

Inclusion and Diversity Policy

1. Purpose & Principles

Our purpose to *unlock potential, create tomorrow* captures our unique ability to expand what is possible from every opportunity and use that potential to deliver long term value for our people, customers, investors and communities. Our people deliver this purpose and are key to achieving our vision of becoming Australasia's leading real asset manager. Our values *build trust through action* and *rally to achieve together*, underpin the behaviours that deliver sustainable high performance.

Inclusion and diversity means valuing an individual regardless of their gender, marital or family status, sexual orientation, gender identity, age, disability status, ethnicity, religious beliefs, cultural background, country of origin, socio-economic background, perspective and experience. We believe that diverse teams improve the quality of decision-making and enhance our capacity to create value.

Dexus respects and upholds human rights, as evidenced by the commitment to inclusion and diversity reflected in our policies, programs and processes. We are committed to providing a safe working environment that is free from all forms of discrimination, harassment, vilification or victimisation; and to building an inclusive workplace where our people can confidently bring their whole selves to work.

This policy sets out Dexus's commitment and approach to building inclusion and diversity. Our programmatic and culture-based approach is focused on continually monitoring and adapting our systems and processes to remove bias and to increase opportunities for all employees.

2. Scope

This policy applies to all entities within the Dexus Group and all Dexus employees including directors, officers, temporary employees, contractors and consultants (collectively referred to as "employees" for the purposes of this policy).

3. Building an inclusive and diverse organisation

We ensure all our people policies, systems and practices support an inclusive culture. Several practices within our organisation that support our inclusion and diversity objectives are summarised below.

Employee engagement

As part of our listening strategy, we frequently engage with our employees to gain their views on promoting and managing inclusion and to understand the diversity of our workforce profile. We use anonymous, whole-of-company surveys to measure, track and report on engagement as well as issues such as organisational culture, flexibility, wellbeing, inclusion, and leaders' behaviour.

We track inclusion and engagement measures for all demographic segments, with the goal of all segments being within range of Dexus average scores, as measured by engagement surveys.

Talent acquisition

At Dexus, we recognise that an inclusive and diverse workforce will help us attract and retain the best people from the widest pool of available talent. To achieve this our recruitment and selection practices ensure a diverse range of candidates are considered at all levels. We regularly review and update job descriptions, imagery, and language to eliminate bias and encourage a wide variety of candidates to apply for available positions.

We actively monitor candidate shortlists to ensure diversity across various dimensions, including but not limited to gender, age, culture, capabilities, and background. To reduce bias in the selection process, we invest in the capability of our leaders and equip them with tools to support selection decisions. This comprehensive approach helps us create an inclusive environment where everyone has an equal opportunity to succeed.

Learning and development

Dexus is committed to fostering an environment where all employees have equal opportunities for growth and development. Our internal programs are designed to promote understanding and respect for different

perspectives, and equip employees with the skills needed to thrive in a diverse workplace.

All Dexus employees are equally eligible for centralised learning opportunities and also have access to business unit funded learning and training. Our People Leaders have the opportunity to attend learning and training that emphasises the importance of equality, diversity and inclusion.

Remuneration

Our remuneration framework and processes are designed to support the delivery of fair and equitable pay outcomes to all employees. One example of this is the annual gender pay equity review, which aims to identify and understand gender pay gaps by applying a multi-tiered approach: organisation-wide; by management level; and within like-for-like roles. Outcomes from the review will inform initiatives and actions designed to close identified gaps.

Job design and ways of working

We recognise that employees at all levels have unique needs and preferences for flexible work, from formal recurring flexibility arrangements to ad hoc requirements. We offer employees across all roles, a range of formal and informal flexible work arrangements and work with them to arrange a structure that best enables their success at Dexus.

Talent and succession planning

We apply principles of fairness and consistency to our Talent Management and Performance Framework to support diversity at all levels. Through our framework we conduct processes that include check points, calibration and tools to reduce the likelihood of unconscious bias occurring in decision making. The data from activities such as talent and performance reviews inform our succession planning, with the insights used to form actions to strengthen representation. The gender diversity composition of the talent pipeline is reported to the Executive Committee, and the Board People and Remuneration Committee.

Gender equality

Dexus is committed to gender equality and creating meaningful long-term change in gender representation at all levels and across all areas of our business, accelerating our pipeline of talent and closing the pay gap. We set specific targets for gender diversity at all levels of the organisation and regularly report on our progress.

For the organisation, our target is 40:40:20 (40% male, 40% female, 20% any gender) for senior management and executive roles by June 2025. Our current Board gender diversity target is at least 33% of non-executive directorships held by women by 30 June 2025.

We support gender equality throughout the broader property industry by encouraging gender balanced forums, panels and attendance at internal and external events. We participate in Property Council of Australia diversity campaigns, and our CEO is an active member in the Property Champions of Change Coalition initiative.

Board inclusion and diversity

The Dexus Board requires a mix of skills, expertise and experience to ensure it can provide necessary strategic guidance and act in the best interests of Dexus investors. The Board recognises the value of inclusion and diversity and endorses the principle that it should have a diverse range of members with a variety of skills, and perspectives who come from different backgrounds with their unique experiences to support its capacity to discharge Board duties.

4. Roles and Responsibilities

Dexus is committed to creating and maintaining an environment that is respectful and inclusive. Further, we believe an inclusive and diverse workplace encourages input from a range of perspectives and fosters excellence in creating value for our customers, investors and our people.

To support this, everyone to whom this policy applies must:

- Comply with this and other relevant policies of Dexus
- Treat others (including colleagues, clients, and suppliers) in a professional, fair, and respectful manner and with dignity, courtesy, and respect
- Act with integrity and ensure all decisions you make are consistent with creating an inclusive culture that reflects our values

- Encourage and contribute to the reporting of behaviour which would be considered in contrary to this Policy
- Attend and participate in training and remain up to date on the policy

In addition, Dexus and our People Leaders must:

- Comply with legal obligations to prevent sexual harassment, bullying, discrimination and other similar conduct in the workplace and work-related settings in accordance with applicable laws
- Monitor and supervise the working environment to ensure appropriate standards of conduct
- Conduct ongoing and regular training to ensure everyone knows their rights and responsibilities under this policy
- Model appropriate behaviour
- Communicate and promote the principles of this policy within the organisation

The Dexus Board is required to:

- Approve inclusion and diversity principles and policy including measurable objectives to achieve gender equality
- Annually assess the inclusion and diversity objectives and progress against them

5. Supporting Policies

Our approach to inclusion and diversity is supported by several other Dexus policies, including:

- Dexus Code of Conduct
- Respectful Workplace Policy
- Parental Leave Policy
- Flexibility Policy
- Grievance Resolution Procedure
- Human Rights Policy
- Whistleblower Policy
- Privacy Policy
- Recruitment Policy
- Training and Education Policy
- Supplier Code of Conduct

6. Reporting

As part of our annual reporting suite, we publicly disclose our progress against gender diversity targets, other relevant people metrics, and key inclusion and diversity initiatives we have focused on throughout the year.

We provide additional reporting on gender equality outcomes within our statutory reporting under the Workplace Gender Equality Act (**WGEA**).

7. Review

This policy will be reviewed annually to confirm its effectiveness and include any enhancements.

8. Approving authority

Version	Document Owner	Author	Approving Authority	Approved Date
1	People & Culture	General Manager Advisory & Organisational Development	Board People & Remuneration Committee DXAM Board DXFM Board	16 May 2024 27 June 2024 31 July 2024
2	People & Culture	General Manager Advisory & Organisational Development	Board People & Remuneration Committee DXAM Board DXFM Board	30 July 2025