexus properties in their jurisdiction</li> <li>- Understanding how Dexus can deliver on civic priorities through its developments and operations, including how Dexus can enhance the public realm of its precincts</li> <li>- Contributing to industry reform</li> </ul>	<ul style="list-style-type: none"> <li>- Meetings with government representatives at federal, state and local levels</li> <li>- Membership of industry associations</li> <li>- Representation on industry committees</li> <li>- Making recommendations and submissions to government and statutory authorities</li> <li>- Hosting events with partnership organisations</li> <li>- Participating in speaking engagements, presentations or panel representation</li> <li>- Transparent communications with regulators including support for any regulatory examination</li> <li>- Prompt reporting of compliance incidents as required</li> </ul> <p>Dexus does not make political donations or provide gifts to politicians or public servants. Dexus employees and Directors are thus prohibited from using Dexus funds for political contributions. Where we engage with government we do so in an ethical and transparent manner.</p>
Media	<ul style="list-style-type: none"> <li>- Providing relevant, accurate information about Dexus and its activities to media outlets for dissemination</li> <li>- Managing and strengthening Dexus's reputation</li> </ul>	<ul style="list-style-type: none"> <li>- Publication and distribution of media releases</li> <li>- Provision of content to journalists for media reports (print, radio, television, online)</li> <li>- Employee engagement with media in accordance with the Dexus Press and Media Policy</li> <li>- Responding to media requests for information</li> <li>- Participating in media interviews or providing commentary for media articles</li> <li>- Dissemination of information using social media (<a href="#">LinkedIn</a>, <a href="#">Facebook</a>, <a href="#">Twitter</a>, <a href="#">Instagram</a>)</li> <li>- Regular publication of <a href="#">Prism</a> thought leadership articles</li> <li>- Media monitoring (including social media analytics) to review and enhance media engagement activities</li> </ul>
Local communities at development projects	<ul style="list-style-type: none"> <li>- Providing relevant and accurate information about Dexus development projects</li> <li>- Understanding how development projects may impact local communities and inform mitigation activities</li> <li>- Receiving community feedback on development design and features</li> </ul>	<p>All properties under development involve Dexus engagement with local communities and relevant authorities as part of the development approvals process.</p> <p>The exact methods of community engagement depend on the nature of the development. Aspects that are generally included in the approach to community engagement are:</p> <ul style="list-style-type: none"> <li>- Identifying stakeholders that may be impacted by the development</li> <li>- Identifying nuisance and/or disruption risks (e.g. noise, traffic changes)</li> <li>- Development and implementation of a communication plan (e.g. hotlines, fact sheets)</li> <li>- Development and implementation of a monitoring plan (e.g. monitoring issues register)</li> <li>- Development and implementation of a risk mitigation plan</li> </ul>

Stakeholder group	Engagement objectives	Typical engagement activities
Local communities at operational assets	<ul style="list-style-type: none"> <li>- Providing relevant, up-to-date information about the operation of Dexus's properties</li> <li>- Facilitating day-to-day public interaction with Dexus assets</li> <li>- Holding in-building activations with a focus on health and wellbeing</li> <li>- Supporting causes and organisations through donations and philanthropic activities (including charitable donations, in-kind contributions, and employee volunteering)</li> </ul>	<ul style="list-style-type: none"> <li>- Two-way communication between community members and building/centre management</li> <li>- Use of lobbies or other available space for charity activations</li> <li>- Installation of exhibitions in office lobbies that engage building occupants and visitors from the local community, creating an activated urban precinct</li> <li>- Use of lift screens, building community portals, and similar channels for charities to reach building occupants</li> <li>- Volunteering by Dexus employees</li> <li>- Five-star concierge service accessible by visitors to the building from the local community</li> <li>- Participation in major fundraising events by key partner charities</li> </ul>
Customers (tenants)	<ul style="list-style-type: none"> <li>- Understanding prospective and current customer needs</li> <li>- Agreeing lease terms and renewing customer leases where applicable</li> <li>- Gaining insights on existing and emerging customer preferences and requirements</li> <li>- Maintaining high levels of customer satisfaction</li> <li>- Responding to customer issues and concerns promptly</li> <li>- Receiving feedback on Dexus properties and property management services</li> </ul>	<ul style="list-style-type: none"> <li>- Prospective customer meetings/discussions</li> <li>- Using 'Simple and easy' lease agreements</li> <li>- Customer engagement with property managers, facility managers, and Dexus corporate staff</li> <li>- Annual customer surveys</li> <li>- Mystery Shopper program to provide feedback on customer experience</li> <li>- Five star concierge service to facilitate customer experience</li> <li>- Customer newsletters</li> <li>- Online building community portals</li> <li>- Customer participation in sustainability and community initiatives</li> <li>- Regular customer email updates</li> </ul>
Employees	<ul style="list-style-type: none"> <li>- Maintaining and enhancing employee engagement</li> <li>- Managing performance</li> <li>- Understanding employee concerns or grievances</li> <li>- Obtaining feedback on the employee experience and engagement programs</li> </ul>	<ul style="list-style-type: none"> <li>- Regular updates to all employees by various channels including email, newsletters, office collaboration screens, intranet and Yammer chat platform</li> <li>- Regular all staff 'town halls' and annual whole of company conference</li> <li>- Regular team forums</li> <li>- Formal 'Pulse' surveys conducted at least twice per year</li> <li>- Employee experience surveys conducted real time across the employee lifecycle (e.g. upon hire, participation in learning programs and parental leave)</li> <li>- Ongoing 'check-in' culture with management</li> <li>- Professional development, learning and compliance training programs</li> <li>- Calendar of events and celebrations</li> <li>- Safety and wellbeing programs</li> <li>- Employee Assistance Program</li> </ul>
Suppliers	<ul style="list-style-type: none"> <li>- Ensure supplier competency and compliance</li> <li>- Build long-lasting relationships with capable suppliers</li> <li>- Foster a 'no harm' safe workplace with zero fatalities</li> <li>- Embedding Dexus's Sustainability Approach across the supply chain</li> <li>- Monitoring supplier performance</li> </ul>	<ul style="list-style-type: none"> <li>- Supplier roadshows</li> <li>- Meetings with Dexus representatives</li> <li>- Self-assessment surveys</li> <li>- Periodic supplier risk assessments</li> <li>- Supplier due diligence</li> <li>- Rapid Induct contractor management system</li> <li>- Contractual monitoring</li> <li>- Contractor spot checks and corrective action plans (where required)</li> <li>- Performance evaluations against contract key performance indicators and service level agreements</li> <li>- Availability of Dexus's Whistleblower program to anonymously report incidents</li> </ul>

#### 4. Reporting

As part of Dexus's annual reporting suite, Dexus publicly discloses stakeholder engagement activities such as property case studies and employee participation in initiatives. Additional detail on Dexus's stakeholder engagement approach is also disclosed.

#### 5. Review

This policy will be reviewed annually, coinciding with the publication of Dexus's annual reporting suite, to confirm its effectiveness and include any updates.

Version	Document Owner	Author	Approving Authority	Approved Date
1	EGM – Investor Relations, Communications and Sustainability	Alex Gold	GMC	12 June 2020