



dexus



# Reflect Reconciliation Action Plan

June 2024 - December 2025



## Acknowledgement of Country

Dexus acknowledges the Traditional Custodians of the lands on which our business and assets operate, and recognises its ongoing contribution to land, waters and community. We pay our respects to First Nations Elders past and present, and we remain committed to supporting reconciliation across our business.



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## Terminology within this RAP

This Reconciliation Action Plan uses the term First Nations peoples in reference to all people who identify as Aboriginal and Torres Strait Islander or both. We acknowledge and respect that it is preferable to identify First Nations peoples, where possible, by their specific language group or nation, and will continue to strive to use local names and terminology based on local preferences. We use the term First Nations people in this document on advice from our First Nations partners.

# Our vision for reconciliation

At Dexus we are committed to partnering with First Nations peoples to strengthen our relationships and operations, creating a lasting positive impact and sustainable tomorrow for all Australians.

As a real asset group, managing assets across Australia, we are in a unique position to work with our First Nations partners, customers and communities to advance our vision for reconciliation across all our assets.

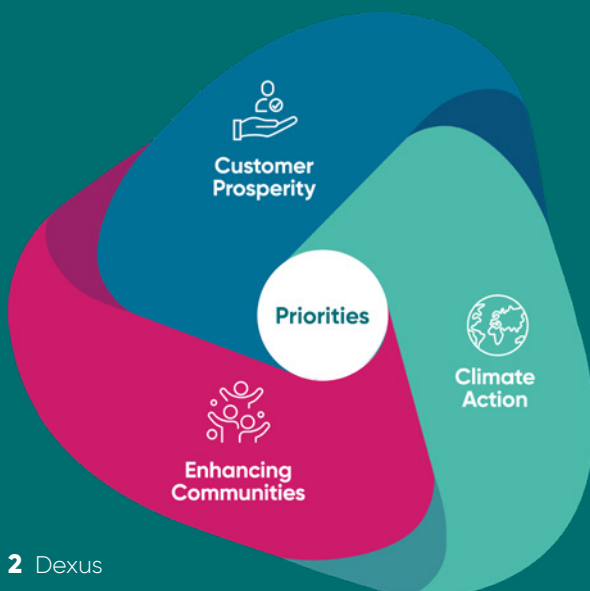
As part of our vision we have identified three areas aligned to our sustainability priorities where we believe we can create the greatest impact working with our First Nations partners. These are:

**Customer Prosperity:** Engaging with our customers to support their RAP journeys. Providing practical support for tenant initiatives within our assets, sharing our knowledge and connecting with our partners.

**Climate Action:** Supporting the Indigenous carbon industry through carbon offsets that are Indigenous-led, innovative, support healthy country and better livelihoods for First Nations peoples.

**Enhancing communities:** Acknowledging and partnering with Indigenous peoples across our assets, to activate our spaces that ensure our assets are accessible and reflective of the communities in which they operate.

Underpinning our vision is a specific commitment to education and acknowledging the past, recognising the present, and taking action towards a better future.



## Foundations

-  Circularity
-  First Nations Engagement
-  Health & Wellbeing
-  Nature
-  Diversity, Equality & Inclusion
-  Human Rights
-  Governance & Reporting



Pictured: Indooroopilly  
Shopping Centre,  
NAIDOC Week, 2023





# Message from the CEO of Reconciliation Australia

Reconciliation Australia congratulates Dexs on continuing its reconciliation journey by formally endorsing Dexs Holdings second Reflect Reconciliation Action Plan (RAP).

Through this plan, Dexs continues to play an important role in a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP continues the journey and primes the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also to increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Dexs to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Dexs on your second Reflect RAP, and I look forward to following your continuing reconciliation journey.

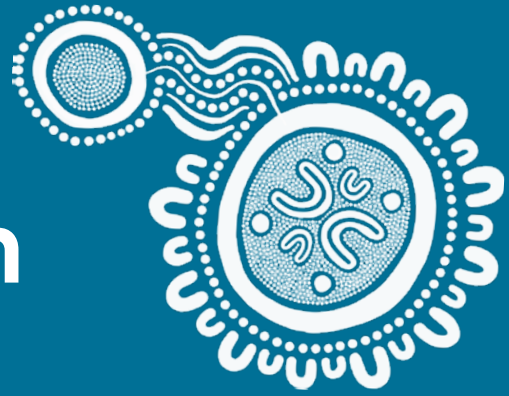


**Karen Mundine**  
*Chief Executive Officer*  
Reconciliation Australia





# Message from our CEO



Our purpose at Dexus is to unlock potential, create tomorrow. It 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. Importantly, this includes consolidating and extending our organisation's engagement with First Nations peoples.

With the acquisition of AMP Capital, now is the time to redefine our approach to First Nations engagement and to build the next RAP that reflects the new Dexus – one of Australia's leading fully integrated real asset groups, managing a high-quality Australasian real estate and infrastructure portfolio valued at \$57.1 billion<sup>1</sup>.

Our new RAP provides the opportunity to align towards our new purpose, values and core business and prioritise areas of impact. Our RAP will be a living document that will guide us on this next stage of our journey. We are excited to see the positive impact it will have on our organisation and the wider community as we deliver on our new RAP.



**Ross Du Vernet**  
Group Chief Executive Officer  
& Managing Director

<sup>1</sup> As at 31 December 2023.

## RAP artist and designer

Amy is the founder and Director of Indigico Creative, a graphic designer, photographer and contemporary Aboriginal artist. Amy is a Gumbaynggirr and Bundjalung woman whose family's traditional land is located in the Clarence Valley in a rural area called Cangai in NSW. Amy's identity is strongly grounded in Gomeroi culture, history, dreaming, art and language having been born and raised in Tamworth, NSW, where she still lives with her husband and two children.

Amy first started her business journey as a graphic designer in 2014 and has since been collaborating with businesses and partnering with communities Australia-wide to creatively communicate the stories that bring us together. After reconnecting with her artistic roots, Amy merged her skills in digital communication design with her art expression to deliver a modern approach to Aboriginal storytelling in the form of digital art. Amy's artworks are an extension from her journey of exploring her own cultural identity, bringing her unique ability to speak in colour and imagery to create visual representations of the journeys and values of organisations and communities.



## RAP artwork

*"The Places Where We Thrive"*

© by Amy Allerton, 2022

This artwork tells the story of a vision for our communities, both large and small, where they are all thriving and strong as they build lives, homes and legacies for present and future generations. Every community is connected by spirit and by country, surrounded by flourishing waterways and vibrant land that is enriched and cared for by its people. Communities are empowered to unlock potential and find new ways to build and expand, as they dream and innovate to create the places of tomorrow.





# About Dexus

Dexus is a leading Australasian fully integrated real asset group, managing a high-quality Australasian real estate and infrastructure portfolio valued at \$57.1 billion<sup>2</sup>.

We directly and indirectly own \$15.8 billion<sup>3</sup> of office, industrial, healthcare, retail, and infrastructure assets and investments. Our real assets are located around Australia and New Zealand, spanning from Townsville in Queensland to the capital cities of Sydney, Melbourne, Brisbane, and Perth, and across the Tasman Sea to key cities in New Zealand.

We manage a further \$41.3 billion<sup>4</sup> of investments in our funds management business which provides third party capital with exposure to quality sector specific and diversified real asset products.

We believe that the strength and quality of our relationships will always be central to our success and are deeply connected to our purpose:

**Unlock potential, create tomorrow.**

Our culture is what makes Dexus uniquely capable of doing this. It guides our behaviours, interactions, and decisions, setting us apart in a dynamic and competitive landscape. Our culture is guided by our values and behaviours:

**Rally to achieve together.**

**Build trust through action.**

Our values and behaviours create a shared vision for how we work and the culture we all play a role in creating, each and every day.

We employ over 1079<sup>5</sup> people across Australia. In June 2023 as part of an organisation-wide census survey three employees identified as Aboriginal and/or Torres Strait Islander people.

To learn more about Dexus visit: [www.dexus.com](http://www.dexus.com)

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<sup>2</sup> As at 31 December 2023.

<sup>3</sup> As at 31 December 2023.

<sup>4</sup> As at 31 December 2023.

<sup>5</sup> As at 30 June 2023

Pictured: Quay Quarter Tower, Dexus Sydney headquarters, Gadigal land and surrounding landscape.

# Our reconciliation journey

**Dexus recognises that First Nations peoples have been a part of Australia's history for over 60,000 years and acknowledges their ongoing care of Country.**

We are proud of the achievements from our first RAP and we have gained many learnings and insights into how we can build on that experience. We also recognise that there is more to learn and we are focused on strengthening our commitment.

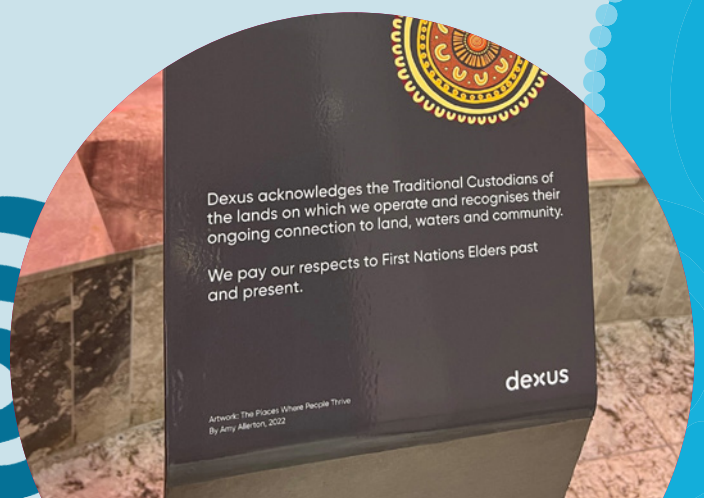
Some of our accomplishments to date include:

- **Dexus's first Reflect RAP** was launched in 2021. Since then the business has significantly changed, with the acquisition of AMP Capital in 2023. In addition, we have also established a new sustainability strategy.
- **First development project Reconciliation Action Plan**, has been developed at Waterfront Brisbane. Its aim is to ensure the building celebrates Aboriginal and Torres Strait Islander peoples, cultures, and heritage from project Strategy through to and including Construction. This started with Jahmarley Dawson, an emerging leader of the Turrbal People, the Traditional Owners of the lands and waterways where the development of Waterfront Brisbane is being built, delivering a Welcome to Country and smoking ceremony to mark the commencement of construction.
- **Indigenous and First Nations peoples engagement (across Australia and New Zealand)** has been identified as one of our sustainability foundations in the Dexus sustainability strategy. This reflects the importance we place on acknowledging and learning from the Traditional Owners of the lands on which we operate.
- **Activating our spaces** on key dates in the reconciliation calendar, such as NAIDOC Week and National Reconciliation Week, has provided an opportunity for our people and customers to engage with initiatives and events that strengthen their understanding of First Nations people's cultures and histories.
- **Share-A-Book campaign**, has been an initiative we have run annually since 2018 with the Australian Literacy & Numeracy Foundation. It encourages the donation of new children's books so they can be given a new home in First Nations, refugee, and marginalised communities in need of resources. Across our office portfolio we have held book collections in the lobbies. We are looking forward to launching this across our industrial and health portfolio in 2024.



- **First Nations artwork** has for many years been incorporated in our assets, reflecting local artists and communities. An early example is in 2016, where established a Koorden Sculptures art installation by Noongar artist, Rod Garlett, that was showcased in the Wellington Gardens outside of one of the office towers at Kings Square (Perth). More recently at Indooroopilly, we commissioned local artist Matt Robert, and his artwork Ngalin Ayeye (our yarn) for hoarding across the centre.
- **Bespoke cultural training**, developed alongside PWC Indigenous Consulting, was launched in 2022 and rolled out to all employees, with face-to-face training for our executive team, RAP Working Group (RAPWG) and other key stakeholders involved in the delivery of our RAP.
- **Acknowledging Traditional Custodians** across our sites with signage, has been ongoing since our first RAP in 2022. In 2023 we updated signage across all assets that were acquired and managed by Dexs as part of our acquisition. As part of our new RAP we will be continuing this process across all our managed sites.
- **Increasing our supplier diversity**, through our engagement with Supply Nation, has resulted in Dexs increasing its procurement with Indigenous owned businesses. Dexs has been a member of Supply Nation since 2019 and is proud to be working with an organisation that is helping to build thriving First Nations businesses.

This next RAP is another marker in our journey with Reconciliation Australia, and is reflective of Dexs in 2024, post the acquisition of AMP Capital. This Reflect RAP also aligns our reconciliation activities to our new purpose, values, and priority areas of impact.













# Learnings from our RAP journey so far

We intend to recognise and build on our experiences and learning from our first RAP. Through extensive engagement across the business, with employees, leaders, RAP Working Group members and First Nations partners, four themes were identified that have informed our new RAP.

## **A vision that speaks to our purpose**

As our organisation has changed, our vision of reconciliation should be reflective of our new strategic aims and aspirations. It is also important to contextualise our business and the relevance of the RAP to the real assets and physical spaces we own and operate.

This RAP provides an opportunity to align to our new purpose, strategic priorities, values and aspirations.



## **Supporting our passionate advocates**

Through our existing work, we have a core group of employees who are highly engaged and want to do more within and beyond Dexs. Acknowledging the impacts and opportunities they are creating, we are committed to supporting them to influence and engage with others across the business. Impact is not created overnight, but reflecting on our progress to date, it is clear that our people are critical to successful reconciliation and it is important that they are able to share their experiences and we acknowledge and celebrate their success. We need to ensure we continue to create an environment and culture where people can go on their own journeys.



## **Continuing to learn and engage**

Over the last two years, a range of events have been delivered as a part of our RAP. These have varied from NAIDOC celebrations in retail spaces through to panel discussions for employees on the Voice referendum. As we have engaged our people on the journey so far, it was often these events that were most memorable and impactful. Building knowledge, understanding and relationships will play an important role in our future reconciliation success.

Our new RAP provides an opportunity to not only build knowledge within our own organisation, but with our customers and communities.



## **Reviewing our governance**

Alignment with the new sustainability strategy creates an opportunity to align with the governance and reporting structures established for embedding sustainability within the organisation. The RAPWG will report via the Executive Committee and Board Sustainability Committee as part of the sustainability strategy governance. Success of our first RAP was only possible through strong representation from across the business. The new RAPWG is reflective of our evolved organisation and ensures broad representation from across the business.





# Our RAP Working Group and governance

The Dexus RAP Working Group is comprised of 12 employees from various departments and business functions. There is a broad spread of capability, including:

**Chair and RAP Champion:** Executive General Manager, Office (Sector: Office)

**RAP Employee Lead:** General Manager, Social, Customer & Funds Sustainability (Department: COO, Sustainability)

## Members:

- Assistant Development Manager (Department: Office Developments)
- Technical Services and Supply Chain Manager (Department: Property Operations)
- Head of Property Management & Real Estate Services (Department: Property Operations)
- General Manager, Organisational Development and Talent (Department: People and Culture)
- Sustainability Manager, Social and Communications (Department: Sustainability)
- General Manager, QLD Leasing (Department: Office Leasing)
- Team Assistant (Department: Funds Management)
- Marketing Manager (Department: Marketing)
- Internal Communications Manager (Department: Corporate Affairs and Communications)
- Head of Sustainability (Department: Sustainability)

The Dexus RAP Working Group currently does not have Aboriginal and Torres Strait Islander representation. We are activating various internal communication channels within our business to seek membership from those who identify as Aboriginal and/or Torres Strait Islander people, and we will continue to regularly engage with our people on this.

With our partners PWC Indigenous Consulting we always ensure there is First Nations representation within our RAP meetings, and a voice to help inform and guide our actions across Dexus. We will also look to continue to actively work with our partners and to engage with First Nations people as we commence the implementation of our Reflect RAP.

Progress against goals will be reported regularly through the Dexus RAP Working Group to the Executive Committee and Board Sustainability Committee. Reporting will be rolled up annually to Reconciliation Australia's RAP Impact Measurement Survey and Dexus' annual reporting to various stakeholders, including its investors.



# Relationships

With a large customer base across Australia, we are in a unique position to bring partners together to share experiences, make connections and partner to deliver reconciliation outcomes. Building stronger relationships with First Nations peoples is essential if we are to create connections with our customers to support their RAP journeys.

**Focus area:** Reconciliation is supported and promoted across our assets and alongside our customers to enable greater impact.

- We will continue to strengthen the relationships aligned to our assets, bringing our customers and communities together.
- We are committed to meaningful engagement both internally and externally with our customers to support their RAP journeys alongside our own.

**Sustainability  
Priority Area key:**

	Customer Prosperity
	Climate Action
	Enhancing Communities

Deliverable	Timeline	Responsibility	Sustainability Priority Area
<b>Action 1: Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>			
Continue to identify, while strengthening our existing relationships with, Aboriginal and Torres Strait Islander stakeholders and organisations locally to our assets or within our sphere of influence.	March 2025	General Manager, Social Customer & Funds Sustainability / Head of Property Management & Real Estate Services	
Identify opportunities for further engagement from supporting and addressing local needs through to ways of working to create shared value.	January 2025	General Manager, Social Customer & Funds Sustainability / Head of Property Management and Real Estate Services	
Review best practice and principles that support our partnerships with First Nations peoples. This includes reviewing and updating relevant endorsed policies, procedures and providing updated internal guidance for employees, to support their partnerships.	June 2025	Sustainability Manager, Social & Communications	
<b>Action 2: Build relationships through celebrating National Reconciliation Week (NRW).</b>			
Share and promote Reconciliation Australia's NRW resources, materials, and events to employees and customers.	April annually	Internal Communications Manager / Communications and Engagement Manager	
Hold accessible and scalable events across our flagship assets as a part of NRW.	May annually	General Manager, Retail Marketing / General Manager – Customer Insights and Initiatives	



Deliverable	Timeline	Responsibility	Sustainability Priority Area
RAP Working Group to support and attend an external NRW event.	May annually	Sustainability Manager, Social & Communications / RAP Working Group	
Register all NRW events being held by Dexus on Reconciliation Australia's NRW website.	April annually	General Manager, Retail Marketing / General Manager - Customer Insights & Initiatives / Sustainability Manager, Social & Communications	
Enable and support employees and senior leaders to participate in external events across our assets to recognise and celebrate NRW.	May annually	RAP Working Group	

### Action 3: Promote reconciliation through our sphere of influence.

Senior leadership to share and promote our commitment to reconciliation to all employees.	Review progress July 2025	Internal Communications Manager	
Continue to engage with our customers, investors and suppliers on our reconciliation journey to share stories, tools and opportunities to drive reconciliation outcomes.	Review progress July 2025	Communications & Engagement Manager	
Identify RAP organisations in the RAP network and/or other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	August 2024	Sustainability Manager, Social & Communications	
Identify a national First Nations partner to collaborate with on our reconciliation journey, through a multi-year partnership.	June 2025	Sustainability Manager, Social & Communications	
Promote reconciliation through our supply chain with inclusion of reconciliation responses as part of the tender process.	December 2024	Technical services & supply chain manager	

### Action 4: Promote positive race relations through anti-discrimination strategies.

Review best practice and policies in areas of race relations and anti-discrimination to inform and update Dexus HR policies and procedures.	March 2025	Senior Manager, P&C Strategy, Programs & Change	
Review our anti-discrimination training requirements across our community-based assets to support accessible places.	June 2025–	Senior Manager, P&C Strategy, Programs & Change	



# Respect

**We want our assets to enhance our communities, creating vibrant spaces that reflect Aboriginal and Torres Strait Islander communities.**

Only through connection and understanding of cultures, histories, knowledge and wisdom can our assets be accessible for all. In understanding and celebrating First Nations cultures we can ensure our assets acknowledge Aboriginal and Torres Strait Islander peoples and our employees build relationships to activate our spaces that enhance our assets and our communities.

**Focus area:** Enabling continuous learning, respect and recognition, whilst also celebrating First Nations cultures across our assets.

- We will support and deliver cultural events across our platform
- We will demonstrate respect by updating guidelines for Acknowledgement of Country protocols, resources and processes
- We are committed to reviewing our cultural learning needs within our organisation

Deliverable	Timeline	Responsibility	Sustainability Priority Area
<b>Action 5: Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.</b>			
Conduct a review of existing cultural training and cultural learning needs within our organisation. Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our ongoing cultural learning strategy.	September 2025	General Manager, Organisational Development & Talent	
Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in-person cultural learning.	December 2024	General Manager, Organisational Development & Talent	
<b>Action 6: Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>			
Develop an understanding of the local Traditional Owners or Custodians of the lands and waters across our organisation's operational areas.	December 2024	Marketing Manager	



Deliverable	Timeline	Responsibility	Sustainability Priority Area
Increase employees' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2024	General Manager, Organisational Development & Talent / Sustainability Manager, Social & Communications	
Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country with opportunities for personalisation.	December 2024	Corporate Affairs Manager / Sustainability Manager, Social & Communications	
Include traditional land acknowledgements at our assets and when we refer to our assets within external collateral.	February 2025	Assistant Development Manager / Marketing Manager / General Manager - Customer Insights & Initiatives / Corporate Affairs Manager / Asset Managers	
<b>Action 7: Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>			
Raise awareness and share information amongst our employees about the meaning of NAIDOC Week and promote external and Dexus asset held events.	July annually	Internal Communications Manager / Communications & Engagement Manager	
Hold accessible and scalable events across our flagship assets as a part of NAIDOC week.	July annually	General Manager, Retail Marketing / General Manager - Customer insights and initiatives / Sustainability Manager, Social & Communications	
RAP Working Group to participate in an external NAIDOC Week event.	July annually	RAP Working Group	



# Opportunities

**We want to be a workplace for which Aboriginal and Torres Strait Islander peoples want to work and that creates wider employment opportunities.**

A diversity in our workforce and supply chains brings opportunities to foster creativity, innovation, and greater understanding of our customers. Through supporting the Indigenous carbon industry, carbon offsets that are Indigenous-led can enable us to innovate, support healthy country and better the livelihoods of First Nations peoples.

**Focus area:** Advancing First Nations peoples' employment, career pathways and opportunities for economic participation.

- We will review, develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.
- We will continue to create opportunities for employment through our supply chain and Supply Nation membership
- We are committed to supporting the Indigenous carbon industry with carbon offsets that are Indigenous-led and that support healthy country and better the livelihoods of Indigenous peoples

Deliverable	Timeline	Responsibility	Sustainability priority area
<b>Action 8: Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.</b>			
Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2025	General Manager, Organisational Development & Talent	
In consultation with Aboriginal and/or Torres Strait Islander peoples, develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	September 2025	General Manager, Organisational Development & Talent	
Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	September 2025	General Manager, Organisational Development & Talent	



Deliverable	Timeline	Responsibility	Sustainability priority area
<b>Action 9: Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>			
Identify opportunities to leverage our carbon offsets to support the Indigenous carbon industry. This includes a focus on carbon offsets that are Indigenous-led, support healthy country and better the livelihoods of Aboriginal and Torres Strait Islander peoples.	June 2025	General Manger Environmental & Operational Sustainability	
Implement an Aboriginal and Torres Strait Islander procurement strategy.	November 2024	Technical Services & Supply Chain Manager	
Support and promote use of First Nations businesses with our customers across our assets.	December 2024	General Manager - Customer Insights & Initiatives	
Maintain and leverage Supply Nation membership.	Review July 2024	Technical Services & Supply Chain Manager	



# Governance

**Only through strong governance can we ensure our words match our actions.**

Structured, transparent, and supportive governance, that incorporates accountability for actions and deliverables is critical to the successful adoption of a RAP. This is alongside the support and engagement of the board and senior executives to ensure the influence of the RAP goes well beyond those who have responsibility for delivery.

**Focus area:** Continued strong governance to ensure accountability and focussed action.

- We will continue to maintain an effective RAP Working Group with regular tracking, measurement and reporting of RAP progress.

Deliverable	Timeline	Responsibility	Sustainability priority area
<b>Action 10: Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.</b>			
Maintain a RAP Working Group.	June 2024	RAP Employee Lead & RAP Chair	
Update Terms of Reference to govern RAP implementation.	June 2024	RAP Employee Lead & RAP Chair	
Establish Aboriginal and Torres Strait Islander representation on the RAP Working Group.	June 2024	RAP Employee Lead	
<b>Action 11: Provide appropriate support for effective implementation of RAP commitments.</b>			
Engage senior leaders in the delivery of RAP commitments and define resource needs for RAP implementation.	June 2024; review January & July 2025	General Manager, Social Customer & Funds sustainability / Executive Leadership Team / RAP Working Group	
Where relevant, the actions and deliverables will be integrated into asset strategy plans.	November 2024; November 2025	General Manager, Social Customer & Funds sustainability / Executive Leadership Team / RAP Working Group	
Appoint a senior leader to champion our RAP internally.	June 2024	RAP Chair	
Define appropriate systems and capability to track, measure and report on RAP commitments. Communicate what we have done and Dexus involvement back to our staff – feedback loop.	June 2024	RAP Employee Lead	



Deliverable	Timeline	Responsibility	Sustainability priority area
<b>Action 12: Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.</b>			
Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey and submit a response.	1st August annually	Sustainability Manager, Social & Communications	
Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	RAP Employee Lead	
Submit the RAP Impact Survey to Reconciliation Australia.	September annually	RAP Employee Lead	
<b>Action 13: Continue our reconciliation journey by developing our next RAP.</b>			
Register via Reconciliation Australia's website to begin developing our next RAP.	November 2025	RAP Employee Lead	



RECONCILIATION  
ACTION PLAN

REFLECT

dexus

### Contact details:

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