

# People, culture and systems

## Underpinning Dexus's performance is our engaged, talented and diverse workforce.

In the decade since Dexus internalised its management, we have spent time developing our high performing, multi-disciplined workforce to deliver performance for our investors and capital partners.

We believe that a diverse and inclusive workforce fosters diversity of thought and innovative results, and we have invested in programs and policies that support this goal.

It's a move that has been commended both inside and outside the business. In recognition of our commitment to gender equality and the benefits it brings, Dexus was this year awarded an Employer of Choice for Gender Equality citation by the Workplace Gender Equality Agency (WGEA).

Our achievements include gender pay equity in like-for-like roles, flexible working embedded and utilised across the business, and continuation of superannuation payments to primary carers throughout their leave period to close the superannuation retirement gender gap.

Since reaching our initial gender diversity target of 33% female representation for senior leaders, we have set a new three-year 40:40:20 (40% men, 40% women, 20% either) target for senior management roles. Our Board remains gender diverse with 38% of our directors being female.



**Achieving gender equality is important for many reasons. Yes, it is 'fair' and 'the right thing to do', but it's also linked to performance. Our commitment in this area enhances our reputation, improves our culture and allows us to attract and retain talented employees."**

Alison Harrop, Dexus Chief Financial Officer

Our commitment to diversity extends across our recruitment, retention, promotions, succession planning and training and development practices. We also provide our leaders and managers with the tools to remove unconscious bias, an important aspect of our journey to create a more inclusive culture.

We are proud of our corporate culture and engaged workforce. Our employee surveys reveal a high engagement score of 87%. Our workforce is also connected to the group's strategy and focused on sustainable performance outcomes.

We see this commitment at all levels of the organisation. Our people and culture strategy has led to an engaged stable management team that is delivering consistent business results. We are also building the next generation of leaders with ongoing internal career mobility, leadership development and training opportunities.

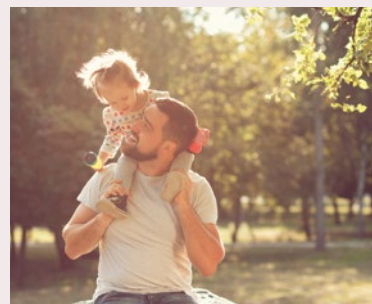
### Strengthening our systems

To support our people, we are investing in systems and processes that will define how we operate as a business, which includes a new enterprise platform designed to enhance the efficiency of our day-to-day operations. Reducing the operational demands on our people will enable them to spend more time and focus on the customer. This platform will set up Dexus for the future, creating a foundation for operational excellence, improving our customer experience and supporting the delivery of our strategy.

## + Case Study

### Fathers at work

**Leading programs that support working parents help Dexus attract and retain the best talent.**



In Australian workplaces, it remains uncommon for fathers to take primary carers leave, with 70% back at work within two weeks of the birth of their child.

Recognising that parental leave is a valuable experience for both women and men, Dexus introduced its 'Dexus Dads' program supporting fathers who take primary carers leave through networking opportunities with fellow working fathers.

The program has been embraced by new fathers at Dexus and had a positive impact on the take-up of primary carers leave amongst men who now comprise almost 20% of the primary carers at Dexus, up from zero participation in 2016. Dexus Dads have reported that they were able to enjoy a rewarding carer's experience, while gaining a new appreciation for the challenges of caring for a newborn.



Thriving People

To learn more about Dexus's FY19 focus on enhancing the wellbeing of our people and those in our buildings, visit [www.dexus.com](http://www.dexus.com)

