



SL Green 2020 ESG Report



New York City is at an inflection point.

We are emerging from COVID-19 with an increased awareness of the importance of human interaction in the workplace. At SL Green, our purpose is to create safe and healthy environments that enable companies to build human connections, fostering creativity, ingenuity, and productivity.

Over the past decade, we have framed our report to address ESG as it emerged to the forefront of the values held by our stakeholders and investors.

This year presented an opportunity to refocus our attention on the human aspect of our business. Our report is structured around the **four key elements** that ensure long-term success:

EMPLOYEES

Our people are the heartbeat of our business. SL Green fosters a corporate culture that challenges our employees to meet their potential and excel in the workplace. We provide the tools and resources necessary to thrive in a rapidly developing industry while encouraging collaboration and creativity. In this report, we will explore the many ways we value our most important asset.

ENVIRONMENT

Our unrelenting focus on environmental stewardship has advanced the quality of our portfolio, benefiting our partners, tenants, and the greater community. We manage resource consumption thoughtfully, while delivering best-in-class spaces. SL Green provides sustainable office buildings for over 150,000 tenant employees, so the breadth of our portfolio has a significant influence on the low carbon future of New York City.

SOCIAL

We work hand in hand with employees, tenants, suppliers, community leaders, not-for-profit organizations, and government officials to achieve the collective vision of a greater New York. Measuring social impact requires us to engage all stakeholders to ensure there is joint accountability. Our mission is to deliver the best results by integrating our employees, assets, and business into the community.

GOVERNANCE

Resilience is a defining attribute of our company. SL Green's prudent approach to risk management means that we are always prepared for unpredictable market conditions. Our rapid response to COVID-19 and our ability to adapt to its effects demonstrate the strength of our governance structure and management oversight. The experience of SL Green's leadership team ensures the continuity of our business today, while also securing future opportunities for growth and agility.

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SL Green Realty Corp.

SL Green Realty Corp., an S&P 500 company and **Manhattan's largest office landlord**, is a fully integrated real estate investment trust, or REIT, that is focused primarily on acquiring, managing and maximizing value of Manhattan commercial properties. As of September 30, 2020, SL Green held interests in **93 buildings** totaling **40.6 million square feet**. This included ownership interests in 29.2 million square feet of Manhattan buildings and 10.3 million square feet securing debt and preferred equity investments.

A Word from Our Chairman & CEO



Marc Holliday
Chairman & CEO

At the start of 2020, New York City was poised for a record-breaking period of prosperity. As the year comes to a close, we find ourselves facing an unexpected set of challenges and global economic uncertainty. COVID-19 continues to impact businesses across cities and industries around the world. It has tested the resilience of companies and challenged them to adapt to unprecedented guidelines and restrictions. It has shaken the faith of many New Yorkers and forced us to reprioritize. Yet, with all of this change and unpredictability, one thing remains certain for SL Green – ESG is a top priority, and the link between corporate performance and employee, environmental, social, and governance initiatives has never been clearer.

People are the backbone of our business – they are our employees, our tenants, our suppliers, our partners, our investors, and our neighbors. SL Green is home to organizations that employ thousands of people in medical offices, health care companies, major media outlets and broadcast studios, and governmental agencies, making our ability to adapt to this environment essential to the economic vitality of New York City. With an

unwavering commitment to our people, we have successfully met the challenge of creating a safe and sanitary workplace for these businesses to operate.

COVID-19 has also reinforced the importance of the physical workplace as a catalyst to cultivate human interaction. The reality is that work from home has its limits. Companies need workspaces that foster collaboration, creativity, and connection. SL Green's portfolio is equipped with state-of-the-art technology and modern resources. It offers unique spaces where innovation meets convenience, with over 95% of our portfolio located in immediate proximity to major commuter hubs. As we build the workplace of the future, our pipeline of transit-oriented development will continue to create sustained value for our stakeholders.

While New York City was brought to a standstill in March, we were relentless in executing our vision for a revitalized Midtown East. On September 14th, we cut ribbon to the doors of One Vanderbilt, celebrating a new era of modern office space. This development represents SL Green's most ambitious endeavor – everything we have learned, practiced, and instituted has culminated to create an iconic landmark. We are proud that New York will be home to one of the most advanced, cutting-edge skyscrapers in the world.

The completion of One Vanderbilt is just an example of the strength of our business resilience and the leadership of an experienced management team. Throughout the pandemic, we successfully maintained momentum on our premier development projects. Our buildings remained fully accessible and we immediately implemented provisions to adapt to evolving COVID-19 guidance. We also hold our supply chain accountable for uninterrupted and socially responsible operations, and this year we introduced third-party supplier assessments to validate our vendors and contractors.

We understand that stakeholders want visibility into how SL Green adapts to challenges and addresses operational and financial impacts. Our transparency and adaptability are demonstrated by our release of updated financial guidance and our securing of substantial cash

reserves during the height of COVID-19. As New York City works towards recovery, we are prepared for investment opportunities that will continue to grow our business.

Our ability to adapt to the COVID-19 landscape is a direct reflection of our employees – the heartbeat of SL Green. They bring passion, ingenuity, and practical solutions to our organization each and every day. As the past has shown, we are not immune to adversity, but we have always overcome substantial business disruptions. We train for situations like this, and our response to COVID-19 was swift and comprehensive. We recognize that our employees are front-line workers ensuring that our buildings are safe and accessible to tenants. We also understand our obligation to promote the health and well-being of our employees, so this year we introduced a suite of benefits to support work-life balance.

In response to COVID-19, SL Green took action to help the most vulnerable New Yorkers throughout the pandemic by launching Food1st, a 501(c)(3) not-for-profit organization established in partnership with acclaimed chef and restaurateur Daniel Boulud. Despite the challenges we faced as a company, Food1st was established to feed emergency service workers and food-insecure New Yorkers while reactivating restaurant kitchens across the five boroughs and beyond. In only eight months, Food1st raised \$4 million, which helped provide nearly 500,000 meals to over 100 locations. The funds reactivated 20 restaurant kitchens and helped bring over 150 food service professionals back to work at the height of COVID-19 restrictions.

I am confident that New York City will emerge from this crisis stronger than ever, and SL Green will continue to support the businesses that keep this great city running. Our company was built to withstand these moments of uncertainty, and our strategic management will allow us to thrive in the aftermath of COVID-19.

A stylized, handwritten signature in black ink, likely belonging to Marc Holliday.

Marc Holliday
Chairman & CEO



Key Achievements

S&P ESG Indices Included on the S&P 500 and S&P Global 1200 ESG Indices	Top 5 Bloomberg ESG Score among all REITs listed on the S&P 500 and Russell 1000 Indices	Top Quartile Refinitiv (formerly Thomson Reuters) ESG performance among all Commercial REITs worldwide	GRESB Achieved a “5 Star” rating, GRESB’s highest accolade
Partner of the Year ENERGY STAR Partner of the Year – Sustained Excellence (2018, 2019, 2020)	WELL Health-Safety Rating IWBI™ Health-Safety Rating across 21.2 million square feet (in progress)	Industry-Leading Benefits SL Green health plans rank in the top percentile of more than 100 real estate firms nationally in medical coverage and employee cost	Changemaker Award Recipient of NYC Office of Service Changemaker Award
\$1 Million Contributed as seed funding for Food1st Foundation	Top 25% MSCI’s “Opportunities in Green Building” and “Human Capital Development” categories	Green Lease Leader Achieved Gold IMT and DOE’s Green Lease Leader Award at the Gold level	FTSE4Good Index Series Constituent
64% Of Tier I Critical Suppliers evaluated in an annual Supply Chain Risk Assessment	“A-” in CDP Highest scoring Office REIT on the S&P 500	“Prime” Rating on ISS ESG Corporate Rating	“Outperformer” Rating (Top 10-30%) based on State Street’s R-Factor™ Score



Edward V. Piccinich
Chief Operating Officer



Laura Vulaj
Senior Vice President
& Director of Sustainability



Evin Epstein
Vice President, Assistant
Director of Sustainability



Alvis Yuen
Assistant Vice President,
Energy & Building Performance



Lynne-Courtney Hodges
Vice President
of Human Resources



Pamela Seltzer
Portfolio Administrator &
Sustainability Analyst

A Message From our Team

With the eighth release of our annual sustainability report, the principles of our ESG program have strengthened our business practices and better prepared us to face this year's unique challenges. COVID-19 tested the resilience of our supply chain, the perseverance of our employees, and the agility of our operations. We have emerged with a reinforced sense of strength and a continued commitment to material Environmental, Social, and Governance issues.

It takes a dedicated team to develop and execute a comprehensive ESG program. While our core values, principles, and policies are rooted in this organization, our team is responsible for ensuring we have a pulse on emerging trends, reporting guidelines, and new legislation. SL Green is built on transparency with our stakeholders, so we prioritize voluntary disclosures and data verification for Environmental, Social, and Governance topics. We thoughtfully select initiatives and reporting frameworks that are most relevant to our business operations. We engage directly with representatives from a dozen rating agencies to verify the accuracy of our ESG assessments and to understand how we can continue enhancing our reporting.

This approach also allows us to continually examine our program and make meaningful changes that improve how we operate. It is a strategy we have been deploying for the better part of a decade, which has enabled our organization to quickly adapt to recent challenges.

The events of COVID-19 have had a tremendous impact on New York City. As real estate leaders, SL Green is responsible for setting the example, and we encourage employers to rise to the challenge and equip employees with the tools necessary for a safe return to the workplace. When ESG decisions are thoughtfully integrated into business operations, the challenges of today can be successfully managed and overcome.

Our Strategy

Adhering to Global Standards

SL Green is committed to transparent disclosure of material ESG topics. With growing stakeholder interest in **sustainability reporting**, the number of frameworks that measure a company's performance beyond financial metrics has grown. In evaluating our annual reporting, we have selectively pursued the most relevant standards based on feedback from our stakeholders, including GRI, CDP, GRESB, and SASB. Our disclosures are also aligned with TCFD and UN SDG guidelines.

Letter of Assurance

As a public company, we recognize the importance of disclosing accurate and reliable data, so our environmental performance data is externally assured with third-party verification (sustainability.slgreen.com)

GRI

Since 2013, we have adhered to the GRI (Global Reporting Initiative) standard. It is one of the most prominent reporting frameworks, and it enables companies to report on ESG impacts in consistent and credible ways.

CDP

Our initial submission to CDP (formerly known as the Carbon Disclosure Project) was in 2018, and we are currently the highest scoring U.S. Office REIT on the S&P 500.

GRESB

We first responded to GRESB (Global Real Estate Benchmark) in 2019. This year we achieved a "5 Star" rating, which is GRESB's highest accolade, and a "Green Star" designation for the second consecutive year.

SASB

With the launch of SASB's (Sustainability Accounting Standards Board) Real Estate Standard in 2018, this year marks our first formal release of SASB disclosures, which are consistent with the data historically tracked through our GRI Content Index (sustainability.slgreen.com).

TCFD

The TCFD (Task Force on Climate-related Financial Disclosures) recommendations were initially released in 2017 and incorporated into CDPs Climate Change Questionnaire in 2018. Our annual response to CDP addresses the material topics in the TCFD recommendations.

UN SDGs

Our ESG program contributes to achieving the targets outlined in the UN SDGs (Sustainable Development Goals), which were released in 2015 and formally enacted in 2016.

SLG Forward

“New Yorkers are tough, and we will get through this as we have every adversity that has come before. Let us continue to work together to create a healthy future for New York City.”

— **MARC HOLLIDAY**
Chairman & CEO

With companies placing greater emphasis on health and wellness, SL Green was poised to adapt to this rapidly shifting focus.

SL GREEN
FORWARD

At the onset of COVID-19, we immediately activated our existing **pandemic response plan**. As real-time information became available, we incorporated guidance from local, state, and federal agencies to increase the effectiveness of these existing measures to address COVID-19.



Entry
Experience



Cleanliness
& Hygiene



Building-Wide
Protocols



Building Systems
Enhancements



Common Area
Enhancements



Water Quality &
Wellness



Responding to a
Health Concern



Civic
Engagement

ABOUT SLG FORWARD

SLG Forward is a comprehensive plan that stemmed from COVID-19 as an extension of our best-in-class operating platform to provide a healthy environment throughout our portfolio. It is an ongoing initiative to promote a high degree of safety, cleanliness, and wellness for all building occupants.

Building Health

COVID-19 highlighted the critical role that our surroundings play in supporting the health, safety, and well-being of all building occupants. Our team implemented solutions that uphold the most **stringent health and safety standards** in office buildings. We also applied this precautionary approach to develop long-term preparedness strategies for future health and safety priorities.

CLEANING AND SANITATION

- Implemented measures to reduce or eliminate frequency of contact with high-touch surfaces and person-to-person contact
- Increased frequency of cleaning and procured materials that effectively clean, disinfect, and sanitize surfaces
- Provided personal protective equipment (PPE) to all employees
- Maintained access to on-site Safety Data Sheets (SDS) of cleaning and disinfection products
- Installed queuing marks in lobbies to optimize egress and maintain safe distance between occupants
- Installed safety screens, protective furnishings, and engineering controls to reduce particle exchange at security check-ins, reception areas, and other places with frequent interaction between occupants and a stationary worker

EMERGENCY PREPAREDNESS PROGRAMS

- Conducted a risk assessment to identify potential impacts of relevant hazards, including natural, fire, health, technological, and human-caused hazards, and determined emergency management planning priorities
- Established a reentry plan for addressing crowd management and physical distancing, heightened security measures, enhanced cleaning protocols, and access to PPE and sanitization supplies
- Reviewed and updated the emergency preparedness plan and ensured it is easily accessible to all regular building occupants
- Provided education and training on emergency preparedness to building occupants through emergency notification systems and practice response drills
- Provided fire safety and workplace violence trainings to tenants on a quarterly basis
- Offered certified training courses on CPR to all regular building occupants and AED usage to all employees annually

AIR AND WATER QUALITY MANAGEMENT

- Modified system controls to increase supply of outdoor air by ventilating for longer hours and changing setpoints for demand-controlled ventilation systems
- Compiled an inventory of all filters and ultraviolet germicidal irradiation (UVGI) equipment currently used to treat air in ducts and air handling units, fan coil units, and stand-alone air cleaning devices across the portfolio
- Installed the highest efficiency media or other particle filters (e.g., MERV) that can be installed with current mechanical systems
- Monitored and tested air and water quality across multiple sampling points



WELL PORTFOLIO PROGRAM

The International WELL Building Standard™ (WELL™) is an evidence-based performance standard developed by International WELL Building Institute™ (IWBI™). The standard is used for measuring, certifying, and monitoring the performance of building features that affect occupant health. WELL™ prescribes a series of technology enhancements and metrics across ten concept categories: air, water, nourishment, light, movement, thermal comfort, sound, materials, mind, and community. **SL Green is the only owner in New York City to participate in the WELL Portfolio™ program, with 27 buildings across 20 million square feet, and holds an advisory position to assure that this program delivers immediate and measurable benefits for building occupants.** The operations, facility decisions, and policies of our portfolio are aligned with WELL™ standards to uphold SL Green's responsibility to our tenants.



HEALTH-SAFETY RATING

The IWBI™ recently launched its newest certification, called the WELL Health-Safety Rating, which focuses on operational policies, maintenance protocols, emergency plans, and stakeholder education to address a post-COVID-19 office environment. **Our team is pursuing this evidence-based, third-party verified rating across 21.2 million square feet of SL Green's portfolio.**



HEALTH TRAINING

As building owners, we developed best practices for assessing potential health hazards and creating a responsive protocol. **SL Green's Construction and Property Management Teams are required to complete OSHA-10 certification to ensure safety best practices.** Site awareness helps our team identify potential biological, chemical, or physical hazards such as asbestos, vermiculite, and legionella.



GREEN CLEANING

Green cleaning conserves resources and limits exposure of building occupants and maintenance personnel to potentially hazardous chemical, biological, and particulate contaminants, which adversely affect air quality, human health, and the environment. **Across the portfolio of LEED certified properties, 74% of cleaning products purchased meet the relevant LEED standards and have a sustainable certification, including Green Seal and Environmental Choice. Our performance in this area exceeds the 30% requirement prescribed under LEED.** Property Management is responsible for reviewing equipment inventory and purchase logs quarterly to confirm these standards are maintained.



INDOOR AIR QUALITY (IAQ)

We are upgrading all filters to a Minimum Efficiency Reporting Value (MERV) 15 rating across the portfolio to enhance indoor air quality, surpassing the New York City requirements of MERV 9 filters and LEED requirements of MERV 13 filters. **In alignment with LEED standards, our buildings utilize products including solvents, carpets, adhesives, paints, and coatings that emit low quantities of volatile organic compounds (VOCs) to maintain optimal indoor air quality.** Throughout tenant spaces, construction activities are scheduled to minimize tenant exposure to particulates. As part of standard construction protocol, spaces are thoroughly inspected for asbestos, and abatement is performed in 100% of cases where asbestos hazards are identified.

→ SL Green commissioned a study with the support of NYSERDA to explore opportunities to improve IAQ while maintaining energy efficiency

Food1st

SL Green has always made significant commitments to meet the needs of New York City's community

We are a **home-grown** company that is unsurpassed in demonstrating leadership in **social responsibility**. In April 2020, we established Food1st, a 501(c)(3) not-for-profit organization committed to providing meals to first responders and food-insecure New Yorkers, while revitalizing restaurant kitchens throughout the city.

SL Green seeded Food1st with a \$1 million initial investment that enabled the preparation and delivery of over 200,000 meals in the first three months of operation.

Chef Daniel Boulud is an inaugural partner for the organization, and his team kicked off the launch of Food1st by firing up his downtown prep kitchen to prepare 1,250 meals per day. Collectively, Chef Boulud's team and Food1st's partnering

restaurants have delivered nearly 500,000 meals to all five boroughs, resulting in the reactivation of 20 kitchens that employ over 150 food service workers.

This initiative has helped feed the elderly and families in need of food, it has stimulated economic activity, and it has helped safely reinvigorate New York City's beloved restaurant industry.

RESTAURANTS

Quiet Bachel

THE LITTLE BEET

JP

MELT SHOP

just salad

AVRA
estiatorio

FIVE GUYS

伊藤
ITO

stout
nyc

[97]

wavy
COFFEE, BAKERY, KITCHEN

RECIPIENTS

Frontline Foods
QUEENS

COLUMBIA
COLUMBIA UNIVERSITY
IRVING MEDICAL CENTER

NYC
HEALTH+
HOSPITALS

Mount
Sinai

NYU Langone
Health

The
Bowery
Mission

S:US
SERVICES FOR THE UNDERSERVED

Lenox Hill Hospital
Northwell Health

COMMONPOINT
QUEENS
Community happens here

Montefiore
DOING MORE

FOOD1ST

500,000
meals

150+
jobs saved

100+
locations served

"Food1st and its restaurant participants are embodying the creative, resilient, and giving spirit of New York City with their efforts to bolster the food service industry while feeding New Yorkers in need."

— TOYA WILLIFORD

Executive Director of the Mayor's Fund
to Advance New York City

SL Green employees are our most important asset.

As we navigated through the challenges of COVID-19, SL Green implemented new employee programs and physical office space enhancements to **keep employees healthy, safe, and focused**. Through the commitment of our employees, we remained operational for all tenants, including the essential businesses that fill our buildings. As a result of our office enhancements, along with employee-focused programs guided by employee input, we were the first employer in New York City to be able to return 100% of its employees to the office.

TOWN HALLS

Throughout the height of COVID-19, SL Green's Executive Team hosted virtual Town Halls for all employees. Updates on building occupancy, safety protocols, reoccupancy plans, financial performance, and business resilience were shared to keep our workforce engaged and updated. Employees participated in live Q&A sessions allowing them to communicate directly with our leadership.

PULSE SURVEYS

The Human Resources team circulated pulse surveys to monitor the needs of our employees. We evaluated daily commutes, childcare concerns, tutoring assistance, and more. The feedback provided by employees helped SL Green implement meaningful programs to assist our full return to the workplace.

COVID-19 STEERING COMMITTEE

An internal committee was established to navigate the company and its employees through the early months of COVID-19. The committee created protocols for safe reentry, sanitation, cleaning, remediation, and occupant communication, and applied effective risk management to ensure our supply chain was able to meet cleaning supply and PPE needs.

COVID-19 HOTLINE

An internal hotline was created to enable employees to communicate questions or concerns regarding SL Green's COVID-19 response. Our leadership is committed to ensuring all employee voices are heard and considered.

FINANCIAL SUPPORT

Human Resources reconfigured our 401(k) benefits to provide additional support for employees facing financial hardship. This initiative allows employees to withdraw funds from their 401(k) account without being penalized and provides additional lending options.

PPE DISTRIBUTION

Masks, gloves, and hand sanitizer were sent to the homes of all employees to ensure the health and safety of our team. SL Green also provides complementary PPE in building lobbies, and within our reception, Human Resources, and pantry areas.

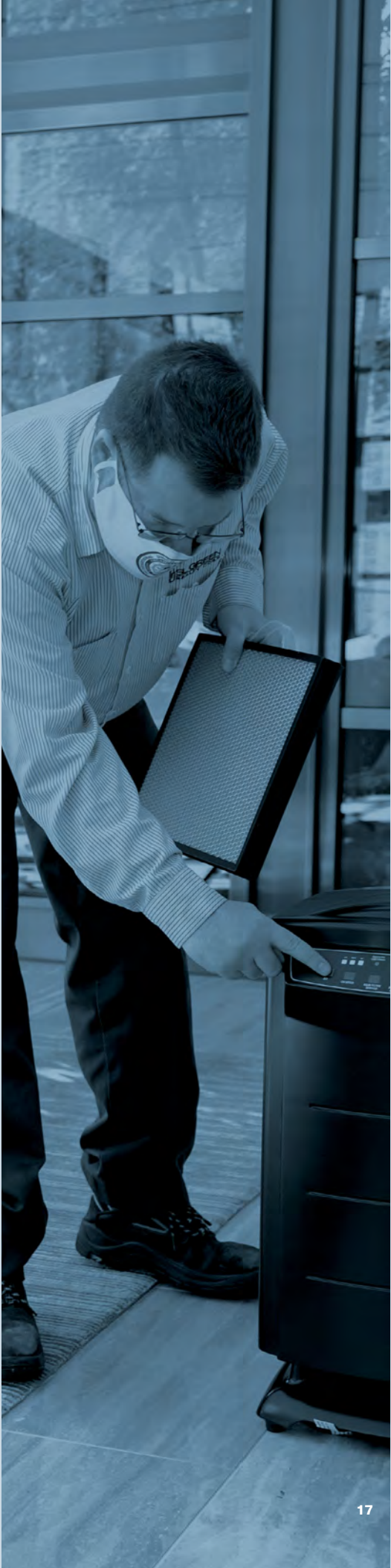
TUTORING PROGRAM

SL Green created a program to provide additional resources and a venue for employees with young children who would otherwise be limited to at-home learning during COVID-19. We hired tutors to help students take online classes, proctor tests and quizzes, and provide extra help with homework at our corporate headquarters.

Office Enhancements

SL Green made strategic changes to our corporate headquarters and updated operational policies to promote **safety, cleanliness, and wellness** for our employees. Our comprehensive strategy for a safe workplace includes enhancements that have been implemented across our portfolio.

- **Partitions** made from nonporous and wipeable surfaces were installed at employee work stations to promote social distancing
- **Air purifying units** were placed in common areas including corridors, reception, conference rooms, and bathrooms
- **Air handling unit** start-up times were accelerated to circulate fresh, filtered, outdoor air prior to occupancy
- **Conference room capacities** were reduced, excess chairs were removed, and occupancy signage was posted
- **Cleaning and disinfection** procedures were enhanced to include high-touch surfaces like door handles, elevator call buttons, and lobby desks
- **Employees were provided with face coverings**, which are mandatory under company policy
- **Self-cleaning and antimicrobial film** was adhered to elevator call buttons
- **EPA-certified disinfection** spray was implemented into the receiving process for all incoming packages
- **COVID-19 questionnaire** was developed and is administered to employees daily
- **Passive thermal imaging** technology was installed in the building lobby
- **Periodic electrostatic fogging** disinfecting protocol has been implemented to ensure a clean work environment
- **Hands-free forearm door pulls** were installed on bathroom doors
- **COVID-19 prevention training** aimed at sharing anti-transmission tactics was deployed virtually to 100% of employees prior to returning to the office



Empowering our People

We have assembled a **talented and diverse** team of professionals who exemplify the spirit of our organization.

We are committed to **enhancing the health and well-being** of our employees with an extensive benefits program tailored to meet everyone's needs. We achieve this by actively seeking feedback from our employees and keeping our finger on the pulse of workplace trends to attract and retain the best talent in New York City.

Employee Health & Benefits

MENTAL HEALTH

- Happify: Web application that guides employees to live a happy, less stressful, and more fulfilling life using science-based methods
- iPrevail: One-on-one peer counseling and therapy
- Spring Health: Program focused on employee mental health that offers resources including providers, online screening, treatment matching, and care navigation

FINANCIAL RESOURCES

- Financial Planning and Counseling
- 401(k) and Employer Match
- Employee Stock Purchase Program
- 529 College Savings Plan
- Tuition Reimbursement
- Prepaid Legal Coverage

- Cross-Functional Certification through New York University and Columbia University
- Employee Referral Bonus
- Commuter Benefits
- Cell Phone Reimbursement
- Retail Discounts and Subsidies
- Pet Insurance

PARENTAL BENEFITS

- Paid Parental Leave
- Advanced Fertility Treatment Coverage
- Healthy Pregnancies, Healthy Babies™ Prenatal Education
- Lactation Consultation and Supply Coverage
- Dependent Care FSA

WORK/LIFE BALANCE

- Employee Assistance Program
- Industry-Leading Paid Time Off

- Paid Holidays
- Summer Fridays
- Daily Prepackaged Gourmet Lunches

HEALTH AND WELLNESS

- Medical, Dental, and Vision Coverage
- Health Savings Account
- Life and AD&D Insurance
- Short-Term and Long-Term Disability Insurance
- Healthcare FSA
- Critical Illness Coverage
- Accident Insurance
- Benefits Concierge Service
- Subsidized Gym Membership
- Weight Watchers at Work Program
- Biometric Screenings
- Flu Shot Clinics
- Annual Wellness Month

Diversity

SL Green is dedicated to creating a diverse workplace where employees feel valued and accepted regardless of race, color, religion, national origin, gender, sexual orientation, age, disability, or veteran status.

All Employees as of December 31, 2019	All	Gender		Age		
		Male	Female	Less than 30 years old	30-50 years old	More than 50 years old
Total number of employees	1,033	638	395	101	419	513
Permanent	1,033	638	395	101	419	513
Temporary	0	0	0	0	0	0
Full-time	1,032	637	395	100	419	513
Part-time	1	1	0	1	0	0
Racial minorities by % of total	51%	31%	20%	3%	21%	27%

Tenure

By cultivating a work culture that prioritizes our people through training, diversity, education, and volunteerism, we have been able to retain a **long-tenured staff** with 61% of current employees remaining on board for five years or more.

Tenure of Current Employees
as of December 31, 2019

Years	All		Corporate Personnel		Building Personnel	
0-4 Years	402	39%	158	54%	244	33%
5-9 Years	207	20%	46	16%	161	22%
10-19 Years	368	36%	70	24%	298	40%
20+ Years	56	5%	16	6%	40	5%
Total	1,033	100%	290	100%	743	100%

Human Capital Development

PERFORMANCE MANAGEMENT

We have a dual-track performance management program, which includes both ongoing goal setting and annual performance reviews for all employees.

SUCCESSION PLANNING

SL Green futureproofs against the uncertainty of an ever-changing workforce by conducting succession planning. We identify high-potential employees and prepare them for key roles within the organization.

CROSS-DEPARTMENTAL TRAINING PROGRAM

We launched our latest learning and development initiative, The Academy, in early 2020 based on responses to employee engagement surveys. The Academy allows employees to be reimbursed for tuition and fees toward a professional certificate in partnership with New York University and Columbia University.

EMPLOYEE TRAINING

- **Anti-Harassment:** All SL Green employees are required to complete an online anti-harassment training course each year. Our goal is to create a safe workplace environment where employees

feel comfortable and secure. We have a zero tolerance policy for harassment of all types, and are committed to preventing incidents of noncompliance.

- **Cybersecurity:** SL Green is committed to cybersecurity training programs and frequent employee communication providing helpful user tips. Protection against cyber threats remains a high priority for our organization. We also engage with a third-party company to assess our defenses through recurring penetration testing.
- **Cross-Training:** In order to ensure that our employees are given the necessary tools to do their best work, SL Green provides cross-training opportunities to learn about new roles and attain valuable skills. Providing our employees with a multifunctional transfer of knowledge allows our workforce to be more agile in a rapidly developing industry.
- **OSHA** (Occupational Safety & Health Administration): To safeguard the health and welfare of our employees, SL Green provides mandatory OSHA training that includes parameters for life, fire, electrical, and scaffold safety.
- **Declare:** SL Green has partnered with Declare, a women's leadership development organization, to cultivate female talent and career development. This year ten women were selected to participate in exclusive learning and networking activities.



Life at SL Green

Communication, teamwork, and collaboration are the fundamental attributes that are the foundation of our company culture. SL Green's employees exemplify excellence day in and day out, and it is our priority to maintain a workplace environment that supports the growth and wellness of our people.

Sponsored Volunteerism

SL Green sponsored a park cleanup event for our employees who planted flowers, removed weeds, and picked up litter at Tompkins Square Park to give back to our surrounding community. All employees are offered a paid volunteer day so they can dedicate their time working with organizations that align with their personal values.

Lunch Delivery

Our in-house kitchen, Cloud 19, prepares delicious meals for our corporate employees every day as an added benefit to support our best-in-class team.

NYSE Opening Bell

SL Green's Chairman and CEO Marc Holliday, joined by SL Green President Andrew Mathias and Chef Daniel Boulud, proudly rang the opening bell at the New York Stock Exchange in honor of One Vanderbilt's opening. True to the spirit of our organization, our employees celebrated this iconic moment together from One Vanderbilt's plaza.

One Vanderbilt Ribbon-Cutting Ceremony

On September 14, 2020, SL Green's employees celebrated the historic opening of One Vanderbilt Avenue. This ribbon-cutting ceremony commemorated New York City's newest icon and the team behind the success of this 20-year-long endeavor.



"There is a sense of respect around the office, and our opinions are both heard and valued. This results in a positive work environment, and I appreciate working for a company that makes me feel this way."

— LINI ARZU
Corporate Payroll Manager



Managing our Environmental Impact

Transparent disclosure of our environmental performance data is an essential element of our sustainability program.

Each year, we release a summary of our environmental performance through several key data channels – GRI Content Index, Environmental Performance Summary, NYC Local Law 84 Filings, and CDP and GRESB submissions – all of which are publicly accessible. Ensuring data quality and consistency requires the continuous support and coordination from many partners. Data points are collected on an ongoing basis from local utilities, submeter consultants, tenants, and waste haulers. This information is rigorously analyzed by internal and external parties for accuracy before being shared with key stakeholders, including investors, tenants, government agencies, and suppliers. To ensure that we provide the best available data, our environmental disclosures are externally verified and assured.

“Our commitment to a carbon-free economy is supported by engaged partners like SL Green who are constantly evolving what they do to implement best practices for emissions reductions and sustainability.”

— CHRISTOPH MAYR

Head of Risk & Portfolio North America,
Allianz Real Estate of America

Sustainable Development

SL Green’s active development pipeline sets the standard for **sustainable new construction** and **responsible community engagement**. We leverage years of operational excellence to incorporate innovative design, technological solutions, and best-in-class amenities within our development projects, creating a premier experience for our tenants.

COMMUNITY CONNECTION

Academic Development

Our company has a long-standing partnership with Pace University. Our past development projects have included a series of dormitories to enhance its on-campus experience – 180 Broadway, 33 Beekman Street, and most recently, 15 Beekman Street. At 2 Herald Square, SL Green partnered with Mercy College to build classrooms and housing for its student body.

Artwork Installations

Over the past decade, SL Green has invested over \$8 million in artwork displayed throughout our properties and lobbies, fostering beauty for our building communities and supporting a beloved industry. This year, we unveiled “Point of View” by Tony Cragg at One Vanderbilt. The 3 columns of the installation weigh over 2,000 pounds each, and their reflective surfaces engage with the surrounding lobby architecture.

Material Sourcing

Central to our material procurement strategy for construction projects is selecting domestic, recycled, and responsibly-sourced materials whenever possible.

Public Spaces

SL Green maintains ten privately-owned public spaces (POPS) across our portfolio to provide our neighbors with indoor and outdoor seating areas and greenery amid dense development.



ONE VANDERBILT

September 14th marked the historic opening of one of the most advanced, cutting-edge skyscrapers in the world. One Vanderbilt optimizes building performance, integrates the public and private realm, revitalizes Midtown, and provides an unsurpassed urban experience.

- **90,000 Gallon:** Rainwater and collection treatment system that will reduce the demand for cooling tower water by 1 million gallons per year
- **Lowest Carbon Footprint:** One of the lowest carbon footprints across buildings of similar density and scale in NYC
- **Enhanced IAQ:** HVAC systems are equipped with MERV-16 air filters that capture over 95% of airborne particles
- **\$220 Million:** Invested in public realm improvements
- **MWBEs:** 19% of contractors onsite are Minority and Women-owned Business Enterprises (MWBEs)

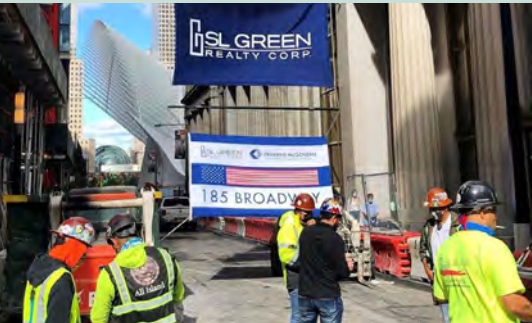


Ribbon-Cutting Ceremony
September 14, 2020

185 Broadway

Rising 404 feet over Lower Manhattan, 185 Broadway is the first affordable housing project in this neighborhood. The 34-story, mixed-use building pays homage to the modern and historic surroundings in the Financial District and offers residents with expansive amenities.

- **Affordable Housing:** Lower Manhattan’s first development to be built under the Affordable New York Housing Program
- **Community Impact:** Engaged government officials, community members, and local businesses on development plans to ensure positive community impacts are maximized
- **Job Creation:** 600 jobs generated on the construction site
- **Sustainability Performance:** Environmental goals integrated throughout design, construction, and planning
- **Public Transportation:** Located directly across from the Fulton Transit Center, one of the city’s most frequented transportation hubs



Topping Out Ceremony
September 30, 2020

ONE MADISON AVENUE

One Madison presents a unique redevelopment opportunity to transform a historical asset into a modern icon. This marquee building offers an unparalleled combination of a thriving neighborhood, best-in-class amenities, and access to green spaces and public transportation.

- **Conserve Energy:** Efficient mechanical systems conserve energy and perform at the highest standard
- **Urban Infill:** Construction in Midtown South that avoids sprawl and green field development
- **Garden Floors:** More than an acre of outdoor spaces that mitigate heat island effect and regulate stormwater runoff
- **Efficiency:** High-performance curtain wall that optimizes heating and cooling efficiency
- **Wellness & Productivity:** Biophilic design elements that enhance occupant wellness and productivity



Project Commencement
November 16, 2020

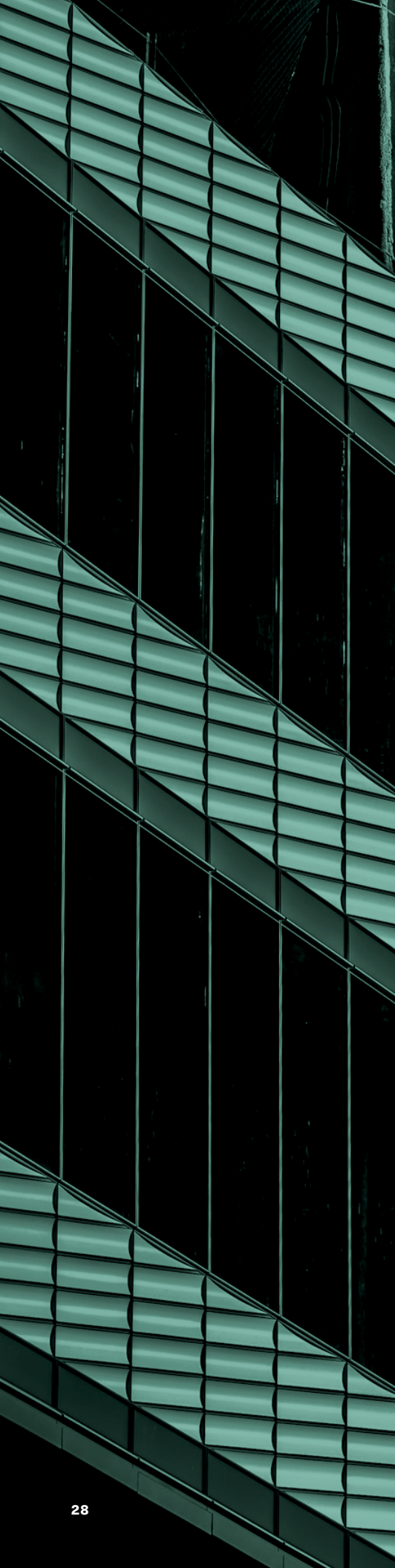
One Vanderbilt Avenue

One Vanderbilt is the culmination of a 20-year journey for SL Green.



Rising 1,401 feet and spanning 1.7 million square feet in the heart of Midtown Manhattan, New York's skyline now has a new icon. With the completion of this endeavor comes an unparalleled feeling of achievement, and we are proud and humbled to deliver One Vanderbilt to the greatest city in the world.

MANAGING OUR ENVIRONMENTAL IMPACT



Green Building Designations

#	BUILDINGS	ENERGY STAR	LEED	BOMA 360
Reported Manhattan Operating Properties				
1	10 East 53rd Street		Silver	✓
2	100 Church Street	✓	Gold	✓
3	100 Park Avenue	✓	Gold	✓
4	11 Madison Avenue	✓	Gold	✓
5	110 East 42nd Street		Silver	✓
6	110 Greene Street	✓	Gold	✓
7	1185 AoA		Silver	✓
8	125 Park Avenue		Gold	✓
9	1350 AoA		Gold	✓
10	1515 Broadway		Gold	✓
11	2 Herald Square			
12	220 East 42nd Street	✓	Gold	✓
13	304 Park Ave South	✓	Gold	✓
14	420 Lexington Avenue	✓	Gold	✓
15	461 Fifth Avenue		Gold	✓
16	485 Lexington Avenue	✓	Gold	✓
17	555 West 57th Street			✓
18	625 Madison Avenue			✓
19	635 AoA	✓	Gold	✓
20	641 AoA	✓	Gold	✓
21	711 Third Avenue	✓	Gold	✓
22	750 Third Avenue	✓	Gold	✓
23	810 Seventh Avenue		Silver	✓
24	919 Third Avenue		Gold	✓
Non-Reported Manhattan Operating Properties				
25	1 Vanderbilt		Gold	
26	280 Park Avenue		Gold	
27	30 East 40th Street			
28	590 Fifth Avenue ⁽¹⁾			
29	800 Third Avenue			
30	885 Third Avenue ⁽¹⁾		Gold	
31	Tower 46		Certified	
32	Worldwide Plaza		Gold	
Pending Redevelopment ⁽²⁾				
33	1 Madison			
34	707 Eleventh Avenue			

(1) Properties acquired in 2020
(2) Excludes 410 Tenth Avenue with disposition scheduled for December 2020

Building
Accolades

Green building certifications are a critical part of our sustainability program. They provide external validation that our building operations meet or exceed the best practices set by internationally recognized standards such as LEED, ENERGY STAR, and BOMA. Our goal is to achieve green building designations at 100% of eligible properties.

91%

Of Manhattan Oper-
ating Properties hold
green building design-
ations based on total
square footage

LEED

LEED is among the most esteemed and pervasive green building certification programs in the world. Developed by the U.S. Green Building Council in 1993, this designation demonstrates a building owner’s commitment to sustainable operations and resource efficiency. SL Green was among the first owners in the nation to adopt the LEED standard at 100 Park Avenue in 2009. Our current portfolio boasts an impressive 20 million square feet of LEED certified space, representing 90% of our reporting properties.

ENERGY STAR

ENERGY STAR is a measurement and verification tool administered by the U.S. EPA that promotes energy efficiency across buildings nationwide. ENERGY STAR scores are a reflection of how efficiently buildings are operated. These scores help us motivate our building operators, property managers, and tenants to pursue capital efficiency projects and implement change. In 2019, we achieved ENERGY STAR labels across 9.4 million square feet of our portfolio. In Manhattan alone, we represent 12% of all ENERGY STAR labels. In recognition of our operational excellence, SL Green received the prestigious “Partner of the Year – Sustained Excellence” award for the third consecutive year in 2020.

BOMA 360

BOMA’s (Building Owners and Managers Association) 360 Program holistically evaluates all major areas of building facility management, including operations, safety, training, energy, sustainability, and tenant relations. As part of this program, buildings undergo a rigorous assessment, and fewer than 50 buildings in NYC achieve this designation. GRESB recognizes the BOMA 360 building designation as a trusted assessor of sustainability and governance best practices. SL Green currently holds 23 BOMA 360 designations, accounting for 49% of the total achieved in NYC.

Energy Optimization

Whole-building energy consumption is driven by many factors, such as hours of buildings, occupancy, weather, tenant IT equipment, and HVAC configuration. To minimize the **environmental footprint** of our buildings and of our tenants, SL Green optimizes energy use without compromising **occupant comfort**.

ENERGY MANAGEMENT STRATEGY

In large commercial office buildings, HVAC (heating, ventilation, and air conditioning) equipment is the primary driver of base building energy use. Energy is consumed to run mechanical equipment that supplies conditioned air to building occupants. Extreme weather, prolonged operating hours, and high building occupancy require mechanical equipment to operate for longer periods of time, increasing energy use and greenhouse gas emissions. To mitigate these challenges, our energy management strategy is to flexibly adjust our energy use based on fluctuating demand, without compromising efficiency.

At SL Green, we are laser focused on exploring commercially available solutions to optimize our

day-to-day energy management program. Over the past decade, we have incorporated portfolio-wide programs and technologies that set the baseline for efficient building operations. Digital control systems such as the Building Management System (BMS) allow our engineers to control energy use to precisely match tenant demand. Data from occupancy sensors and indoor environmental quality (IEQ) sensors like iES's WellStat are incorporated into our real-time energy platform iES EnergyDesk to ensure that optimal space conditions are maintained. Advanced data analytics allow us to project next-day energy demand, which equip our Engineering Teams with the knowledge to curtail our electricity consumption during demand response events to ensure grid reliability.

ENERGY MANAGEMENT TOOLS

BMS: All SL Green properties are equipped with automated control systems that centralize the direct digital control of building systems and monitor space conditions with single-pane viewing.

Real-Time Energy Management Platform: We installed iES EnergyDesk in 20 million square feet of our operating properties. This software solution empowers our Engineering Teams to respond to building conditions in real time by detecting irregularities, tracking occupancy, and monitoring energy use in 15-minute intervals.

ENERGY STAR: We leverage ENERGY STAR scores to evaluate the energy performance of

buildings across our portfolio. Different building types can be compared by ENERGY STAR scores because the model accounts for differences due to hours of operation, weather, occupancy, building size, and space use types.

WellStat: The next evolution of our energy management strategy is the deployment of iES WellStat devices, an IEQ sensor, throughout our portfolio. This will allow us to perform real-time monitoring of indoor environmental parameters such as temperature, humidity, light level, carbon dioxide, particulate matter, ozone, formaldehyde, and VOCs.

1,000
WellStat
Devices

Throughout the portfolio will enhance our ability to efficiently maintain high indoor environmental quality for tenants

Energy Efficiency through Capital Improvements

SL Green's long-standing investment in efficiency enables us to defer capital improvements in times of crisis without jeopardizing our industry-leading operating standards.

20%↓

SL Green set the goal to reduce whole-building energy consumption 20% by 2030

At SL Green, identifying energy efficiency opportunities is a team effort spearheaded by our engineers. Our goal is to operate our properties to the highest standards at the lowest cost over the lifetime of all existing building equipment. Preventative maintenance and best practices allow our building equipment to achieve maximum efficiency and durability. However, we also recognize that equipment replacements are an opportunity to deploy new technology and meet evolving needs of all building occupants. The availability of utility incentive programs also shortens the payback period and can incentivize the installation of state-of-the-art building equipment over continued operation of outdated equipment.

Capital improvements increase a property's overall value, reduce operating costs, and modernize our base building systems. For each property in our portfolio, SL Green develops a 5-year and 10-year capital plan based on an assessment of building equipment conditions to anticipate all future capital needs. Our Engineering Team identifies equipment near the end of its useful life and proposes capital projects that would produce energy efficiency improvements. Beyond our internal expertise, we also leverage external consultants to improve our properties through retro-commissioning, which ensures building systems perform up to specifications, and conducting ASHRAE Level II Energy Audits to identify energy efficiency opportunities. Capital plans are reviewed annually, where planned projects are reevaluated for implementation and can be expedited or deferred.

Reduction in Peak Energy Use

- Steam turbine controls
- Variable frequency drives (VFDs)
- Electric chiller installation
- Ice storage system

HVAC Improvements

- Induction unit upgrades
- Steam PRV station
- IEQ sensors

Building Equipment Controls

- Direct digital controls
- Steam turbine controls
- BMS updates

Reducing Loads through Equipment Upgrades

- Elevator modernization
- Cooling towers
- Pumps and motors

SL Green recognizes climate change as an environmental challenge that needs to be addressed.

The IPCC (Intergovernmental Panel on Climate Change) suggests that in order to slow rising global temperatures, greenhouse gas emissions must be reduced. In response, New York has set some of the most ambitious emission reduction goals in the world. Through the Climate Leadership and Community Protection Act, New York State mandated the adoption of a net zero carbon economy statewide by 2050, with a zero carbon electricity grid by 2040. In New York City, the Climate Mobilization Act sets carbon caps for large buildings starting in 2024 as part of a broader commitment to reducing greenhouse gas emissions 80% by 2050, with an interim reduction of 40% by 2030.

As the largest commercial office owner in New York, SL Green is committed to reducing greenhouse gas emissions across our portfolio. We acknowledge New York’s ambitious climate goals, which are aligned with the 1.5°C climate scenario, and we have committed to voluntary emissions reduction. We also directly engage with state and local officials to develop a feasible pathway to our collective long-term climate goals.

30%↓

Reduction goal in SL Green’s greenhouse gas emissions intensity by 2025

Carbon Reduction Targets

Recommendations from our portfolio-wide emissions reduction study will help **lower emissions** from tenant spaces and base building operations.

LOCAL LAW 97 (NYC CLIMATE MOBILIZATION ACT)

Due to our long-standing commitment to efficient building operations supported by capital improvements, we do not expect any material financial impact from Local Law 97 in the first compliance period of 2024 to 2029.

NYC MAYOR’S CARBON CHALLENGE

SL Green voluntarily participates in the New York City Mayor’s Carbon Challenge. We identified a selection of properties across 8 million square feet and have committed to a 30% reduction in Scope 1 and Scope 2 greenhouse gas emissions intensity over a 10-year period.

CDP

We voluntarily respond to CDP, an annual investor survey on climate change, which evaluates company performance and risk management strategies. To demonstrate our commitment to emissions management, we established a portfolio-wide greenhouse gas emissions intensity reduction goal of 30% by 2025 for Scope 1, Scope 2, and Scope 3 emissions.

NET ZERO CARBON

The next step in minimizing our environmental footprint is net zero carbon building operations. Although the operating characteristics of Manhattan office properties pose unique challenges to onsite renewables, we are actively evaluating the technical and financial feasibility of net zero operation in our portfolio.

Real estate assets generate direct and indirect greenhouse gas emissions through base building operations. Direct emissions (Scope 1) are generated onsite from fossil fuels used for heating and hot water. Indirect emissions (Scope 2) are generated offsite from steam and electricity supplied by local utilities. In addition to emissions generated to support base building operations, tenant energy consumption (Scope 3) contributes to the overall carbon footprint of a building.

SL Green reduces Scope 1 and Scope 2 greenhouse gas emissions by optimizing building operations, implementing intensive energy management, and deploying capital investment in state-of-the-art equipment. Since tenants typically account for over 60% of whole building energy and emissions, our emission reduction strategy extends beyond our direct control. We equip our tenants with tools to achieve Scope 3 energy reductions within their spaces.

EMISSION SOURCES

Space Heating Fuel Oil, Natural Gas, Steam / Scope 1 & 2	Domestic Water Natural Gas / Scope 1
Space Cooling Electric, Steam / Scope 2 & 3	Plug Loads Electric / Scope 3
Fans Electric / Scope 2 & 3	Computers Electric / Scope 3
Pumps Electric / Scope 2 & 3	Lighting Electric / Scope 3
Scope 1 (Direct Emissions): 2,988 tCO2e (Includes 362 Tons from Refrigerants)	
Scope 2 (Indirect Emissions): 85,438 tCO2e	
Scope 3 (Tenant Emissions): 43,280 tCO2e	
Fuel Oil: 16,908 MMBTU	
Natural Gas: 41,050 MMBTU	
Steam: 602,381 MMBTU	
Electric: 134,464 MWh	

Water

Water scarcity is a key environmental issue. SL Green is leading by example through our responsible **water management** program.

Our strategy includes installing low-flow fixtures, encouraging responsible resource management among building operators and tenants, and monitoring consumption data across 100% of our owned and managed portfolio.

LEAK DETECTION

SL Green’s engineers are responsible for visually inspecting water systems throughout our buildings to ensure they are operating under optimal conditions. We also deploy automatic sensors on our steam traps to notify our engineers of potential water loss. This proactive approach prevents potential leaks and wasted water.

DAILY MONITORING

Engineers review water logs daily to compare trends and identify consumption irregularities. This protocol ensures that our engineers are responding to fluctuations in system operations.

LOW-FLOW FIXTURES

Our team capitalizes on every opportunity to retrofit existing toilets, urinals, faucets, and showers with low-flow fixtures. The specifications are aligned with the LEED v4 standard of performing 20% better than code requirements.

WATER TRACKING

SL Green tracks water consumption data through ENERGY STAR’s benchmarking tool, Portfolio Manager. This data is disclosed to New York City’s Department of Buildings (DOB) to fulfill the annual reporting requirements outlined under Local Law 84 of 2009.

LANDSCAPING

At SL Green, we incorporate biophilic design into the built environment. We prioritize landscaping that is indigenous to New York because native plants are adapted to local environmental conditions, require less water, and promote regional biodiversity.

CAPTURED RAINWATER

The most efficient water-saving technologies will be deployed at SL Green’s ground-up development, One Vanderbilt. This includes a water reclamation system, where rainwater will be collected, stored, and reused for our cooling towers. This reduces our demand for fresh surface water or groundwater, and is projected to save over one million gallons of water per year.

LEGIONELLA MANAGEMENT

Our cooling towers are disinfected twice a year and are tested every 90 days for legionella bacteria to ensure water quality and safety. This strategy is aligned with best practices prescribed by New York City’s Department of Health and Mental Hygiene.

30%

Fixture upgrades decreased our water consumption by 30% across the LEED certified buildings in our Manhattan portfolio, equivalent to saving 29 million gallons of water per year

Waste

SL Green manages waste and recycling operations across **21 million square feet**, and has developed a coordinated logistics plan as part of our standard operating procedures.

We partner with our tenants, employees, union stakeholders, and vendors to reduce the amount of waste that is sent to landfills.

50%

Corporate goal of a 50% recycling rate by 2025, which is in alignment with the LEED V4 threshold

OPERATIONAL STRATEGIES

SL Green implemented a color-coordinated recycling system to streamline procedures and improve source separation. We have equipped our janitorial staff with double-barrel waste bins to ensure that waste streams remain separated, from initial pick-up in tenant spaces to drop-off at the loading dock. All waste storage areas in the loading dock, freight elevator landings, and back-of-house areas are distinguished with signage that illustrates the correct hauling procedures.

TENANT ENGAGEMENT

SL Green’s Sustainability Team offers annual recycling training to over 150,000 individuals who work in buildings across our portfolio. We offer recycling walkthroughs to help tenants identify ways to improve recycling rates. We also distribute educational material and sample signage to help support tenant implementation of SL Green’s recycling program.

ONGOING EDUCATION

In collaboration with SEIU Local 32BJ, over 500 of SL Green’s janitorial staff are trained on proper waste collection procedures on an annual basis. All presentations are translated into a variety of languages to ensure the material is accessible for all employees.

MATERIAL SELECTION

SL Green partners with qualified vendors and collaborates with tenants to reduce the demand

on virgin resources and reuse durable materials during construction. At One Vanderbilt, steel rebar used throughout the building comprises 90% recycled content, and the concrete mix is composed of recycled by-products including slag and fly ash.

ORGANICS RECYCLING

Approximately 35% of New York City’s waste stream is composed of organics, including food waste and compostable products, which can be diverted from landfills. To address this waste reduction opportunity, we piloted a composting program at our corporate headquarters and diverted over 4,000 pounds of organics.

MONTHLY TRACKING

SL Green requests monthly waste reports from our haulers to monitor and measure the effectiveness of our recycling procedures. This data is benchmarked in ENERGY STAR’s Portfolio Manager WasteTracker tool.

WASTE AUDITS

In partnership with our environmental consultant, Sustainable Investment Group (SIG), SL Green’s waste stream is audited annually to identify sources of contamination and areas to improve recycling rates. These results are then presented to Property Management and tenants to create customized corrective action plans.

Tenant Engagement Strategy

Since tenants consume roughly **60% of a building's energy**, we recognize the importance of partnering with our tenants to achieve meaningful reductions.

Tenant engagement facilitated through **data transparency** is critical to furthering the immersion of sustainable practices throughout our portfolio. We are committed to spreading the tools that serve our base building program to the thousands of companies that have office space in our portfolio.

Through our real-time energy management system, iES EnergyDesk, submetered tenants have access to their energy consumption in sub-hourly intervals. Integrating this energy management tool provides tenants with a clear visualization of their carbon emissions benchmarked from a baseline year and a basis for understanding their carbon footprint through unprecedented data transparency. Our goal is to further expand our data-sharing capabilities to provide tenants more granular data on their energy use, indoor environmental quality, and carbon emissions.

NYSERDA's Commercial Tenant Program

SL Green commissioned a portfolio-wide study with the support of NYSERDA's Commercial Tenant Program to identify energy conservation measures through expert analysis of interval energy data. Customized reports will be shared with individual tenants outlining targeted efficiency opportunities. This effort will culminate in a road-map toward achieving substantial energy reductions across both base building and tenant spaces.



Marketing

- Elevator Captivate screens
- Tenant newsletters and bulletins



Data Sharing

- Facilitate tenant annual sustainability reporting
- Access to GHG emissions through iES Energydesk



Education

- Presentations
- Webinars



Energy Audits

- Tenant energy efficiency studies
- ASHRAE Level I audits



Efficiency Measures

- Green build-out guidelines and LEED CI alignment
- Incentives coordination support

Green Leases

We are committed to refining lease language to maximize our environmental stewardship in partnership with tenants. Our green lease efforts have been recognized through the achievement of Institute for Market Transformation's top accolade, the 2020 Green Lease Leaders Award at the Gold level.

This award acknowledges our industry-leading commitment to green buildings through corporate policies and lease provisions promoting energy efficiency and sustainability. We were recognized for our best practices, which include tracking energy data annually, sharing ENERGY STAR scores with tenants, metering energy consumption of tenant spaces, and passing through costs for energy efficiency improvements.

“The green leasing practices of our award recipients such as SL Green are important for advancing the widespread adoption of collaborative landlord-tenant relationships, increased energy savings, and healthier and more sustainable working environments.”

— AUDI BANNY

Associate Director of Market Engagement Team,
Institute for Market Transformation

Building Emissions Reductions

Our goal is to advance continuous building efficiency and motivate the 150,000 tenant employees working in our portfolio toward the broader goal of whole building emissions reductions





Supporting our Community

For more than 20 years, SL Green has tied its future to the success of New York City.

We grew into New York’s largest owner of commercial real estate, and with this position comes immense responsibility – as developers shaping the city’s skyline, job creators for thousands of people, leaders to our peers and industry, partners with our suppliers and tenants, and neighbors to our fellow New Yorkers. We uphold the highest standards of responsibility and integrity in each of these roles to sustain the resiliency of our great city.

“Companies like SL Green are what make New York City so resilient. They created Food1st Foundation to support the city at the height of COVID-19 and have donated thousands of meals to the FDNY. These donations have provided our members with a morale boost and helped us through difficult times.”

— JEAN O’SHEA
Executive Director,
FDNY Foundation

Volunteerism

SL Green is committed to meeting the needs of our fellow New Yorkers — we are a **home-grown company** that is unsurpassed in demonstrating leadership in social responsibility for our neighbors. Our people are unified through the collective vision to build a greater New York and support our surrounding community.



COMMUNITY OUTREACH AMBASSADORS

Employees from various departments lead the charge in planning and executing the company's community outreach efforts. This committee regularly coordinates company-wide volunteering opportunities.



MENTORSHIP PROGRAM

We partnered with the Governor's Committee on Scholastic Achievement (GCSA), a not-for-profit organization that connects high school students from historically underperforming districts and communities and volunteer mentors from leading companies in the metropolitan area. In 2020, we worked with 13 mentees throughout the year on interviewing skills, résumé writing, and career counseling.



PAID VOLUNTEER DAY

Every employee is eligible for a paid volunteer day to empower our team with the time and resources to contribute to causes they value.



VIRTUAL INTERNSHIP PROGRAM

We hosted a virtual program for college students, introducing them to the real estate industry. Students worked with subject matter experts and completed case studies to gain practical experience. Each student also gave a final presentation to a panel of judges, and were provided constructive tips and recommendations to help improve their public speaking skills.

Philanthropy

The events over the past few months have been a reminder of just how fortunate we are, as we see thousands of our neighbors, friends, and fellow New Yorkers without jobs and too often without access to essential resources. This year we contributed over **\$3 million** across more than **65 organizations** to reach those most in need.

Community

- All Star Projects Inc.
- Earth Matter NY Inc.
- Equal Justice Initiative
- FDNY Foundation
- The Frick Collection
- Friends of the High Line
- Foundation for New York's Strongest
- Glacier National Park Conservancy
- Greater Cedar Rapids Community Foundation
- Habitat for Humanity International, Inc.
- Legacies Alive
- Legal Information for Families Today
- Lincoln Center for the Performing Arts, Inc.
- Madison Square Park Conservancy
- Mayor's Fund to Advance New York City
- Mercy Home for Children
- Natural Resources Defense Council, Inc.
- New York City Police Foundation, Inc.
- The PenFed Foundation
- Regional Plan Association Inc.

Riverside Park Conservancy, Inc.

Rocky Mountain Institute

White Plains Beautification Foundation

Wounded Warrior Project Inc.

Education / Job Support

Building Skills NY

Chatham Education Foundation

Creative Arts Workshop for Kids, Inc.

Dress For Success Worldwide

Louis August Jonas Foundation, Inc.

Manhattan College

Mercy College

Montana State University

NYC Helmets to Hardhats, Inc.

New York University

Pace University

Publicolor Inc.

Putting New Yorkers to Work, Inc.

Rebuilding Together NYC

Stuyvesant High School

Trustees of Columbia University

Health

Alzheimer's Disease and Related Disorders Association, Inc.

AHRC New York City Foundation, Inc.

Medecins Sans Frontiers USA, Inc.

enCourage Kids Foundation

First Candle, Inc.

Gilda's Club Westchester, Inc.

Hearst Project Lyme

Leukemia & Lymphoma Society

Memorial Sloan Kettering Cancer Center

Meridian Health Foundation

National Multiple Sclerosis Society

St. Jude Children's Research Hospital

Visiting Nurse Service of New York

Poverty / Hunger

City Harvest, Inc.

City Meals on Wheels

Food1st Foundation

St. Francis Food Pantries & Shelters

City Harvest

Over \$15,000 donated to City Harvest's Skip Lunch Fight Hunger campaign, which helped feed more than 44,000 children and their families across New York City.

Little Essentials

Little Essentials offers at-risk families living in poverty children's supplies and parenting education to promote the health, well-being, and safety of their children. We hosted an office donation drive to collect diapers, wipes, blankets, and books for these families.

NYC Relief

SL Green hosted donation drives to collect toiletry products, masks, hand sanitizers, and forehead thermometers for the city's homeless population.



Vendor Code of Conduct

SL Green is committed to **dealing fairly** with its tenants, contractors, partners, employees, and other third parties.

An important part of adhering to this commitment is selecting and working with suppliers that maintain transparency and comply with all applicable standards and regulations regarding ethical, environmental, and social issues. We developed a Vendor Code of Conduct to outline the fundamental expectations of suppliers regarding our primary procurement values – ethics, environmental standards, health and safety, and human rights – and it is aligned with best practices prescribed in the United Nations Guiding Principles on Business and Human Rights, the OECD Due Diligence Guidance for Responsible Business Conduct, and the New York City Human Rights Law.

SL Green’s operations are supported by an extensive supply chain that sources materials and services for our business and tenants. Integral to our bidding and contracting processes, we strategically evaluate our suppliers to ensure they are held accountable for upholding our standards for responsible business practices. Our contracts require vendors to meet and exceed regulatory compliance, and we enforce our standards through ongoing engagement and monitoring. In instances of noncompliance, SL Green formulates corrective action plans, and suppliers are reevaluated for continued use in the portfolio.

→ To read SL Green’s Vendor Code of Conduct, visit sustainability.slgreen.com

Risk Management – Audits and Due Diligence

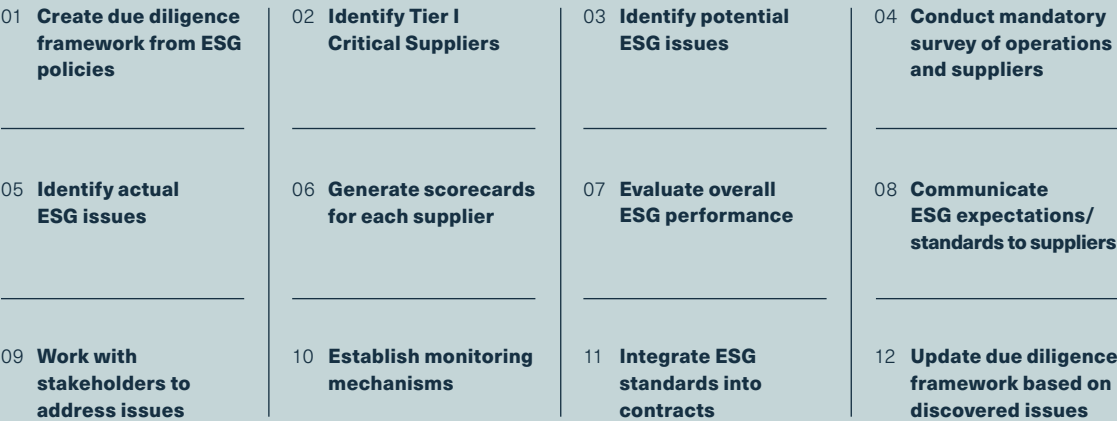
The key to effective supply chain management is establishing processes for risk identification and due diligence. SL Green established a **comprehensive strategy** that allows us to meet ESG commitments by proactively identifying potential risks across our own operations, and those of our suppliers.

This process begins with mandatory, annual assessments of our Tier 1 Critical Suppliers administered by an independent third party. SL Green has identified our “critical suppliers” as those who account for the top 60% of our current annual spend and where SL Green displays a level of dependency on their services.

Based on company segment, location, and size, customized scorecards are generated for each supplier. These scorecards evaluate overall ESG performance, which falls under four categories – Environment, Labor & Human Rights, Ethics,

and Sustainable Procurement. Each supplier’s assessment is scored, and suppliers that score between 0-24 on a 100-point scale are considered “high risk.” SL Green leverages these scores to evaluate suppliers’ ESG performance and communicate ESG expectations to suppliers. In certain instances, SL Green creates corrective action plans to address identified issues and establish monitoring mechanisms.

The below flowchart illustrates SL Green’s supply chain due diligence process:



Amenities

We offer a diverse selection of amenities to support the over **1,000** business that operate within our portfolio. As employees return to the workplace, **safety, comfort, and convenience** are just as essential in fostering a productive workplace.

SUSTAINABLE AND CONVENIENT LOCATIONS

SL Green's properties are situated within close proximity to major transportation arteries in New York City. According to LEED surveys administered to our tenants, 90% of building occupants utilize sustainable transportation to commute to and from our buildings, including riding the subway, walking, and carpooling. With shifts in workplace behavior stemming from COVID-19, our portfolio's walkability is a premier asset for our tenants. As a testament to the prime, pedestrian-friendly locations of our Manhattan properties, we scored an average of 99/100 using the Walk Score® methodology. We have also constructed 12 bicycle rooms and developed over 20 bicycle plans to ensure we are accommodating tenants that cycle across the city as their primary form of transportation.

We actively support our tenants with unique offerings that encourage engagement and collaboration:

- **Tenant Appreciation Events**
- **Tenant Donation Drives (food, toys, clothes)**
- **Tenant Training (CPR, AED, Fire Drills, Recycling, Sustainability)**
- **Emergency Notification System through Send Word Now**
- **Messenger Centers**
- **Free E-waste Collection**
- **Telecommunication Infrastructure**



With the increasing demand for in-building amenity spaces and conference rooms, we recognized the need to provide accessible spaces that serve as an extension of tenant offices. We are proud to introduce two unique amenity centers in our portfolio.



PARK HOUSE AT 100 PARK

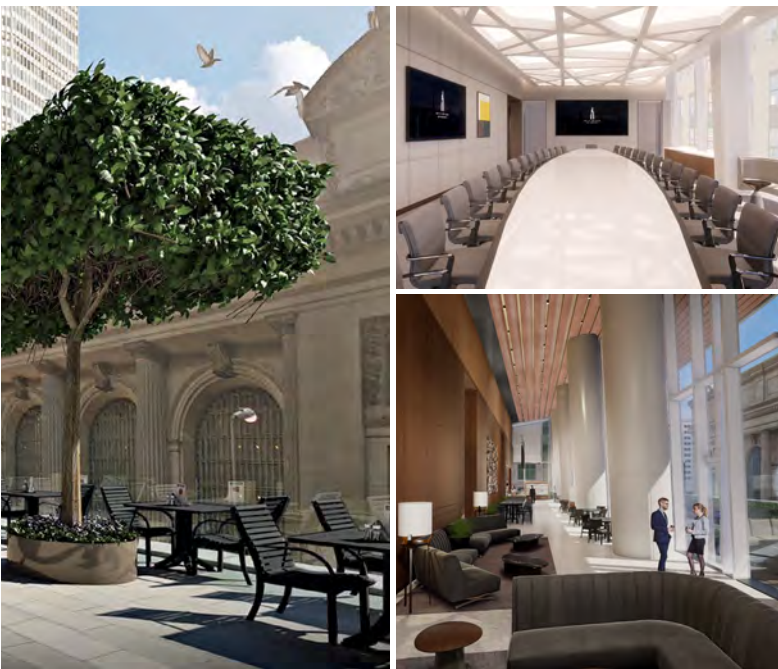
This year, we completed construction of Park House, an 11,000-square-foot amenity floor featuring unique and beautifully designed space. Park House features a wellness room, golf simulator, executive shower, meeting rooms, phone rooms, and more. Tenants can assemble in the space or reserve rooms that overlook the historic Park Avenue Viaduct.



ONE VANDERBILT

THE AMENITY FLOOR AT ONE VANDERBILT

With the opening of One Vanderbilt, we are introducing a 28,000-square-foot oasis for building tenants. The 3rd floor space features a Café with specialty offerings provided by Chef Daniel Boulud. It also includes an outdoor terrace overlooking the pedestrian plaza adjacent to Grand Central Terminal. Tenants can reserve a state-of-the-art acoustically treated Auditorium or book our meeting rooms. As part of the building experience, tenants will be equipped with a custom mobile app that brings added convenience to their daily routines.





Preserving Business Resilience

SL Green's leadership establishes the foundation for organizational success.

Our Board of Directors and Executive Team continuously develop and refine an effective framework for decision-making, risk management, and planning strategies that optimize the company's performance and strengthen stakeholder confidence. In a time when business environments are constantly evolving, SL Green's governing bodies navigate our company towards strong financial performance and sustained corporate citizenship.

At SL Green, our company is built to withstand moments of great uncertainty.

The unprecedented circumstances of COVID-19 amplified the importance of having a robust business resilience playbook. For **over 22 years**, we have been actively preparing for these types of unexpected disruptions and are poised to adapt to a changing competitive landscape. Our strength in organizational resilience is illustrated across **10 focus areas**.

10 Focus Areas

01 **BUSINESS CONTINUITY & DISASTER RECOVERY**

- Cloud Disaster Recovery
- Crisis Communication
- Emergency Action Plan
- Emergency Operations Center

02 **COST OPTIMIZATION**

- Long-Term Cost Savings Plan
- Proactive Capital Planning
- Scalability in Variable Costs

03 **HUMAN CAPITAL DEVELOPMENT**

- Cybersecurity Training
- Employee Cross-Training
- Employee Enrichment and Retention Tools
- Succession Planning

04 **LEADERSHIP & STRATEGY**

- Board-Level Risk Management Expertise
- Experienced Management Team
- Opportunistic Investment Strategy
- Prudent Financial Management

05 **POLICIES & GOVERNANCE**

- Board of Director Governance Principles Charter
- Code of Ethics
- Corporate Sustainability Policies
- Environmental Management System

06 **RESOURCE MANAGEMENT**

- Activating Spaces for Multifunctional Purposes
- Budget Reforecasting
- Building Staff Rotation
- Energy Use Reduction

07 **SECURITY & LIFE SAFETY**

- Access Control
- Hazardous Weather Planning
- Intelligence Gathering
- Security Equipment & Technology
- Tabletop Exercises

08 **STAKEHOLDER ENGAGEMENT**

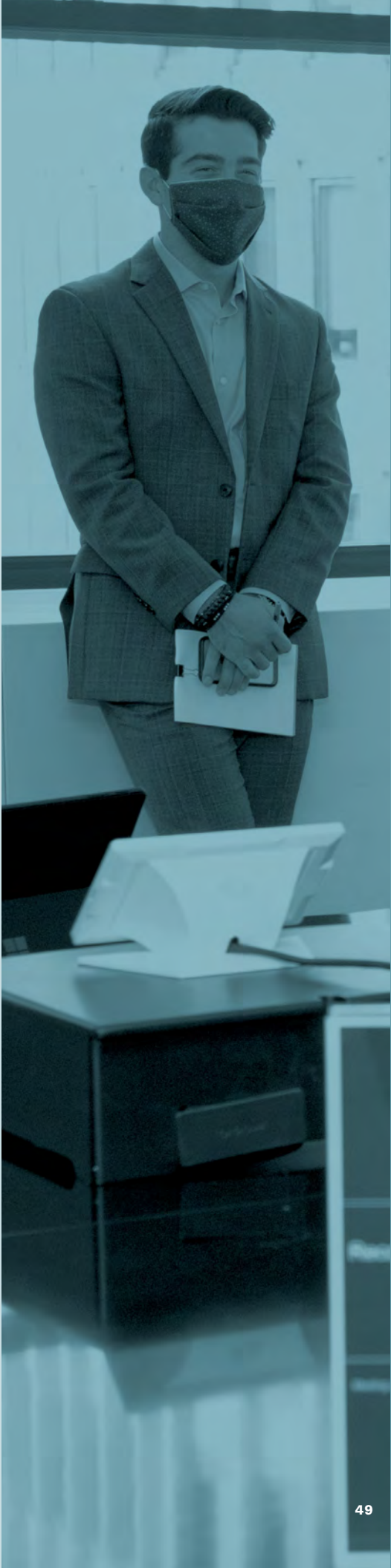
- Employee Town Halls
- Investor Relations
- Revised Financial Guidance
- Tenant Outreach
- Vendor Collaboration

09 **SUPPLY CHAIN**

- Health & Safety
- Third-Party ESG Risk Assessment
- Vendor Code of Conduct

10 **TECHNOLOGY & INNOVATION**

- Data Protection & Privacy
- Mobile Productivity Tools
- Real-time Access to Site Conditions



Risk Management

Our approach to risk management identifies, analyzes, and responds to risks and opportunities that exist across **financial, operational, and compliance levels**. Using a precautionary approach, our team proactively implements response procedures and makes long-term planning decisions. This risk management framework fortifies the future stability of our business.

CLIMATE-RELATED REGULATIONS

New York City’s commitment to reduce citywide emissions 80% by 2050 is one of the most stringent climate goals for any large city in the world. In order to achieve these reductions, the New York City Council passed the Climate Mobilization Act in April 2019, prescribing annual caps on building greenhouse gas emissions starting in 2024. At the state level, the Climate Leadership and Community Protection Act was passed in June 2019, calling for a 70% renewable electric grid by 2030.

SL Green’s proven track record of energy efficiency and emissions reduction over the past two decades minimizes the impact of the recent legislation on our portfolio. Taking it a step further, climate-related regulations provide an opportunity to engage our tenants on energy management and emissions reduction best practices.

DEMAND FOR SUSTAINABLE OFFICE SPACE IN NEW YORK

New York City’s geography exposes it to potential coastal weather risks

such as hurricanes and flooding. Climate change can intensify these risks, which could affect the demand for office space in New York. Changing consumer and investor demands are increasingly driving companies to enhance their buildings with climate mitigation strategies. Our approach is to operate, maintain, and build assets to meet market demands for sustainable and resilient office spaces. We also collaborate with prospective and existing tenants to meet their sustainability goals through capital investments, data sharing, education, and green operations.

MANAGING CLIMATE CHANGE RISK THROUGH RESILIENCY PLANNING

Our team manages the risk associated with climate-related weather events by relocating critical building infrastructure, purchasing insurance plans, installing generators, and training building management and security staff on emergency response protocol. We also allocate funds through 5-year and 10-year capital plans for resiliency and energy efficiency projects. These capital improvements reduce greenhouse

ESG Risk Rating

The Sustainalytics ESG Risk Rating score measures how companies are managing financially material Environmental, Social, and Governance risks. Due to our effective management and minimal exposure to risk, SL Green has a low risk rating, and our program falls within the top 10% among our Real Estate Industry Group.

gas emissions, mitigate our impact on climate change, and increase resiliency at our properties.

USING A CLIMATE-RELATED SCENARIO ANALYSIS

SL Green analyzed the impact of New York City’s carbon cap requirements across our portfolio from 2019 through 2050, which is based on a 1.5°C scenario. To calculate our emissions, we compiled historical electricity, fuel oil, natural gas, and district steam consumption data and applied emission factors that reflect New York City’s current energy supply composition, consistent with the IPCC AR4 100-year impact. One scenario included the changes in portfolio emissions due to 100% renewable energy usage and the associated cost. The results of the scenario analysis informed our energy procurement strategy, which has evolved to consider factors beyond price to include associated carbon emissions and geographical location of the energy resource. We are continually evaluating alternative energy sources for the portfolio, including hydropower and wind turbines.

Financial

In April 2020, SL Green’s Executive Team developed a plan to increase cash balances from \$580 million to \$1 billion to provide the company with substantial protection against both short- and long-term uncertainties resulting from COVID-19. We achieved our goal 30 days ahead of schedule and exceeded the \$1 billion target by almost \$200 million at that time. Our Operations Team also reduced operating expenses across the portfolio by flexibly scaling building services in alignment with changed operating conditions under COVID-19. We removed nonessential scopes that resulted from reduced occupancy levels and created long-term cost-saving plans. General and administrative (G&A) expenses were also reduced from 2019 levels. These budget exercises ensure that SL Green is well positioned to maintain Class A operating standards in a post-COVID world.

Cybersecurity

At SL Green, implementing robust cybersecurity measures is an integral component of our risk management strategy. As we transmit sensitive data across networks and rely on Internet-based systems to run our buildings, we are dedicated to protecting this information and the systems used to process it. We also ensure our employees, processes, systems, and external partners are aligned with cybersecurity best practices. Our Board of Directors and Executive Management Team regularly assess our program and are positioned to respond to security and privacy risks, identify vulnerability gaps, and assess data governance programs. For more information, please refer to SL Green’s 10-K filings.

BUSINESS CONTINUITY PLAN

We undergo off-site disaster recovery testing of Day 1 and partial Day 2 critical systems annually and implement incident response procedures. Additionally, 100% of our employees are equipped with mobile computing and remote work capability that enable end-to-end continuity of business operations.

CLOUD COMPUTING

With the advancement and availability of cloud technologies, we leverage the power of the cloud to employ sophisticated cybersecurity and business resilience measures.

CYBERSECURITY AWARENESS

To ensure our employees are equipped with the tools to identify cybersecurity threats, we issue quarterly trainings that are mandatory for all employees. All employees also receive monthly security awareness tips to help identify phishing, deceptive emails, and corrupted links.

EXTERNAL CERTIFICATION / ASSURANCE

The NIST Cybersecurity Framework provides a policy framework of computer security guidance for how organizations can detect, prevent, and respond to cyber attacks. SL Green’s entire IT infrastructure underwent a NIST assessment, and no high-risk gaps were identified. Information security management systems are also audited by external auditors annually.

RISK MITIGATION

With growing risks associated with cybersecurity, we mitigate our exposure by offsetting the potential costs involved with recovery after a cyber-related security breach or similar event by purchasing cyber liability insurance coverage.

SECURITY ASSESSMENTS

At SL Green, we periodically employ external agencies to test the efficacy of our security protocols. Any weaknesses found by these agencies are addressed through corrective action plans and systematic changes. We also simulate hacker attacks to ensure the security of SL Green’s IT infrastructure.

VULNERABILITY MANAGEMENT

We constantly scan our systems for vulnerabilities and address identified risks. During scheduled maintenance windows, we update or upgrade our systems to ensure they are not susceptible to exploitation.

Corporate Sustainability Policies

SL Green published a comprehensive set of Corporate Sustainability Policies that codifies our commitment across all material **Environmental, Social, and Governance** issues identified by our stakeholders. Every employee and vendor is expected to support and adhere to these policies, which can be accessed from our website at sustainability.slgreen.com.

ENVIRONMENTAL PROTECTION

SL Green is committed to protecting the environment surrounding each of our properties and the local communities where we operate. This includes minimizing our impact by reducing waste and emissions, water consumption, natural resources and raw materials, and promoting environmental responsibility in collaboration with our tenants, employees, and contractors. These policies apply to all SL Green employees, partners, suppliers, and throughout our operations.

- Creating Environmental Awareness
 - Implementing an Environmental Management System
 - More Efficient Use of Natural Resources
 - Emissions Reduction
 - Waste Reduction
 - Monitoring Environmental Performance
 - Regular Reporting on Environmental Issues
 - Consulting with Stakeholders on Environmental Issues
 - Senior Management & Board of Director Approval
 - Disclosure on Policy & Management – Energy Efficiency
- Green Building Policy
 - Waste Reduction Policy
 - Water Policy
 - Climate Change
 - Water Efficiency
 - Energy Efficiency Policy
 - Sustainable Packaging Policy
 - Environmental Supply Chain Policy
 - Emissions Reduction Policy
 - Biodiversity Protection
 - Reducing Impact on Biodiversity
 - Renewable Energy Policy

SUPPLY CHAIN MANAGEMENT

SL Green depends on a diverse pool of vendors to provide products and services that are critical to the growth and success of our enterprise. We recognize that a significant portion of the impacts of our business could occur in our supply chain, and we are committed to partnering with our vendors to manage and control material risks in this area. Guided by the policies outlined to the right, we work with our vendors on a variety of issues within the supply chain including, but not limited to, responsibly sourcing building materials, office products, and equipment, systematically engaging with contractors at work sites, and reporting on environmental performance.

- Product & Process-Related Requirements
 - Commitment to Address Office Products
 - Commitment to Engage with Suppliers on Environmental Performance
 - How the Company Accomplishes Resource Efficiency
 - Partnership Termination
 - Company-wide Managerial Responsibility
 - Systematic Consideration of Suppliers' Environmental Performance During Procurement
 - Compliance with Environmental Standards Included in Legally Binding Agreements with Suppliers
- Monitoring of Suppliers' Environmental Performance
 - Engagement with Suppliers to Address Non-compliance or Improve Environmental Performance
 - Targets & Deadlines for the Environmental Improvement of Suppliers
 - External Certification (ISO 14001, Organic, etc.) Covering Over 50% of the Company's Suppliers
 - Engagement with NGOs or Industry Peers to Address Environmental Issues in the Supply Chain
 - Fair Trade

HUMAN RIGHTS & LABOR MANAGEMENT

SL Green is committed to protecting human rights in accordance with the New York City Human Rights Laws and international standards such as the UN Guiding Principles on Business and Human Rights in the interest of its employees, vendors, and society as a whole. These commitments apply to all SL Green employees, partners, and suppliers throughout our operations. This includes, but is not limited to, opposition to child and forced labor in any form, fair compensation, and compliance with federal, state, and local regulations designed to protect human rights.

- Child Labor & Forced Labor
 - Freedom of Association
 - Fair Wages & Equal Remuneration
 - Anti-Discrimination Policy
 - Diversity Policy
 - Supply Chain Management Policy
 - Employee Health & Safety
 - Supply Chain Health & Safety
 - Customer Health & Safety
 - Employee Training & Career Development
 - Employee Engagement & Feedback
 - Equal Opportunity Policy
 - Business Ethics Policy
- Anti-Bribery & Corruption Policy
 - Employee Protection / Whistleblower Policy
 - Fair Competition Policy
 - Data Privacy & Security Policy
 - Responsible Marketing Policy
 - Human Rights Due Diligence Framework

COMMUNITY INVOLVEMENT

SL Green is committed to contributing to and enhancing the local communities where we live, work, and operate. SL Green supports local communities by investing in initiatives and events and encouraging employees to volunteer with various organizations and causes throughout the year according to the policies outlined to the right.

- Community Spend
 - Community Involvement Policy – Reputation Management
 - Employees Community Work – Fostering Employee Volunteering
 - Corporate Responsibility Awards – Awards for Community Performance
 - Product Responsibility Monitoring – Impacts of Products and Services on the Community
 - Community Involvement Programs:
 - Policy Commitment to Consult with Local Communities
 - Executive Responsibility for Community Relations
- Community Consultation Guidelines
 - Operations-Specific Responsibility for Community Relations
 - A Formal System for Identifying Local Stakeholders or Communities of Interest
 - Consultation Conducted at Early Stages of a Project
 - Ongoing Consultation Mechanisms
 - Accessible Mechanism to Collect, Record and Address Complaints or Grievances

CORPORATE GOVERNANCE

The Board of Directors sets high standards for the Company's employees, officers, and directors. Implicit in this philosophy is the importance of sound corporate governance. It is the duty of the Board to serve as a prudent fiduciary for shareholders and to oversee the management of the Company's business. To fulfill its responsibilities and to discharge its duty, the Board follows the procedures and standards that are set forth in these guidelines. These guidelines apply to both the Board of Directors and company management.

- Board Independence Policy
 - Board Diversity Policy
 - Board Experience
 - Board Reelection Provisions
 - Board Size Policy
 - Equal Voting Rights
 - Proxy Access Provision
 - Shareholder Engagement
 - Performance Oriented Compensation
 - “Say on Pay” Provision
- Clawback or Malus Provision
 - ESG-Related Executive Compensation
 - Executive Retention Practices
 - Whistleblower Programs

Corporate Governance & Board Oversight

A **guiding principle** at SL Green is to conduct our business in accordance with the highest moral, legal, and ethical standards. Our **reputation for integrity** is our priority, and each employee contributes to the care and preservation of that asset. There is shared accountability among our employees to uphold SL Green’s Code of Conduct.

2020 Proxy Highlights

Since the 2019 annual meeting, we have reached out to over 65% of stockholders. The feedback from these engagement efforts are reflected in the Corporate Governance highlights implemented by our Board:

COMPENSATION UPDATES

Significant changes have been implemented to annual and long-term incentive design to strengthen link between executive pay and company performance in response to stockholder feedback received in prior years

DECLASSIFIED BOARD

Effective May 2020, all directors will be elected for one-year terms

PROXY ACCESS

Long-term stockholders can nominate and include in our proxy materials director candidates

constituting up to the greater of two individuals or 20% of the Board, if the nominee(s) satisfy the requirements specified in our bylaws

BOARD REFRESHMENT

In January 2019, Stephen L. Green stepped down as Chairman of the Board and transitioned into the role of Chairman Emeritus, and Marc Holliday was appointed to succeed Mr. Green as our Chairman in addition to serving as our Chief Executive Officer. Two of the three directors appointed since 2015 were female, reflecting the Board’s commitment to diversity

STOCKHOLDER AMENDMENT TO BYLAWS

Permit amendment of bylaws by a majority vote

OVERSIGHT

Direct Board and Executive oversight of ESG program

STAKEHOLDER ENGAGEMENT

Initiated across tenants, community members, and employees to identify material ESG topics

BOARD AND COMMITTEE SELF-EVALUATIONS

The Board believes that good governance can only be achieved through rigorous self-evaluation. Each year, our Nominating and Corporate Governance Committee establishes formal self-assessment procedures that are consistent with our Governance Principles, NYSE listing requirements, and best practices identified during prior self-evaluations. The Board also engages with stockholders and third-party advisers throughout the year to discuss corporate governance practices, and to ensure that the Board and its committees follow practices that are optimal for the company and its stockholders while also delivering superior total return.

The Board then conducts its annual evaluation to determine whether it and its committees function effectively, with independent directors meeting separately with outside counsel. The discussions with stockholders, as well as the evaluations, are the basis for the Board’s annual review of possible changes to SL Green corporate governance practices.

BOARD OVERSIGHT OF STRATEGY

One of the most important functions of the Board relates to its role in formulating and overseeing the execution of our business strategy. The Board actively participates with management in the formulation and refinement of our business strategy to help ensure that our strategic goals are thoughtfully constructed and well-articulated. To facilitate this process, the Board has historically met with our management and external advisors in full day or multi-day sessions focused on long-term strategic planning.

Additionally, on a more frequent basis, the Board receives updates from management regarding internal progress toward strategic goals and changes in market conditions and external strategic opportunities and challenges, which the Board uses to assist our management in refining its business strategy and reacting to particular opportunities or challenges that arise. In addition to financial and operational performance, nonfinancial measures, including sustainability, social, and governance goals, are discussed by the Board. The Board believes that through these efforts, it is able to focus on our performance over the short, intermediate, and long term to secure the continuing health and success of the business for our stockholders.

ENVIRONMENTAL AND SOCIAL GOVERNANCE

SL Green’s Board has direct oversight of SL Green’s ESG program, which has executive-level participation, along with a dedicated team responsible for the program’s implementation. We have integrated our ESG platform throughout all of SL Green’s departments. This sustained focus on ESG issues has led to effective risk-management practices that influence strategic decisions at the highest levels. Every single building is reviewed under both a financial and environmental lens to ensure that building systems and operations are aligned with our ESG goals.

With our roots in New York City, we are at the center of one of the world’s most aggressive climate legislation and recognize our responsibility to lead by example. Our investments over the last 20 years, focused on increasing energy efficiency and reducing greenhouse gas emissions, have resulted in minimizing the impact of recent climate legislation on our portfolio.

In alignment with our focus on increasing the resiliency of our properties, we have implemented comprehensive response procedures to manage the risks associated with climate-related weather events. We believe our prudent approach to risk management and our long-term planning process fortifies the stability of our business and underscores our commitment to a sustainable future.

100%

Of Board Members currently serve, or have served, as CEO or in senior leadership positions.

67%

Of Board Members currently serve, or have served, on Boards of other publicly traded companies.

33%

Of Independent Board Members are women, reflective of the Board's commitment to diversity.

2020 Women on Boards

For our commitment to board diversity, we were recognized as a 2020 Women on Boards Winning ‘W’ Company for 2017.

ESG Performance

A comprehensive ESG program requires that all data covering **Environmental, Social, and Governance initiatives** are measured and transparent. As a public company, we recognize the importance of disclosing **accurate and reliable data**.

VOLUNTARY REPORTING We hold our ESG program to the highest standard by conducting voluntary reporting on an annual basis. We customize our disclosure of nonfinancial data to meet the various guidelines required by each leading framework that evaluates our performance.	CDP “A-” and highest scoring U.S. Office REIT on the S&P 500 DJSI Ranked in the 86th percentile of 248 global peers assessed	GRESB Achieved a “5 Star” rating, with a score 17 points higher than the GRESB average responder “Green Star” for the second consecutive year “A” Public Disclosure level for the fourth consecutive year
DATA AGGREGATORS We actively review reports published by third-party data aggregators that assess our ESG program using publicly available information. To ensure the data evaluated are consistent and accurate, we initiate ad hoc reviews of the aggregated data and maintain ongoing communication with analysts.	Bloomberg Top 5 score among all REITs listed on S&P 500 and Russell 1000 ISS “Prime” status on the Corporate ESG Performance evaluation “High Transparency” level and top 20% ranking in our industry globally MSCI “BBB” upgraded rating Top quartile in “Opportunities in Green Building” and “Human Capital Development” categories globally	Refinitiv Top quartile performance among all Commercial REITs worldwide State Street Global Advisors “Outperformer” score in the Qualitative Rating R-Factor score 20 points above U.S. industry average score Sustainalytics “Low Risk” categorization in ESG Risk Rating Top 5% ranking among global peer set
INDICES The investment community is targeting investments that align with the ESG objectives of their portfolios. Widespread adoption of leading ESG frameworks equip investors with the tools to benchmark companies using	comparable and consistent metrics. Stock indices list corporations with leading ESG ratings to inform investment decisions, and the inclusion of SL Green into these indices validates our strong performance.	FTSE4Good Index Series Constituent S&P 500 and S&P Global 1200 ESG Indices

2,000 Data Points

Our team responded to 10 ESG frameworks and verified over 2,000 ESG data points

Integration

ESG is integrated throughout all levels of our business. Externally, it is a priority to ensure that there is alignment between our program and the ESG objectives of our **tenants, investment partners, and suppliers**. This is made possible by SL Green’s dedicated team, as each department demonstrates an unwavering commitment to progressing the success of our ESG program.

Tenants <ul style="list-style-type: none">Respond to growing tenant requests for ESG data to meet corporate mandatesOffer educational opportunities through town halls, webinars, marketing campaigns, and e-blastsIssue annual engagement surveysPromote free energy audits through NYSERDASupport incentive opportunities with ConEdEnhance office wellness through cutting-edge indoor air quality technologies and extensive cleanliness procedures	<ul style="list-style-type: none">Procure materials that are recycled, local, and responsibly sourcedTrack material purchases for LEED certificationsProvide tenants with sustainable specifications for build-outsUtilize safe and healthy building materials when constructing spaces	SL Green Internal Teams <ul style="list-style-type: none">Construction: Ensure development, material procurement, and supply chain decisions advance company-wide ESG objectivesEngineering: Deploy cutting-edge technologies to enhance efficiency and modernize base building systemsFinance: Develop 5- and 10-year capital plans to ensure corporate resiliencyLeasing: Promote sustainability and wellness features to existing and perspective tenantsLegal: Review and incorporate Green Lease languageInformation Technology: Implement robust cybersecurity proceduresInvestor Relations: Align ESG program with material and meaningful KPIsProperty Management: Optimize building performance through tenant partnerships, capital investments, and operational decisions
Supply Chain <ul style="list-style-type: none">Administer mandatory assessment annually to ensure ESG standards are upheldPrioritize occupational health and safety by following OSHA standards and initiating site safety inspections	Investment Partners <ul style="list-style-type: none">Utilize data tracking platforms that facilitate data sharingComplete periodic energy reportsCompile annual consumption reports for energy, emissions, water, and wasteCollaborate on setting goals, including net zero carbon targetsStrategize on developing capital plans to optimize asset performance	

Oversight

Instituting a cultural focus on corporate social responsibility begins with an organization’s leadership. With Board oversight of our ESG program and executive-level participation on our Sustainability Team, these initiatives have **top-down support** and are a **company-wide priority**. SL Green’s Board and Executive Team leverage their market experience and provide strategic guidance on ESG initiatives to advance our program. SL Green’s Board receives ESG updates on a quarterly basis, and our Executive Team on a monthly basis.

Governance Mechanisms

The below list demonstrates the governance mechanisms used by our Board and Executive Team to monitor and advance SL Green’s ESG program:

<ul style="list-style-type: none">Guide strategyReview major plans of action and business plansOversee risk management policies and proceduresAnalyze annual budgetsEstablish performance objectives	<ul style="list-style-type: none">Monitor implementation and performance of objectivesManage major capital expenditures, acquisitions, and divestituresTrack progress against goals and targets
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Board of Directors Programmatic Oversight	Executive Leadership ESG Governance	ESG Team Program Implementation	Internal Engagement <ul style="list-style-type: none">ConstructionEngineeringFinanceLeasingLegalInformation TechnologyInvestor RelationsOperations	External Engagement <ul style="list-style-type: none">Community MembersConsultantsGovernmental OfficialsIndustry OrganizationsIndustry PeersInvestorsSuppliersTenants
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Stakeholder Engagement

SL Green identifies stakeholders as those who affect SL Green’s business, and those who are potentially affected by the business. The following table includes examples of topics raised by SL Green’s stakeholders.

Stakeholder Group	Engagement Frequency	Engagement Method	Topics Raised
Board of Directors	Annual	<ul style="list-style-type: none">Sustainability ReportInstitutional Investor ConferenceAnnual Presentation	<ul style="list-style-type: none">Energy, Emissions, Water, Local Community, Economic Performance, Environmental Compliance, Socioeconomic Compliance
Employees	Ongoing	<ul style="list-style-type: none">Annual Town HallAnnual Employee SurveyOngoing Program UpdatesTraining and EducationVolunteerism	<ul style="list-style-type: none">Freedom of Association and Collective Bargaining, Diversity, Nondiscrimination, Equal Pay, Occupational Health and Safety, Employment, Training and Education, Child Labor, Forced or Compulsory Labor, Labor/Management Relations
Executive Team	Monthly	<ul style="list-style-type: none">Annual PresentationInstitutional Investor ConferenceQuarterly Status ReportAnnual Sustainability Report	<ul style="list-style-type: none">Energy, Emissions, Water, Effluents and Waste, Local Community, Economic Performance, Environmental Compliance, Socioeconomic Compliance
Industry Peers	Ongoing	<ul style="list-style-type: none">Joint VenturesSustainability CommitteesTrade Associations	<ul style="list-style-type: none">Energy, Emissions, Water, Environmental Compliance, Effluents and Waste, Public Policy, Local Community, Customer Privacy, Economic Performance, Indirect Economic Impacts
Investors	Ongoing	<ul style="list-style-type: none">Annual Report & 10-KProxy StatementSustainability ReportSustainability Website Updates	<ul style="list-style-type: none">Economic Performance, Anti-corruption, Environmental Compliance, Socioeconomic Compliance, Diversity
Local Community	Ongoing	<ul style="list-style-type: none">PhilanthropyVolunteerismBusiness Improvement DistrictsCivic Engagement	<ul style="list-style-type: none">Energy, Emissions, Water, Effluents and Waste, Indirect Economic Impacts, Local Community, Biodiversity, Public Policy
Sustainability Consultant	Ongoing	<ul style="list-style-type: none">Energy ManagementGreen Building CertificationSustainability Policy Development	<ul style="list-style-type: none">Energy, Emissions, Water, Environmental Compliance, Effluents and Waste, Public Policy, Supplier Environmental Assessment
Tenants	Ongoing	<ul style="list-style-type: none">Town HallBiannual Tenant Satisfaction SurveyNewsletter and WebinarGreen Building Certification	<ul style="list-style-type: none">Security, Customer Health and Safety, Materials, Energy, Emissions, Procurement Practices, Customer Privacy
Vendors	Ongoing	<ul style="list-style-type: none">Energy ManagementGreen Building CertificationTraining and Education	<ul style="list-style-type: none">Energy, Emissions, Water, Environmental Compliance, Effluents and Waste

Materiality

SL Green performed a complete materiality assessment that was informed by stakeholder engagement processes.

SL Green's materiality assessment involved highlighting the ESG topics that were most meaningful to stakeholders and relevant to the company. To initiate the materiality process and substantiate the chosen material topics, SL Green engaged priority stakeholders in 2019 and continues to engage stakeholders on an ongoing basis to guide reporting content.

As part of the materiality assessment, a quantitative analysis was performed to rank all material ESG aspects based on importance to, and potential impact on, the company and priority stakeholders. SL Green continually identifies key ESG topics presented in GRI – including the Real Estate Sector Supplement – and GRESB. The SL Green team also adjusts our priorities and key performance indicators in tandem with an annual review of the

company's Environmental Management System (EMS) when necessary.

In the below materiality matrix, SL Green chose to include the material topics – those that fell in the top quartile of the materiality matrix – and an assortment of nonmaterial topics – those that fell outside the top quartile but were nevertheless important to the company and its stakeholders. The SL Green Executive Team reviewed the topics and approved the inclusion of them in this year's report. The topics cover ESG aspects and include several metrics from the Real Estate Sector supplement. The chosen aspects were then paired with the respective GRI key performance indicators in the materiality matrix below:



About This Report

This is SL Green’s eighth annual sustainability report, which includes metrics covering the 2019 calendar year. This report is based on the Global Reporting Initiative (GRI) Reporting Framework, which is used to report about an organization’s impacts on **the economy, the environment, and society** using ESG metrics. This report is “In Accordance–Core” with the GRI Standards framework and includes disclosures from the Construction and Real Estate (CRE) Sector Supplement.

→ The GRI Content Index can be found at sustainability.slgreen.com

SL Green collected available data from all properties listed to the right in which the company maintains ownership and direct operational control for the full calendar year, which only includes office properties. Data from retail and residential properties are excluded from the reporting boundary due to lack of direct operational control. The square footage of each building is consistent with the reported value in the Local Law 84 annual Benchmarking Report. In order to compile a complete and accurate set of data to report on environmental performance, SL Green hired Sustainable Investment Group, a sustainability consulting firm, to collect, analyze, and report on each data metric. Sustainable Investment Group worked with SL Green management and building staff, service providers, and utilities to collect data for energy and water consumption, greenhouse gas emissions, and waste data.

The greenhouse gas (GHG) inventory process was performed in accordance with quantification methodologies of the GHG Protocol. After all data were collected, Sustainable Investment Group converted the energy consumption quantities into carbon emissions using industry standard emissions factors and global warming

potentials published by the GHG Protocol. If any data were not available, estimates were used as needed.

The 2019 environmental performance data (energy, water, waste, and emissions) of the portfolio have been compared with environmental performance data from 2017 and 2018. Historical Environmental Performance Summaries can be found at sustainability.slgreen.com.

Energy data were collected by requesting aggregate utility data from Consolidated Edison that captured all energy used by each property from the utility. Tenant utility data were collected directly from the tenants or submeters readings. Scope 1 consumption and emissions were calculated by taking the aggregate on-site emissions factors (fuel oil, natural gas, and refrigerant) and subtracting tenant fuel and refrigerant usage found in Scope 3. Scope 2 consumption and emissions were calculated in similar fashion by subtracting the tenant distributed energy (electricity and steam) from the total electricity and steam usage found in aggregate building data. Scope 3 consumption and emissions were calculated by taking the aggregate on-site emissions factors (fuel oil, natural gas, and refrigerant) as well as aggregate

distributed energy (electricity and steam) and subtracting base building fuel, refrigerant, electricity, and steam usage.

Waste data were collected through waste hauler reports that include the total waste and recyclables collected from each site. The waste diversion percentage was calculated by taking the total amount of recycled material and dividing by the sum of landfilled waste plus recyclables. Water data were collected by gathering aggregate water data from the utility provider. Refrigerant emissions were calculated by collecting a list of equipment within each building and applying a 0.5% leakage rate for each system in alignment with the LEED O+M standard. Scope 1 Refrigerant Emissions for 2017 and 2018 have been adjusted to be in alignment with the GHG Protocol.

The contact person for this report is:

Laura Vulaj,
Senior Vice President &
Director of Sustainability
Laura.Vulaj@slgreen.com

Reporting Properties

01	10 East 53rd Street
02	100 Church Street
03	100 Park Avenue
04	11 Madison Avenue
05	110 East 42nd Street
06	110 Greene Street
07	1185 Avenue of the Americas
08	125 Park Avenue
09	1350 Avenue of the Americas
10	1515 Broadway
11	2 Herald Square
12	220 East 42nd Street
13	304 Park Avenue South
14	420 Lexington Avenue
15	461 Fifth Avenue
16	485 Lexington Avenue
17	555 West 57th Street
18	625 Madison Avenue
19	635 Avenue of the Americas
20	641 Avenue of the Americas
21	711 Third Avenue
22	750 Third Avenue
23	810 Seventh Avenue
24	919 Third Avenue



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