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CORPORATE  
RESPONSIBILITY  
R E P O R T

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**Duke**REALTY

# A MESSAGE FROM OUR CEO

102-14

2020 was the year Duke Realty proved its strength and resilience. Most of our senior leaders have managed through more than one economic downturn. We've been preparing for the next downturn for several years. We had no more insight into the global pandemic than any other company, but we did know that even ten-year runs, like the one we were experiencing, had to come to an end someday. In a year that tested our nation and our company, Duke Realty managed to remain focused on our company goals, including our goal of remaining a responsible corporate citizen. We were deliberate in making environmental, social and governance aspects of our business a top priority despite the challenges the nation faced.

In late February 2020, we moved into our new state-of-the-art headquarters only to send everyone home six weeks later due to pandemic restrictions. The health and well-being of our associates and their families was critical to meeting our customers' needs and addressing these challenges. With stay-at-home mandates and travel restrictions in place, Duke Realty's business continuity plan enabled our workforce to shift seamlessly to a remote work model. Our investment in technology and innovation helped keep our associates connected and engaged as they worked from home.

Through the complexity of the pandemic, our teams continued to meet the needs of our tenants. We worked closely with our customers to help them navigate changes, continue operating and keep their employees safe. We continued to build facilities, upgrade existing spaces and retrofit new space for our tenants while practicing social distancing, enforcing heightened hygiene procedures and meeting newly added state and local rules and regulations.

Duke Realty has taken major steps toward sustainability. We use energy-efficient LED lighting across our portfolio and have a sustainable development policy that represents industry best practices. At the end of 2019, we made a commitment to pursue 100 percent LEED<sup>®1</sup> certification for all new buildings and are one of the few U.S. listed property REITs to make this commitment.



I'm proud to report that in 2020 11 of our completed buildings, totaling 3.9 million square feet, were awarded LEED status (five silver and six certified). Additionally, in 2020, we started 15 new buildings, totaling 6.7 million square feet, for which we are pursuing LEED certification. Engineering News Record listed Duke Realty as a Top 100 Green Contractor. In 2020, we had 16 LEED Accredited Professionals and Green Associates on staff. Duke Realty is a U.S. Green Building Council (USGBC) Gold Member. This also provides our associates with extensive resources in sustainability best practices, which will help us maintain our leadership status in the industry.



<sup>1</sup>LEED<sup>®</sup> - an acronym for Leadership in Energy and Environmental Design<sup>™</sup> - is a registered trademark of the U.S. Green Building Council<sup>®</sup>



For the past 20 years, Duke Realty has been focused on fostering a diverse and inclusive culture. In 2020, the nation experienced significant racial unrest and Duke Realty reacted swiftly. As CEO, I felt a responsibility to make it very clear that intolerance, discrimination and inequality have no place at Duke Realty or in the communities we serve. We also hosted a series of panel discussions on promoting racial justice and equity. As we look ahead, we plan to expand on our existing company efforts to diversify our teams and strengthen the pipeline of diverse talent for our company.

Independent and diverse leadership are critical to our corporate governance. We are committed to maintaining the gender, race and ethnic diversity of our board of directors. In 2020, Duke Realty joined the Paradigm for Parity coalition of American businesses dedicated to addressing the leadership gender gap in America. At the same time, our board reached 50 percent diversity among its independent directors and we publicly committed to maintain that level of diversity in the future.

Duke Realty associates really stepped up in 2020. When our country was suffering from a pandemic and division, they united and helped those most vulnerable and in need. Our associates' commitment to giving back never wavered, but was fueled by a rapidly unfolding health crisis, a challenged economy and widespread unemployment. One of the organizations receiving much of our associates' generosity is the American Red Cross. Thanks to donations, blood drives and participation in the organization's fire safety initiative, Duke Realty was named an American Red Cross Disaster Responder member.

We are keeping our pledge to lead the industry in environmental stewardship, social responsibility and responsible corporate governance. Sustainable, ethical practices and a culture of giving back is what's best for our business, our communities and our investors, and it's who we are.

Please read our 2020 Corporate Responsibility Report to learn more about the successful year we had, the new initiatives we have launched and our commitment to advancing our ESG performance. Thank you for your interest in Duke Realty and our achievements.

James B. Connor  
Chairman and Chief Executive Officer

# THE FUTURE OF CORPORATE RESPONSIBILITY

102-12

It was a very busy year for Duke Realty and for me in my first full year in the role leading the company's corporate responsibility efforts. Our resilience was proven in 2020. We strengthened our company, continued to build better communities and found ways to engage with our associates, tenants, partners and other stakeholders.

Duke Realty's success is driven by strong leadership, top talent, quality assets and best-in-class governance. These provide a solid foundation that is core to our business.

Continued investment in ESG initiatives was one of the corporate goals our executive leadership set to demonstrate our commitment to corporate responsibility. We believe our associates are key to achieving this goal, so engagement, satisfaction and health and safety are among our top priorities. Investing in our associates and the communities we serve have been woven into our culture for years.



We look for ways to be more resilient and sustainable through the development process, renewable energy initiatives and management of our standing portfolio. Our team approach and innovative drive allows us to identify best practices and strategies to ensure that our buildings are efficient for our customers. We continue to evaluate and implement operational changes to achieve long-term goals and drive steady improvement. Implementing new innovations, investing in technology and partnering with our customers ensures that we continue to support their needs.

In 2020, we began the process of conducting our first materiality assessment. Through interviews and surveys conducted in 2021, we will use results to enhance our strategy and develop measurable metrics that are most important to our stakeholders.

Looking forward, it is important for us to analyze our internal operations, understand the ESG metrics that we control and engage with our tenants on the metrics that they control. Due to the nature of our business, most of our buildings are net-lease structures so tenants control energy usage and gas consumption in their facilities. As we continue to invest in LEED development, we will ensure that our buildings are operating as efficiently as they are designed, and we will work with our tenants to navigate more sustainable options. While Duke Realty remains committed to building energy-efficient, sustainable facilities, it is with the help of our tenants that we can continuously improve.

We are also defining what de-carbonization looks like for us as a company, as a developer and owner. Through data management and analysis of our processes, we plan to adopt short, mid and long-term carbon reduction goals and develop strategies to achieve them.

Throughout this report we will go through the highlights from the year covering these areas. I look forward to reporting on our continued progress of our corporate responsibility efforts.

A handwritten signature in black ink that reads "Megan Basore". The signature is fluid and cursive.

Megan N. Basore  
Vice President of Corporate Responsibility

\*This material references several Global Reporting Initiative (GRI) Standards and Disclosures. Please refer to the content index on page 25 for the complete list of GRI Standards and Disclosures referenced.

# DUKE REALTY AT A GLANCE

102-1 | 102-2 | 102-3 | 102-4 | 102-5 | 102-6 | 102-7 | 102-8 | 102-9 | 102-13 | 102-16

Duke Realty is a leader in commercial real estate — the leading pure-play, domestic-only logistics property REIT in the country. Since our founding in 1972, nearly 50 years ago, we have set the standard for providing high-

**MORE THAN  
160M SF  
OWNED  
& MANAGED**

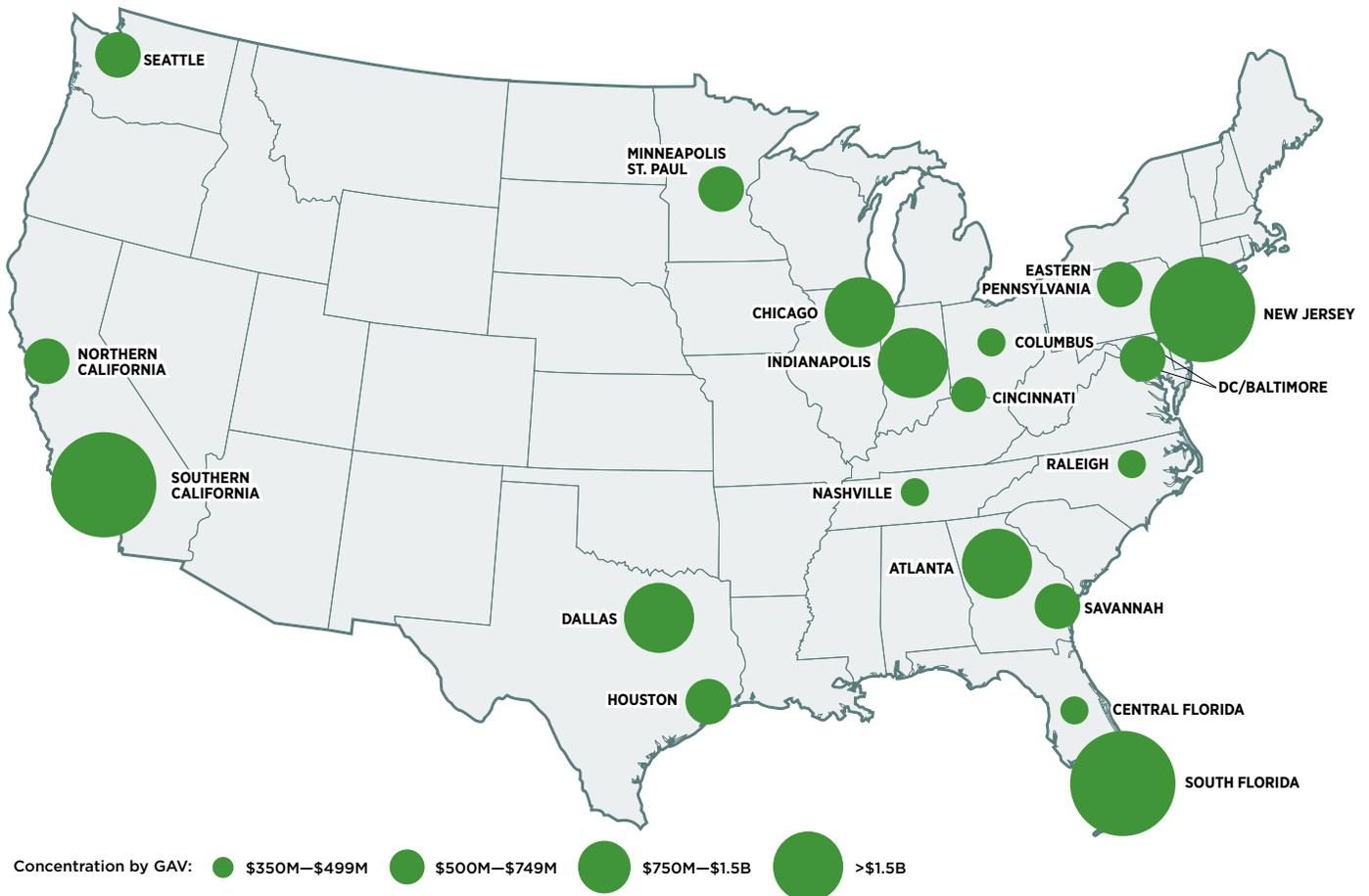
**\$21.0B  
TOTAL MARKET  
CAP**

**S&P 500  
COMPONENT  
OF INDEX**

**TOP 19  
U.S. LOGISTICS  
MARKETS**

quality, productivity-enhancing industrial properties. We own and manage more than 160 million square feet of best-in-class logistics space in the top 19 U.S. markets. Our expertise also includes sustainable development, property management and leasing services. A trusted provider of real estate solutions, Duke Realty, headquartered in Indianapolis, Indiana, is publicly traded on the New York Stock Exchange (NYSE: DRE) and is a component of the S&P 500 Index.

Guided by our core values of being responsible, respectful and resourceful, our more than 350 full-time, associates across the country execute on our vision and promise of “delivering excellence in logistics real estate.” Duke Realty’s success sits squarely on the shoulders of our associates who follow through on our pledge to lead the industry in environmental stewardship, social responsibility and responsible corporate governance.



GAV = Gross Asset Value as estimated by Duke Realty using actual or estimated NOI's and current cap rates per CRE and CBRE.

## DUKE REALTY INDUSTRY AFFILIATES



# PROGRESS TOWARDS OUR GOALS

102-12

Our corporate responsibility goals keep our commitment to promoting ESG within our organization and the communities we serve at the forefront. We identified seven of the 17 UN Sustainable Development Goals that align with our business operations and interactions with our stakeholders.

	3 GOOD HEALTH AND WELL-BEING	5 GENDER EQUALITY	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES
INITIATIVES	Focus on well-being of all associates	Maintain gender balanced hiring, pay equity and board representation	Utilize energy efficient lighting in existing and new buildings	Impact the communities where we do business	LEED-certified development	Increase hiring and management practices to reduce inequalities	Build community-driven amenities in development projects
GOALS	Maintain 85% participation in wellness platform that includes a holistic approach to well-being	Develop and maintain hiring and management practices that promote gender equality  Maintain 100% pay equity  Maintain 50% women and people of color board representation	88% of portfolio with energy efficient lighting	Maintain minimum of 8% of total spend in use of diverse suppliers annually <sup>1)</sup>  Expand community partnerships in over 50% of local offices to help increase diversity in CRE industry	\$2B investment in LEED development through 2021  100% of new development projects to be LEED-certified	Develop and maintain hiring and management practices that promote racial equality  Achieve 100% pay equity  Maintain 50% women and people of color board representation	Investment in community amenities and charitable giving in the communities where we operate
EXECUTION	Introduced financial wellness and mental health programs to encourage additional participation	Internal programs in place to increase mentoring for women and increase female candidates in our hiring process  Completed third-party assessment of pay equity	Completed over 30 lighting projects in existing buildings	Continued sourcing diverse suppliers to maintain our spend  Developed community partnerships with programs such as local trade schools and other organizations in 9 of our 18 offices	LEED certification part of the development process with continued focus in 2021 on achieving \$2B investment goal	Internal programs in place to impact how we hire, interview future candidates and mentor diverse associates  Completed third-party assessment of pay equity	Incorporated road and infrastructure improvements in many development projects  Company, as well as individual associate donations to American Red Cross and other local industry and non-profit organizations
RESULTS	85% associate participation	55% of new hires were women  100% pay equity  50% diverse independent directors	89% of portfolio has LED and high-efficient lighting	9% diverse supplier utilization  50% of local offices with community partnerships	\$1.46B invested since 2019  Pursued LEED certification on 100% of new development projects  9% of stabilized in-service square feet and 12% of NOI is LEED-certified	5 internal programs in place focused on recruitment and retention  98% pay equity  50% diverse independent directors	Improved roads and infrastructure projects part of development  More than \$600K donated to more than 100 non-profit organizations across the country

<sup>1)</sup> Diverse suppliers represents minority, women and veteran-owned businesses.

## COMMITTED TO SUSTAINABILITY

### Green Building

Sustainable development is an integral component of Duke Realty's commitment to operating its business responsibly and ethically with the highest regard for its stakeholders and our world. Engineering News Record listed Duke Realty as a Top 100 Green Contractor.

During the development process, we implement strategies designed to ensure environmentally sustainable construction and site development, water savings, energy efficiency and construction waste management.

These strategies include:

- energy performance optimization, the use of renewable energy sources and the implementation of high-efficiency HVAC and ventilation systems;
- indoor and outdoor water use efficiency and reduction;
- sustainable site development to minimize environmental impact;
- construction and demolition waste management, including storage and collection of recyclable materials to eliminate disposal in landfills;
- green vehicle accommodation; and
- indoor environmental air quality management.

**89% LED**  
AND HIGH-EFFICIENT  
**LIGHTING**

**45% 8 PORTFOLIO**  
WITH COOL/REFLECTIVE ROOFS

**DROUGHT TOLERANT**  
LANDSCAPE UTILIZED  
WHERE APPLICABLE



## Green Building Developments



- Duke Realty Corporate Headquarters** — Our commitment to the environment starts at home. In February 2020, we moved into our new beautiful headquarters at 8711 River Crossing Boulevard in Indianapolis. The facility is 73,000-square-foot of office space with a 4,800-square-foot restaurant on the first level. Associates have access to outdoor walkable paths, a fully equipped fitness center, coffee and beverage service, a micro-market, refillable water stations, and a mix of private offices and workstations with collaboration spaces. We are pursuing LEED® Silver and Fitwel certification.



- Miami 27 Business Park** — The 35-acre site in South Florida had previously been used as a machine shop, asphalt plant and lumber manufacturing and treatment facility. There were large amounts of steel, tin, copper, asphalt and concrete that were salvaged or recycled in the remediation process. Duke Realty is redeveloping this brownfield site into two buildings — a 500K-square-foot cross-dock facility and a 220K-square-foot rear-loading facility, both pursuing LEED certification.



- Steel Run Logistics Center** — Duke Realty redeveloped this brownfield site in Perth Amboy, New Jersey, previously used as a steel, rebar and copper mill, into an environmentally stable logistics park. It is now the site of two industrial buildings totaling 1.25M-square-foot serving as distribution centers for The Home Depot. We are pursuing LEED® Silver certification and the buildings' rooftops have solar panels. Public walking paths and community park space were also added throughout the site during development.



- 150 Old New Brunswick** — The 41-acre Piscataway, New Jersey site was previously the home of a stainless-steel tube manufacturing facility, but was demolished in the late 1980's and had been vacant ever since. Extensive environmental remediation was required, especially to the ground water to allow for re-development of the site. The site layout and storm water management pond was designed to prevent any impact to the nearby wetlands. Additionally, Duke Realty installed an under slab vapor mitigation system to prohibit residual gases migrating into the building.

## Leadership in Energy & Environmental Design (LEED)

With our commitment to continued investment in LEED-certified buildings, we have invested more than \$1.46 billion in LEED development since 2019. We are confident that we can meet our goal of reaching \$2 billion in LEED development by the end of 2021.

In 2020, we earned certification from U.S. Green Building Council (USGBC) on 11 logistics facilities. 9 percent of the total stabilized, in-service developed properties in our portfolio were LEED-certified as of the end of 2020. This represents 12 percent of our net operating income.

LEED certification provides a framework for healthy, highly efficient and cost-saving green buildings through independent, third-party verification. We are proud to report that since 2008, we have achieved LEED certification for 79 projects—23 of them are industrial facilities still owned in our portfolio—and we had an additional 25 projects pursuing LEED certification by the end of 2020.

## 11 BUILDINGS TOTALING 3.9 MILLION SQUARE FEET

WERE AWARDED LEED STATUS (FIVE SILVER & SIX CERTIFIED) IN 2020.



## SUSTAINABLE CONSTRUCTION TO PROVIDE MORE EFFICIENT BUILDINGS



Diverted approximately **81%** of the construction waste from landfills;



Incorporated **26%** recycled content of the building materials utilized in construction;



Achieved an average potential of **32%** energy usage cost savings for the occupying tenant;



Reduced the potential indoor water usage by **36%** for the occupying tenant.

## Solar Installations

At Duke Realty, we realize the impact we have on the communities we serve and the world in which we live. Duke Realty is committed to thoughtful, sustainable practices. Our sustainable development, energy and resource usage policies help to create a cleaner, healthier environment for those we serve. In fact, we are working toward implementing green energy sources at facilities across the country.

In 2020, Duke Realty partnered with Solar Landscape on a community solar project – the installation of solar panels on the rooftops of several Duke Realty buildings in New Jersey. Community solar projects enable the capture of solar energy for the neighboring community. The panels are installed on rooftops of large commercial buildings/warehouses and the captured energy flows into the power grid and benefits the community as a whole.

This was the first community solar project in the state of New Jersey. For this project, more than 18,000 solar panels were installed across the rooftops of four Duke Realty buildings. The energy generated is enough to power more than 1,200 homes annually – 50 percent of those homes are low-to-moderate income households.

This community solar project, covering one million square feet of rooftop, generates 11.1 megawatts annually of clean electricity for the surrounding community. Through this project and similar ones across the nation, Duke Realty has helped generate a total of 28.2 megawatts of clean electric power annually.



New Jersey Governor, Phil Murphy at Duke Realty's Perth Amboy, NJ solar installation

 1 Catherine Street   Teterboro, NJ 1.7 MW   Community Solar	 5 Ethel Boulevard   Wood-Ridge, NJ 2.4 MW   Community Solar	 Steel Run Logistics Center Building 1 Perth Amboy, NJ 1,706 MW   Tenant Owned
 ePort 960   Perth Amboy, NJ 2.7 MW   Community Solar	 ePort 1000   Perth Amboy, NJ 4.3 MW   Community Solar	



Duke Realty's solar projects across the U.S.

## Green Financing

Consistent with our increased focus on sustainability, in 2019, Duke Realty became the first industrial real estate investment trust (REIT) to issue a green bond in the United States. During 2020, we published the allocation report regarding our use of proceeds from the 2019 \$400 million green bond offering showing that the net proceeds were allocated to financing or refinancing “eligible green projects.” Eligible green projects were defined to include certain “green buildings,” energy efficiency projects, sustainable water and waste management systems, renewable energy projects, clean transportation solutions, and pollutions prevention and control. We issued our second green bond in January 2021, bringing our total issuance of green bonds to \$850 million. We intend to allocate the net proceeds from our second green bond offering to finance or refinance, in whole or in part, recently completed or future eligible green projects, similarly defined as we did for the 2019 offering. In 2021, we also added a sustainability metric to our line of credit tied to growing the percentage of our LEED developed properties.

## Benchmarking Utility Data

To help improve efficiency, we access energy and water usage that we control in our properties through Goby, our utility data management platform partner. 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 in their facilities, but we work with them to identify ways to operate more efficiently. Across our portfolio, we have access to 11 percent of water and 8 percent of energy data controlled by our tenants. We saw a 25 percent decrease in water and 19 percent decrease in energy usage year over year. This can be attributed to a combination of physical occupancy changes due to COVID, lease occupancy changes, efficiency projects such as lighting retrofits and likely our tenant engagement activities.

### SUSTAINABILITY IN EXISTING PORTFOLIO

**25%** DECREASE IN WATER USAGE YEAR OVER YEAR

**19%** DECREASE IN ENERGY USAGE YEAR OVER YEAR

**OVER 10%** OF PORTFOLIO WITH AT LEAST ONE EFFICIENCY PROJECT (WATER, WASTE, ENERGY)



# MAINTAINING STAKEHOLDER ENGAGEMENT

## Associate Engagement and Satisfaction

401-1 | 404-1 | 404-3



### A New Normal

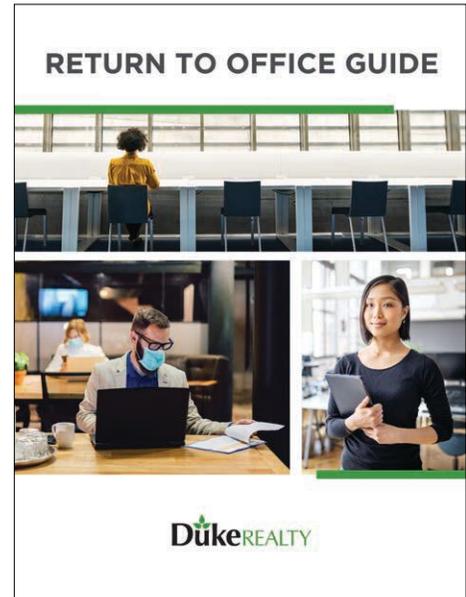
One of our greatest resources throughout the pandemic was our associates. Not only were they adaptable, but they were also resilient, executing our company strategy without skipping a beat. While the company implemented Centers for Disease Control (CDC) recommendations, workplace safety initiatives and updated work guidelines at our sites across the country, the Duke Realty human resources team shifted its associate engagement and health and wellness activities to accommodate a remote working environment.



We take a holistic approach to health and wellness offering associates activities and programs focused on emotional, physical, social and financial wellbeing. In 2020, the company hosted virtual cooking and yoga classes, provided personal training videos, launched a new Truist Momentum financial fitness program and even had a live trivia session hosted by a comedian. With insight gained from an all-associate survey, we knew maintaining mental health was important to our associates during the pandemic so we offered a mental health webinar and kept health and wellness a top priority with regular activities, care packages and challenges.

As lock-down orders and travel restrictions were enforced across the country, we wanted to make sure our associates could still have experiences that could serve as an escape. So, we shared links to virtual museum tours, online visits to national parks and streaming fireworks shows.

As the economy reopened, we reopened our offices and proceeded with an abundance of caution and care following the CDC Guidelines and local and state requirements, while still providing the flexibility of remote working if needed.

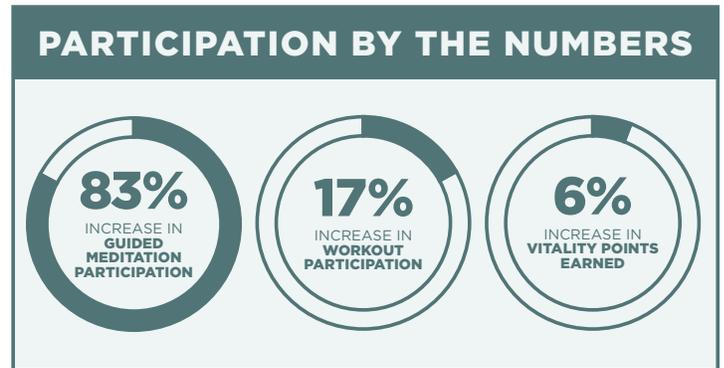


## Tracking Healthy Results

Vitality is a key component to our wellness initiative. It is a proven educational and results-based program that helps the company incorporate incentives, rewards and activities. Associates who complete various activities, workouts, corporate-sponsored events and wellness courses earn points that can be redeemed for gift cards, medical discounts and additional vacation days. In 2020, 85 percent of our associates participated in Vitality, with 50.1 percent reaching Platinum status, the highest level attainable, and an increase of more than five percent over 2019.

In 2020, Duke Realty upgraded the Vitality program to feature Active Rewards. Associates and their partners participating in Vitality are provided with an intuitive workout goal each Monday and receive a chance to win prizes if they achieve the goal by Sunday. Prizes include gift cards and Vitality points.

Evidence of our wellness programs success, is in our consistently lower than average health plan costs. The nationwide average increase in health plan costs is 6.7 percent. At Duke Realty, we credit our health and wellness initiatives and our associates' participation with keeping our average health plan cost increase in 2020 to 5.7 percent.



## Wellness Week Reboot: Virtual Events Series



**Pete the Planner**

### Financial Planning and a Laugh

Pete the Planner shared his investment expertise, answered personal wealth questions and delivered advice with his signature sense of humor.



**Jasmine Lu**

### Cooking Class via Zoom and Summer Cooking Challenge

We equipped our associates with the uniform of healthy cooks — a Duke Realty apron — while they learned new recipes online. We then challenged our associates to show us the healthy meals they created for their family members.



**Andy Hendrickson**

### Virtual Stand-Up Comedy

Andy Hendrickson performed his comedy routine to provide our associates with a bit of entertainment.



**Bill Casassa**

### Forrest Gump Exercise Your Way Across the Country

Associates participated in a 5K race virtually. Sharing their best times kept the competitive spirit alive and sparked a sense of camaraderie among colleagues. The winner received new shoes, a Bubba Gump apron and oven mitt and, of course, a box of chocolates.

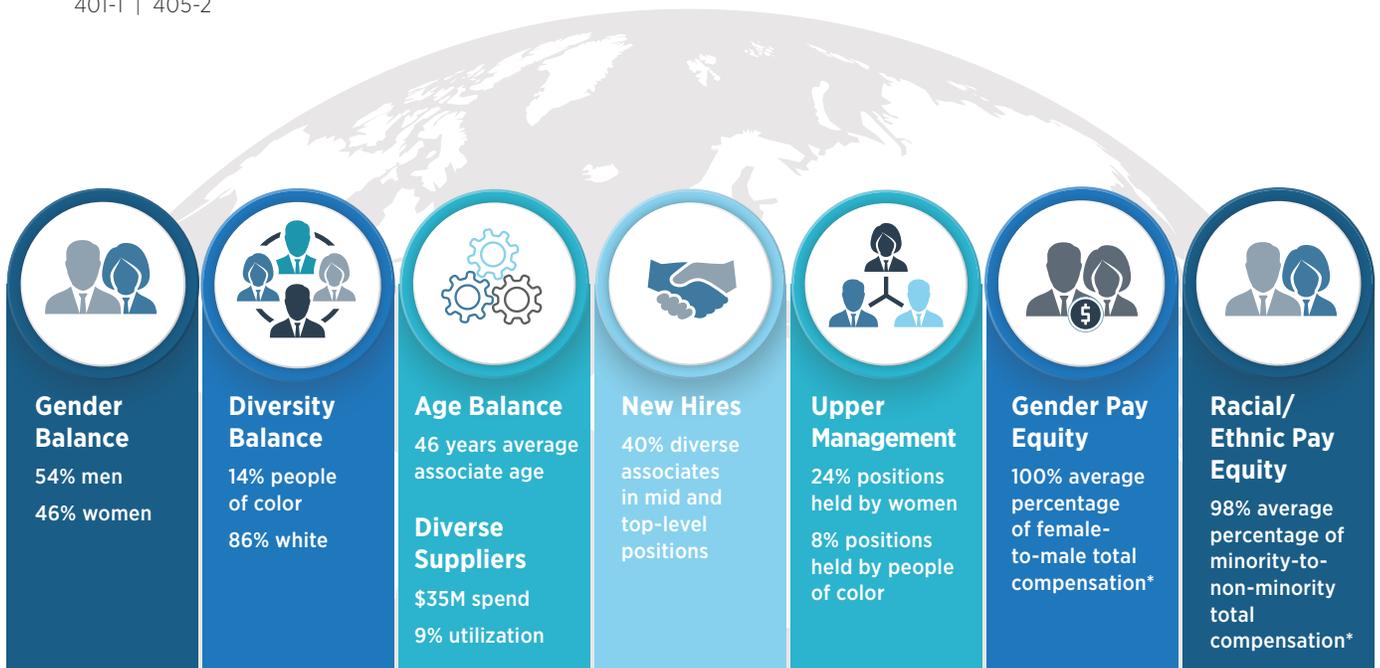
## Equitable Pay

405-2

We show our associates that we value them and are committed to an inclusive culture by ensuring equitable treatment in terms of pay, opportunity for advancement and exposure to new challenges. Our human resources team has processes and check points throughout the year to review pay equity. In 2021, we hired a third-party provider to analyze and verify our gender and minority pay equity results. The average percent of female-to-male total compensation by job titles is 100 percent and for associates of color it is 98 percent.\*

## Diversity, Equity & Inclusion by the Numbers

401-1 | 405-2



\*Total compensation includes salary, annual bonus, long-term bonus and leasing commissions. Total compensation is by salary band, is rounded to whole numbers and does not consider time in job, education or experience.

## Commitment to Justice and Equality

405-1

Our country’s politically charged divisions and heightened racial tensions were brought to the forefront in 2020. When those ugly truths about racial disparities and injustice in our nation were brought to light, we at Duke Realty knew it had to be addressed. It was important to Jim Connor, Duke Realty chairman and CEO, to help bridge differences with civil discourse. He published a statement to all stakeholders making it very clear that intolerance, discrimination and inequality have no place at Duke Realty or in the communities we serve.

We also renewed our focus on a culture of inclusion by hosting a series of panel discussions promoting racial justice and equity. In the first discussion in June, several Black associates from across the country gathered virtually to share their experiences growing up and their perspectives on being Black in America today. The second panel discussion in October included people of color who have risen to executive leadership positions in the commercial real estate industry, including former and current Duke Realty board members. These are leaders committed to creating a more diverse workforce at their respective companies and in the industry.



<p><b>Norman Jenkins</b> Duke Realty Board Member President and CEO, Capstone Development</p>	<p><b>Collete English Dixon</b> Executive Director, Marshall Bennett Institute of Real Estate, Roosevelt University</p>	<p><b>Thomas Baltimore</b> Former Duke Realty Board Member Chairman, President and CEO, Park Hotels &amp; Resorts</p>

Sharing experiences and ideas is just a start. The truth is discrimination exists, and our peers of color are experiencing it. However, Duke Realty is a company that has embraced cultural and racial diversity and where discrimination is not tolerated. This remains true to our culture. Despite divisions in our communities, the company is a place where all are valued and welcome.

As we look ahead, Duke Realty plans to expand on our existing company efforts to diversify our leadership team through our talent development and mentorship programs. Independent and diverse leadership is critical to our corporate governance and 50 percent of our Board consists of women or diverse independent directors. We are committed to maintaining the gender, racial and ethnic diversity of our Board of Directors and we publicly committed to maintain that level of diversity in the future.

## Diversifying the Industry

413-1

To help promote diversity in the industry and foster a more robust, diverse pipeline of talent, Duke Realty participates in educational programs targeted toward diverse groups of young people.

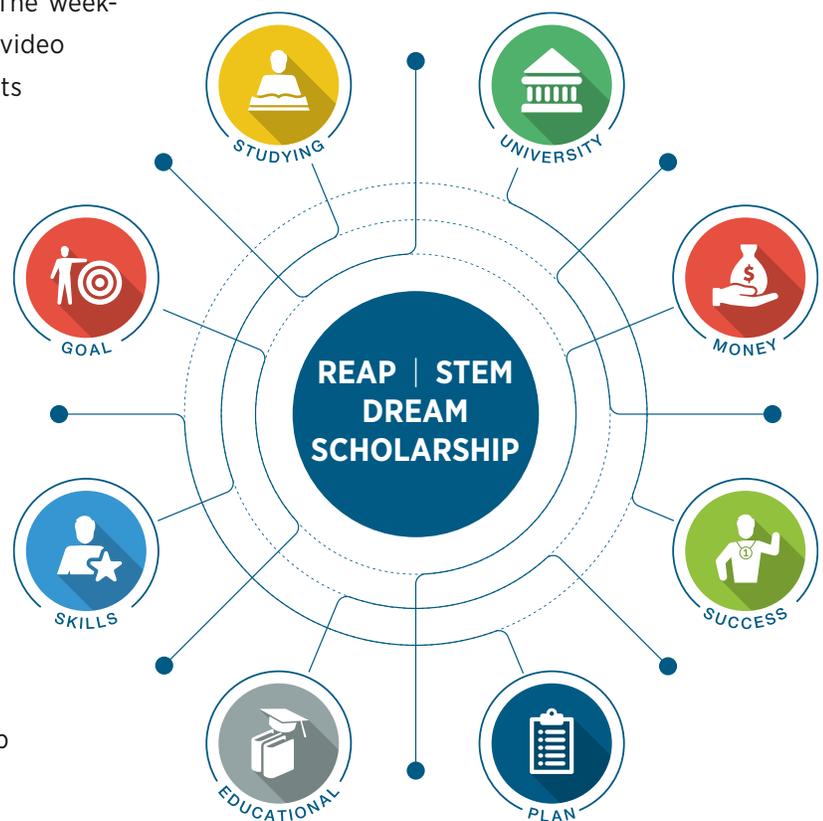
Real Estate Associate Program (REAP), which provides talented professionals of color with information about the commercial real estate field, is one organization with which 5 of our local market offices are engaged. Not only has our involvement with REAP helped participants learn about the industry, it has resulted in two hires in our company.

In 2020, we continued our partnership with non-profit DirectEmployers Institute (DEI) to fulfill its mission to “Bring Learning to Life” for underrepresented students in STEM classes. In January and February, before COVID-19 restrictions, Duke Realty associates volunteered their time to lead class sessions and lab activities for 20 students in the Introduction to Construction Management class at Ivy Tech Community College in Indianapolis.

2020 served as the fifth year that Duke Realty volunteered for DEI’s popular STEM YES! Summer Program. The week-long program conducted entirely via online video conference provided 40 high school students with various STEM related activities and projects. Duke Realty associates served as mentors and judged the students’ completed projects.

Our company also partners with Roosevelt University’s Marshall Bennett Institute of Real Estate in Chicago. In addition to mentoring and internship opportunities, we offer the DREAM (Duke Realty Fund for Education and Advancement of Minorities) scholarship to help students complete their degrees. Since 2016, Duke Realty has provided 11 scholarships. Additionally, Duke Realty hosts various internship opportunities in partnership with Indiana University.

Our company also provides scholarship opportunities to the children of company associates. The Duke Realty Scholarship Program assists children of associates who plan to continue their education in college or vocational school programs. Each year, the company awards up to ten, \$5,000 scholarships.



## Diversifying How We Do Business

414-1

Diversity, equity and inclusion is important to our culture and we extend this to the partners and contractors with which we do business. Our partners have the opportunity to self-register on our Vendor Management System so we can accurately track companies as women, veteran or minority-owned businesses. We maintained our diverse supplier utilization rate of 9 percent in 2020.

## Giving Back to our Communities

413-1

Duke Realty’s community outreach initiatives strive to strengthen the bonds we have with all of our stakeholders. We show our support for our communities through personal volunteer efforts and financial contributions to organizations that rely on the generosity of others.

Duke Realty associates participate in community activities, and we support them by providing each associate with two paid community days per year. We match associates’ contributions to non-profit organizations dollar for dollar and through our dollars for doers program, we also match associates’ volunteer time with donations to organizations.

We typically have an annual, company-wide Day of Service when associates in every Duke Realty office volunteer with local organizations in their communities on the same day. Unfortunately, COVID-19 led to the cancelation of the 2020 Day of Service, but it did not stop our team members. Our associates’ continued to give back to the communities we serve. In fact, the company, with the help of its associates, donated more than \$600,000 to more than 100 non-profit organizations across the country, including food banks and pantries, organizations that support families, disease management and research foundations, sports and education funds, groups promoting diversity initiatives, as well as the American Red Cross.



## Our Community Impact

413-1



## Habitat for Humanity

413-1

For more than 16 years, Duke Realty has helped Greater Indy Habitat for Humanity by serving as a build sponsor for one or more homes each year. As a build sponsor, Duke Realty's construction team, as well as volunteers from our subcontractors, perform

the necessary work and provide volunteer site supervision to ensure the homes we help construct are code compliant and of high quality. In 2020, Duke Realty completed its 25th Habitat home as a build sponsor, and Brent Stutzman, our vice president of construction operations, has been there for every one of those homes.



## Miami School Supply Drive

413-1

In our South Florida market, school districts in Broward, Miami-Dade, and Palm Beach counties were restricted to online classes due to the pandemic when the school year began in August. Many of the community's usual efforts to collect school supplies for students in need didn't happen. But students working at home still needed basic supplies to continue

their education. Duke Realty opened a collection point for donated supplies in one of our buildings in Palm Beach County. In all, the drive collected more than \$7,000 worth of school supplies, as well as \$3,353 in monetary donations. The supplies and funds were distributed via Connect Familias and Neighbors4Neighbors, organizations working to connect families and children in need throughout South Florida with essential resources.



## Keeping our Job Sites Safe

Our associates and partners' safety are a top priority. Our safety program includes site-specific safety planning and we maintain a heightened awareness of safety through various programs and processes. In 2020, we communicated with all of our subcontractors and vendors stressing the need to comply with CDC guidelines during the pandemic. We also issued new sanitation tools and cleaning guidelines at our job sites. We did not have any Occupational Safety and Health Administration (OSHA) citations to Duke Realty and our subcontractors. In addition, we did not have any lost time incidents on 23 active job sites nationwide encompassing \$687M of construction volume.



## Atlanta COVID-19 Test Site

413-1

In August 2020, when the need for more widespread COVID-19 testing became a concern, our Atlanta team worked with the Fulton County Health Department CORE (Community Organized Relief Effort) and one of our tenants, Dick's Sporting Goods, to provide free COVID-19 testing for nearly 300 people. The testing took place over two days. Dick's Sporting Goods arranged for tents and other outdoor facilities for the team of volunteers who, along with city leaders, helped to get the word out. The Fulton County Marshals Department provided security and directional details.



## WE ARE HONORED TO BE RECOGNIZED BY THESE ORGANIZATIONS



## American Red Cross Partner

413-1

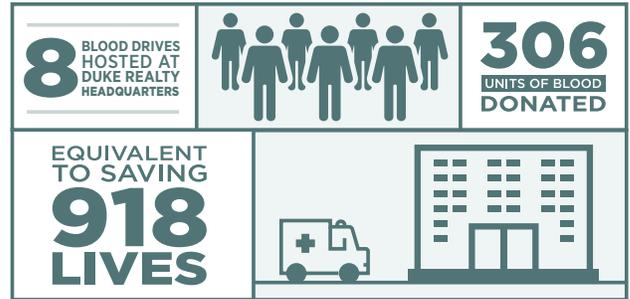
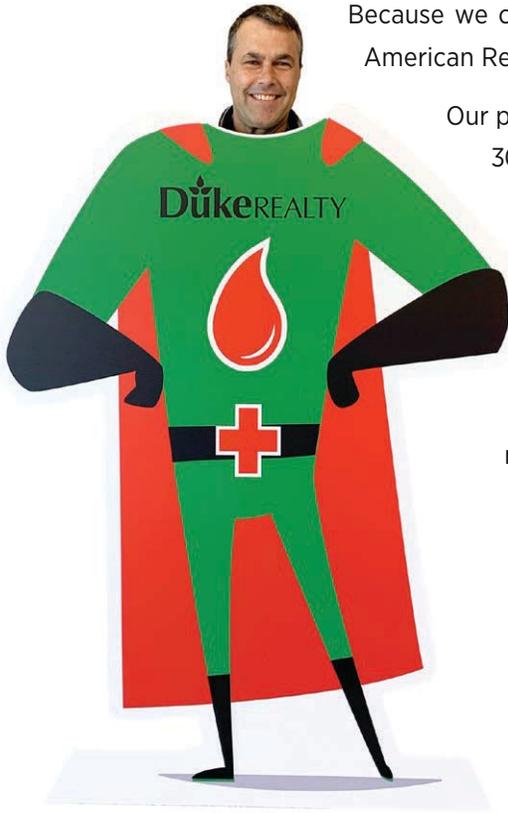
Because we count so many communities as our neighbors, Duke Realty’s designation as an American Red Cross Disaster Responder member has become increasingly meaningful to us.

Our partnership with the American Red Cross goes back to May 2018, when more than 300 associates worked with the Red Cross on their “Sound the Alarm, Save a Life”

campaign to install free smoke alarms around the country.

Since then, we’ve assembled kits for troops overseas, made masks to distribute at disaster sites, and

filled in online maps in remote areas so Red Cross volunteers can respond more quickly. We also host regularly scheduled Red Cross blood drives, and invite our associates to contribute to the cause financially. In 2020, our associates raised a total of \$167,000 to support American Red Cross efforts nationwide.



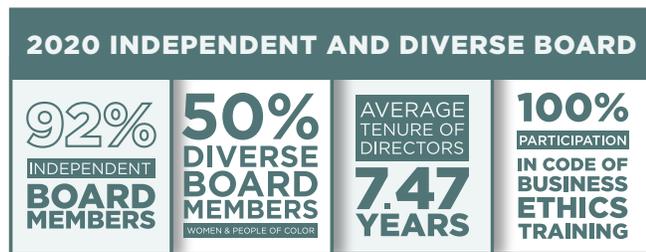
# STRONG GOVERNING PRINCIPLES

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

Duke Realty is committed to an effective, nonpartisan corporate governance structure and compliance with applicable laws, rules, regulations and policies. How we conduct ourselves, our governance and transparent reporting are all part of Duke Realty’s commitment to ethical corporate citizenry.

Independent and diverse leadership are critical to our corporate governance. As of December 31, 2020, more than 92 percent of our 13-person board were independent directors, including the Lead Director. We also strive to maintain gender, race and ethnic diversity, and, as of December 31, 2020, 50 percent of our independent directors were diverse. We have annual elections of directors, and each director must receive a majority of votes. Four standing committees—finance, corporate governance, compensation and human capital and audit—provide high-level board guidance on matters affecting our business.

Over the past few years, the board has undergone board refreshment such that, in 2020, we had an average director tenure of 7.47 years. Each year, our general counsel conducts a candid, in-person self-assessment interview with each director, designed to enhance his or her participation and role as a director, as well as to assess the competencies and skills each individual director is expected to bring to the Board. These evaluations also assist us in our board refreshment efforts.



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On an annual basis, the compensation and human capital committee of the board usually conducts a competitive review of our non-employee director compensation program using the same peer group of similarly-sized REITs that are used for executive compensation comparisons. Based on these reviews, the committee may make changes to the non-employee director compensation program for the upcoming year. In 2020, the committee determined that, due to the COVID-19 pandemic, peer benchmarking would not be useful for setting director pay for 2021, because it would reflect pay during 2019 before the onset of the pandemic, and further determined that the 2020 non-employee director pay program should be continued in 2021 without any changes.

## 2020 BOARD OF DIRECTORS



**Jim Connor**  
Chairman & CEO



**David Stockert**  
Lead Director



**John Case**



**Ngaire Cuneo**



**Charles Eitel**



**Tamara Fischer**  
New in 2020



**Norman Jenkins**



**Melanie Sabelhaus**



**Peter Scott**



**Chris Sultemeier**



**Michael Szymanczyk**



**Warren Thompson**



**Lynn Thurber**

## Corporate Responsibility Governance

102-20 | 102-21 | 102-27 | 102-31 | 102-32

Because corporate responsibility is so critical to our business operations, we have a corporate responsibility council comprised of associates throughout the company and from various disciplines who look at our progress in the environmental, social and governance arenas and recommend ways to advance our efforts. This committee shares its results and areas for improvement with an internal operating committee bi-annually and with our board of directors annually. In addition, our board's corporate governance committee, which is 100 percent comprised of independent directors, oversees our corporate responsibility initiatives. The vice president of corporate responsibility reports directly to Duke Realty's executive vice president and chief operating officer.

## Shareholder Voting and Proxy Access

The company's bylaws state that whenever the board solicits proxies for the election of directors at an annual meeting of shareholders, subject to certain requirements, a shareholder, or a group of up to 20 shareholders, owning three percent or more of the company's outstanding common stock continuously for at least three years can require the company to include in its proxy materials director nominations up to the greater of 20 percent of the number of directors up for the election or two directors. Shareholders are entitled to one vote for each share of common stock, the only outstanding stock we have, and there are no restrictions on voting rights.

## Value in our People

102-17 | 102-33

Our company's success rests on the shoulders of the people of Duke Realty and we remain committed to protecting their rights. Duke Realty adheres to the Human Rights Policy that our board adopted in 2018 and that, among other things, outlines our goals of providing associates with a safe workplace and right to privacy. Duke Realty is an equal opportunity employer and we recognize the right of our associates to freedom of association and collective bargaining. In addition, associates have multiple ways to report any concerns in the workplace. A third-party administered Ethics Hotline can be accessed on our corporate website and internal intranet. Associates can also email or write a letter to our board's Audit Committee.

## Enterprise Risk Management

Oversight of the company's enterprise risk management processes are primarily the responsibility of the Board who delegate a portion of this responsibility to each of the committees of the Board. These committees and the full Board focus on the most significant risks facing the company and the company's general risk management strategy. They also ensure that risks undertaken by the company are consistent with the Board's appetite for risk. Day-to-day risk management processes are the responsibility of company management who re-assesses enterprise risk annually. We believe this division of responsibilities is most effective for addressing risks facing the company and the Board leadership structure supports this approach. For the 2020 enterprise risk assessment, we worked with a third-party consultant to enhance our processes related to evaluating risk management.

## Physical Risk (Resilience)

Prior to and including the reporting period, Duke Realty incorporated regular portfolio assessments. Building safety and materials, life safety and building systems, lighting and roof inspections, energy-efficiency, regulatory, water efficiency, waste management, and aspects related to the resilience of properties, were all assessed as a means to provide preventative maintenance and to maintain quality tenant experiences. Our strategy is to protect our physical assets by having regular, onsite reviews of each asset with structural engineering evaluations to prevent or minimize loss under any circumstances, including extreme weather conditions. In addition, Duke Realty’s property insurance carrier inspects the portfolio and provides recommendations for improvement that will allow the location to reach Highly Protected Risk status.

## Cyber Security

We do all we can to keep our data network safe. This past year presented the added challenge of shifting all our associates to a remote working environment. The measures we have taken over the past two years to further increase our network protection from unauthorized users trying to gain access to our computers and data files helped to ensure it was a smooth, secure transition to the virtual work environment.

We regularly monitor the effectiveness of our firewall’s performance of deep packet inspections (DPI) of web traffic and block malicious content if detected. We work with third-party consultants to perform vulnerability audits and correct any identified weaknesses and issues. In 2020, we hired a company to act as a Security Operations Center as a Service (SOCaaS) to provide 24/7, year-round monitoring, detection, response and risk management to proactively protect our systems.

Associates are required to take annual online training to reinforce cyber security essentials as part of our comprehensive training program to promote ethical behavior at Duke Realty. Furthermore, we maintain standalone cyber security insurance.



## Highest Standard of Ethics

102-16 | 102-17



At Duke Realty, it is important for us to foster honesty, transparency, integrity and accountability among our board of directors, executive team and associates. This is how Duke Realty earns the trust and confidence of our stakeholders. Our Code of Business Ethics is just one way we reinforce Duke Realty's values, principles and standards with our team of associates and maintain our reputation and integrity. Our board and associates reaffirm our Code each year and associates are required to complete Code of Business Ethics training annually.

We hold our associates and board to high ethical standards and have the same expectations of those with whom we work. In 2020, Duke Realty implemented a Code of Vendor Conduct outlining expectations that our vendors adhere to ethical and professional standards and conduct businesses in full compliance

with all laws and regulations applicable to them. We understand that vendors, suppliers, subcontractors and consultants are independent entities, but our vendors' business practices and actions can also reflect on us. The Duke Realty Code of Vendor Conduct includes guidelines for ethical business practices, legal and regulatory compliance, human rights, employment practices, confidentiality, data protection and environmental stewardship.

Duke Realty started including language in all our new property management and construction agreements in 2020 that requires compliance with the Code of Vendor Conduct. We expect our vendors to share our commitment of integrity and compliance with laws and regulations.

## Strong Governance Structure

The Institutional Shareholder Services (ISS) QualityScore is a relative ranking by industry based on a scale of 1 to 10 – lower scores indicate higher governance standards and processes. As of December 1, 2020, we had a “3” ranking based on our board structure; compensation/remuneration; shareholder rights; and audit and risk oversight.

## About this Report

102-50 | 102-52 | 102-53

This is our sixth consecutive year of annual ESG reporting. The Corporate Responsibility Report reflects progress of our ESG strategy in fiscal year 2020 (January 1, 2020 through December 31, 2020), except where noted. Achievements or significant updates through early 2021 are also included. This material references several Global Reporting Initiative (GRI) Standards and Disclosures. The GRI content index at the end of this Report outlines GRI Standards and Disclosures used throughout the Report. Our ESG initiatives are also included in our 2020 Proxy Statement and Form 10-K, which are available in the Annual Meeting + Proxy section of Duke Realty's Investor Relations website. In addition, we report in our Form 10-K on our available sustainability metrics described by the Sustainability Accounting Standards Board (SASB) in its Real Estate Sustainability Accounting Standard.

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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102-6	Markets served	Duke Realty at a Glance	4	
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<b>GRI 404: TRAINING AND EDUCATION 2016</b>				
404-1	Average hours of training per year per employee	Associate Engagment and Satisfaction	11	Gender, employee category
404-3	Percentage of employees receiving regular performance and career development reviews	Associate Engagment and Satisfaction	11	Gender, employee category
<b>GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016</b>				
405-1	Diversity of governance bodies and employees	Commitment to Justice and Equality, Strong Governing Principles	15, 21	
405-2	Ratio of basic salary and remuneration of women to men	Equitable Pay; Diversity, Equity & Inclusion by the Numbers	14	Age group
<b>GRI 413: LOCAL COMMUNITIES 2016</b>				
413-1	Operations with local community engagement, impact assessments, and development programs	Giving Back to our Communities, Our Community Impact, Habitat for Humanity, Miami School Supply Drive, Atlanta COVID-19 Test Site, American Red Cross Partner	18, 19, 20	
<b>GRI 414: SUPPLIER SOCIAL ASSESSMENT 2016</b>				
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