



Business  
Lounge



# Dexus's workplace gender equality employer statement

2026

dexus

# A message from our CEO

At Dexus, we believe that an inclusive and diverse workforce drives exceptional performance. Through our purpose, unlocking potential to create tomorrow, we are committed to fostering an inclusive environment where everyone feels safe and belongs.

Our programmatic and culture-based approach is focused on continually improving our systems and processes to remove bias and to increase opportunities for all employees.

Our Executive Committee is focused on ensuring an inclusive workplace where every employee can thrive.

To achieve this, we continue to implement and enhance strategies that promote fairness and equality in representation and compensation. This includes initiatives and leader behaviours aimed at eliminating barriers and increasing access to opportunities.

While we have made meaningful progress in addressing gender imbalances, we acknowledge that there is more work to be done. We remain steadfast in our commitment to reducing the gender pay gap and advancing gender equality both within our organisation and across the industry.



"I am committed to closing the gender pay gap at Dexus"

Ross DuVernet, Group CEO & Managing Director

## Explaining the gender pay gap methodology



Mean



Median



Source: WGEA 2024

# Gender pay gap reporting and analytics

The gender pay gap is the difference in earnings between women and men in the workplace.

**Average (mean):** This is the difference between the average earnings of men and women, expressed as a percentage of men's average earnings. It is calculated by adding up all the salaries of men and women separately and then dividing by the number of men and women, respectively.

**Median pay gap:** This is the difference between the median earnings of men and women, expressed as a percentage of the median man's earnings. The median is the middle value of all salaries when listed in ascending order, which means it is not skewed by exceptionally high or low salaries.

**Total remuneration:** This is the sum of base salary, other fixed remuneration and variable payments, incentives and discretionary bonuses.

**Base salary:** This is the actual annual earnings before tax in full time and full year amounts, excluding superannuation.



## Dexus gender pay gap results 2025

Our Dexus gender pay gap report is an essential resource for assessing gender pay equity and representation across our organisation. By examining the data, we can identify root causes of our gender pay gap and decide on the best measures to address them.

# 26.0%

Median total remuneration

# 22.4%

Median base salary

### Dexus gender pay gap year-on-year comparison

Characteristic	2022	2023	2024	2025
Average total remuneration	36.80%	35.90%	32.90%	35.90%
Median total remuneration	26.10%	29.30%	25.20%	26.00%
Average base salary	28.70%	27.30%	24.70%	26.80%
Median base salary	25.60%	26.40%	23.80%	22.40%

# Contributing factors to gender pay gap



## Industry and occupations

Occupation segregation significantly contributes to the gender pay gap and is reflective of a higher concentration of women in lower-paying roles such as administrative and corporate functions, while men dominate higher-paying fields.

The property and investment industry reflects this trend, with a workforce predominantly comprised of men where women are underrepresented in leadership and revenue generating roles. This underrepresentation further widens the pay gap, highlighting the need to take action to drive equity and inclusion across all levels of the sector.



## Pace of change

Despite our active efforts and progress towards gender equality and representation, there is still more work to be done. Societal and industry-wide challenges such as bias, a workforce historically dominated by men, and the slow pace of cultural change within the property and investment sectors are contributing factors.



## Parental leave

Women are more often primary caregivers and typically take longer periods of leave compared to men. This extended absence from the workforce contributes to a widening gender pay gap, as women may struggle to return to pre-leave earning levels. Their temporary departure impacts their ability to maintain a strong market presence and rebuild professional networks, further diminishing their earning potential upon returning to work.

# Taking action

We are striving to advance gender equity, through fostering a diverse and inclusive culture at Dexus and within the industry.



## Measurement and reporting

At Dexus, we are focused on ensuring an inclusive and diverse workplace; this includes ensuring women have equal opportunities to advance their careers and contribute to the company's success. We understand it is critical to set clear and measurable goals to achieve long-term sustainable outcomes.

In 2024, we refreshed our gender equality measures and targets to track, report and drive change across the employee lifecycle. These measures are tracked regularly, with data informing where further action needs to be taken to attract, select, develop and retain women.



## Talent and development

To support the progression and representation of our women into senior leadership and revenue generating roles, we have refreshed our approach to identifying and developing talent. This, coupled with our updated gender equality measures and targets will ensure we have a targeted approach and better visibility to the development progress of our women into critical and decision-making roles.



## Driving change in the industry

We are a member of the Property Champions of Change Coalition. The coalition is focused on collectively driving gender equality in the property industry by sharing learnings and implementing initiatives to increase the number of women in leadership roles and to close the gender pay gap.

Our Group Chief Executive Officer & Managing Director, Ross Du Vernet, is part of the member community and works in partnership with an internal implementation lead. We are currently creating a gender equality dashboard, designed to track, report and take action on key drivers of the gender pay gap.

As part of our commitment to drive change in the industry and our organisation, we are participating in the Property Council of Australia's inaugural Early Career Program to increase representation of women in the tough spots of leasing and capital transactions.



## Next generation of talent

We are committed to supporting initiatives that foster and create pathways for the next generation of women into the property industry. In partnership with the Property Council of Australia, we are a host of the annual Girls in Property initiative. The purpose of this initiative is to raise awareness of the career paths available in the property industry and to encourage a more diverse pipeline of talent into the sector.

Our long-standing Future Leaders in Property (FLIP) program continues to provide high school girls with exposure to the property industry to encourage subject selection and education pathways. Based on the concept 'if she can see it, she can be it', FLIP provides students with a unique opportunity to hear from women involved in Dexus assets and development projects and to learn about the broad range of career paths available in property.



## Flexible and hybrid working

Building an inclusive workplace is an ongoing priority for us and one of the ways we do that is through our ways of working. Flexibility has long been part of our employment arrangements which ensures our people have access to a suitable arrangement that meets the needs of their circumstances and role. This is reflected in our survey data, with 90% of employees reporting that their people leader support flexible work and 85% saying they are enabled to combine work and care.

We have taken a proactive approach to establishing and embedding hybrid working principles. Our hybrid working approach is focused on ensuring our people can deliver outcomes in a way that allows our teams to adapt to the shifting needs at work and at home. Our hybrid model is supported by regular communication, leader role modelling and trusting our people to work in ways that best supports them.



## Family friendly workplace

We recognise the impact caring responsibilities can have on the career progress and earning potential of women. We are committed to removing barriers to workforce participation and career progression.

Our initiatives include flexible working arrangements, paid parental leave, return-to-work coaching for our new parents as well as family support programs. These initiatives provide a strong foundation for our employees to thrive both at work and at home. We believe that fostering a supportive and inclusive environment not only enhances employee well-being but also drives our collective success.

Our 'Parent, Carers and Families Hub' connects and supports all types of families and carers. The Hub provides resources, information, and a community space for our employees to connect and share experiences.



## Enhanced parental leave policy

In October 2024, we proudly announced major changes to our parental leave policy. Paid parental leave has been increased to 20 weeks, with no minimum tenure. Providing employees 24 months to structure their parental leave journey flexibly.

Our updated policy is gender-neutral, aiming to encourage men to take greater periods of parental leave. Additionally, we provide superannuation payments on both paid and unpaid parental leave for 12 months.

Offering parental leave to all parents helps to balance caregiving responsibilities and promotes gender equality in the workplace. Our approach encourages both parents to share childcare duties more equally, reducing traditional gender roles. We build awareness of fathers taking parental leave to normalise the idea of men as caregivers, helping to break down stereotypes and promote a more inclusive work environment at Dexus.