

# 2019

## CORPORATE RESPONSIBILITY REPORT



**Duke**REALTY

# OUR ESG PROGRESS CONTINUES

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As we set our company goals for 2019, we felt it was essential, as a responsible corporate citizen, to specify our intentions in the environmental, social and governance (ESG) aspects of our business. We paid particular attention to what we felt was important to accomplish as it relates to furthering sustainability in our buildings, executing on programs that benefit our stakeholders and continuing to conduct our business ethically and transparently.

I am pleased to report that in addition to meeting our operating performance targets last year, we made great strides in advancing our ESG commitments. Among our most notable 2019 accomplishments were:

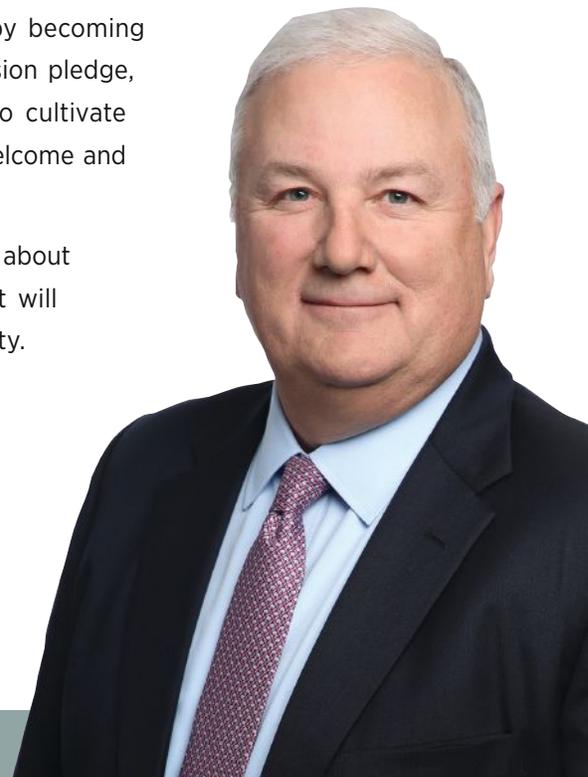
- becoming the first logistics Real Estate Investment Trust (REIT) to issue a green bond in the United States to finance future or refinance recently completed eligible green projects;
- pledging to only develop logistics properties that attain LEED® (Leadership in Energy and Environmental Design™) certification by the U.S. Green Building Council® going forward;
- receiving the inaugural Diversity and Inclusion Award from the National Association of Real Estate Investment Trusts (NAREIT), the worldwide representative voice of REITs, in recognition of our leadership in ensuring a diverse and inclusive culture;
- being named an American Red Cross Disaster Responder Member based on our support of the organization's annual disaster program; and
- hiring a Vice President of Corporate Responsibility who will focus full-time on our ESG initiatives.

I also personally committed to diversity and inclusion in our workplace by becoming the first logistics REIT CEO to sign the CEO Action for Diversity and Inclusion pledge, a nationwide movement by company leaders to take definitive actions to cultivate workplace environments where diverse experiences and perspectives are welcome and associates feel comfortable and empowered to share their voices.

I invite you to read our 2019 Corporate Responsibility Report to learn more about the successful year we had, decisions we made and actions we took that will impact our future ESG performance. Thank you for your interest in Duke Realty.



James B. Connor  
Chairman and Chief Executive Officer



\*This material references several Global Reporting Initiative (GRI) Disclosures. Please refer to the content index on page 21 for the complete list of GRI Standards referenced.





# INTENSIFYING OUR EFFORTS

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What a privilege I have been given to oversee Duke Realty's Corporate Responsibility program going forward. I am excited to have the opportunity to help set our company's ESG strategy, establish both short- and long-term objectives and manage indicators of our progress.

One helpful decision we already made is to establish specific ESG targets that align with several of the United Nation's (UN) Sustainable Development Goals (SDGs). These goals, which are part of the UN's global agenda for 2030, provide a plan for improving the lives of people and the planet on an international scale.

Out of the 17 SDGs established by the UN, we identified six where we believe we can make an impact through our operations and interactions with our stakeholders:

<b>DUKE REALTY ESG INITIATIVES</b>	PROMOTE ASSOCIATE WELL-BEING	CHAMPION DIVERSITY & INCLUSION	CONTINUE TO EVALUATE RENEWABLE ENERGY SOLUTIONS ON BEHALF OF OUR CUSTOMERS	IMPACT COMMUNITIES WHERE WE DO BUSINESS	DEVELOP SUSTAINABLE BUILDINGS	FOCUS ON COMMUNITY- DRIVEN PROJECTS

With our focus on these areas, we believe that we can continue to promote corporate responsibility within our organization and the communities we serve. We also will continue to engage our tenants and suppliers in our ESG efforts. I look forward to reporting our future progress.

Megan N. Basore  
Vice President of Corporate Responsibility

## OUR COMPANY

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Duke Realty is the leading pure-play, domestic-only logistics property REIT in the United States. In business for nearly 50 years, Duke Realty has built a solid reputation as a dependable provider of high-quality, sustainable and efficiency-enhancing warehouse and distribution space. Today, we own and manage more than 155 million square feet in more than 500 properties in 20 markets across the country. Headquartered in Indianapolis, Indiana, Duke Realty has an enterprise value of over \$15 billion and is a member of the S&P 500.

At Duke Realty, we invest in our properties with the intention of owning them for the long-term. Consequently, we take into consideration their full-life impact on the environment, the people who work in them and the communities in which each are located. Our internal structure, which includes more than 375 associates with strong capabilities in development, construction management, property management and finance, allows us to take a comprehensive approach to ESG.

Our vision and brand promise “Delivering Excellence in Logistics Real Estate” delineates our ultimate company goal to both our internal and external stakeholders, while our core values of responsible, respectful and resourceful provide our associates with standards of business conduct that will help us achieve our vision.

<b>NEARLY 50 YEARS IN BUSINESS</b>	
<b>155M SF</b> OWNED & MANAGED	<b>OVER \$15B</b> ENTERPRISE VALUE
<b>LOCATED WITHIN 20</b> U.S. LOGISTICS MARKETS	<b>500+</b> PROPERTIES



## BUILT FOR TODAY AND TOMORROW

At Duke Realty, we realize that the decisions we make regarding the design and construction of our buildings can have a long-term impact on the world around us. That is why delivering sustainable facilities is a priority for us. To help ensure that we are delivering the most environmentally friendly and cost-efficient facilities, we adopted a Sustainable Development Policy, a set of guidelines designed to increase the operational efficiency of our buildings and promote sustainable design principles.

One widely accepted designation of a building's sustainability is the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED®) certification. At the beginning of 2019, we announced our plan to deliver more than \$1 billion of LEED-certified logistics properties over the next three years. With more than \$850 million invested in projects on which we pursued LEED certification in 2019 alone, we are well on pace to meet that goal.

Ultimately, we decided to go one better by making the decision before the end of 2019 to only develop LEED-certified projects going forward. We believe this pledge is a meaningful reflection of how seriously we take our responsibility to protecting and preserving our world.

Consistent with our increased focus on sustainability, we elected to generate funds to use exclusively for recently completed or future green projects. The \$400 million green bond issued last year is earmarked for LEED development projects.



We are not overlooking previously delivered buildings in our portfolio either and are continually looking for ways to lower operating costs and reduce our environmental impact. Forty-five percent of our existing assets have cool or reflective roofing and 87 percent have energy-efficient lighting. In the last four years, 98 percent of our buildings, based on gross floor area, have had technical assessments and 28 percent have had energy, water and waste efficiency upgrades.

**ECO-FRIENDLY PORTFOLIO**

- 45%** cool or reflective roofs
- 87%** energy-efficient lighting
- 98%** technical assessments completed\*
- 28%** energy, water and waste efficiency upgrades\*

To help in our efforts, we access energy and water usage that we control in our properties through our utility data management platform partner, Goby. We benchmark this information in our ENERGY STAR® Portfolio Manager® account and use it to comply with energy benchmarking and disclosure requirements. A majority of our buildings are net-lease structures so our tenants control energy usage and gas consumption in their facilities but we work with them to identify ways to operate more efficiently.



These activities align with our tenants' focus on sustainable building operations, an area which 79 percent of our occupants indicated was important to them in our 2019 Tenant Satisfaction survey.



**ALL NEW DEVELOPMENT  
PROJECTS WILL BE  
LEED-CERTIFIED**

**DUKE REALTY TEAM**  
 > 14 LEED ACCREDITED PROFESSIONALS  
 > 2 GREEN ASSOCIATES

\*Technical assessments (based on gross floor area) and efficiency upgrades performed in the last four years.



## GREEN PRINCIPLES IN PRACTICE

901 CHASE AVENUE | CHICAGO, IL

Recognizing the strong, ongoing demand for logistics space near O'Hare International Airport but lack of availability, Duke Realty made a strategic purchase of a property located just three miles from the airport with plans to raze the existing structure and redevelop the site. Though some remediation efforts were done following a contaminate spill in the '80s, we knew that additional cleanup was needed to meet environmental compliance requirements as well as return the site to productive use for the industry and community. In preparation for development, we removed all contaminants that were identified in a remedial action plan and installed a vapor mitigation system as a precaution. We expect to receive a 'no further action' letter from the EPA in the summer of 2020.

A state-of-the-art 154,000-square-foot speculative logistics building is now on the site. Delivered January 2020, this facility is LEED Certified® based on implementation of sustainable practices to:

- recycle materials from the demolition of the previous structure;
- divert 75 percent of construction waste from landfills;
- utilize an underground detention system for rainwater management; and
- incorporate energy-efficient LED lighting and low-flow plumbing products.



## CENTRAL LOGISTICS PARK 100 | LEHIGH VALLEY, PA

Duke Realty purchased a 131-acre site in Lehigh Valley for new development. From the onset, we were cognizant of the history of the site and opted to be respectful of existing structures that needed to be removed before development could begin. Rather than sending the remains of the original farmhouse and a historic barn to the landfill, we proactively worked with individuals and businesses to reclaim reusable materials. We dismantled the wood barn, which dated back to the 1850s, and a local woodworking company took the beams and siding for future use. We salvaged door hardware, slate roof shingles and other items for use in craft projects. In addition, a bridge that spanned a small creek was given to local Amish farmers for use on their property. A 615,000-square-foot warehouse is now under construction on the site for Max Finkelstein, a tire distributor with operations throughout the Northeast and Mid-Atlantic states.





## PUTTING OTHERS AT THE FOREFRONT

One area of Corporate Responsibility that is particularly important to our company is the impact we have on the people with whom we interact. All of our stakeholders — whether our associates, customers, vendors or the communities in which we operate — are top-of-mind with the programs we implement.

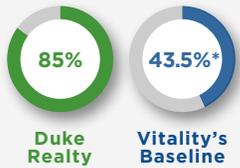
## HEALTH AND WELL-BEING

The health and well-being of our associates is a key factor in their personal happiness and ability to contribute to our company. Duke Realty's "Living Our Best" wellness program goes a long way in helping our team get and remain healthy, both physically and mentally, so that they are their best selves every day and during the hours they spend at work.

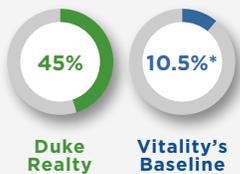
Vitality, an educational and results-based program, is a key component of our wellness initiative. By completing various activities, workouts, corporate-sponsored events and wellness courses, associates earn points that can be redeemed for gift cards as well as earn medical discounts and additional vacation days. In 2019, 85 percent of our associates participated in Vitality, with 45 percent reaching Platinum status, the highest level attainable.

One of the most impactful measurements of the success of our wellness program is our health plan costs. Over the past three years, Duke Realty's plan has only increased 5.2 percent, less than the nationwide average increase of 6.8 percent, which can be attributed to our efforts to support our associates with great benefits and resources such as Vitality.

**Vitality**  
Participation



**PLATINUM**  
LEVEL



\*Vitality's baseline represents more than 470K employees in 276 companies. Duke Realty has more than 300 associates.

## DIVERSITY AND INCLUSION

401-1 | 405-1 | 405-2 | 414-1

At Duke Realty, we recognize the value of diverse perspectives. That is why we remain committed to maintaining a diverse and inclusive team and encourage participation in important decisions that affect our business. Over the last nine years, we increased our percentage of female associates by 15 percent and increased our percentage of associates of color by 30 percent.

In 2019, nearly every function within the company had female representation at the management level. We also increased female representation in upper level management positions from 19 to 20 percent. Of the 55 promotions in 2019, 46 percent were female associates and 18 percent were associates of color. Diversity was also a focus of our hiring efforts, which resulted in more than 67 percent of all new mid- and top-level positions filled by diverse candidates.

For more than 20 years, Duke Realty has been at the forefront of the diversity and inclusion movement. In recognition of our strong commitment and contributions in this area, Nareit selected



Duke Realty honored with Nareit's inaugural Diversity and Inclusion award.

Duke Realty as the Corporate Gold winner and our CEO Jim Connor as the individual winner of its inaugural Diversity and Inclusion awards.

In another first, Mr. Connor became the first CEO of a REIT to sign the CEO Action for Diversity and Inclusion pledge, a commitment by hundreds of leading businesses to advance diversity and inclusion in the workplace.

Also important to Duke Realty is pay equity between men and women. We firmly believe that people doing the same job with equal levels of skills and experience should be paid similarly. We routinely review the titles and compensation of our associates and make necessary adjustments to eliminate disparities. In 2019, we increased our gender pay equity review to four times per year – at the hiring stage, mid-year, during the talent review process and year-end. The average percent of female-to-male total compensation by job titles is 99.9 percent.\*\*

Another area that we closely monitor each year is the money we spend with diverse suppliers. Over the past three years, an average of 8 percent of our total spend has been with vendors categorized as women, veteran or minority-owned enterprises. In 2019, 9 percent of the vendors with which we did business were diverse.


DIVERSITY & INCLUSION

<b>IMPROVING DIVERSITY OVER TIME</b>	
• <b>Women:</b>	<b>2010 – 40%</b> <b>2019 – 46%</b>
• <b>People of Color:</b>	<b>2010 – 10%</b> <b>2019 – 13%</b>
<b>GENDER BALANCE</b>	
• <b>Men:</b>	<b>54%</b>
• <b>Women:</b>	<b>46%</b>
<b>FEMALE MANAGEMENT COMMITTEE MEMBERS*</b>	
• <b>2010:</b>	<b>13%</b>
• <b>2019:</b>	<b>24%</b>
<b>NEW HIRES</b>	
• <b>67%</b> diverse associates in mid and top-level positions	
<b>OF THE 55 PROMOTIONS IN 2019</b>	
• <b>Women:</b>	<b>46%</b>
• <b>People of Color:</b>	<b>18%</b>
<b>GENDER PAY EQUITY</b>	
• <b>99.9%</b> average percentage of female-to-male total compensation	
<b>DIVERSE SUPPLIERS</b>	
• <b>Spend:</b>	<b>\$63M</b>
• <b>Utilization:</b>	<b>9%</b>

**CEO ACT!ON FOR DIVERSITY & INCLUSION**

\*Duke Realty's Management Committee is comprised of associates at the Vice President level or above and functional department leaders.

\*\*Total compensation includes salary, annual bonus, long-term bonus and leasing commissions.

# ADVANCING DIVERSITY AND INCLUSION AT DUKE REALTY

## EXECUTIVE MENTORING

To help Duke Realty reach its goal of increasing and enhancing female and minority representation at mid- and top-level positions, our company has had an Executive Mentoring program in place since 2016. Under this program, leaders at the highest level of our company take responsibility for helping develop and advance women and associates of color. The program also is designed to:

- create future leadership opportunities.
- improve hiring and retention rates at mid and senior-level positions, with emphasis on the operations and production areas of our businesses.
- create more clarity and alignment of the company's diversity and inclusion initiatives at all levels.

As part of the program, Executive Committee members select a mentee and work with them on a number of goals and activities over the course of a year. Activities include regular one-on-one meetings and joint attendance at Investment Committee, Business Unit Review and budget meetings. The mentor and mentee participate in a diversity and inclusion event and they work together on a special project that will help the mentee develop his or her skills.

This program has given mentees the opportunity to gain valuable insight into our company and allowed Executive Committee members to get to know high-potential associates and hear their ideas. Since 2016, 52 percent of participants have been promoted. This program also has generated inclusive, sustainable initiatives such as our Women's Network and improved benefits for associates who are new parents.



## DUKE REALTY WOMEN'S NETWORK

In the summer of 2017, two Duke Realty associates who had recently participated in our Executive Mentoring program launched the Duke Realty Women's Network, a program to support the investment in and development of women at our company.

This initiative provides an outlet for female, as well as male associates, to collaborate, share and promote the personal and professional development and advancement of females. Through company-wide educational events and periodic local market activities, Duke Realty associates have had the opportunity to learn more about our business and receive first-hand advice and best practices from other women.

Today an 18-person group of Market Champions carries out the mission of the Duke Realty Women's Network by organizing training events, discussion forums, mentoring relationships and philanthropic opportunities. To date, six company-wide programs have been offered with attendance at each by more than 200 associates. Since the inception of the Women's Network, female associates in our company have been



Duke Realty Board Members Lynn Thurber, Melanie Sabelhaus and Ngaire Cuneo

featured on various internal communication channels in a monthly "Getting to Know You" Q&A. In 2019, the Women's Network hosted a community service day to generate funds and donations for female-oriented organizations. Fifteen offices participated in the drive raising more than \$11,000 for local organizations. In addition, the Gwinnett Chamber Moxie Awards recognized the Atlanta office as an Enlightened Employer award finalist. This organizational award highlights companies that support the advancement of women.

Duke Realty Southern California associates participating in webcast of our Women's Network event.



## THE STRENGTH OF OUR TEAM

401-1 | 404-3

At Duke Realty, we consider our people our most valuable asset and are committed to investing in their success. Numerous opportunities to learn and grow professionally are available through various training and development programs offered throughout the year. On average, Duke Realty associates completed 15.2 hours of training in 2019. In addition to training, 100 percent of associates receive regular performance and career development reviews.

As a result of the programs and benefits we provide our associates, our company has received numerous “Best Places to Work” awards over the past ten years, including recognition in Chicago, Pennsylvania and Southern California in 2019.

Another indicator of the positive work environment at Duke Realty is the average tenure of our associates. 57 percent of our team members have been with the company for more than 10 years. Our executive leadership team also is comprised of long-term associates, with an average of 21.3 years with our company. Our overall turnover rate for associates is 8 percent, which is lower than the industry standard of 9 percent.



## IMPACTING OUR COMMUNITIES

413-1

Strong relationships in the communities in which we operate are important to us and essential to our success. Therefore, we place a great deal of emphasis on getting to know our neighbors and lending a helping hand when assistance is needed.

Our company is in the third year of our partnership with the American Red Cross. We intentionally elected to align ourselves with this organization because of the widespread good it does and the volunteer opportunities available to our associates. Our team has participated in the organization's "Sound the Alarm" campaign,

donated blood for its "Sleeves Up" blood drive, mapped buildings to help locate vulnerable individuals around the world and prepared military supply kits. This past year, the American Red Cross named Duke Realty a Disaster Responder Member for being one of the largest supporters nationwide of the American Red Cross's annual disaster program.

In 2019, our associates volunteered 8,428 total hours, a 7 percent increase from 2018, and served more than 187 different philanthropic organizations. Particularly indicative of our team's willingness to give back is that more than half of these volunteer hours took place during unpaid personal time.

In addition to generous donations of their time, our associates also gave monetarily. In 2019, our company collectively donated nearly \$545,000 to local and national charitable organizations.

AMERICAN RED CROSS COMMUNITY PARTNERSHIP ACTIVITIES				
<b>Missing Maps</b> 	<b>Blood Drive</b> 	<b>Day of Service</b> 	<b>Military Kit Build</b> 	<b>CPR CERTIFICATION</b> 
18,246 Buildings Mapped	171 Units 513 Lives Saved	1,625 Hours \$23,750 Donated 14 Organizations	3,000 Kits	72 Certified 97 Citizen CPR

OVER **8,400** VOLUNTEER HOURS  
SERVING MORE THAN  
187 DIFFERENT PHILANTHROPIC  
ORGANIZATIONS



## EXEMPLARY BUSINESS CONDUCT

Governance, or the policies and practices we employ in running our company, is essential to strong, solid relations with our shareholders, customers, neighbors and associates. In 2019, we reviewed many of our governance protocols and took steps to ensure that we:

- have independent oversight by a diverse and knowledgeable Board of Directors;
- protect the interests and rights of our stakeholders; and
- do what we can to mitigate potential risks to our business.

## BOARD OF DIRECTORS

102-18 | 102-22 | 102-23 | 102-24 | 405-1

Board diversity, experience, and independence are critical to our effectiveness. In keeping with our Board Diversity and Inclusion Policy, our Board took the opportunity this past year and at the beginning of 2020 to continue enhancing its diversity when two long-term directors did not stand for re-election. Our board added Warren Thompson, an accomplished entrepreneur in the food services industry, and Tamara Fischer, President and CEO of National Storage Affiliates Trust, in January 2019 and January 2020, respectively.

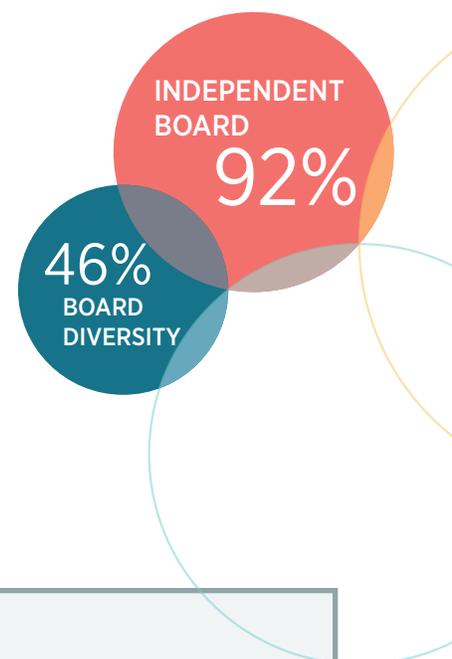
With these new directors, 46 percent of Duke Realty's Board is comprised of women and people of color. Our 13-person Board has 92 percent non-employee directors, including the Lead Director. Corporate Governance, Compensation and Human Capital, Audit and Finance Committees are the four standing committees of our Board.



Periodic refreshment of the Board is important, and each member of our Board stands for reelection every year. Our average director tenure is 7.46 years and the Board's Corporate Governance Committee annually evaluates the effectiveness of our Board and its committees. The Corporate Governance Committee regularly discusses director succession and reviews potential candidates, including written nominations by shareholders. In 2019, Ferguson Partners Ltd. was hired to review potential director candidates. In determining the best candidates to recommend as nominees to a Board position, the Corporate Governance Committee considers many factors, including:

- Experience – Particular skills and leadership experience that are relevant to our strategic vision
- Diversity – Diversity of background, gender, race and ethnicity
- Age and Tenure – Age and tenure of each incumbent director
- Board Size – Appropriate number of directors
- Board Independence – Independence of candidates for director nominees, including the appearances of any conflict in serving as director
- Character – Integrity, business judgment and commitment

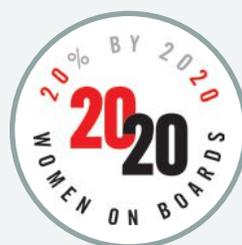
To ensure that our independent directors are fairly compensated, our Board's Compensation and Human Capital Committee conducts a competitive review of the compensation programs of similarly sized REITs each year. For 2019, the Committee determined that our program aligned with the median levels of compensation for non-employee directors of our peer group.



## “W” WINNING COMPANY

405-1

For the ninth consecutive year, Duke Realty has earned recognition by 2020 Women on Boards as a “W” Winning Company. With 31 percent of our Board comprised of female members, Duke Realty exceeded the goal of having 20 percent of women corporate directors on our board by 2020. 2020 Women on Boards is the only



## 31% OF OUR BOARD COMPRISED OF FEMALE MEMBERS

advocacy campaign driving for gender balance on corporate boards and, in 2019, it achieved its goal with 20.4 percent of board seats on Russell 3000 companies filled by women. We are honored to be included in this prestigious group and proud to continue to affect change in diversity in the commercial real estate industry.

## RISK MANAGEMENT

Critical to the continued success of our business is the ability to identify and evaluate unfavorable events and determine procedures to avoid or minimize their impact. Duke Realty's Board of Directors provides oversight of our risk management processes, including a focus on the most significant risks facing the company and our strategy for managing them, as well as ensuring that risks undertaken by the company are consistent with the Board's appetite for risk. While the Board oversees the company's risk management, the company's management and Internal Audit Department are responsible for day-to-day risk management activities and processes. Internal Audit reports directly to our Board's Audit Committee, ensuring that the Board is kept abreast of any potential threats to our business.



## SHAREHOLDER VOTING

Shares of common stock are the only class of shares we have outstanding. Each share of common stock entitles the holder to one vote on all matters presented to shareholders for a vote. Currently, we have no restrictions on voting rights.

## ASSOCIATE RIGHTS

102-17 | 102-33

Most essential to our operations are the men and women of Duke Realty. We remain committed to protecting their rights by adhering to the Human Rights policy we adopted in 2018. This policy outlines responsible workplace practices to which associates are entitled and should expect. The policy provides members of our team with critical rights including workplace safety, security and privacy. In addition, our policy reaffirms Duke Realty's commitment to being an equal opportunity employer and maintaining ethical business practices and a workplace free from harassment and discrimination. We also recognize the right of our associates to freedom of association and collective bargaining.

To provide associates with an easy and convenient way to report any concerns in the workplace, we have an Ethics Hotline that is administered by a confidential third-party administrator. In addition to our Ethics Hotline link, which is posted on our website and company intranet, associates can email or write a letter to our Board's Audit Committee.

**DUKE REALTY PROVIDES  
MEMBERS OF OUR TEAM  
WITH CRITICAL RIGHTS  
INCLUDING WORKPLACE  
SAFETY, SECURITY  
AND PRIVACY**



## CYBER SECURITY

Keeping our data network safe from exposure to cyber-attacks has been a priority for our company for many years. This past year, we took a number of steps to increase protection from unauthorized users trying to gain access to our computers and data files.

We upgraded our firewall to perform deep packet inspections (DPI) of web traffic and block malicious content if detected. We also hired an outside consulting company to perform a vulnerability audit and immediately corrected any identified weaknesses and issues.

For the past seven years, our “Think Before You Click” program has increased associate awareness of phishing and other malware attempts. These educational activities assess associates’ understanding of cyber risks and provide helpful direction on how to identify potentially damaging emails. In 2019, all associates were required to take online training to reinforce cyber security essentials as part of our comprehensive training program to promote ethical behavior at Duke Realty.



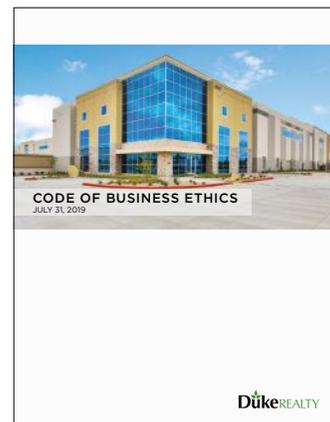
## CODE OF BUSINESS ETHICS

102-16

Duke Realty’s reputation, integrity and profitability ultimately depend on earning the trust and confidence of our stakeholders. Our Code of Business Ethics, which is an integral part of our Corporate Responsibility program, outlines general principles that our Board of Directors, executive team and associates should use, along with their good judgment, to adhere to the highest standards of ethics and conduct.

To help ensure every member of the team has a clear understanding of appropriate business conduct and more easily understands and complies with its intent, we updated our Code of Business Ethics in 2019 to incorporate plain and concise language and graphics. Each year, we ask our Board and associates to reaffirm our Code and require our associates to complete Code of Business Ethics training.

Our Code of Business Ethics is just one way we reinforce Duke Realty’s values, principles and standards with our team of associates. Our professional development and diversity and inclusion training programs remind associates of the importance we place on fair, ethical business conduct and our obligation to our stakeholders to be responsible, resourceful and respectful in all of our business dealings. We proactively use our annual review process, periodic associate surveys and retention metrics to gauge associates’ alignment with our culture and vision to Deliver Excellence in Logistics Real Estate.



## CORPORATE RESPONSIBILITY OVERSIGHT

102-20 | 102-21 | 102-27 | 102-31

Duke Realty's Corporate Responsibility program is guided by a council comprised of associates from various disciplines, including executive representation. The Council reports to the Executive Leadership Team and reports progress on environmental, social and governance initiatives annually to the Board of Directors. To drive our Corporate Responsibility program forward, in 2019, we hired a full-time Vice President of Corporate Responsibility who will focus on our strategies, goals and progress going forward.

## GOVERNANCE RANKING



One measurement of the caliber of our corporate governance is our Institutional Shareholder Services (ISS) QualityScore. At the end of 2019, we had a “3” ranking based on our Board structure, compensation/remuneration; shareholder rights; and audit and risk oversight. QualityScores are relative rankings by industry based on a scale of 1 to 10 with lower scores indicating a higher quality of governance standards and processes.



## ABOUT THIS REPORT

102-50 | 102-52 | 102-53

This is our fifth consecutive year of annual ESG reporting. The Corporate Responsibility Report details our progress and accomplishments in furthering our ESG strategy in fiscal year 2019 (January 1, 2019 through December 31, 2019), except where noted. Achievements or significant updates through early 2020 are also included. This material references several Global Reporting Initiative (GRI) Disclosures. The GRI content index at the end of this Report outlines GRI Standards used throughout the Report. Our ESG initiatives are also included in our 2019 Proxy Statement, 2019 Annual Report and Form 10-K, which are available in the Annual Meeting + Proxy section of Duke Realty's Investor Relations website.

For questions and feedback regarding this report, please reach out to [\*corporate.responsibility@dukerealty.com\*](mailto:corporate.responsibility@dukerealty.com).

To view this and past Corporate Responsibility reports or for more information on our corporate responsibility initiatives, visit our website at [\*dukerealty.com/corporate-responsibility\*](http://dukerealty.com/corporate-responsibility).



# GRI CONTENT INDEX

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102-23	Chair of the highest governance body	Board of Directors	15	
102-24	Nominating and selecting the highest governance body	Board of Directors	15, 16	
102-27	Collective knowledge of highest governance body	Corporate Responsibility Oversight	19	
102-31	Review of economic, environmental, and social topics	Corporate Responsibility Oversight	19	
102-33	Communicating critical concerns	Associate Rights	17	
102-45	Entities included in the consolidated financial statements	See our 2019 Form 10-K, Page 56	–	
102-49	Changes in reporting	None	–	
102-50	Reporting period	About this Report – Calendar year 2019	20	
102-51	Date of most recent report	2018	–	
102-52	Reporting cycle	About this Report – Annual	20	
102-53	Contact point for questions regarding the report	About this Report	20	
102-55	GRI content index	GRI Content Index	21	

DISCLOSURE		LOCATION IN REPORT	PAGE	OMISSIONS
<b>GRI 401: EMPLOYMENT 2016</b>				
401-1	New employee hires and employee turnover	Diversity and Inclusion – New Hires The Strength of our Team – Employee Turnover	10, 13	Age group Region
<b>GRI 404: TRAINING AND EDUCATION 2016</b>				
404-3	Percentage of employees receiving regular performance and career development reviews	The Strength of our Team	13	
<b>GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016</b>				
405-1	Diversity of governance bodies and employees	Diversity and Inclusion, Board of Directors and “W” Winning Company	10, 15, 16	Age group
405-2	Ratio of basic salary and remuneration of women to men	Diversity and Inclusion	10	Employee categories
<b>GRI 413: LOCAL COMMUNITIES 2016</b>				
413-1	Operations with local community engagement, impact assessments, and development programs	Impacting Our Communities	14	
<b>GRI 414: SUPPLIER SOCIAL ASSESSMENT 2016</b>				
414-1	New suppliers that were screened using social criteria	Diversity and Inclusion	10	



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