

2022
CORPORATE
RESPONSIBILITY
REPORT



ABOUT THIS REPORT

Our ninth Corporate Responsibility Report highlights our approach and progress for material sustainability and social risks and opportunities as a real estate investment trust (“REIT”) with a portfolio of full-service hotel properties in the United States (U.S.). This report includes a GRI Content Index, SASB disclosures, and performance tables with key environmental, social and, governance (“ESG”) metrics.

This report includes environmental and social performance data as of December 31, 2021, unless otherwise noted.

This report is current as of November 1, 2022, data as of year-end 2021.

Please direct your questions and/or comments to info@drhc.com.



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COVER: LAKE AUSTIN SPA RESORT, AUSTIN, TEXAS

LEFT: THE WESTIN FORT LAUDERDALE BEACH RESORT, FORT LAUDERDALE, FLORIDA

CEO'S MESSAGE

Dear Shareholders,

2022 marks the 9th year of DiamondRock's annual Corporate Responsibility Report. This report outlines our commitments to environmental stewardship, our people, community engagement and governance and provides social and environmental performance data from 2021.

Consistent with the disclosures in our last report, we have provided an assessment of climate risks and opportunities in alignment with the Task Force on Climate-related Financial Disclosures (TCFD). We also continue to disclose our performance in accordance with the Sustainability Accounting Standards Board (SASB) Real Estate Infrastructure Segment Standard and the Global Reporting Initiative (GRI) Index which has been updated based on the revised GRI Universal Standards, released in October 2021.

We believe environmental sustainability is key to delivering durable, above-average value to our stakeholders. I am pleased with our overall environmental performance. Not including

In 2022, DiamondRock ranked #1 as the North American Regional Sector Leader for Hotels by GRESB Real Estate Assessment.

the disrupted year of 2020, 2021 values for energy and carbon intensity are the lowest on record. To move the needle further and begin our journey toward Net Zero, we updated our portfolio-wide targets from 2025 to 2030, to reduce energy,

carbon and water intensity using 2019 as a new base year. We also achieved 3rd party limited assurance of our energy, water, carbon performance for 2021 and 2019.

In 2021, hotel operations continued to rebound from the dramatic impact of the global pandemic, which had essentially brought travel to a standstill in March 2020. Moving forward, we are still focused on ensuring the safety of hotel employees and guests. We continue to recognize the importance of promoting both physical and mental well being for our corporate and hotel employees. In 2021, DiamondRock continued to offer flexible workplace options including telecommuting, part-time employment, and flexible work hours. 100% of employees have also received professional, ESG-specific trainings related to environmental, safety, health, and well-being.

Community engagement remains a high priority. In 2021, we contributed \$500,000 in-kind donations, 1,500 room nights, and 700 volunteer hours to five organizations – Achievement Trust, AHL&A Opening Doors, Rubinstein Taybi Syndrome Children's Foundation, and KEEN Greater DC.

Identifying and executing on major return on investment projects is a cornerstone of DiamondRock's strategy to create shareholder value as well as improved resource efficiency, reducing energy, water and carbon. In 2021, we invested over \$2.6 million in energy, water, and waste efficiency projects and energy conservation programs. To help achieve our energy and carbon intensity reduction goals, many of our investments were in low carbon opportunities, including renewable energy and investments to reduce energy consumption from non-renewable sources. In 2021, we invested in a solar panel project at Cavallo Point, the Lodge at the Golden Gate Bridge. Additionally, at Burlington Hilton, we invested in energy efficient boilers and hot water pumps to reduce energy consumption. At Renaissance Charleston, improvements were made to windows and window seals to reduce the energy used to cool the building. The Key West Margaritaville experienced decreased energy consumption due to investments in new chiller coils and HVAC equipment replacement. At the Orchards Inn Sedona, investments in the chiller were designed to reduce energy consumption.

In 2022, DiamondRock ranked #1 as the North American Regional Sector Leader for Hotels by GRESB Real Estate Assessment, a global organization that sets the standard for evaluating ESG excellence within the real estate industry. ISS, a prominent proxy advisor, also awarded the Company its coveted ISS ESG Corporate Rating Prime Status, which is a designation held by the top 10% of the real estate industry worldwide.

DiamondRock is driven to remain a leader in environmental, social and governance (ESG) areas.



Mark W. Brugger

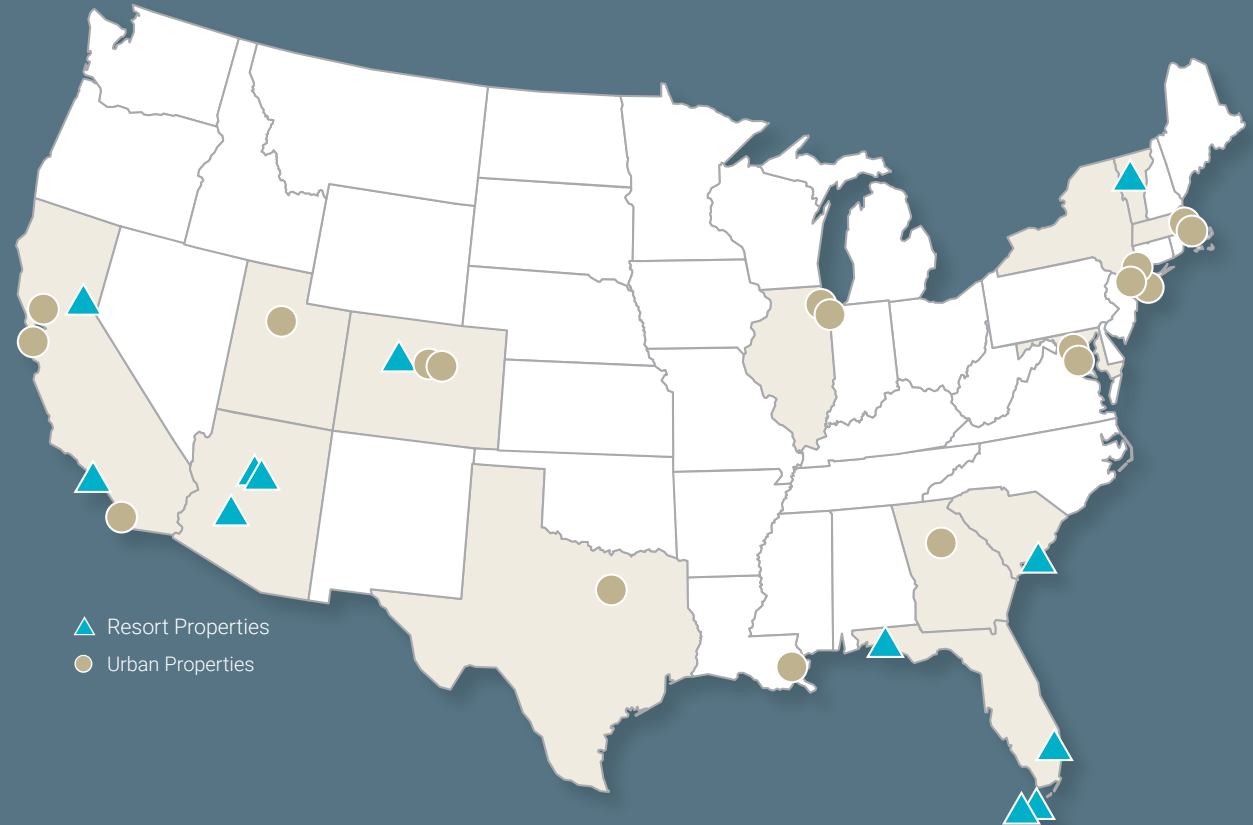
Chief Executive Officer, DiamondRock Hospitality Company

CORPORATE PROFILE

LOCATIONS IN KEY GATEWAY CITIES AND DESTINATION RESORTS

DiamondRock Hospitality Company is a self advised real estate investment trust (REIT). Our hotel portfolio, as of December 31, 2021, includes 32 premium hotels and resorts that contain 9,349 guest rooms, concentrated in key gateway cities and destination resorts located in 22 different markets in North America. The Company employs 28 full-time staff members.

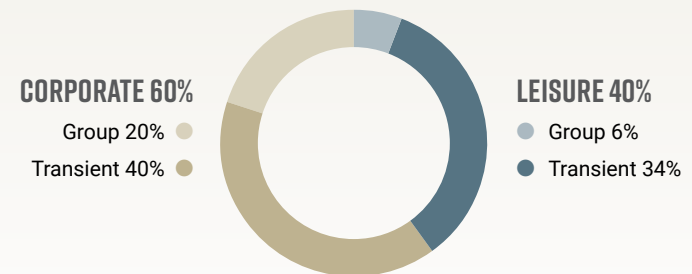
As an owner of lodging properties, we aim to deliver above-average, long-term returns for our shareholders and create opportunities for our associates to better their lives through successful hotel investments. Our primary business is to acquire, own, asset manager and renovate premium hotel properties in the U.S. Each of our hotels is managed by a third party—either an independent operator or a brand operator.



DIVERSIFIED GEOGRAPHICAL SOURCES OF EBITDA*

LOCATION	EBITDA	LOCATION	EBITDA	LOCATION	EBITDA
Boston, MA	15%	Salt Lake City, UT	4%	New Orleans, LA	2%
Chicago, IL	15%	Sausalito CA	4%	Charleston, SC	2%
New York, NY	6%	Vail, CO	4%	Huntington Beach, CA	2%
Ft. Lauderdale, FL	6%	Sedona, AZ	4%	Atlanta, GA	2%
Washington, DC	6%	Denver, CO	3%	Destin, FL	2%
Ft. Worth, TX	5%	Phoenix, AZ	3%	Lake Tahoe, CA	1%
Key West, FL	5%	Burlington, VT	3%	San Francisco, CA	1%
San Diego, CA	4%	Sonoma, CA	2%		

GUEST MIX DIVERSIFICATION*



* Based on 2019 Hotel Adjusted EBITDA and percent of 2019 occupied room nights.



SUSTAINABILITY HIGHLIGHTS

ENVIRONMENTAL PERFORMANCE



EMISSIONS INTENSITY

7.1 kgCO2e per square foot

↓ **17.9%**

(Working toward 2030 Target of 50% ↓ from baseline 2019)



ENERGY INTENSITY

26.7 kWh per square foot

↓ **13.1%**

(Working toward 2030 Target of 30% ↓ from baseline 2019)



WATER INTENSITY

186.66 gallons per occupied room

↑ **33.4%**

(Working toward 2030 Target of 20% ↓ from baseline 2019)



- Renewables account for **7.6%** total energy consumption (Working toward 2030 Target of 30% of electricity from renewable energy)
- Over **\$2.6 million** in energy, water, and waste efficiency projects in 2021

SOCIAL PERFORMANCE



Over **\$100,000** cash donations to charitable causes since 2007



\$500,000 In-Kind Donations in 2021
1,500 Room Nights in 2021



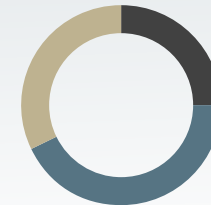
700 Volunteer Hours in 2021



GENDER DIVERSITY

Women represent **36%** of corporate employees

Two of eight board members are women



EMPLOYEE AGE DIVERSITY

- Under 30 years old: 25%
- 30 to 50 years old: 43%
- Over 50 years old: 32%

STRATEGY, ENGAGEMENT, AND GOVERNANCE



THE LODGE AT SONOMA RESORT, AUTOGRAPH COLLECTION, SONOMA, CALIFORNIA

SUSTAINABILITY OBJECTIVES

To deliver resilient, long-term value to our stakeholders, DiamondRock integrates sustainability into the fabric of our business. Our sustainability objectives are to:

- Minimize our environmental impact across our operations and supply chain
- Capitalize on opportunities to build climate resilience



- Proactively manage environmental, social and governance risks
- Promote a diverse, equitable and inclusive culture
- Make positive contributions to the communities where we operate

ALIGNMENT WITH THE UN SDGS

These objectives are aligned with the United Nations Sustainable Development Goals (“UN SDGs”), a framework to achieve a better and more sustainable future for all.

GOAL	OBJECTIVES	EFFORTS
 <p>3 GOOD HEALTH AND WELL-BEING</p>	<p>Support the health and well-being of our corporate and hotel employees, and the communities where we live and own hotels through our policy commitments and community engagement initiatives.</p>	<ul style="list-style-type: none"> ■ Heightened Covid-19 safety and hygiene measures for hotel guests and employees ■ 100% coverage of the premium for health care and dental, life and disability insurance for corporate employees ■ Flexible working options ■ Ergonomic workstations ■ Access to subsidized gym ■ Corporate offices located on bicycle and public transportation routes
 <p>4 QUALITY EDUCATION</p>	<p>Support local communities and educational initiatives, including scholarship opportunities</p>	<ul style="list-style-type: none"> ■ Long-time supporter of charitable organizations offering scholarship and professional development opportunities to underprivileged youth ■ Up to \$10,000 in financial assistance for corporate employees to advance education
 <p>6 CLEAN WATER AND SANITATION</p>	<p>Support water intensity reduction goal through investments to maximize water efficiency, and conduct water risk assessments</p>	<ul style="list-style-type: none"> ■ \$93,000 invested in water efficiency projects in 2021 ■ Assessed water risk for entire portfolio and prioritized water stewardship actions for locations of high water stress levels

ALIGNMENT WITH THE UN SDGS CONTINUED

GOAL	OBJECTIVES	EFFORTS
	Promote equal employment opportunities and take due diligence actions to ensure no violation of slave labor and other human rights laws	<ul style="list-style-type: none">■ DiamondRock provides equal employment opportunities and expressly prohibits discrimination■ Our Human Rights Policy prohibits the use of child labor, forced labor and human trafficking and other forms of human rights violations across our operations and supply chain■ DiamondRock supports the American Hotel & Lodging Associations' ("AHLA") 5-Star Promise and collaborates with our hotel operators and owned hotels' brands to ensure ongoing employee training and education programs for anti-harassment
	Reduce and divert waste from landfill by promoting a circular economy approach (e.g. reuse, recycling and composting), and support sustainable and ethical sourcing	<ul style="list-style-type: none">■ \$19,000 invested in waste diversion projects in 2021■ Sustainable procurement considerations are involved in all construction projects
	Assess and mitigate climate related physical and transition risks; reduce energy and emissions intensity by investing in low-carbon and energy efficiency projects	<ul style="list-style-type: none">■ Conducted climate related physical and transition risk assessment and took necessary actions■ Include carbon pricing considerations in valuation of new hotel investments■ Nearly \$2.3 million invested in energy efficiency projects in 2021■ Renewable energy accounts for 7.6% of energy needs across the portfolio■ Two properties, Cavallo Point and Chicago Marriott Downtown Magnificent Mile, have installed onsite solar photovoltaic panel

GOVERNANCE

Our sustainability program is overseen by the Board’s Nominating and Corporate Governance (“NCG”) Committee. The NCG Committee reviews and monitors the DiamondRock’s goals, policies, strategies and activities related to environmental stewardship, climate related risks and opportunities, responsible investment, corporate citizenship, human rights, human capital management and other social and public matters of significance to DiamondRock. This committee updates our Board of Directors quarterly.

At the management level, the Chief Executive Officer (CEO) is responsible for assessing and managing sustainability risks and opportunities, and reports to the Board’s NCG Committee. In support of the CEO, our Chief Financial Officer (CFO), General Counsel and Vice President of Investments also have sustainability related objectives within their responsibilities and these objectives have predetermined consequences on their bonus compensation plans.

Our executive officers actively engage our Asset Management, Investment, Design, Development and Construction, Human Resources, Administration, as well as Legal, teams during weekly, monthly, and quarterly meetings to review operating performance at hotels and evaluate capital expenditures opportunities that contribute toward DiamondRock’s sustainability objectives.

DiamondRock has a portfolio-wide program of sustainable best practices. Each year, DiamondRock’s Asset Management and Design and Construction teams formally collaborate with the General Manager and Director of Engineering of each hotel in the portfolio to review all projects related to the property and propose these additional best practices. Each project is proposed, evaluated, researched, and selected with a clear understanding and consideration of its sustainability impact.





STAKEHOLDER ENGAGEMENT

DiamondRock is keenly aware that collaboration with our stakeholders is essential for achieving our sustainability objectives. We are committed to open and transparent communications to engage our key stakeholders in identifying and implementing opportunities for enhancing sustainability performance.

DiamondRock engages with our tenants through multiple avenues, including a tenant (general manager) satisfaction survey, continuous communications, and sustainability training. We also provide our general managers with environmental, social, and code of conduct policy documents. Through tenant engagement, we aim to improve the performance of our portfolio and increase awareness as well as gather feedback around our sustainability program. Within the properties, hotel employees are involved in monitoring sustainability

progress and contributing feedback and ideas for further improvement. Over 40% of our hotels have a sustainability champion and one-third have a sustainability team that meets at least every quarter.

Although DiamondRock is an owner and landlord, and does not operate our properties, we work each year, and collaborate with the individual operators to discuss their well-being and health plan for their employees, guests, and the community. In October of each year, each hotel's operator submits their plan around these areas to DiamondRock as part of the annual budget season, and the program for the year is discussed and determined. Through our REIT collective engagement program, we also engage collectively with executives from hotel operators and brands on ESG topics.

STAKEHOLDERS	FORMS OF ENGAGEMENT	
DiamondRock Employees	<ul style="list-style-type: none"> ■ We have an employee health and well-being program in place ■ Employees are offered flexible work options ■ Employee satisfaction surveys are conducted 	<ul style="list-style-type: none"> ■ Bi-annual performance reviews are conducted ■ Professional development and other learning opportunities are supported ■ Whistleblower mechanism allows anonymous reporting of misconduct
Tenants (Independent / Brand operator)	<ul style="list-style-type: none"> ■ We collaborate to develop comprehensive and detailed plans for implementing Covid-19 safety protocols ■ We support our hotels in their efforts to conduct sustainability related training ■ We conduct meetings with each hotel's General Manager (GM) and Director of Engineering to evaluate all projects and additional best practices that can be implemented to yield sustainability benefits 	<ul style="list-style-type: none"> ■ Operators are rewarded with monetary incentives if monthly energy usage is lower than estimated figure in annual budget ■ Satisfaction surveys are conducted with each hotel's GM
Stockholders	<ul style="list-style-type: none"> ■ We engage stockholders on our strategy, compensation policy and performance, including that of sustainability, during investor meetings and events 	<ul style="list-style-type: none"> ■ Stockholders can submit information requests or feedback via our website, and through email
Suppliers	<ul style="list-style-type: none"> ■ We communicate our expectations of vendors/suppliers through our Vendor Code of Conduct ■ We work with vendors/suppliers to procure sustainable construction materials 	<ul style="list-style-type: none"> ■ Regular meetings, status reports and onsite visits are conducted with general and sub-contractors to ensure construction projects meet stringent environmental, health and safety standards
Communities	<ul style="list-style-type: none"> ■ DiamondRock contributes money, time and resources to charities at both the local and national levels 	<ul style="list-style-type: none"> ■ At the asset level, we monitor community impacts in correlation with our investment objectives



SUSTAINABLE INVESTMENT STRATEGY

We critically evaluate each of our hotels at every property lifecycle stage to ensure that our portfolio conforms to our vision, supports our mission and corresponds with our strategy.

For all new investments, our investment team works with energy consultants to address future risks and estimate future pricing before making capital allocation decisions. An analysis is performed to understand the expense of making new investments carbon neutral.

For existing assets, our insurance consultant performs an annual risk assessment of water, hazard, fire and life safety, and natural disaster, and we take appropriate actions to mitigate any significant risks.

Prior to embarking on construction and renovation projects, DiamondRock's in-house team and external consultants conduct a diligence process that addresses building safety, community impact, energy efficiency, air quality, waste and contamination. We also opt for more sustainable building materials for our construction and renovation project.

Our design and construction team also leverages municipal incentives to optimize the efficiency of our assets. In 2021, the team was able to procure sustainable oriented funds to improve the efficiency of mechanical systems at the Courtyard Midtown East Manhattan.

For dispositions, DiamondRock carefully considers the age, efficiency, energy, and carbon profiles of potential disposition candidates to assess long-term portfolio fit with our sustainable investment strategy.

In 2021, we invested over \$2.6 million in energy, water, and waste efficiency projects and energy conservation programs. To help achieve our energy and carbon intensity reduction goals, many of our investments were in low carbon opportunities, including renewable energy and investments to reduce energy consumption from non-renewable sources. In 2021, we invested in a solar panel project at Cavallo Point, the Lodge at the Golden Gate Bridge. Additionally, at Burlington Hilton, we invested in energy efficient boilers and hot water pumps to reduce energy consumption. At Renaissance Charleston, improvements were made to windows and window seals to reduce the energy used to cool the building. The Key West Margaritaville experienced decreased energy consumption due to investments in new chiller coils and HVAC equipment replacement. At the Orchards Inn Sedona, investments in the chiller were designed to reduce energy consumption.

CASE STUDY

SALT LAKE CITY MARRIOTT DOWNTOWN AT CITY CREEK



SALT LAKE CITY MARRIOTT DOWNTOWN AT CITY CREEK

At the 510-room Salt Lake City Marriott Downtown at City Creek, recent ESG initiatives include:

- Installed new thermostats in all guest rooms to reduce energy consumption through an occupancy sensor
- New VFD motors being installed when replacing any motor on Air handling or Fan coil units to conserve electricity (2021- on going)
- Installed low flow shower heads in guest room baths
- Eliminated the use of single use plastics
- Established community food donation program



CYBER SECURITY, DATA PROTECTION AND PRIVACY

We believe that a robust cyber-security policy is essential to preserving critical and private information and minimizing our vulnerability to security breaches and other cyber-security threats. Threats to the Company's financial, non-public information, and reputation include malicious malware, hackers, human errors, ransomware and system malfunctions. To combat these threats, we have implemented a series of measures intended to enhance our cyber-security.

We have implemented an information security training and compliance program. This program covers the following topics:

- Threat landscape, including spearfishing attacks, email as the primary entry point, and difficulty of discovering breaches;
- The approach to cyber-defense strategy, including defense in layers, maintaining the balance between security and functionality, and key component of business continuity and disaster recovery;
- The evolving nature of the attack surface, including working to strategically move past legacy Privileged Access Management and towards a cloud ready zero trust authentication, user access to business systems, coupled with interconnected cloud and on-premises workflows expands the attack surface; and
- Examples of attacks and how current Defense-In-Depth systems are designed to detect, alert and respond; and
- Ransomware preparedness

We require all employees to attend a training and compliance program at least once annually. In addition, we have a separate, special training session for all Board members and senior executives. Our senior executives brief the Board on information regarding security matters at least quarterly.

Further, we have engaged our auditor, which is an independent public accounting firm, to perform an ongoing risk-based cyber security program assessment across both our Corporate and operator environments. In this capacity, they report to Senior Management and the Board on a regular basis and, if appropriate, recommend changes to our processes.

The Company has a robust cyber-insurance policy. Subject to its terms, conditions, and exclusions, the policy is designed to (i) respond to claims arising from data and security breaches, (ii) pay regulatory penalties arising from a data or security breach, and (iii) respond to claims under Merchant Service Agreements arising from suspected data breaches. The policy also provides cyber business interruption coverage, cyber extortion and data recovery coverage. Finally, the policy covers for costs incurred in responding to a breach, including notification, legal, forensics and public relations.


During the last three years ending November 30, 2022, the Company has not experienced an information security breach. Additionally, during the last three years ending November 30, 2022, there have been no net expenses incurred from information security breach penalties and settlements.





ESG DISCLOSURE SCOREBOARD

DiamondRock is committed to open and transparent communication of its sustainability performance to stakeholders and participates in both GRESB and ISS ESG assessments. Through these assessments, we benchmark our performance against peers and are motivated to seek further advancement in our sustainability program. In 2021, we were honored as the Regional Sector Leader for Hotels within the Americas by GRESB and ranked #1 in GRESB 2022 Real Estate Assessment within the Hotel / Americas peer set. We also rank within the top 5% across all U.S. real estate companies participating in the ISS ESG Corporate Ranking, and are among the top 5% of all participating companies worldwide.

GRESB ANNUAL RESULTS								ISS-ESG RANKINGS		ISS-ESG CORPORATE RANKING			
								ENVIRONMENTAL 					
STAKEHOLDERS	2016	2017	2018	2019	2020	2021	2022	2		<p>Currently ranked in top 5% of all US real estate companies.</p> <hr/> <p>DiamondRock ranks in the top 5% of the World Real Estate Sector, earning an ISS ESG Prime designation.</p>			
DRH GRESB Score	50	53	75	81	84	86	82	SOCIAL 				2	
Peer Score Average¹	51	57	58	69	69	72	65	GOVERNANCE 				4	
Index to Peer Score Average	98%	93%	129%	117%	122%	119%	126%						
 													

¹ Lodging Peer Average is based on 5 Lodging Companies including 2 REITs.

ENVIRONMENTAL STEWARDSHIP



TRANQUILITY BAY BEACHFRONT RESORT, MARATHON, FLORIDA



OBJECTIVES AND TARGETS

DiamondRock is committed to reducing the impact of our operations, the operations of hotels we own, and the activities of our suppliers on the environment. We manage our environmental performance through our ISO 14001-aligned Environmental Management System, a Plan-Do-Check-Act system that includes a set of policies, processes and procedures to identify and address environmental risks and opportunities, and facilitate continuous improvement in environmental performance through goal setting, data tracking, and progress reporting.

We also benchmark our environmental performance against peers to identify and remedy anomalies in our consumption to avoid resource wastage. Our hotels are benchmarked in the Environmental Protection Agency’s Energy Star Portfolio Manager and Cornell Hotel Sustainability Benchmarking.

Our environmental objectives are:

- **Energy and Emissions:** To make sound investments and support initiatives that reduce portfolio energy consumption and greenhouse gas emissions per square foot from base year 2019 levels
- **Water:** To implement best practices and prioritize properties with greatest water risk and impact to reduce water consumption per occupied room from base year 2019 levels
- **Waste:** To further divert waste to landfill from hotels and corporate headquarters through re-use, recycling and composting
- **Biodiversity:** To consider and monitor potential biodiversity impacts for new investments and current properties in our portfolio
- **Supply Chain:** To purchase environmentally preferable, ethically sourced and/or local materials whenever feasible

OUR ENVIRONMENTAL TARGETS

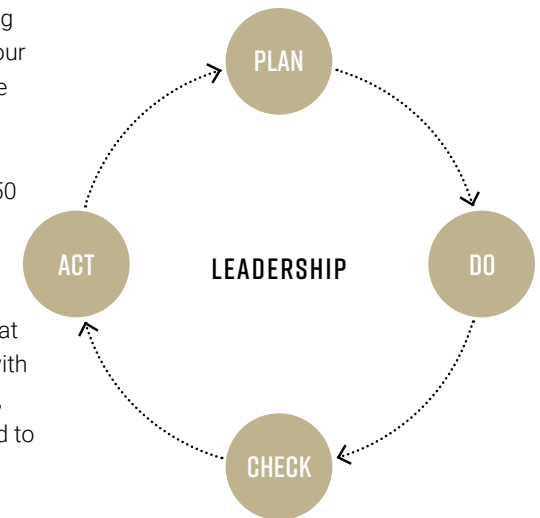
DiamondRock has been measuring and monitoring environmental performance since 2011. In 2018, we announced our portfolio-wide energy, carbon and water targets. These environmental targets were set to reduce energy, carbon and water intensity by 25%, 40% and 25% respectively by 2025 from our 2011 baseline.

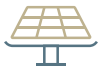
Now in 2022, we are moving the needle further and planning our journey toward net zero. We updated our portfolio-wide targets from 2025 to 2030 with a goal to increase energy from renewable sources while reducing energy, carbon, water, and waste intensity using 2019 as a new base year.

STAKEHOLDERS	2030 TARGET	PROGRESS TOWARDS 2030 GOAL*
Energy Intensity (kWh per square foot)	Reduce energy intensity by 30% by 2030	-13.1%
Carbon Emission Intensity (kg/CO2E per square foot)	Reduce carbon emission intensity by 50% by 2030	-17.9%
Water Intensity (gallons per OCRM)	Reduce water intensity by 20% by 2030	33.4%
Waste Diversion Target	Achieve waste diversion rate of 50% by 2030	27.0%
Renewable Energy Target	30% of electricity consumption from renewable energy sources	7.6%

* 2019 Baseline

DiamondRock is dedicated to developing an organizational plan for establishing our approach to net zero and recognizes the significance of achieving net-zero emissions by the year 2050. Our overall goal is to achieve net-zero emissions by 2050 for all scope 1, 2, and 3 emissions. Our current strategy is to concentrate on tasks that can be managed practically and that, as a result, will have effects that extend through 2030. In collaboration with our clients, policymakers, and investors, we are dedicated to adjusting as needed to achieve this crucial global objective.





ENERGY AND EMISSIONS

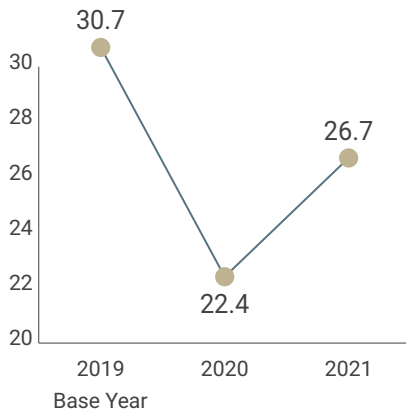
DiamondRock recognizes that climate change presents significant risks and opportunities to businesses. We are using the Task Force for Climate-Related Financial Disclosures (TCFD) framework to identify material concerns, and are taking steps to embed climate-related issues in our governance, strategy and risk management. We have set energy and carbon intensity reduction goals targeted for achievement by 2030 and are working to realize our goals by monitoring and incentivizing improvements in energy efficiency, undertaking preventive maintenance measures, identifying and investing in energy efficiency best practices and investing in low or zero carbon opportunities. Energy usage by our third-party operators is measured each month, and monetary incentives are awarded to operators that consume less energy than estimated in the annual budget. Each hotel within our

portfolio has a preventive maintenance plan in place to ensure timely maintenance, which supports energy savings. From DiamondRock's portfolio-wide program of sustainable best practices, promising emerging practices are identified for implementation.

Apart from renewable energy and efficiency projects, our hotels provide access and information about green transport options, such as by bike or public transportation. Electric vehicle charging stations are also offered at an increasing number of our hotels including Renaissance Charleston Historic District Hotel, Westin Boston Waterfront and Westin San Diego Gaslamp Quarter.

ENERGY REDUCTION

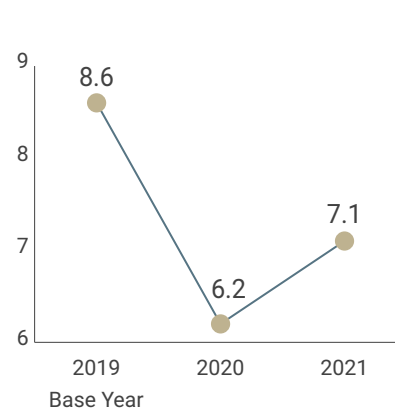
ENERGY INTENSITY
(kWh per square foot)



↓ **13%**

Reduction in intensity since 2019

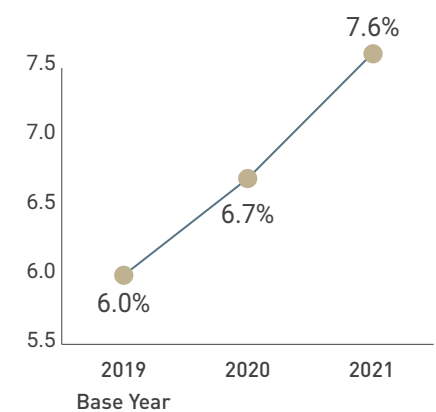
EMISSIONS INTENSITY
(kgCO2e per square foot)



↓ **18%**

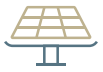
Reduction in intensity since 2019

% RENEWABLES



↑ **27%**

Increase in renewable since 2019



ENERGY AND EMISSIONS

Objective: To make sound investments and support initiatives that reduce portfolio energy consumption and greenhouse gas emissions per square foot from base year 2019 levels

Nearly \$2.3 million invested in energy efficiency in 2021

COMMON PRACTICES

- **90.9%** benchmarked in Energy Star Portfolio Manager
- **96.9%** have a preventive maintenance plan that checks building energy and water equipment at least on a quarterly basis
- **100%** have implemented measure/s to improve energy conservation over the last four years
- **87.5%** have installed digital thermostats in guestrooms
- **90.6%** have installed LED light bulbs in interior spaces

EMERGING PRACTICES

- **40.6%** have installed occupancy sensors in guest rooms to reduce heating/cooling
- **25.0%** have enhanced windows with reflective and/or insulating characteristics
- **24.1%** have installed occupancy sensors in meeting rooms to reduce heating/cooling
- **6.3%** generate solar energy on-site
- **6.4%** reuse waste heat on the property

Energy consumption across our portfolio fell from 232,461 MWh in the baseline 2019 to 194,294 MWh in 2021. In turn, energy intensity improved from 30.73 kWh per square foot to 26.7 kWh per square foot.



We have set energy and carbon intensity reduction goals targeted for achievement by 2030

WESTIN WASHINGTON DC CITY CENTER PARTNERS WITH CARBON LIGHTHOUSE

- In 2021 the Westin Washington DC City Center entered a partnership with Carbon Lighthouse to reduce the hotel's energy use through Carbon Lighthouse's technology and software platform.
- Reduce the hotel's carbon footprint through upgrades to the Building Management System ("BMS")
- The property has installed over 300 energy sensors throughout the building which tie to the hotel's BMS, recording energy usage throughout the building on a real-time basis.
- The hotel's upgraded BMS then uses software provided by Carbon Lighthouse to continually recalibrate the BMS to provide optimal energy usage throughout different parts of the building.
- The initial capital contribution was \$60,000 and annual savings from energy reduction is \$30,000. The investment is expected to reduce the carbon footprint of the hotel by 339 tons annually.



WESTIN WASHINGTON DC CITY CENTER, WASHINGTON, DC

CHICAGO MARRIOTT DOWNTOWN MAGNIFICENT MILE

The 1,200-room Chicago Marriott Downtown Magnificent Mile is committed to **protecting the environment for our hosts, guests, and future generations**. The hotel's commitment is met through conservation of natural resources, reducing energy consumption, instilling an awareness of environmental issues, and establishing a commitment to conservation.

- 3.8 kWh solar panel array on the roof
- Green roof with garden
- Replacement of all HVAC equipment with high-efficiency chillers, boilers, and air handling units
- Water conserving low-flow showerheads and sink aerators
- Water-conserving 1.6 gpf toilets in all guest rooms
- Guest room and meeting room recycling program
- Single-stream recycling of office paper, newspaper, plastic and glass
- Food waste composting



CHICAGO MARRIOTT DOWNTOWN MAGNIFICENT MILE, CHICAGO, ILLINOIS



DiamondRock is committed to reducing water consumption in our portfolio through investment in water efficiency projects, monitoring and reporting, and enhancing operating procedures. We evaluate water risks for our entire portfolio and prioritize water stewardship actions for locations of high water stress levels. Our water risk assessment utilizes the World Resources Institute’s Aqueduct tool and Ecolab Water Risk Monetizer.

We plan to continue monitoring potential changes in the cost and availability of water in key markets, such as California, and leveraging the water risk assessments to inform future decision making on capital expenditures for water efficiency projects.

In collaboration with our operators, we are on a constant lookout for water efficiency project opportunities with a good potential to yield significant savings in comparison to the investment required. In 2021, we invested \$85,000 in water efficiency measures at the Boston Hilton resulting in annual savings of \$20,000 per year and a payback period of just over four years.

Objective: To implement best practices and prioritize properties with greatest water risk and impact to reduce water consumption per occupied room from base year 2011 levels

\$93,000 invested in water efficiency projects in 2021

COMMON PRACTICES

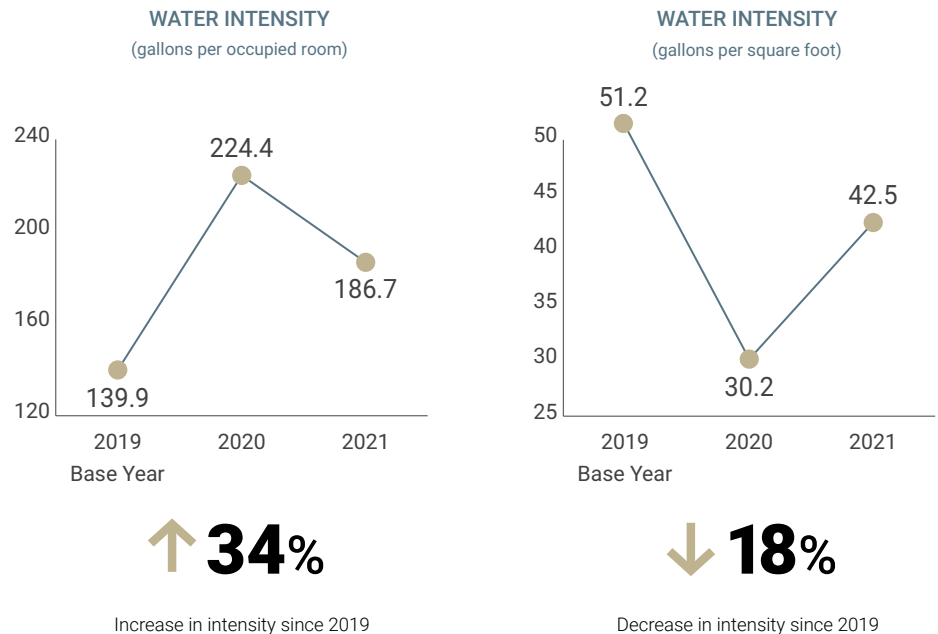
- **53.1%** have implemented measure/s to improve water efficiency over the last four years.
- **90.6%** have installed low-flow showerheads to conserve water
- **81.3%** have installed low-flow faucets to conserve water
- **70.0%** have a water efficiency program
- **52.2%** use native or drought-tolerant landscaping to reduce irrigation needs

EMERGING PRACTICES

- **52.4%** employ a smart irrigation system and/or are automatic sprinkler system equipped with moisture sensors to prevent watering during or after rain
- **15.6%** installed a leak detection system for water piping or toilet tanks

Water intensity rose from 139.9 gallons per occupied room in 2019 to 186.7 gallons per occupied room in 2021. The increase in water intensity was the result of reduced occupancy rates at our hotels due to reduced travel demand, as well as enhanced cleaning and sanitization procedures to minimize the risk of Covid-19 transmission. From a different lens, water intensity per square foot decreased since the 2019 baseline.

WATER REDUCTION





WASTE

DiamondRock is committed to reducing the total amount of waste generated and improving waste diversion rates and recycling for our corporate offices, construction projects, and at our hotel properties. One challenge we face is retrieving full accurate information regarding waste from our portfolio as most waste service providers do not weigh the waste collected and internal waste tracking requires onerous volume to weight conversions using information such as bin size and collection frequency. In 2021, our overall waste data was projected based on 94% of the portfolio. We will develop ways to improve waste data tracking and measurement, identify challenges faced by hotels toward diverting waste and facilitate the sharing and uptake of waste diversion technologies and best practices.

Objective: To further divert landfill waste generated by our hotels and corporate headquarters through re-use, recycling and composting.

\$19,000 invested in waste diversion projects in 2021

Waste Intensity: 7.84 pounds per occupied room

Waste Diversion Rate: 27% in 2021

COMMON PRACTICES

- **63.3%**  composts food waste

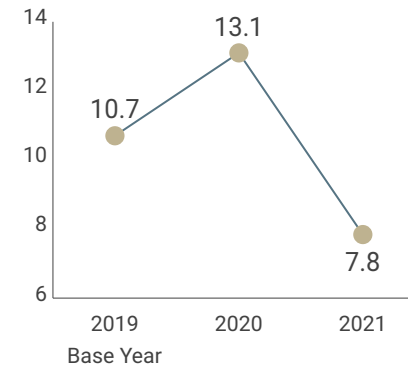
EMERGING PRACTICES

- **25%**  have eliminated or reduce single use plastics to an absolute minimum
- **13.8%**  donate excess food to community kitchens or similar programs
- **16.1%**  measures food waste generated
- **3.1%**  conducted a waste stream audit or waste assessment within the past 4 years

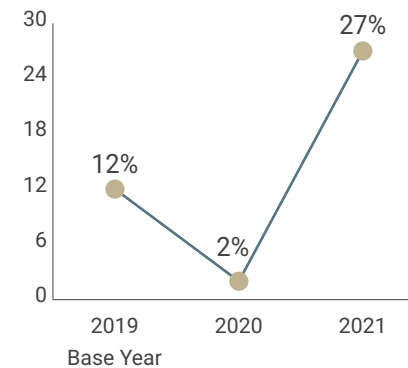
Between 2020 and 2021, total waste generated across our portfolio increased, while waste intensity decreased from 13.06 pounds per occupied room to 7.84 pounds per occupied room. Due to an enhanced focus on property level recycling programs, waste diversion increased significantly from 2% in 2020 to 27% in 2021.

WASTE REDUCTION

WASTE INTENSITY
(pounds per occupied room)



WASTE DIVERSION RATE



THE HYTHE VAIL

At the 344-room Hythe Vail, sustainability initiatives include:

- Commitment by operator to zero emissions by 2030
- Aluminum recyclable bottles in guest rooms
- Soda Stream refillable water stations throughout hotel
- Guests have an opt-in for National Forest Foundation donation for each stay
- Eliminated the use of single use plastics
- Established community food donation program



THE HYTHE, A LUXURY COLLECTION RESORT, VAIL, VAIL, COLORADO



BIODIVERSITY

OBJECTIVE To consider and monitor potential biodiversity impacts for new investments and current properties in our portfolio.

The world's biodiversity and ecosystems are essential to our survival and well being. They are also a key foundation of attractive tourist destinations. DiamondRock is committed to enhancing local biodiversity and reducing risks on natural habitats. We assess biodiversity risks prior to construction and development and avoid areas of high biodiversity, which are ecologically sensitive areas. By responsibly managing surrounding environments during development, redevelopment, renovation projects by following measures we strive to reduce impact on ecosystems.

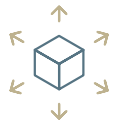
Our hotels seek to minimize their impact on the surrounding environment by complying with all applicable environmental regulatory requirements. It is also a common practice to use native, drought resistant species for landscaping that are ecologically compatible with the local environment across our portfolio.

SEA TURTLES WESTIN FORT LAUDERDALE BEACH RESORT AND MARGARITAVILLE BEACH HOUSE KEY WEST



Populations of Sea Turtles have been at risk in Florida beach communities for many years. Since both the Westin Fort Lauderdale Beach Resort and Margaritaville Beach House Key West are situated on beachfront sites, the hotel's have focused efforts to minimize impact on surrounding biodiversity and habitat:

- Replaced and install exterior lighting to comply with the Florida Sea Turtle Conservancy (2021)
- Significance of coastal lighting impacts on Sea Turtles
 - Specifically in the South Florida area where there are many turtles
- Community focus and adaptation to these sorts of initiatives



SUPPLY CHAIN

OBJECTIVE To purchase ethically sourced and/or local materials whenever feasible.

DiamondRock is committed to purchasing services and products that are the most supportive of long-term environmental sustainability. We are committed to sustainably purchasing and using materials that are locally sourced and have credible sustainability certifications. DiamondRock, with our brand partners and third-party management companies, promote sustainable procurement throughout our value chain. Through our Vendor Code of Conduct and ongoing engagement, suppliers, vendors and other business partners are expected to adhere to the same environmental, social and governance standards to which we hold our Company and associates.

SUSTAINABLE DESIGN AND CONSTRUCTION



CAVALLO POINT – THE LODGE AT THE GOLDEN GATE, SAUSALITO, CALIFORNIA

DiamondRock recognizes and appreciates the importance of sustainable construction. We see significant opportunities to embed sustainability in our construction and renovation projects, from adopting resource efficient building technologies to using environmentally friendly building materials. Sustainable building materials include characteristics such as lower carbon footprint, less resource intensive, less toxic, and manufactured from recycled materials and/or can be further recycled and reused for the same construction purposes at end-of-life.

Our resort, Cavallo Point - the Lodge at the Golden Gate, provides one example of how we integrate sustainability into design and development. The entire lodge project attained LEED (Leadership in Energy and Environmental Design) Gold certification from the U.S. Green Building Council for its outstanding green elements, including:

- Installation of solar panels in metal roofing to provide renewable energy for its operations
- Use of renewable, low impact materials such as bamboo and recycled wood
- Use of low-VOC glues, paints and carpets which are better for indoor air quality

OUR PEOPLE



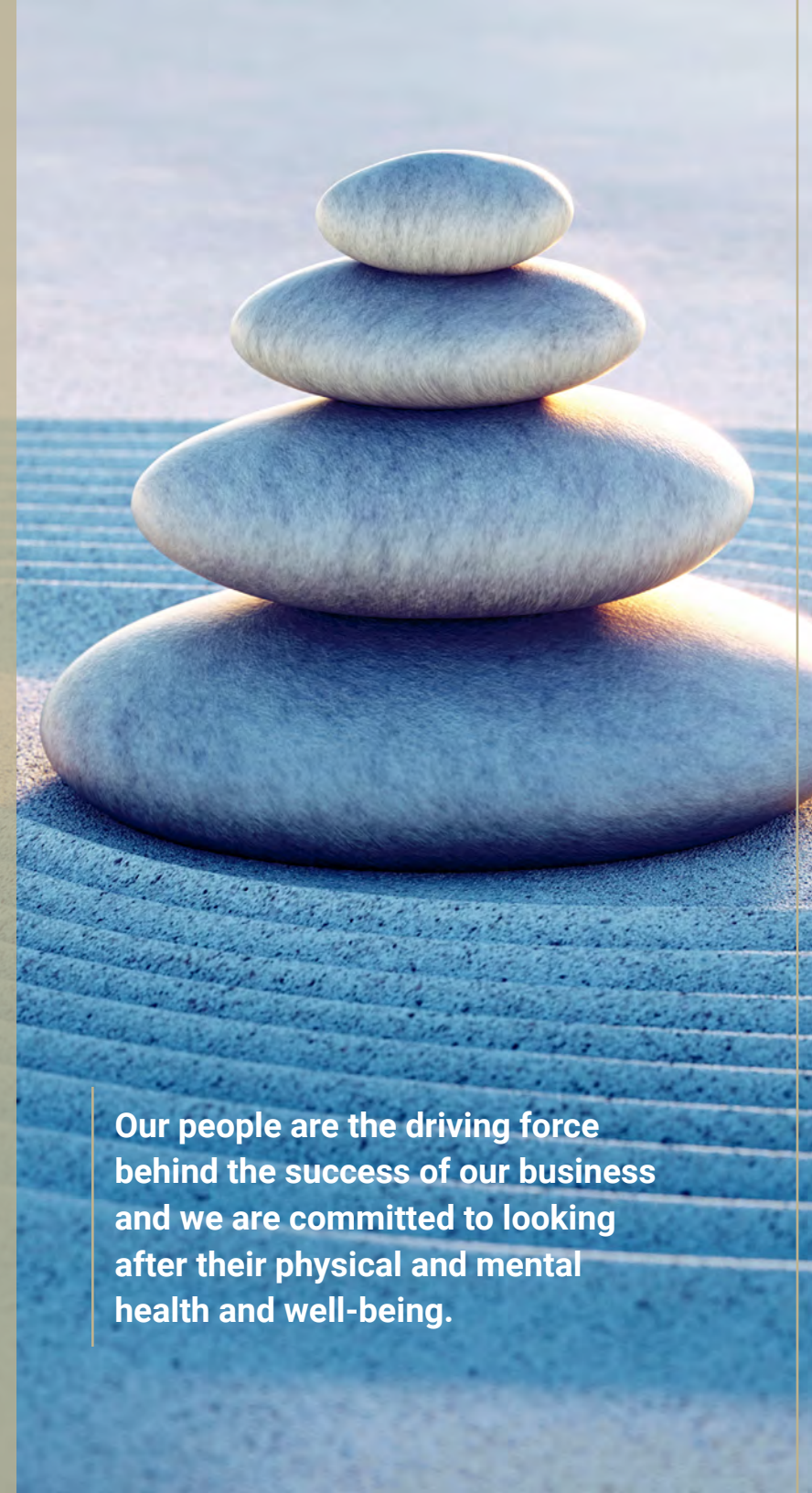


HEALTH AND WELL-BEING

Our people are the driving force behind the success of our business and we are committed to looking after their physical and mental health and well-being. Our Employee Handbook provide guidelines that employees are to follow regarding workplace health and safety and crisis management. We seek to protect the health and safety of workers involved in our renovation and construction projects by aligning with occupational health and safety management system OHSAS 18001/18002 standard to identify, control, and decrease occupational health and safety risks.

DiamondRock has an employee health and well-being program in place which we strive to constantly improve. To better understand our employees' needs, we acquire feedback from various employee communication channels including satisfaction surveys. Elements of our program include:

- 100% coverage of the premium for health care and dental insurance, group term life insurance and short and long-term disability insurance
- Up to eight weeks of paid leave for the birth or adoption of children for all parents
- Ergonomic workstations with standing desks
- Flexible workplace options including telecommuting, part-time employment, flexible work hours, and freelancing or contracting
- Voluntary 401(k) plan
- Access to subsidized gym
- Access to nutritionist through our benefit package



Our people are the driving force behind the success of our business and we are committed to looking after their physical and mental health and well-being.



COVID-19 MEASURES

DiamondRock began monitoring Covid-19 in January 2020 when the regional outbreak was reported in China. We responded swiftly and worked with our independent and brand operators to develop comprehensive and detailed plans to implement enhanced health and safety protocols. These protocols follow the latest guidelines issued by the Centers for Disease Control and Prevention and local health authorities, and take into account best practices across the industry. Our hotel brands, including Marriott® and Hilton®, also have enhanced health and safety programs – [Marriott's Commitment to Clean](#) and [Hilton's CleanStay](#) – which include enhanced cleaning and disinfection procedures, contactless or contact-light services, safe social distancing measures, temperature checks, case notification procedures, and training. Across all of our properties, not only are surfaces disinfected, HVAC system filters are also routinely checked and changed to ensure clean air.

CASE STUDY

CAVALLO POINT'S SAFE STAY PROGRAM

DiamondRock recognizes and appreciates the importance of sustainable construction. We see significant opportunities to embed sustainability in our construction and renovation projects, from adopting resource efficient building technologies to using environmentally friendly building materials. Sustainable building materials include characteristics such as lower carbon footprint, less resource intensive, less toxic, and manufactured from recycled materials and/or can be further recycled and reused for the same construction purposes at end-of-life.

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- Use of low-VOC glues, paints and carpets which are better for indoor air quality

CASE STUDY

THE LANDING RESORT & SPA



THE LANDING RESORT & SPA, LAKE TAHOE, CALIFORNIA

The Landing Resort & Spa is WELL 2021 Health and Safety Rated. This standard is developed by the WELL Building Standard and over 600 experts from the Task Force on COVID-19, and offers the assurance that evidence-based measures have been adopted and third-party verified in the following areas:

- 1. Cleaning and Sanitization Procedures**
- 2. Emergency Preparedness Programs**
- 3. Health Service Resources**
- 4. Air and Water Quality Management**
- 5. Stakeholder Engagement and Communication**

Some highlights of the measures adopted at the resort include the use of:

- EPA-approved cleaning products effective against viruses such as COVID-19
- Top-rated vacuums with Whole Machine Filtration system capable of trapping 99.99% of particles as small as 0.3 microns
- Electrostatic Sanitizing Sprayers to improve the level of sanitizing throughout the property



EMPLOYEE SATISFACTION AND ENGAGEMENT

- **96%** of employees responded to employee satisfaction survey
- **100%** of employees receive professional training
- **100%** of employees received training related to sustainability (including environmental, health, safety and well-being aspects)

To attract and retain the best talents, we actively engage our employees and identify opportunities to facilitate their professional growth. Employee engagement channels range from Townhall meetings to performance reviews and satisfaction surveys. Based on feedback from satisfaction surveys, we have enhanced our policies and measures to offer better work-life balance and have implemented ideas to improve sustainable practices at the workplace. To further increase employee engagement, DiamondRock has an employee-led committee that plans company-wide social and community activities, including a yearly community involvement event participated in by all employees.

DiamondRock hosts and offers monthly corporate-wide training classes on topics ranging from governance, human rights, environmental policies, communication, computer skills, social issues, design and construction, investments, company finance, self-improvement, and corporate achievement. We also support our third-party management companies' efforts to conduct sustainability related training for their employees.

We encourage and facilitate the ongoing expansion of our employees' skills and skillsets through measures including:

- Mid-year and annual performance review to aid professional growth
- Competency based training based on individual function and role
- 100% reimbursement for required training classes, continuing education classes, and professional certification classes
- Up to \$10,000 for financial assistance to all employees who wish to further their education
- 100% reimbursement of costs related to attendance of conferences and other events for self-improvement training

We actively engage our employees and identify opportunities to facilitate their professional growth.



HUMAN RIGHTS

Human rights violations including forced labor, child labor, human trafficking and bonded labor, threaten human dignity and equality. DiamondRock is committed to upholding human rights in our operations and across our supply chain through policies, procedures and partnerships. Our Human Rights & Labor Rights Policy focuses on conducting our business in a manner consistent with the United Nations Universal Declaration of Human Rights and the International Labor Organization's Fundamental Conventions. This includes our promise to ensure respect, equality, and inclusiveness of our employees. Our Vendor Code of Conduct conveys our expectations for suppliers, vendors, operators and partners to follow these same standards and policies for human rights, labor rights, and occupational health and safety.

DiamondRock maintains a whistleblower hotline where unethical behavior and/or human rights grievances can be reported with anonymity by our direct employees and employees of our suppliers, vendors, operators and partners. Each report is evaluated and addressed by our Company's Audit Committee, Nomination and Governance Committee or Corporate General Counsel.

AHLA 5-STAR PROMISE



DiamondRock supports the American Hotel & Lodging Associations' ("AHLA") 5-Star Promise and our hotel operators in their efforts to improve safety and security for hotel employees and guests, especially the prevention and action against sexual harassment and assault. The

five core areas of action are to:

1. Build on the industry's longstanding commitment to hospitality and a **People Culture** by continuing to provide industry-wide training and materials on safety and security and retain expert guidance to work with the industry on diversity and safety matters.
2. Ensure **mandatory anti-sexual harassment policies** are in place in multiple languages
3. Provide ongoing **training and education** for employees on identifying and reporting sexual harassment
4. Provide U.S. hotel employees with **employee safety devices** to help them feel safe on the job
5. Broaden **vital partnerships** with wide-ranging national organizations that target sexual violence and assault and trafficking and promote workplace safety, including the National Alliance to End Sexual Violence (NAESV), End Child Prostitution and Trafficking (ECPAT-USA), and Polaris



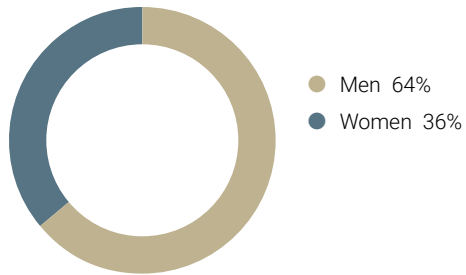
DIVERSITY, EQUITY & INCLUSION

DiamondRock provides equal employment opportunities to all potential and current employees regardless of race, ethnicity, color, religion, gender, sexual orientation, gender identity, national origin, age, disability, genetic information, marital status, amnesty or status as a covered veteran in accordance with applicable federal, state and local laws. We comply with applicable state and local laws governing non-discrimination in employment and expressly prohibits any form of unlawful employee harassment. Diversity is also a

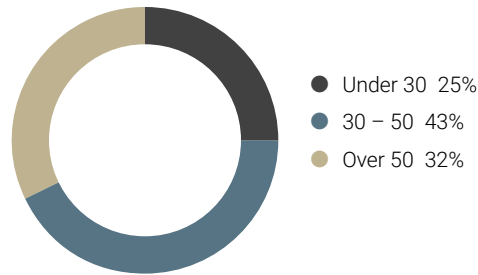
factor included in our assessment of experiences and characteristics required of Board members, pursuant to our Guidelines on Significant Governance Issues. We believe that a diverse talent pool strengthens our business performance by offering different perspectives for strategic decision-making, a wider range of skillsets and a larger room for creativity. We will continue to enhance our diversity strategy and build an inclusive working culture where all employees feel appreciated and empowered to give their best.

EMPLOYEES (28 TOTAL)

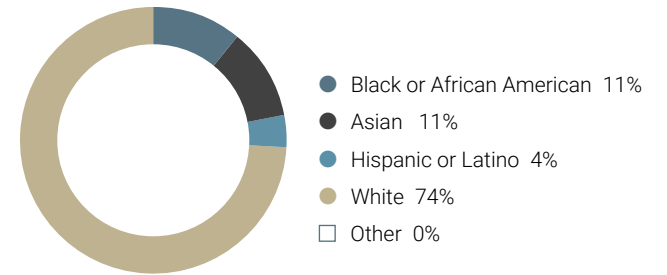
GENDER



AGE

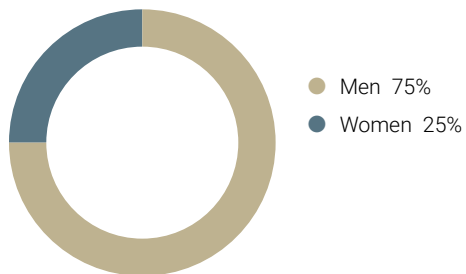


RACE

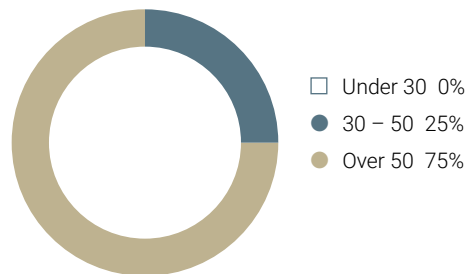


BOARD MEMBERS (8 TOTAL)

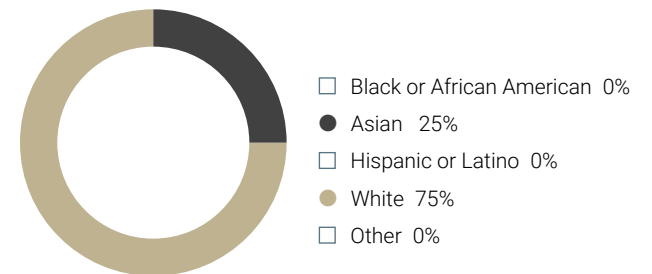
GENDER



AGE



RACE





COMMUNITY ENGAGEMENT

Our management companies are tasked with monitoring community impacts with oversight from DiamondRock. At the asset level, we monitor community impacts in correlation with our investment objectives. These areas include impact on crime levels, local income generated, residents' well-being, and walkability score. By monitoring these areas and identifying appropriate actions, we seek to promote economic inclusion and contribute positive socio-economic impacts on the local communities.

At our corporate headquarters, we strive to give back and support local charities as well as national charities that promote education, environmental conservation, and public health. In 2021, we contributed \$500,000 in-kind donations, 1,500 room nights, and 700 volunteer hours. Most of the contributions included five organizations – Achievement Trust, AHL&A Opening Doors, Rubinstein Taybi Syndrome Children's Foundation, and KEEN Greater DC. These organizations help to support the UN SDGs targeting quality education and reduced inequalities. In addition to DiamondRock's corporate giving programs, each of our owned hotels' brands, including Marriott® and Hilton®, and our management companies are engaged in targeted community development and engagement programs to support the communities where our hotels are located.



We strive to give back and support local charities as well as national charities that promote education, environmental conservation, and public health.

APPENDICES



THE WESTIN FORT LAUDERDALE BEACH RESORT, FORT LAUDERDALE, FLORIDA

APPENDIX A: ESG PERFORMANCE DATA

2015-2021 ESG PERFORMANCE DATA



ECONOMIC	2021	2020	2019	2018	2017	2016	2015
Revenue (in millions)	\$567.1	\$299.5	\$938.1	\$863.7	\$870.0	\$896.6	\$931.0
Adjusted EBITDA (in millions)	\$83.5	\$(64.5)	\$260.4	\$254.1	\$250.0	\$258.9	\$265.9
Revenue Per Available Room (RevPAR)	\$118.15	\$55.99	\$188.75	\$183.13	\$186.01	\$175.43	\$171.05
Occupancy Rate	49.8%	27.0%	79.0%	79.1%	80.6%	79.6%	79.9%
Number of Properties in Portfolio	32	31	31	31	28	26	29
Number of Rooms in Portfolio	9,349	10,102	10,102	10,091	9,630	9,472	10,928
Portfolio Floor Area (Square Feet) ¹	8,322,211	7,885,177	7,885,177	7,373,322	7,309,987	8,413,341	8,147,362
Corporate Giving and Charitable Donations	\$100,000	\$0	\$185,000	\$84,150	\$108,000	\$65,000	\$72,600



SOCIAL AND GOVERNANCE	2021	2020	2019	2018	2017	2016	2015
Number of Employees	28	28	36	31	29	26	27
% Men Employees	64%	61%	58%	61%	62%	62%	59%
% Women Employees	36%	39%	42%	39%	38%	38%	41%
Number of Board Members	8	9	8	8	8	8	7
% Men Board Members	75%	78%	75%	75%	87%	87%	86%
% Women Board Members	25%	22%	25%	25%	13%	13%	14%
% Independent Board Members	75%	89%	75%	75%	75%	75%	57%
% of Employees Receiving Annual Performance Reviews	100%	100%	100%	100%	100%	100%	100%
% of Employees Subject to our Code of Business Conduct and Ethics	100%	100%	100%	100%	100%	100%	100%

¹ Floor area data includes all properties possessed at any point of each respective fiscal year. This methodology differs from our environmental data reporting process.

ESG PERFORMANCE DATA CONTINUED



ENVIRONMENTAL	2021	2020	2019	2018	2017	2016	2015
Scope 1 Greenhouse Gas Emissions (in metric tons of CO2e)	15,869	14,046	20,211	18,577	18,165	25,504	32,108
Scope 2 Greenhouse Gas Emissions (in metric tons of CO2e)	35,512	33,041	44,802	44,157	44,495	54,986	65,435
Combined Scope 1 and 2 Greenhouse Gas Emissions (in metric tons of CO2e)	51,380	47,087	65,013	62,734	62,660	80,489	97,544
Greenhouse Gas Emissions Intensity (kilograms per square foot)	7.06	6.22	8.59	8.90	9.00	11.01	11.97
Direct and Indirect Energy Consumption (in megawatt hours)	194,294	169,305	232,461	218,640	217,416	256,759	299,275
Energy Intensity (kilowatt hours per square foot)	26.69	22.38	30.73	31.00	31.22	35.12	36.73
Water Consumption (in kilo-gallons)	309,506	228,156	387,569	350,800	351,420	358,714	492,230
Water Intensity (gallons per occupied room)	186.65	224.43	139.89	135.00	135.29	144.22	159.51
Water Intensity (gallons per square foot)	42.52	30.16	51.24	49.74	50.47	49.07	60.42
Total Waste Generated (metric tons) ⁵	5,597	3,318	5,132	3,491	6,158	5,151	2,412
Total Waste Landfilled (metric tons) and % of Total Waste Landfilled	4,111 (73%)	3,254 (98%)	4,528 (88%)	2,391 (68%)	5,086 (83%)	2,053 (40%)	1,621 (67%)
Total Waste Incinerated (metric tons) and % of Total Waste Incinerated	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	165 (3%)	0 (0%)
Total Waste Recycled (metric tons) and % of Total Waste Recycled	1,486 (27%)	50 (2%)	603 (12%)	1,100 (32%)	1,072 (17%)	2,948 (57%)	791 (33%)
Waste Intensity (pounds per occupied room)	7.84	13.06	10.67	8.01	20.39	18.39	8.37
Waste Diversion Rate (%)	27%	2%	12%	32%	17%	57%	33%
% of Portfolio with Waste Data	94%	61%	68%	77%	62%	36%	28%

APPENDIX B: GLOBAL REPORTING INITIATIVE (GRI)

The following Index provides DiamondRock Hospitality Company’s stakeholders with content that reflects the Global Reporting Initiative (“GRI”) disclosure framework to evaluate and understand our Company’s Environmental, Social, and Governance (“ESG”) performance. Our

GRI Content Index references information within our online Corporate Responsibility Report, Annual Report, 10-K, Global Real Estate Sustainability Benchmark (“GRESB”) response, and Corporate Governance webpages.

GRI CONTENT INDEX: GENERAL DISCLOSURES

NUMBER	DESCRIPTION	RESPONSE/DISCLOSURE	REFERENCES
ORGANIZATIONAL PROFILE			
2-1	Organizational details	<p>DiamondRock Hospitality Company (“DiamondRock”). Our corporate headquarters are located at 2 Bethesda Metro Center, Suite 1400, Bethesda, Maryland 20814.</p> <p>As of December 31, 2021, we owned a portfolio of 32 premium hotels and resorts that contain 9,349 guest rooms located in North America. Cities of operation include Atlanta, Bethesda, Boston, Burlington, Charleston, Chicago, Denver, Destin, Fort Lauderdale, Fort Worth, Huntington Beach, Key West, Lake Tahoe, New Orleans, New York, Phoenix, Salt Lake City, San Diego, San Francisco, Sausalito, Sedona, Sonoma, Vail, Washington, D.C..</p> <p>Our hotels and resorts are primarily categorized as upper upscale, as defined by STR, Inc., and are generally located in high barrier-to-entry markets with multiple demand generators. Our properties are concentrated in key gateway cities and resort destinations. DiamondRock is a publicly traded REIT on the New York Stock Exchange.</p>	2021 Annual Report and 10k pg. 7, 8, 13, F-11
2-2	Entities included in the organization’s sustainability reporting	All properties within the DiamondRock portfolio are included in our Annual Report and 10-K filing. Our sustainability disclosures also refer to the same portfolio summarized in our consolidated financial statements.	2021 Annual Report and 10k pg. F-35
2-3	Reporting period, frequency and contact point	<p>Our reporting covers the calendar year of 2021. We update our ESG disclosures on an annual basis. Questions about this report can be directed towards the information for our corporate headquarters listed below:</p> <p>DiamondRock Hospitality Company 2 Bethesda Metro Center Suite 1400 Bethesda, Maryland 20814 (240) 744-1150</p>	Contact Us web page GRI Content Index
2-4	Restatements of information	No restatements of information	GRI Content Index
2-5	External assurance	We did not seek assurance during the reporting period.	GRI Content Index

GRI: GENERAL DISCLOSURES CONTINUED

NUMBER	DESCRIPTION	RESPONSE/DISCLOSURE	REFERENCES
ACTIVITIES AND WORKERS			
2-6	Activities, value chain, and other business relationships	<p>DiamondRock is a REIT that operates as an owner of its lodging properties. We do not operate or control the daily operations of our hotel properties. As of December 31, 2021, we owned a portfolio of 32 premium hotels and resorts that contain 9,349 guest rooms located in 22 different markets in North America. 16 of our 32 hotels operated under brands owned by Marriott International, Inc. ("Marriott") and 4 of our hotels operated under brands owned by Hilton Worldwide Holdings, Inc. ("Hilton").</p> <p>Our strategy is to apply aggressive asset management, prudent financial strategy, and disciplined capital allocation to high quality lodging properties in North American urban and resort markets with superior growth prospects and high barriers-to-entry. Our goal is to deliver long-term stockholder returns that exceed those generated by our peers through a combination of dividends and enduring capital appreciation.</p> <p>Our properties are concentrated in key gateway cities and resort destinations. As of December 31, 2021, we have properties located in the following markets: Atlanta, Bethesda, Boston, Burlington, Charleston, Chicago, Denver, Destin, Fort Lauderdale, Fort Worth, Huntington Beach, Key West, Lake Tahoe, New Orleans, New York, Phoenix, Salt Lake City, San Diego, San Francisco, Sausalito, Sedona, Sonoma, Vail, Washington, D.C..</p> <p>Total revenues for fiscal year 2021 were \$567,134 million.</p> <p>DiamondRock's supply chain includes common categories found within a lodging portfolio, such as furniture, fixtures, and equipment (FF&E) and operating supplies and equipment for the hotel assets we own and that need capital improvements or replacement over time. Our supply chain also includes office equipment and supplies that are utilized at our corporate office.</p> <p>During 2021, we sold the Frenchman's Reef & Morning Star Marriott Beach Resort ("Frenchman's Reef"), located in St. Thomas, U.S. Virgin Islands, and The Lexington Hotel, located in New York, New York. We acquired the Bourbon Orleans Hotel, located in New Orleans, Louisiana, the Henderson Park Inn and the Henderson Beach Resort, located in Destin, Florida.</p>	<p>2021 Annual Report and 10k pg. 6, 47, F-11</p> <p>Company Overview web page</p> <p>CRR</p>
2-7	Employees	<p>As of December 31, 2021, we had 28 full-time employees in the United States market. 26% of employees are racially diverse, and 36% are women. All employees involved in the day-to-day operation of the Company's hotels were employed by third-party management companies engaged pursuant to hotel management agreements. Occasionally, we may also engage independent contractors in a limited capacity.</p>	<p>CRR</p> <p>2021 Annual Report and 10k pg. 11</p>
2-8	Workers who are not employees	<p>As of December 31, 2021, we had 28 full-time employees in the United States market. All employees involved in the day-to-day operation of the Company's hotels were employed by third-party management companies engaged pursuant to hotel management agreements. Occasionally, we may also engage independent contractors in a limited capacity.</p>	<p>2021 Annual Report and 10k pg. 11</p>
GOVERNANCE			
2-9	Governance structure and composition	<p>Information on our corporate governance and Board structure is disclosed on our corporate website. Our CEO, who is also a member of our Board, oversees our sustainability initiatives and investments.</p> <p>During 2021, the Board of Directors was comprised of eight members, six of which are Independent Directors, two of which are racially diverse, and two of which are women. The tenures of active board members range from one year to eighteen years. Board Committees include the Audit Committee, the Compensation Committee, and the Nominating and Corporate Governance Committee. The Committees are led by a Committee Chair, and each Committee consists of independent Board members.</p>	<p>Corporate Governance web page</p>

GRI: GENERAL DISCLOSURES CONTINUED

NUMBER	DESCRIPTION	RESPONSE/DISCLOSURE	REFERENCES
GOVERNANCE <small>CONTINUED</small>			
2-10	Nomination and selection of the highest governance body	<p>The Nominating and Corporate Governance Committee is responsible for identifying qualified individuals to become Board members, and recommending that the Board select the director nominees for election at each annual meeting of stockholders. There are six members of the committee, all of which are independent members. Two members are racially diverse, and two are women.</p> <p>The nominee(s) should have the highest personal and professional integrity, demonstrate exceptional ability and judgment, and shall be most effective, in conjunction with the other nominees to the Board, in collectively serving the long-term interests of the stockholders.</p> <p>The Board nominates new directors only from candidates identified, screened, and approved by the Nominating and Corporate Governance Committee, including any candidates recommended to the committee by stockholders.</p> <p>The Board does not have a fixed policy as to whether the role of the CEO and Chair should be separate. The Board should be free to make these choices in any manner that it deems best for the Company at a given point in time.</p>	Corporate Governance web page
2-11	Chair of the highest governance body	The Chairman of the Board of Directors is William W. McCarten, who formerly served as our Chief Executive Officer (“CEO”) until his retirement in 2008.	Board of Directors web page
2-12	Role of the highest governance body in overseeing the management of impacts	The Nominating and Corporate Governance Committee of the Board of Directors is responsible for reviewing and monitoring the Company’s goals, policies, programs and strategies related to environmental stewardship, climate related risks and opportunities, responsible investment, corporate citizenship, human rights, human capital management and other social and public matters of significance to the Company. The NCG Committee regularly reports to the Board.	CRR Nominating and Corporate Governance Committee Charter
2-13	Delegation of responsibility for managing impacts	<p>The Nominating Committee may establish and delegate authority to subcommittees consisting of one or more of its members, when the Nominating Committee deems it appropriate to do so in order to carry out its responsibilities</p> <p>At the management level, the Chief Executive Officer (CEO) is responsible for assessing and managing sustainability risks and opportunities, and reports to the Board’s NCG Committee. In support of the CEO, our Chief Financial Officer (CFO), General Counsel and Vice President of Investments also have sustainability related objectives within their responsibilities and these objectives have predetermined consequences on their bonus compensation plans.</p>	CRR Nominating and Corporate Governance Committee Charter
2-14	Role of the highest governance body in sustainability reporting	In 2021, our cross-department Corporate Responsibility Committee, comprised of our Chief Financial Officer, internal associates and external advisors, continued to enhance our responsibility efforts, track responsibility initiatives, and uncover new areas of opportunity. The Corporate Responsibility Committee reports to our Nominating and Corporate Governance Committee quarterly and our Board of Directors annually. Pursuant to its charter, our Nominating and Corporate Governance Committee reviews and approves the Company’s activities, goals and policies concerning environmental stewardship and social responsibility matters in addition to its role concerning governance matters.	Proxy Statement pg. 23
2-15	Conflicts of interest	Our Code of Ethics contains a conflicts of interest policy to reduce potential conflicts of interest. Our conflicts of interest policy provides that any material transaction or relationship that reasonably could be expected to give rise to a conflict of interest should be reported promptly to the compliance officer, who must then notify our Board of Directors or a committee of our Board of Directors. Actual or potential conflicts of interest involving a director, executive officer or the compliance officer should be disclosed directly to our Chairman of our Board of Directors and the Chair of our Nominating and Corporate Governance Committee. A “conflict of interest” occurs when a director’s, officer’s or employee’s personal interest interferes with our interests.	Code of Business Conduct and Ethics

GRI: GENERAL DISCLOSURES CONTINUED

NUMBER	DESCRIPTION	RESPONSE/DISCLOSURE	REFERENCES
GOVERNANCE <small>CONTINUED</small>			
2-16	Communication of critical concerns	Every employee is encouraged to act proactively by asking questions, seeking guidance and reporting suspected violations of the Code and other policies and procedures of DiamondRock, as well as any violation or suspected violation of applicable law, rule or regulation arising in the conduct of the DiamondRock's business or occurring on DiamondRock's property. DiamondRock's management shall periodically report to the Board of Directors or a committee thereof on these compliance efforts including, without limitation, periodic reporting of alleged violations of the Code and the actions taken with respect to any such violation.	Code of Business Conduct and Ethics
2-18	Evaluation of the performance of the highest governance body	Our Nominating and Corporate Governance Committee oversees the annual self-evaluation of the Board of Directors and annually assess the Board's performance and make recommendations for improvement. The Compensation Committee reviews and approves the corporate goals and objectives that may be relevant to the compensation of the Company's CEO.	Corporate Governance web page
2-19	Remuneration policies	We compensate our directors through an annual retainer as opposed to per meeting fees. We have structured their compensation in this manner in order to simplify and clarify director compensation as each of our three standing committees was comprised of all independent directors in 2021 and often a meeting might discuss matters involving the area of responsibility of more than one committee. The annual retainer is based on a competitive market, individual role, experience, performance, and potential. Annual performance-based cash incentives are rewards which are tied to the Company's business plan and performance objectives. Additionally, we have a Clawback Policy.	Proxy Statement pg. 25 CRR
2-20	Process to determine remuneration	DiamondRock's executive compensation program consists of base salary, annual cash incentive compensation opportunities, annual long-term equity incentive grants, and limited perquisites. Our Compensation Committee is responsible for determining the amount and composition of compensation paid to our Chief Executive Officer and reviews and approves or makes recommendations to our Board of Directors with respect to the compensation for all other executive officers. Our Compensation Committee exercises its independent judgment in reviewing and approving the executive compensation program as a whole, as well as specific compensation levels for each executive officer. We grant equity awards to align the interests of our executives with those of our stockholders, and to create incentives for our executives to protect and grow stockholder value, including through maintenance and growth of our dividend.	Proxy Statement pg. 27, 33, 40
2-21	Annual total compensation ratio	For 2021, the annual total compensation of Mr. Brugger of \$8,689,374 as shown in the Summary Compensation Table, was approximately 32 times the annual total compensation of \$270,418 of a median employee calculated in the same manner.	Proxy Statement pg. 55, 56
STRATEGY, POLICIES, AND PRACTICES			
2-22	Statement on sustainable development strategy	A statement from our CEO is provided in our Sustainability Report. Additionally, please refer to the CEO letter in our Annual Report.	CRR

GRI: GENERAL DISCLOSURES CONTINUED

NUMBER	DESCRIPTION	RESPONSE/DISCLOSURE	REFERENCES
STRATEGY, POLICIES, AND PRACTICES <small>CONTINUED</small>			
2-23	Policy commitments	<p>DiamondRock engages with our stakeholders, including hotel operators, brands, and general managers to manage the environmental risks our company may face.</p> <p>To address these risks we developed ESG-related policies, we implement an internal Environmental Management System (“EMS”), and 2025 sustainability goals to reduce portfolio energy, carbon, and water intensity by 25%, 40% and 25% respectively from our 2019 baseline.</p> <p>DiamondRock’s Code of Business Conduct and Ethics aids our company’s directors, officers, and employees in making ethical and legal decisions when conducting DiamondRock’s business and performing their day-to-day duties, and is disclosed on our corporate website.</p> <p>DiamondRock’s Board of Directors (or a committee of the Board) is responsible for administering the Code. The Board of Directors has delegated day-to-day responsibility for administering and interpreting the Code to a Compliance Officer. Our General Counsel has been appointed DiamondRock’s Compliance Officer under this Code.</p> <p>DiamondRock Hospitality Company (DiamondRock) strives to conduct business in a manner that is consistent with the UN Universal Declaration of Human Rights and the UN Guiding Principles on Business and Human Rights. We also aim to comply with all applicable human rights and labor rights laws, including International Labour Organisation (ILO). Likewise, we expect our vendors, contractors, business partners and hotel operators to adhere to these principles and laws. This policy applies to DiamondRock and our affiliated entities.</p> <p>In 2021, we updated our existing Environmental Policy, our Human Rights & Labor Rights Policy and our Vendor Code of Conduct. We also adopted a Cybersecurity Policy.</p>	<p>CRR</p> <p>Vendor Code of Conduct</p> <p>Code of Business Conduct and Ethics</p>
2-24	Embedding policy commitments	<p>In 2021, our cross-department Corporate Responsibility Committee, comprised of our Chief Financial Officer, internal associates and external advisors, continued to enhance our responsibility efforts, track responsibility initiatives, and uncover new areas of opportunity. The Corporate Responsibility Committee reports to our Nominating and Corporate Governance Committee quarterly and our Board of Directors annually. Pursuant to its charter, our Nominating and Corporate Governance Committee reviews and approves the Company’s activities, goals and policies concerning environmental stewardship and social responsibility matters in addition to its role concerning governance matters.</p> <p>DiamondRock seeks to conduct its business in compliance with both the letter and the spirit of applicable laws, rules and regulations. No director, officer or employee shall engage in any unlawful activity in conducting DiamondRock’s business or in performing his or her day-to-day company duties, nor shall any director, officer or employee instruct others to do so. DiamondRock expects its directors, officers and employees to exercise reasonable judgment when conducting DiamondRock’s business. DiamondRock encourages its directors, officers and employees to refer to the Code of Business Conduct and Ethics frequently to ensure that they are acting within both the letter and the spirit of the Code.</p> <p>We require all employees to complete periodic human rights training, including harassment and human trafficking prevention training and expect and encourage the operators of our lodging properties to do the same. DiamondRock hosts and offers monthly corporate-wide training classes on topics ranging from governance, human rights, environmental policies, communication, computer skills, social issues, design and construction, investments, company finance, self-improvement, and corporate achievement. We also support our third-party management companies’ efforts to conduct sustainability related training for their employees.</p>	<p>Proxy Statement pg. 23</p> <p>Code of Business Conduct and Ethics</p> <p>Human Rights and Labor Rights Policy</p>

GRI: GENERAL DISCLOSURES CONTINUED

NUMBER	DESCRIPTION	RESPONSE/DISCLOSURE	REFERENCES
STRATEGY, POLICIES, AND PRACTICES <small>CONTINUED</small>			
2-25	Processes to remediate negative impacts	Refer to the Human Rights & Labor Rights Policy and the Code of Business Conduct and Ethics for information on remediating negative impacts	Human Rights and Labor Rights Policy Code of Business Conduct and Ethics
2-26	Mechanisms for seeking advice and raising concerns	<p>DiamondRock maintains a confidential, third-party hotline, which employees, business partners, and shareholders can submit complaints on matters related to organizational integrity without retaliation.</p> <p>The Company's Audit Committee receives, retains, investigates, and acts on complaints and concerns regarding all accounting and auditing matters.</p> <p>The Company's Nomination and Governance Committee receives, retains, investigates, and acts on complaints and concerns regarding all governance and corporate ethics matters. The Company's General Counsel receives, retains, investigates, and acts on complaints and concerns regarding all other items.</p>	Code of Business Conduct and Ethics Whistleblower Policies and Procedures Nominating and Corporate Governance Committee Charter
2-27	Compliance with laws and regulations	None during the reporting period.	GRI Content Index
2-28	Membership associations	DiamondRock is a member of the National Association of Real Estate Investment Trusts ("NAREIT").	GRI Content Index
STAKEHOLDER ENGAGEMENT			
2-29	Approach to stakeholder engagement	<p>Our primary stakeholder groups are stockholders, DiamondRock employees, hotel employees, customers, management companies, brand companies, suppliers, partners, communities, and industry associations.</p> <p>We identify and select our primary stakeholders by determining the groups or individuals that we need to collaborate with in order to achieve our ESG-related goals and objectives.</p> <p>As a lodging REIT, success requires collaborating with key stakeholders (stockholders, employees, customers, management companies, brand companies, suppliers, partners, communities, and industry associations) and working with our management companies to identify opportunities that help us achieve our ESG objectives. We are committed to enhancing the value of our sustainability platform through open and transparent communications with our stakeholders.</p> <p>We rely on our hotel management companies to actively manage customer (or guest) satisfaction based on the individual property and brand standards, while DiamondRock still plays a role in oversight of said initiatives and works to collaborate with the properties for improvement.</p> <p>We also support the American Hotel & Lodging Association (AHLA) 5-Star Promise and our hotel operators in the effort to advance safety and security for employees and guests across our industry.</p>	CRR 2021 Annual Report and 10k GRI Content Index

GRI: GENERAL DISCLOSURES CONTINUED

NUMBER	DESCRIPTION	RESPONSE/DISCLOSURE	REFERENCES
STAKEHOLDER ENGAGEMENT <small>CONTINUED</small>			
2-30	Collective bargaining agreements	<p>None of our employees are a member of any union.</p> <p>During 2021, all employees involved in the day-to-day operation of the Company's hotels were employed by third-party management companies engaged pursuant to hotel management agreements. The employees of our hotel managers at the Courtyard New York Manhattan/Fifth Avenue, Courtyard New York Manhattan/Midtown East, Hilton Garden Inn New York/Times Square Central, Westin Boston Seaport District, and Hilton Boston Downtown/Faneuil Hall are currently represented by labor unions and are subject to collective bargaining agreements.</p>	2021 Annual Report and 10k pg. 11
MATERIAL TOPICS			
3-1	Process to determine material topics	<p>Reporting content that has been defined considers topics of greatest importance to our company and interest to our key stakeholders, including our investors.</p> <p>We are committed to strong environmental, social and governance practices and related disclosure. We are committed to enhancing the value of our sustainability platform through open and transparent communications with our stakeholders. Our sustainability objectives are designed to support our Company's vision and strategic principles through measures to:</p> <ul style="list-style-type: none"> ■ reduce energy and water consumption; ■ increase profitability at our hotels; ■ proactively manage environmental risks; and ■ make positive contributions to communities. 	Proxy Statement pg. 22
3-2	List of material topics	<p>Material aspects are reported using the GRI Reporting Standards in the Specific Disclosures section of the Content Index. No changes were made during the reporting period. Topics include economic performance, anti-corruption, energy, water, emissions, waste, employment, health and safety, training and education, diversity, local communities, supply chain, and socioeconomic compliance.</p>	GRI Content Index
3-3	Management of material topics	<p>DiamondRock engages with our stakeholders, including hotel operators, brands, and general managers to manage the environmental risks our company may face.</p> <p>To address these risks we developed ESG-related policies, we implement an internal Environmental Management System ("EMS"), and 2025 sustainability goals to reduce portfolio energy, carbon, and water intensity by 25%, 40% and 25% respectively from our 2019 baseline.</p> <p>In 2021, our cross-department Corporate Responsibility Committee, comprised of our Chief Financial Officer, internal associates and external advisors, continued to enhance our responsibility efforts, track responsibility initiatives, and uncover new areas of opportunity. The Corporate Responsibility Committee reports to our Nominating and Corporate Governance Committee quarterly and our Board of Directors annually. Pursuant to its charter, our Nominating and Corporate Governance Committee reviews and approves the Company's activities, goals and policies concerning environmental stewardship and social responsibility matters in addition to its role concerning governance matters.</p>	<p>CRR</p> <p>Vendor Code of Conduct</p> <p>Proxy Statement pg. 23</p>

GRI: MANAGEMENT APPROACH DISCLOSURES

In this section, we provide management approach disclosures for the following economic topics: performance, indirect impacts, and anti-corruption.

ECONOMIC

NUMBER	DESCRIPTION	RESPONSE/DISCLOSURE	REFERENCES
ECONOMIC PERFORMANCE			
103	Management Approach	<p>Our strategy is to apply aggressive asset management, conservative leverage, and disciplined capital allocation to high quality lodging properties in North American urban and resort markets with superior growth prospects and high barriers-to-entry. We plan to strategically allocate capital in order to create value depending on our cost of capital. If our cost of capital is attractive, we expect to:</p> <ul style="list-style-type: none"> ■ pursue strategic acquisitions; ■ consider opportunistically raising equity; and ■ evaluate opportunities to dispose of non-core hotels. 	<p>2021 Annual Report and 10k pg. 7</p> <p>CRR</p>
201-1	Direct economic value generated and distributed	DiamondRock's total revenues for fiscal year 2021 were \$567.1 million. Economic value generated is distributed to our shareholders, employees, and suppliers. Operating expenses were \$723.2 million and net income was -\$195.4 million.	<p>2021 Annual Report and 10k pg. F-7</p>
201-2	Financial implications and other risks and opportunities due to climate change	We provide disclosure on how the outcomes of sustainability risk assessments are used to mitigate financial risk in our annual GRESB Assessment response. DiamondRock's TCFD Report provides disclosure on the impact of Climate change risks and opportunities on business, strategy, and financial planning.	<p>CRR</p> <p>TCFD Report GRESB Assessment</p>
203-1	Infrastructure investments and services supported	At our corporate headquarters, we strive to give back and support local charities in addition to national charities that promote education, environmental conservation, and public health. In 2021, DiamondRock supported five organizations, and contributed in-kind donations worth \$500,000 through its corporate giving program that began in 2007.	CRR
ANTI-CORRUPTION			
205-1	Operations assessed for risks related to corruption	DiamondRock monitors all risks related to corruption that may affect performance and reporting on an annual basis.	GRESB Assessment
205-2	Communication and training on anti-corruption policies and procedures	All DiamondRock employees must review and annually affirm compliance with our Code of Conduct and Business Ethics.	<p>Code of Business Conduct and Ethics</p> <p>Whistleblower Policies and Procedures</p> <p>GRESB Assessment</p>
205-3	Confirmed incidents of corruption and actions taken	None during the reporting period.	

GRI: MANAGEMENT APPROACH DISCLOSURES CONTINUED

ENVIRONMENTAL

NUMBER	DESCRIPTION	RESPONSE/DISCLOSURE	REFERENCES
ENERGY			
103	Management approach disclosure	<p>DiamondRock's environmental targets aim to reduce energy, carbon, and water intensity by 25%, 40%, and 25% respectively by 2025 from our 2019 baseline. (Our 2025 energy and carbon reduction are based on intensity per square foot. Our 2025 water target is based on intensity per occupied room.)</p> <p>We also invest in energy, water, and waste ROI projects, including LED installations, boiler and chiller replacements, low-flow fixtures, and bulk amenity dispensers.</p> <p>Our internal EMS aims for continuous portfolio performance improvement.</p>	CRR
302-1	Energy consumption within the organization	In 2021, direct and indirect energy consumption was 194,294 megawatt hours.	CRR
302-3	Energy intensity	In 2021, energy intensity was 26.69 kilowatt hours per square foot.	CRR
WATER AND EFFLUENTS			
303-2	Water withdrawal by source	We conducted a water risk assessment using the World Resources Institute's Aqueduct tool and the Ecolab Water Risk Monetizer. Based on the location of our properties, we consider our exposure on a site-by-site basis to a series of risks, which include baseline water stress, flood occurrence, and drought severity. The results of the water risk assessment help to inform water efficiency investments and initiatives.	CRR
303-3	Water sources significantly affected by withdrawal of water	In 2021, total water consumption was 1,171,607 cubic meters.	CRR
EMISSIONS			
305-1	Direct (Scope 1) GHG emissions	In 2021, Scope 1 emissions were 15,869 metric tons of CO ₂ e.	CRR
305-2	Energy Indirect (Scope 2) GHG emissions	In 2021, Scope 2 emissions were 35,512 metric tons of CO ₂ e.	CRR
305-4	GHG Emissions Intensity	In 2021, greenhouse gas intensity was 7.06 kilograms per square foot.	CRR
WASTE			
306-1	Water discharge by quality and destination	In 2020, wastewater discharge totaled 820,481 cubic meters.	CRR
306-2	Waste by type and disposal method	DiamondRock generated 5,597 metric tons of waste in 2021, with 4,111 metric tons sent to landfill, 1,486 metric tons recycled, and 0 metric tons incinerated. Furthermore, DiamondRock generated 0 metric ton of Hazardous Waste.	CRR
SUPPLIER ENVIRONMENTAL ASSESSMENT			
103	Management approach	DiamondRock's Vendor Code of Conduct outlines our expectations and minimum standards for vendors to conduct business with integrity, comply with regulations, protect human rights, provide a safe and healthy working environment, and responsibly manage environmental impacts. Our Vendor Code of Conduct is designed in accordance with the guiding principles outlined in the UN Universal Declaration of Human Rights.	Vendor Code of Conduct

GRI: MANAGEMENT APPROACH DISCLOSURES CONTINUED

SOCIAL

NUMBER	DESCRIPTION	RESPONSE/DISCLOSURE	REFERENCES
EMPLOYMENT			
103	Management approach	We believe prioritizing employee well-being is a key element for attracting and retaining the best and most talented associates. All DiamondRock employees receive competitive benefits, in addition to training and education opportunities.	Vendor Code of Conduct
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	All DiamondRock full-time employees are provided 100% coverage of the premium for health care and dental insurance, group term life insurance and short and long-term disability insurance. In addition, annual education financial assistance is offered to employees who wish to further their professional education. Eight weeks of parental leave is also provided to all employees.	CRR
401-3	Parental Leave	All DiamondRock employees receive up to eight weeks of paid parental leave.	CRR
OCCUPATIONAL HEALTH AND SAFETY			
403-1	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities	DiamondRock's employees had no lost or absentee days due to workplace hazards or injuries in 2021.	CRR GRESB Assessment
TRAINING AND EDUCATION			
404-2	Programs for upgrading employee skills and transition assistance programs	All employees are encouraged and entitled to annual financial assistance of up to \$10,000 to further their professional education, alongside mentorship and community engagement opportunities.	CRR
404-3	Percentage of employees receiving regular performance and career development reviews	All DiamondRock employees received a mid-year and annual performance review in 2021.	CRR
DIVERSITY AND EQUAL OPPORTUNITY			
103	Management Approach	DiamondRock provides equal employment opportunities (EEO) to all potential and current employees regardless of race, ethnicity, color, religion, gender, sexual orientation, gender identity, national origin, age, disability, genetic information, marital status, amnesty or status as a covered veteran in accordance with applicable federal, state and local laws.	CRR
405-1	Diversity of governance bodies and employees	In 2021, DiamondRock's Board was comprised of 8 members: 6 members were men and 2 members were women. Among our full-time employees, 64% are men and 36% are women. 25% of our full-time employees are under 30 years old, 43% are between 30-50 years old, and 37% are over 50 years old. For additional information on the diversity of our employees, please refer to our performance tables in our 2021 Corporate Responsibility Report.	CRR Board of Directors web page

GRI: MANAGEMENT APPROACH DISCLOSURES SOCIAL CONTINUED

NUMBER	DESCRIPTION	RESPONSE/DISCLOSURE	REFERENCES
LOCAL COMMUNITIES			
103	Management Approach	<p>DiamondRock strives to conduct our business in a manner that is consistent with the UN Universal Declaration of Human Rights and the UN Guiding Principles on Business and Human Rights.</p> <p>Our Code of Vendor Conduct is also designed in accordance with the guiding principles outlined in the UN Universal Declaration of Human Rights.</p> <p>We also support the American Hotel & Lodging Association (AHLA) 5-Star Promise and our hotel operators in the effort to advance safety and security for employees and guests across our industry.</p> <p>The majority of the hotels that we own operate under a brand owned by Marriott or Hilton. These brands also have human rights policies and trainings for their hotels.</p>	<p>Human Rights and Labor Rights Policy</p> <p>Vendor Code of Conduct</p> <p>CRR</p>
413-1	Operations with local community engagement, impact assessments, and development programs	<p>DiamondRock has investments in local community engagement and development programs. In 2021, we supported 5 charities and employees contributed 700 volunteer hours.</p> <p>Additionally, each of our owned hotel's brands and management companies is engaged in targeted community development and engagement programs where our hotels are located.</p>	CRR
SUPPLIER SOCIAL ASSESSMENT			
414-1	New suppliers that were screened using social criteria	We encourage and expect our stakeholders, vendors, suppliers, tenants, and all other business partners to comply with the standards outlined in our Vendor Code of Conduct, including human rights and labor practices. DiamondRock reserves the right to perform audits of vendors to ensure practices are in place to conduct business in a manner that is consistent with our Vendor Code of Conduct.	Vendor Code of Conduct
CUSTOMER HEALTH AND SAFETY			
416-1	Assessment of the health and safety impacts of product and service categories	For all new acquisitions, DiamondRock will assess properties for health, safety, and well-being.	GRESB assessment

APPENDIX C: SUSTAINABILITY ACCOUNTING STANDARDS BOARD DISCLOSURES (SASB)

ACTIVITY METRICS

INDICATOR	DESCRIPTION ¹	2021
ACTIVITY METRICS		
IF-RE-000.A	Number of assets	32
IF-RE-000.B	Leasable floor area (Square Feet)	7,716,431
IF-RE-000.C	Percentage of indirectly managed assets	100%
IF-RE-000.D	Average occupancy rate	49.80%

SUSTAINABILITY DISCLOSURE TOPICS AND ACCOUNTING METRICS

INDICATOR	DESCRIPTION ²	2021
ENERGY MANAGEMENT		
IF-RE-130a.1	Energy consumption data coverage as a percentage of total floor area	100%
IF-RE-130a.2	Total energy consumed by portfolio area with data coverage (Gigajoules)	699,457
	Percentage grid electricity	45.8%
	Percentage renewable energy	7.5%
IF-RE-130a.3	Like-for-like percentage change in energy consumption for the portfolio area with data coverage	14.6%
IF-RE-130a.4	Percentage of eligible portfolio that has an energy rating	100%
	Percentage of eligible portfolio that is certified to ENERGY STAR	17%
IF-RE-130a.5	Description of how building energy management considerations are integrated into property investment analysis and operational strategy	Across our portfolio, we continue to make strategic investments in energy reduction projects. DiamondRock's EMS guides our portfolio management strategy, as we aim for continuous improvement through an ISO 14001-aligned process of "plan", "do", "check", and "act". Additionally, we monitor and report on energy performance, and consider other environmental risks specific to the locations and regions where our hotels are located.

¹ Does not include properties which were closed in 2021.

² Does not include properties which were closed in 2021.

SASB: SUSTAINABILITY DISCLOSURE TOPICS AND ACCOUNTING METRICS CONTINUED

INDICATOR	DESCRIPTION ³	2021
WATER MANAGEMENT		
IF-RE-140a.1	Water withdrawal data coverage as a percentage of total floor area	100%
	Water withdrawal data coverage as a percentage of floor area in regions with High or Extremely High Baseline Water Stress	100%
IF-RE-140a.2	Total water withdrawn by portfolio area with data coverage, by property subsector (m3)	1,171,608
	Percentage in regions with High or Extremely High Baseline Water Stress	High Baseline Water Stress: 32.0% Extremely High Baseline Water Stress: 11.5%
IF-RE-140a.3	Like-for-like percentage change in water withdrawn for portfolio area with data coverage	35.7%
IF-RE-140a.4	Description of water management risks and discussion of strategies and practices to mitigate those risks	<p>As part of our risk mitigation strategy, DiamondRock takes a strategic approach to portfolio management by continuing to conduct portfolio-wide water risk assessments to determine properties most likely to have both current and future water risks. We will continue monitoring potential changes in the cost, availability, and consumption of water in key markets where our properties are located, and leveraging risk assessments to inform future decision making on capital expenditures for water efficiency projects, including technologies to reduce and reuse water at properties. The large majority of our properties have already invested in the following water saving initiatives:</p> <ul style="list-style-type: none"> Water saving fill valves in guestrooms Low-flow showerheads in guestrooms Water flow restrictors in guestrooms

INDICATOR	DESCRIPTION	2021
MANAGEMENT OF TENANT SUSTAINABILITY IMPACTS		
IF-RE-410a.1	Percentage of new leases that contain a cost recovery clause for resource efficiency-related capital improvements	0%
IF-RE-410a.2	Percentage of tenants that are separately metered or submetered for grid electricity consumption, by property subsector	30%
	Percentage of tenants that are separately metered or sub metered for water withdrawals	53%
IF-RE-410a.3	Discussion of approach to measuring, incentivizing, and improving sustainability impacts of tenants	We continuously engage with our properties and general managers to ensure continuous environmental improvement of our portfolio.

³ Does not include properties which were closed in 2021.

SASB: SUSTAINABILITY DISCLOSURE TOPICS AND ACCOUNTING METRICS CONTINUED

INDICATOR	DESCRIPTION	2021
CLIMATE CHANGE ADAPTATION		
IF-RE-450a.1	Area of properties located in 100-year flood zones (Square Foot)	655,059
IF-RE-450a.2	Description of climate change risk exposure analysis, degree of systematic portfolio exposure, and strategies for mitigating risks	<p>As part of our risk mitigation strategy, DiamondRock takes a strategic approach to portfolio management by continuing to conduct portfolio-wide risk assessments to determine properties most likely to have climate risk exposure. We conducted a climate risk assessment, inclusive of drought, cyclone, and flood-related risks. We will continue monitoring energy and water cost and consumption in key markets where are properties are located and leveraging risk assessments to inform future decision making on capital expenditures. We continue to invest in preventive maintenance, including enhancements to roofs, and other structural property elements to protect against weather-related risks. DiamondRock also discloses a description of its strategy for mitigating risks in Risk Management section of the TCFD Report.</p>



2 BETHESDA METRO CENTER
SUITE 1400, BETHESDA, MARYLAND 20814
(240) 744-1150 | WWW.DRHC.COM

