

Stakeholder Engagement Guidelines

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 pursue opportunities for shared value creation with stakeholders such as acquisitions
- Partnering with stakeholders to identify emerging trends and material issues that can be integrated with Dexus's corporate strategy and sustainability approach
- Understanding the impacts of Dexus's activities on stakeholders, including local community impacts during development activity, and work collaboratively to maximise 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
- Receive feedback from stakeholders on Dexus's performance and identify areas for improvement in service delivery
- Collaborating with peers, partners and suppliers to improve industry standards and enhance the benchmark for our operating environment

2. Values and Principles

Dexus exists to unlock potential and create tomorrow – for our investors, customers, community and each other.

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 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.

- **Rally Together** – We rally to achieve together by mobilising our collective potential and ingenuity to capitalise on opportunities, align on our shared goals and continuously improve to deliver greater value for our investors and customers.
- **Build Trust Through Action** – We build trust through action by walking the talk every day, acting with mutual trust and respect, taking ownership of our outcomes, and consistently putting our investors and customers at the centre of our decisions.

3. Engagement activities by stakeholder group

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

Dexus's stakeholder groups include:

- Dexus security holders (listed investors including DXS, DXC, DXI)
- Third party capital partners (including 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 security holders (listed investors)	<ul style="list-style-type: none"> - Educating investors about the business using accurate, timely and comprehensive information - Understanding investors' perceptions of Dexus - Ensuring the Dexus security price reflects fair value - Enhancing interest in Dexus as a suitable investment proposition - Benchmarking performance using ESG surveys 	<ul style="list-style-type: none"> - 1-on-1 meetings, property tours and investor days/forums - Domestic and International investor conferences and roadshows - Publication and release of ASX announcements, annual and half-year reports that include financial and 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 - Annual General Meetings and proxy advisor engagement programs - Regular updates of information on investor relations section of dexus.com - Sustainability performance reporting including current NABERS¹ ratings, intensity figures for energy, water and greenhouse gas emissions, as well as efficiency improvement projects - Participation in investor ESG surveys and responding to investor requests for ESG information - Perception studies completed by external parties to understand investor sentiment and position relative to peers
Third party capital partners (including unlisted investors)	<ul style="list-style-type: none"> - Engaging with the broader financial community including intermediaries (advisors), asset consultants and rating agencies - Building brand awareness, consideration and demand of the platform - Attracting and retaining capital from third party partners - Building and ensuring confidence in Dexus's corporate governance processes and management of related party conflicts - Informing third party capital partners (and their advisors) on the broader Dexus business and its integrated model - Understanding investment, reporting, ESG and regulatory requirements of institutional investors - Promoting transparency and ongoing two-way dialogue 	<ul style="list-style-type: none"> - 1-on-1 meetings, property and asset tours, webinars, investor days/forums, events and sponsorships - Domestic and International investor conferences and roadshows including Dexus hosted events as well as those in partnership with strategic third parties - Annual General Meetings (unlisted pooled funds) - Investor Advisory Committees (unlisted pooled funds) - Close involvement in portfolio management and major decision-making (joint venture partners and mandate clients) - Publication of formal reporting where applicable (monthly, quarterly, and/or annually) - Dedicated internet portal for investors - Sustainability performance reporting including current NABERS¹ ratings, intensity figures for energy, water and greenhouse gas emissions, as well as efficiency improvement projects (unlisted pooled funds) - Participation in investor ESG surveys and responding to investor requests for ESG information - Perception studies completed by external parties to understand investor sentiment and position relative to peers

¹ NABERS refers to the National Australian Built Environment Rating System (www.nabers.gov.au)
dexus.com

Stakeholder group	Engagement objectives	Typical engagement activities
Government, regulators, and industry	<ul style="list-style-type: none"> - Maintaining Dexus's reputation as a contributor to economic growth and leading city outcomes - Understanding potential legal and regulatory changes relevant to the Dexus business - Ensuring authorities have current information about Dexus properties and managed infrastructure investments in their jurisdiction - Understanding how Dexus can deliver on civic priorities through its developments and operations, including how Dexus can enhance the public realm of its precincts - Contributing to industry reform 	<ul style="list-style-type: none"> - Meetings with government representatives at federal, state and local levels - Membership of industry associations - Representation on industry committees - Making recommendations and submissions to government and statutory authorities - Hosting events with partnership organisations - Participating in speaking engagements, presentations or panel representations - Transparent communications with regulators including support for any regulatory examination - Prompt reporting of compliance incidents as required - Political engagement, including the use of lobbyists, in line with legislative restrictions in the various Australian jurisdictions. <p>Dexus does not make political donations or provide gifts to politicians or public servants (including hosting or attending events that can be classified as donations). 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"> - Providing relevant, accurate information about Dexus and its activities to media outlets for dissemination - Managing and enhancing Dexus's reputation 	<ul style="list-style-type: none"> - Publication and distribution of media releases - Provision of content to journalists for media coverage (print, radio, television, online) - Employee engagement with media in accordance with the Dexus Media, External Comms & Social Media Guidelines - Responding to media requests for information - Participating in media interviews or providing commentary for media articles - Dissemination of information using social media - Media monitoring (including social media analytics) to review and enhance media engagement activities
Local communities at development projects	<ul style="list-style-type: none"> - Providing relevant and accurate information about Dexus development projects - Providing opportunities for the local community to provide feedback on development design and features - Understanding how development projects may impact local communities and inform mitigation activities 	<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"> - Identifying stakeholders that may be impacted by the development - Identifying nuisance and/or disruption risks (e.g. noise, traffic changes) - Development and implementation of a communication plan and communication materials and events (e.g. hotlines, fact sheets) - Development and implementation of a communication plan (e.g. hotlines, fact sheets) - Development and implementation of a monitoring plan (e.g. monitoring issues register) - Development and implementation of a risk mitigation plan

Stakeholder group	Engagement objectives	Typical engagement activities
Local communities at operational assets	<ul style="list-style-type: none"> - Providing relevant, up-to-date information about the operation of Dexus's properties - Building trust and positioning Dexus as an organisation that the community is proud of and support - Facilitating activations with a focus on inclusion, accessibility, and enhanced connection and wellbeing - Supporting select social causes and community organisations/charities through the sharing of information, activations, the provision of space, donations, procurement and volunteering 	<ul style="list-style-type: none"> - Two-way communication between community members and building/centre management - Content on asset websites and social media - Use of lobbies, available tenancies, CML space or other available space for charity activations, awareness raising and fundraising - Exhibitions in office lobbies and retail centres that engage building occupants and visitors from the local community, creating an activated urban precinct - Use of lift screens, community portals, social media and similar channels for charities and community organisations to promote their causes with occupants and the local community - Volunteering with charities and community organisations by Dexus employees and customers - Five-star concierge service accessible by visitors to the building from the local community
Customers (tenants)	<ul style="list-style-type: none"> - Understanding prospective and current customer needs - Agreeing lease terms and renewing customer leases where applicable - Gaining insights on existing and emerging customer preferences and requirements - Maintaining high levels of customer satisfaction - Responding to customer issues and concerns promptly - Receiving feedback on Dexus properties and property management services 	<ul style="list-style-type: none"> - Prospective customer meetings/discussions - Using 'Simple and easy' lease agreements - Customer engagement with property managers, facility managers, and Dexus corporate staff - Annual customer surveys - Mystery Shopper program to provide feedback on customer experience - Five star concierge service to facilitate customer experience - Customer newsletters - Online building community portals - Customer participation in sustainability and community initiatives - Regular customer email updates
Employees	<ul style="list-style-type: none"> - Maintaining and enhancing employee engagement - Managing performance - Understanding employee concerns or grievances - Obtaining feedback on the employee experience and engagement programs 	<ul style="list-style-type: none"> - Regular updates to all employees by various channels including email, newsletters, office collaboration screens, intranet and Yammer chat platform - Regular all staff 'town halls' - Regular team forums - Formal 'Pulse' surveys conducted at least twice per year - Employee experience surveys conducted real time across the employee lifecycle (e.g. upon hire, participation in learning programs and parental leave) - Deep culture surveys conducted every two years - Ongoing 'check-in' culture with management - Professional development, learning and compliance training programs - Calendar of events and celebrations - Safety and wellbeing programs - Employee Assistance Program

Suppliers	<ul style="list-style-type: none"> - Ensure supplier competency and compliance - Build long-lasting relationships with capable suppliers - Foster a 'no harm' safe workplace with zero fatalities - Embedding Dexus's Sustainability Approach across the supply chain - Monitoring supplier performance 	<ul style="list-style-type: none"> - Engaging Suppliers using contracts where Dexus and the Supplier operate to agreed terms, which is executed in line with relevant Dexus Policies and Procedures - New Supplier form for non-contracted Suppliers establishes acceptance of Dexus Terms and Conditions, agreement to abide by the Supplier Code of Conduct and outlines expectations in regards to Modern Slavery at the outset - Supplier roadshows - Meetings with Dexus representatives - Self-assessment surveys - Annual attestations from suppliers confirming compliance with the Dexus Supplier Code of Conduct - Periodic supplier risk assessments - Supplier due diligence - The Rapid Global contractor management system: <ul style="list-style-type: none"> - Confirms safety requirements and permits for the tasks being undertaken - Provides suppliers' workers with training and safety alerts - Provides suppliers' workers with a mechanism for feedback - Contractor spot checks and corrective action plans (where required) - Performance evaluations at site and contract level against contract key performance indicators and service level agreements - Availability of Dexus Whistleblower (Your-Call) program to anonymously report incidents and obtain advice, which is promoted through onsite posters - Established non-conformance reporting (NCR) mechanism available to site teams, requiring suppliers to respond with action plans
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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 every two years or as required.

Version	Document Owner	Author	Approving Authority	Approved Date
1	EGM – Investor Relations, Communications and Sustainability	Alex Gold	GMC	12 June 2020
2	EGM – Investor Relations, Communications and Sustainability	Nardia Bowden	GMC	28 June 2021
3	Compliance	Compliance	Chief Operating Officer Chief Financial Officer Chief Executive, Funds Management	9 July 2024 2 June 2024 13 June 2024