

## ANNUAL **SUSTAINABILITY** REPORT

#### **2019** CALENDAR YEAR

PUBLISHED: JULY 2020



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20 MASSACHUSETTS AVENUE, WASINGTON, DC (OPI); ENERGY STAR, LEED GOLD

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#### **ABOUT THIS REPORT**

RMR is committed to reporting annually on sustainability and Environmental, Social and Governance (ESG) progress and goals, including both quantitative and qualitative information. This report provides an overview of our management policies, procedures and practices, key initiatives, strategies, targets and goals and industry recognition. The performance metrics include comparable data for energy, water, waste and greenhouse gas emissions for the 2019 calendar year from January 1, 2019 to December 31, 2019. Governance and social initiatives, performance indicators and awards and recognitions achieved in other years may be referenced to provide context for and/or comparison to events in 2019. Some recognitions awarded in 2020 are based on 2019 performance. In addition, as appropriate, significant developments occurring in early 2020 may be referenced and will be more fully developed in subsequent reports.

# From Our-President & Chief Executive Officer

I am proud to share our inaugural Sustainability Report, which summarizes the Environmental, Social and Governance (ESG) initiatives we and our Client Companies employ. Although this is our first Sustainability Report, we and our Client Companies have been guided by ESG principles for many years. Given the magnitude of our operations, we believe sustainability must be a strategic focus alongside our focus on economic performance across our Client Companies.

RMR provides management services to publicly traded REITs and real estate operating companies, with the properties managed spanning numerous real estate sectors. RMR has approximately \$32.2 billion of assets under management and 596 real estate professionals in more than 30 offices throughout the United States.

At RMR, our people are the foundation of our success and in many ways our most critical asset. We ensure employees receive competitive salaries and benefits and we aim to attract professionals who will uphold our values of social and environmental stewardship and we make diversity and inclusion an important part of our development programs. The success of our employee programs has earned us the Real Estate Management Excellence (REME) Award for Employee and Leadership Development from the Institute of Real Estate Management (IREM) in 2019.

We also believe it's critical for our employees to embrace the communities where we operate around the country. We encourage our employees to engage in charitable programs, and each year through our annual service day we volunteer thousands of hours. Since 1999, RMR has donated more than \$2 million to charitable organizations supporting a wide range of causes from cancer research to hunger prevention.

We also recognize our responsibility to minimize the impact of our business on the environment. We seek to preserve natural resources and maximize efficiencies in order to reduce the impact our properties have on the planet. As a result of our sustainability initiatives, in 2019, RMR managed

#### **CORPORATE SUSTAINABILITY**

IS A CORE OPERATING PHILOSOPHY THAT GUIDES OUR ENVIRONMENTAL, SOCIAL AND GOVERNANCE INITIATIVES.

properties received honors from The Building Owners and Managers Association (BOMA), The Environmental Protection Agency (EPA), the U.S. Green Building Council (USGBC) and The Greater Richmond Association for Commercial Real Estate (GRACRE). In addition, we received the 2020 ENERGY STAR® Partner of the Year Award for outstanding efforts as a Service and Product Provider and one of our Client Companies, Office Properties Income Trust (OPI), received the 2020 ENERGY STAR® Partner of the Year Sustained Excellence Award for outstanding efforts for Energy Management.

Of course, we now face the challenge of the profound impact of COVID-19 on the communities in which we operate, our employees lives and our tenants. With more than 30 years of real estate experience, we have successfully managed through other disruptive events. While it remains to be seen how the pandemic and its aftermath will evolve, we believe that we and our Client Companies have ample resources to navigate the resulting challenges.

Through our innovative ESG strategies, we continue to position ourselves for long-term operational success. I invite you to learn more about RMR through our highlighted stories and ESG metrics in this Sustainability Report and encourage you to engage with us on ESG topics.

#### **ADAM PORTNOY**

Managing Director, President and Chief Executive Officer of RMR



22020 S. ARLINGTON HEIGHTS ROAD, ARLINGTON HEIGHTS, IL (OPI); BOMA 360, ENERGY STAR



# Company Profile

The RMR Group Inc. (Nasdag: RMR) is a holding company and substantially all of its business is conducted by its majority owned subsidiary, The RMR Group LLC. The RMR Group LLC is an alternative asset management company that was founded in 1986 to invest in real estate and manage real estate related businesses.

AS OF DECEMBER 31, 2019, RMR'S **BUSINESS PRINCIPALLY CONSISTED** OF PROVIDING MANAGEMENT **SERVICES TO:** 

- FOUR PUBLICLY TRADED EQUITY REITS (THE "MANAGED REITS").
- THREE REAL ESTATE RELATED **OPERATING COMPANIES.**
- ONE CLOSED END MUTUAL FUND.
- ONE PUBLICLY TRADED COMMERCIAL MORTGAGE REIT.
- ONE PRIVATE OPEN END FUND.

#### The RMR Advantage

#### WE BELIEVE OUR PERFORMANCE AND PROMINENCE

IN THE REAL ESTATE SECTOR IS BOLSTERED IN LARGE PART BY:

#### A SOLID FINANCIAL AND OPERATING BASE

Our business has a stable revenue base from recurring management fees, anchored by 20-year contracts with the Managed REITs. We are fueled by diverse sources of revenues from multiple businesses and a wide range of real estate properties located throughout the U.S. We have no debt, and our balance sheet positions RMR well for possible future expansion.

#### A NATIONWIDE VERTICALLY INTEGRATED PLATFORM

Our dedicated asset management and property management teams blend long-term strategic vision with careful execution of day-to-day operations to optimize efficiency, reduce environmental impacts and foster sustainable growth of our Client Companies' investments. With over 30 offices across the country, we are able to access local market knowledge. Our property management organization is dedicated solely to the assets of our Client Companies.

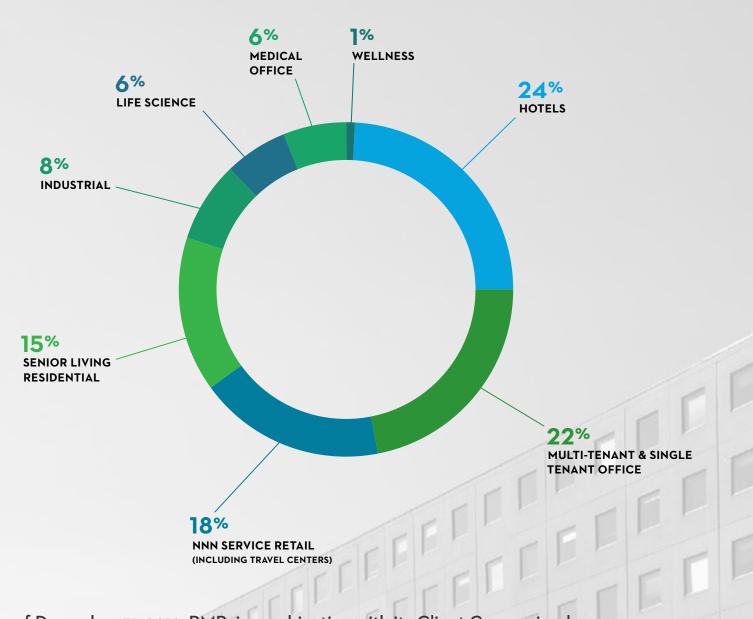


RMR is led by an experienced management team with proven ability to manage and grow a resilient business. Moreover, significant insider ownership and the structure of our management fees provide a strong alignment of interests with public shareholders as we seek to build a sustainable business for years to come.

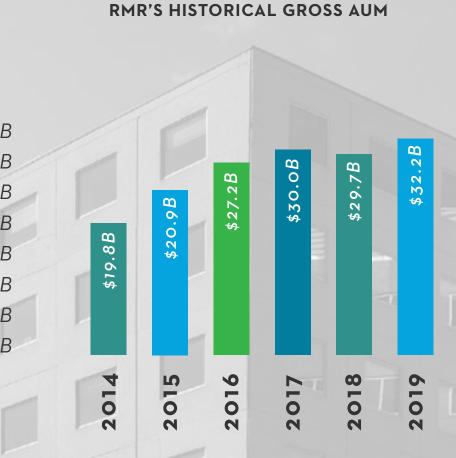


#### Our Managed Portfolio

## At a Glance



**\$35**B **\$30**B **\$25**B \$20B **\$15**B \$10B **\$5**B **\$0**B 2014



As of December 31, 2019, RMR, in combination with its Client Companies, has:

- OVER 2,100 PROPERTIES
- OVER 30 OFFICES ACROSS THE U.S.

- \$32.2 BILLION AUM
- \$12 BILLION IN ANNUAL REVENUE

- APPROXIMATELY 50,000 EMPLOYEES
- 596 REAL ESTATE PROFESSIONALS

## Client Companies

#### **REITS**



#### SERVICE PROPERTIES TRUST (SVC)

SVC is a \$12.4 billion AUM REIT that owns 329 hotels with 51,349 rooms and 816 net lease service and necessity based retail properties with 14.9 million square feet.

NASDAQ: SVC



#### **DIVERSIFIED HEALTHCARE TRUST (DHC)**

DHC is a \$8.6 billion AUM REIT that owns 424 medical office buildings, life science buildings and senior living residential communities located in 39 states and Washington, D.C.

NASDAQ: DHC



#### OFFICE PROPERTIES INCOME TRUST (OPI)

OPI is a \$5.8 billion AUM REIT that owns 189 properties primarily leased to single tenants and those with high credit quality characteristics like government entities, located in 35 states and Washington, D.C.

NASDAQ: OPI



#### INDUSTRIAL LOGISTICS PROPERTIES TRUST (ILPT)

ILPT is a \$2.5 billion AUM REIT that owns 300 industrial and logistics properties located in 30 states, including 226 buildings, leasable land parcels and easements located on the island of Oahu, Hawaii.

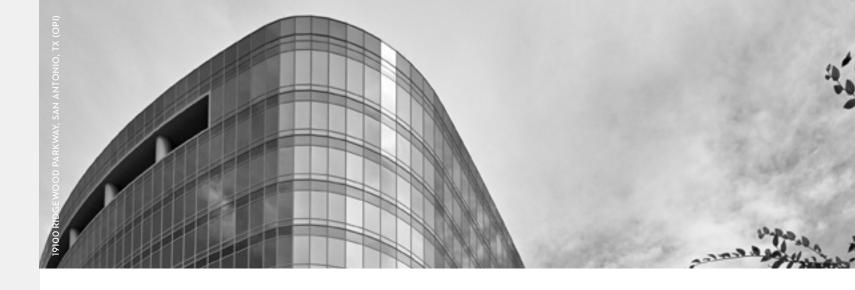
NASDAQ: ILPT



#### TREMONT MORTGAGE TRUST (TRMT)

TRMT is a real estate finance company focusing on originating and investing in first mortgage loans secured by middle market and transitional commercial real estate (CRE).

NASDAQ: TRMT



#### **Operating Companies**



#### TRAVELCENTERS OF AMERICA INC. (TA)

TA operates and franchises more than 250 full-service travel centers located along the U.S. Interstate Highway System and over 40 family-style restaurants. Annual revenues: approximately \$6.1 billion.

NASDAQ: TA



#### FIVE STAR SENIOR LIVING INC. (FVE)

FVE operates more than 260 senior living residential communities throughout the U.S. with annual revenues of approximately \$1.4 billion.

NASDAQ: FVE



#### SONESTA INTERNATIONAL HOTELS CORPORATION (SONESTA)

With annual revenues of approximately \$44 million, Sonesta operates and franchises more than 77 hotels and cruise ships in seven countries.

#### Other Client Companies



#### RMR REAL ESTATE INCOME FUND (RIF)

RIF is currently a closed end investment company focused on investing in real estate securities, including REITs and other dividend paying securities. On April 16, 2020, RIF's shareholders approved its plan to convert from a registered investment company to a commercial mortgage REIT and RIF is in the process of implementing a plan to execute this conversion.

NYSE AMERICAN: RIF

## Sustainability Highlights



#### **ENERGY STAR®**

OPI 2020 Sustained Excellence Partner of the Year in the Energy Management Category for efforts in 2019 and earlier

RMR 2020 Partner of the Year in the Service and Product Provider Category for efforts in 2019

#### 2019 GREEN BUILDING CERTIFICATIONS

47

BOMA 360 designated assets
(4th nationwide for most BOMA 360 certifications)

ENERGY STAR® Certified buildings

31

LEED Certified buildings including 4,420,469 sq. ft. Gold and 479,387 sq. ft. Platinum

\$771,000

in energy savings generated from Real-time Energy Monitoring in 2019 (\$1.76M since program inception)



\$15,000

Annual Reimbursement
FOR WORK-RELATED EDUCATION

175

Managers

COMPLETED TRAINING WORKSHOPS TO DATE

\$10,000

Bonus

FOR REFERRING NEW HIRES.
69 NEW HIRES REFERRED SINCE 2017

100

Managers
IN HIGH IMPACT FEEDBACK SEMINAR IN 2019

#### 2019 COMMUNITY SERVICE DAY

Over 480 Employees Volunteered

1,295 Hours Volunteered

35 Organizations Supported
Across the Country



#### **BOARD DIVERSITY**

THE RMR GROUP (RMR)

33% WOMEN 16% NON-WHITE

DIVERSIFIED HEALTHCARE REIT (DHC)
37% WOMEN 16% NON-WHITE

INDUSTRIAL PROPERTIES INCOME TRUST (ILPT)

28% WOMEN 14% NON-WHITE

OFFICE PROPERTIES INCOME TRUST (OPI)

37% WOMEN

SERVICE PROPERTIES TRUST (SVC)

28% WOMEN

FIVE STAR SENIOR LIVING (FVE)
42% WOMEN

TRAVEL CENTERS OF AMERICA (TA)
42% WOMEN 28% NON-WHITE

75<sup>TH</sup> PLACE

Fortune's 100 Fastest Growing Companies of 2019

#### "WINNING"

In 2020, RMR and four Client Companies earn "Winning" status by Women On Boards. The best ranking given by the organization

#### **GREEN LEASE LEADER**

OPI 2019 and 2020 Silver-level recognition for environmentally-friendly lease form



## COVID-19 Response

"Never before have we experienced the need to continue our operations under such unprecedented circumstances. I remain impressed with, but not surprised by, the dedication of RMR employees who keep our buildings safe and secure and who are applying extra time and energy to carry out their job responsibilities both onsite and remotely. Through these actions, we reinforce our commitment to the well-being of our employees, who in turn ensure the stability of RMR and its Client Companies."

#### **ADAM PORTNOY**

Managing Director, President and Chief Executive Officer of RMR



#### ASSET MANAGEMENT

- Work with hotel and senior living operators to ensure the safety of their residents and guests
- Monitor hotel and senior living operators' response policies, reopening plans, marketing efforts, revenue forecasts and capital deployment

#### COMMUNICATIONS

- Establish ongoing line of communication with Executive Operating Committee for updates
- Communicate programs and protocols early and often to stakeholders
- Regularly update employees of the evolving COVID-19 situation

#### PROPERTY MANAGEMENT (OFFICE AND INDUSTRIAL ASSETS)

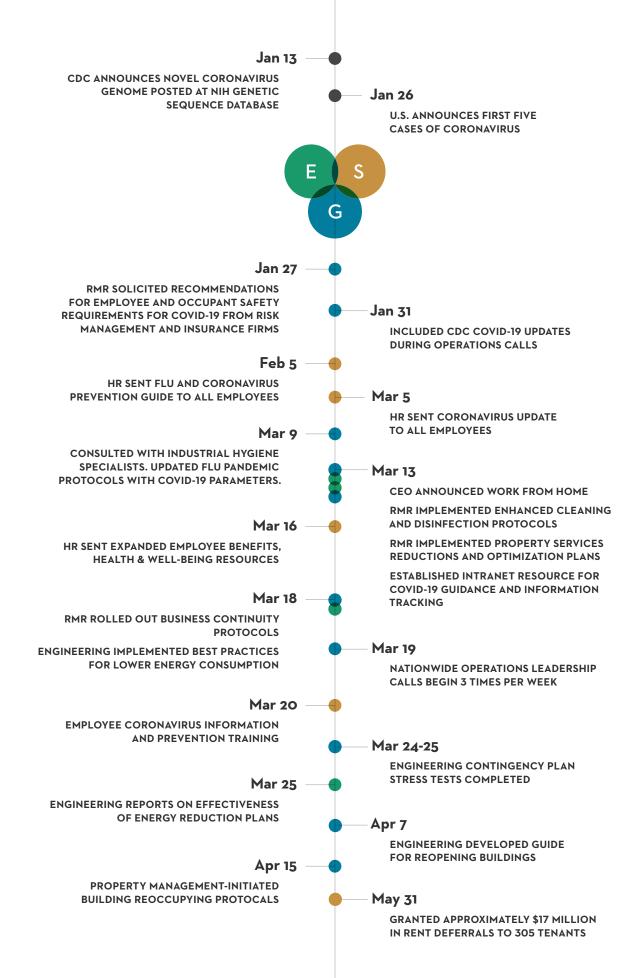
- Immediately reduced or eliminated scheduled nonessential property services in response to reduced building utilization
- · Re-prioritized planned capital projects
- Reduced third-party administrative, engineering, janitorial, security and night staff in response to reduced building utilization
- Initiated building reoccupying protocals for tenants increasing utilization
- Evaluated and enhanced cleaning protocols

#### **ENGINEERING** (OFFICE AND INDUSTRIAL ASSETS)

- Established guide on operational best practices for lower energy consumption
- Implemented low and no utilization measures including adjustments to Building Automation Systems and set backs to HVAC systems
- Utilized Real-time Energy Management (RTM) platform to monitor performance
- Developed guide for buildings' increased utilization

#### **HUMAN RESOURCES (HR)**

- Expanded employee benefits and COVID-19 resources, including health, mental health and well-being resources and removal of copays, coinsurance and deductibles for COVID-19 care
- Active front-line employees receive hazard compensation to support on-site property management
- Implemented Work From Home (WFH) protocols



## Environment

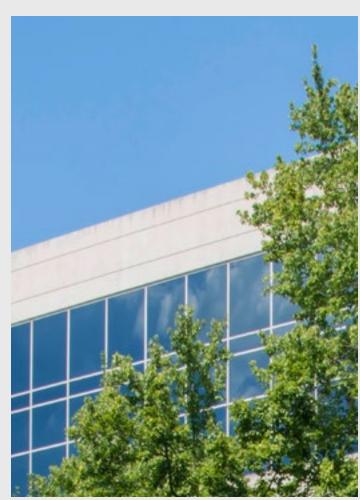
THE RMR GROUP UNDERSTANDS THE IMPORTANCE
OF ENVIRONMENTAL SUSTAINABILITY AND SEEKS
TO MITIGATE THE IMPACT OF THE PROPERTIES
WE MANAGE THROUGH STRATEGIES AND BEST
PRACTICES THAT ENHANCE COMPETITIVENESS
AND OPTIMIZE OPERATIONAL EFFICIENCY.



## Environmental Initiatives

#### RMR HAS INCORPORATED SPECIFIC SUSTAINABILITY OBJECTIVES INTO

ITS OVERALL BUSINESS STRATEGY AND PORTFOLIO MANAGEMENT THROUGH THE FOLLOWING PROGRAMS:



8 CORPORATE SQUARE, ATLANTA, GA (OPI)

- Environmental surveys are conducted prior to acquiring a property.
- Environmental safety checklists at the asset level are reviewed quarterly.
- Environmental safety training for engineers is conducted annually with 100% participation.
- Waste programs include diversion, rightsizing, education and expense management.
- Environmental-friendly cleaning and pest control support indoor environmental quality.
- Number of ENERGY STAR and LEED certified buildings continue to increase each year.
- Energy costs managed through supply contracts in deregulated energy markets.

IN ADDITION TO RMR'S GREEN BUILDINGS
POLICY THAT SETS THE FRAMEWORK
FOR OPERATING PROPERTIES WITH
AN ENVIRONMENTAL FOCUS, WE
HAVE IMPLEMENTED THE FOLLOWING
INITIATIVES AT OUR MANAGED PROPERTIES:

#### Capital Budget Allocation

Each year, we review and approve capital projects that aim to reduce energy use and achieve sustainability goals. This allocation of capital funds contributes to increased efficiencies and reduced costs for our managed properties. Examples of these capital projects include:

- INTERIOR/EXTERIOR LIGHTING UPGRADES.
- LIGHTING CONTROLS.
- VARIABLE FREQUENCY DRIVES.
- HIGH-EFFICIENCY HVAC EQUIPMENT.

- HVAC CONTROLS OPTIMIZATION.
- RETRO-COMMISSIONING.
- WATER USE REDUCTION MEASURES.
- BUILDING IMPROVEMENTS FOR GREEN BUILDING CERTIFICATIONS.

Where available, we apply for incentives and rebates through local utility company programs. These programs provide financial support for energy studies and implementation of energy conservation measures. Our review process for energy efficiency and sustainability projects is multifaceted and considers impacts to project performance such as weighted average lease terms, owner/tenant share savings, coordination with other planned capital projects and potential disposition activities, among others.



#### COMPREHENSIVE ENERGY MANAGEMENT PROGRAM

#### RMR DEMAND-SIDE ENERGY MANAGEMENT

Employee Engagement & Training

Tenant Engagement

Sustainability Communications & Reporting

#### BUILDING PERFORMANCE MANAGEMENT

Utility Bill Management
Real-Time Energy Monitoring
Demand Response
Energy Efficiency Capital

#### ENERGY STAR BENCHMARKING

Regulatory Reporting
Building Competitions
Certifications:
ENERGY STAR, BOMA, LEED

#### **Green Leasing**

Many tenant leases are aligned with environmentally friendly practices that also promote operational efficiencies. We utilize green lease language to promote mutual commitment to environmentally friendly practices and operational efficiencies with our tenants including:

- ENERGY SAVING LEASE CLAUSE.
- · COST RECOVERY CLAUSE.
- · EFFICIENT TENANT BUILDOUT CLAUSE.
- SUBMETERING LANGUAGE.
- BUILDING COMMISSIONING LANGUAGE.



THESE EFFORTS EARNED
OPI GREEN LEASE LEADER
RECOGNITIONS IN
2015, 2016, 2017, 2019 AND 2020

#### **Energy Management**

RMR deploys energy management best practices, including:

- ENERGY STAR® BENCHMARKING.
- REAL-TIME ENERGY MONITORING.
- DAYTIME AND NIGHTTIME ENERGY AUDITS.
- DEMAND RESPONSE PROGRAM WITH MORE THAN 2.2 MEGAWATTS OF CAPACITY REDUCTION.
- ANNUAL ENERGY ENGAGEMENT COMPETITIONS.

- ENERGY PERFORMANCE TRAINING FOR PROPERTY OPERATIONS TEAMS.
- ENERGY PERFORMANCE REVIEW FOR END-OF-LIFE HVAC EQUIPMENT REPLACEMENTS.
- CAPITAL DEPLOYMENT DEDICATED TO GENERATING RETURNS ON ENERGY EFFICIENCY UPGRADES.

#### **Energy Audits**

Energy audits are conducted when possible at our properties to:

- IDENTIFY BUILDINGS THAT ARE CONSUMING EXCESS ENERGY AS COMPARED TO THE NATIONAL AVERAGE.
- REDUCE ENERGY CONSUMPTION TO ACHIEVE ENERGY STAR CERTIFICATION REQUIREMENTS.
- · COMPLY WITH ENERGY DISCLOSURE LAWS.
- MEET PREREQUISITES OR EARN CREDITS TOWARD A LEED CERTIFICATION.
- IDENTIFY ENERGY REDUCTION-RELATED CAPITAL PROJECT OPPORTUNITIES.

THE RESULTS OF ENERGY AUDITS
OFTEN INCLUDE IDENTIFICATION OF
IMMEDIATE AND EXTENDED RETURN ON
INVESTMENT (ROI) OPPORTUNITIES. THESE
OPPORTUNITIES ARE COMMUNICATED TO
MANAGEMENT THROUGH AUDIT REPORTS
THAT HELP PRIORITIZE TO ENERGY
CONSERVATION MEASURES.

### Data Management RMR TECHNOLOGY DRIVES PERFORMANCE.

RMR IS ABLE TO MAKE IMPORTANT STRIDES IN EFFICIENCY THROUGH EFFECTIVE DATA MANAGEMENT SYSTEMS THAT HELP US TO DRIVE VALUE, MANAGE RISK AND BENCHMARK PERFORMANCE OF OUR MANAGED PROPERTIES.

#### Computerized Maintenance Management System (CMMS)

**TENANT REQUESTS** TENANT CERTIFICATE OF OCCUPANCY PREVENTATIVE MAINTENANCE **TENANT FEEDBACK** 

#### **Utility Management**

**UTILITY BILL PAY COST/USAGE TRENDS ENERGY PROCUREMENT AUTOMATED ENERGY STAR INTEGRATION** 

#### Real-time Energy Monitoring

5-MINUTE INTERVAL DATA AT BUILDING AND **SUB-BUILDING LEVELS MEASUREMENT AND VERIFICATION OF** 

**IMPLEMENTED EFFICIENCY MEASURES** 

#### **Training Today**

SAFETY COMPLIANCE TRAINING **OSHA COMPLIANCE OSHA 10/30 CERTIFICATION** 

#### **ENERGY STAR**

**ENERGY BENCHMARKING CERTIFICATIONS COMPETITIONS** 

#### **Building Automation Systems**

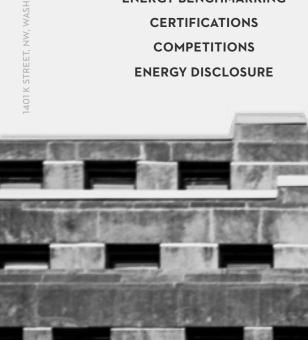
**SECURITY** SYSTEM STANDARDIZATION **REMOTE CONNECTIVITY** 

#### Waste Management

**WASTE TRACKING WASTE SERVICES LANDFILL DIVERSION** PORTFOLIO PERFORMANCE ANALYSIS **EDUCATION CAMPAIGNS** 

#### **In-house Property Inspection Tool**

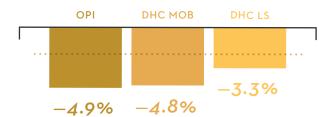
DOCUMENT CONDITIONS OF HOTELS (SVC), SENIOR LIVING COMMUNITIES (DHC) AND TRAVELCENTERS (TA).



### Performance Metrics

2018-2019 ENERGY / EMISSIONS / WATER USE REDUCTIONS & WASTE DIVERSION YEAR OVER YEAR SAME PROPERTY REDUCTIONS

#### Energy





56,463,793 kBtu

Total energy saved from 2018 to 2019. Equivalent to 11,692 MT CO<sub>2</sub>e or the electricity used by 1,980 homes for one year.

#### **Emissions**

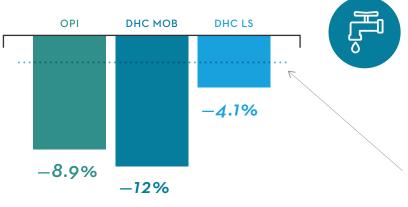




6,441,539 kgCO2e

Total emissions avoided from 2018 to 2019. Equivalent to **6,442 MT CO<sub>2</sub>e** or **15,983,970 miles driven** by an average passenger vehicle.

#### Water



102,595 M<sup>3</sup>

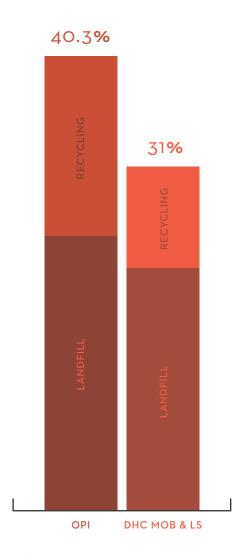
Total water saved from 2018 to 2019. Equivalent to the gallons of water in 19 Olympic-sized swimming pools.

2% ON AVERAGE REDUCTION GOAL PER YEAR FOR 10 YEARS FOR ENERGY. EMISSIONS AND WATER

#### TO MONITOR PROGRESS TOWARDS OUR PERFORMANCE TARGETS AND GOALS,

RMR REPORTS UTILITY DATA FOR MANAGED OFFICE PROPERTIES IN ALIGNMENT WITH THE SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB). ENVIRONMENTAL DATA IS MANAGED, GATHERED AND ANALYZED BY OUR SUSTAINABILITY AND ENERGY PERFORMANCE TEAM.

50% WASTE DIVERSION GOAL



#### FOOTNOTES:

Performance data only includes information related to assets directly managed by RMR.

DHC properties include Medical Office Building (MOB) and Life Science (LS).

OPI energy figures are based on 49.7% energy data coverage; water figures are based on 44.4% water data coverage; waste figures are based on 44.1% waste data coverage in 2018 and 54% waste data coverage in 2019; and Scope 1 and Scope 2 carbon emissions data is based on 49.7% emissions data coverage using eGRID18 baseload emissions data.

DHC energy figures are based on 58.6% MOB energy data coverage and 37.5% Life Science property energy data coverage; water figures are based on 58% MOB property water data coverage and 55% Life Science property water data coverage; waste figures are based on 47.8% waste data coverage in 2018 and 48.5% waste data coverage in 2019; and Scope 1 and Scope 2 carbon emissions data is based on 58.6% MOB emissions data coverage and 37.5% Life Science property emissions data coverage using eGRID18 baseload emissions data.

See Performance Metrics Data in the Reporting & Disclosure section.

5,870 Tons

Total waste diverted from 2018 to 2019. Equivalent to 20,250 MT CO<sub>2</sub>e or 7 1/4 American football fields of waste one yard high.

Waste

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## Certified Properties

**BUILDING CERTIFICATIONS CONTINUE TO GROW** EACH YEAR AS WE EXPAND OUR FOCUS ON BOMA 360, ENERGY STAR AND LEED CERTIFICATIONS ACROSS OUR MANAGED PORTFOLIOS.

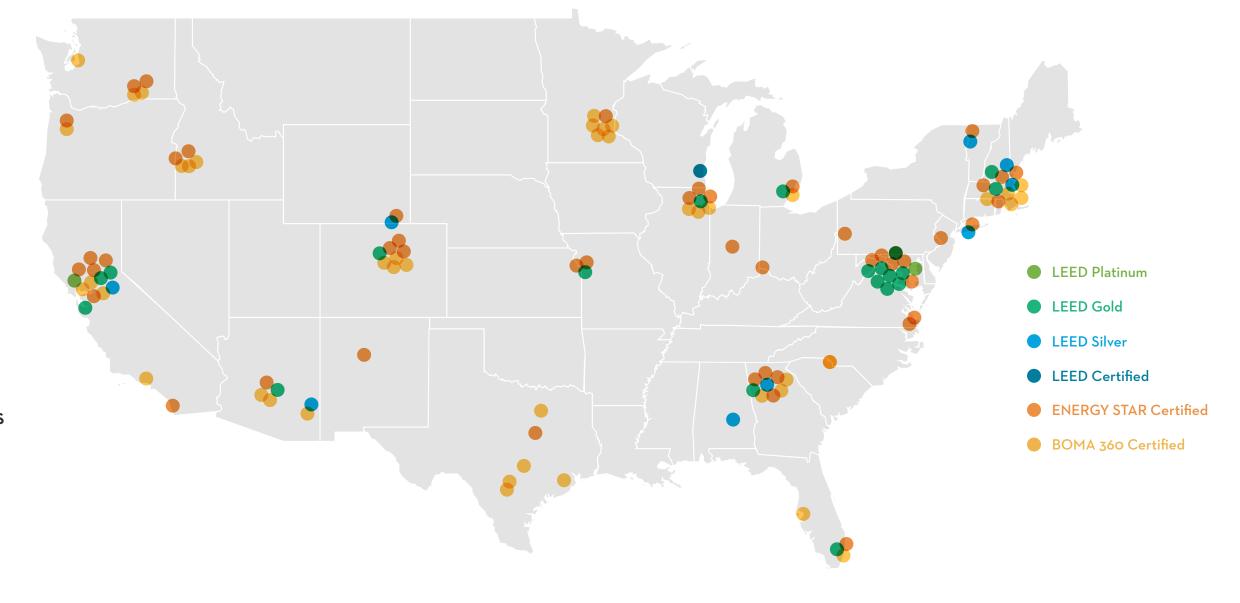
These certifications add value to our buildings and enhance tenant satisfaction. They also help to benchmark performance as well as provide a proxy to help mitigate risk. The honors achieved by the Managed REITs in 2019 are as follows:

**BOMA 360 CERTIFIED PROPERTIES** 5,279,018 sq. ft.

**ENERGY STAR CERTIFIED PROPERTIES** 6,668,459 sq. ft.

**LEED CERTIFIED PROPERTIES** 5,763,667 sq. ft.

For a list of certified properties, please go to the Reporting & Disclosure section..





**LEED:** Certification for LEED, or Leadership in Energy and Environmental Design, is a building-level certification that measures site features, water & energy efficiency, resource management and indoor environment.



**ENERGY STAR: ENERGY STAR** is a program run by the U.S. **Environmental Protection Agency** and U.S. Department of Energy that promotes energy efficiency.



**BOMA:** The BOMA 360 Performance Program sets standards for operational best practices in the commercial real estate industry. Earning the 360 label indicates a building is outperforming the competition PERFORMANCE BUILDING" with regard to its operations and management.

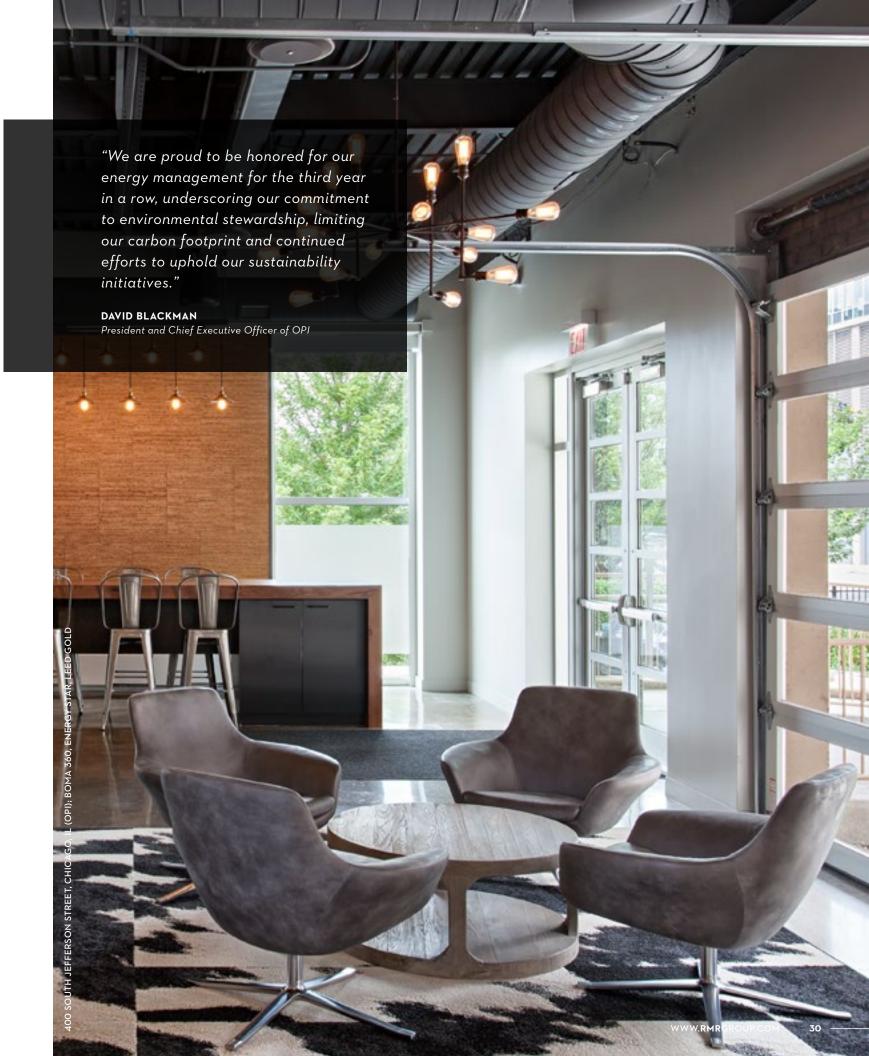
#### **Environmental Performance Spotlight**



OPI continued its commitment to the ENERGY STAR program in 2019, resulting in the 2020 ENERGY STAR Partner of the Year Sustained Excellence Award which recognizes businesses and organizations that demonstrate superior leadership, innovation, and commitment to environmental protection through energy efficiency and ENERGY STAR in the calendar year 2019 and earlier periods.

#### ON BEHALF OF OPI, RMR'S EFFORTS INCLUDED:

- SAVING OVER \$1.2 MILLION IN ANNUAL COSTS FROM REAL-TIME ENERGY MONITORING (RTM) WITH AUTOMATED REPORTING ON ENERGY STAR SCORES, ENERGY CONSUMPTION AND ENERGY-RELATED SPENDING AT 38 BUILDINGS (6.69 MILLION SQ. FT.).
- BENCHMARKING 53% OF OPI DIRECTLY MANAGED PROPERTIES AND 27% OF ITS TENANT-MANAGED PROPERTIES FOR A TOTAL BENCHMARKING COVERAGE OF OVER 46% OF THE PORTFOLIO.
- PARTICIPATING IN THE 4TH ANNUAL INTERNAL ENERGY COMPETITION. OPI HAD THE LARGEST PARTICIPATION WITH 31 BUILDINGS AND 4.9 MILLION SQ. FT.
- COMMUNICATING ENERGY STAR SUCCESSES AND ENERGY REDUCTION STRATEGIES TO STAKEHOLDERS AND TENANTS THROUGH PRESS RELEASES, EMAIL BLASTS AND COMMON SPACE POSTINGS.
- ALLOCATING CAPITAL FUNDS DEDICATED TO ENERGY AND WATER EFFICIENCY PROJECTS INCLUDING A CAPITAL EQUIPMENT REPLACEMENT PROGRAM FOR HIGH-EFFICIENCY END-OF-LIFE EQUIPMENT.



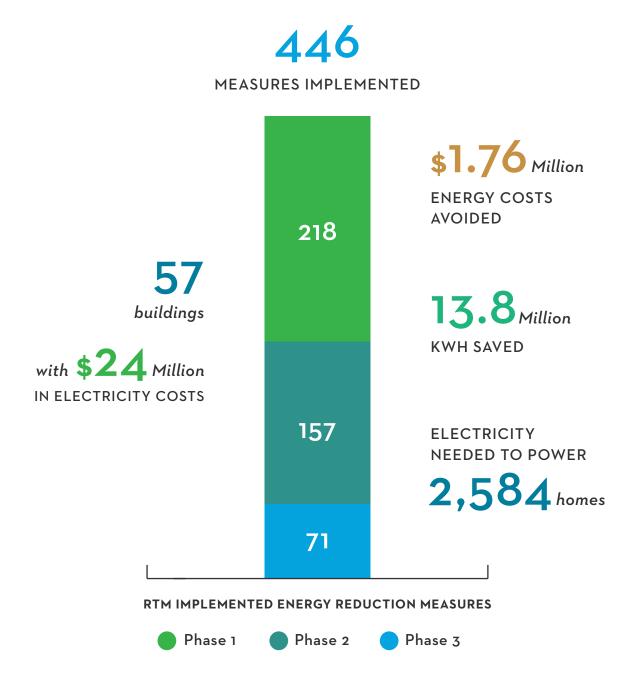
#### **Energy Management Case Study**

## Real-time Energy Monitoring & Analytics

Select buildings in our managed portfolio use integrated building technologies, such as Real-time Energy Monitoring (RTM) and analytics, to track energy use trends at higher resolutions than standard monthly utility invoices. Energy data is recorded every five minutes and used to identify operational patterns and anomalies that contribute to excess energy use. Alarms are broadcast when prescribed thresholds are exceeded.



IN 2019, THE RTM PROGRAM TARGETED 57 BUILDINGS AND CAPTURED APPROXIMATELY \$24M IN ANNUAL ELECTRICITY SPEND. SINCE 2017, RMR HAS IDENTIFIED AND IMPLEMENTED 446 ENERGY REDUCTION MEASURES ACHIEVING OR EXCEEDING PROGRAM GOALS OF 3% ENERGY REDUCTION PER YEAR FOR THREE YEARS. WE HAVE AVOIDED \$1.76M IN ENERGY COSTS THROUGH 2019. SAVINGS THAT ARE EQUAL TO THE ELECTRICITY NEEDED TO POWER 2.584 HOMES FOR ONE YEAR.



#### **Environmental Awareness Case Study**

## Energy Engagement Competition

#### IN 2016, RMR IMPLEMENTED THEIR ANNUAL ENERGY ENGAGEMENT COMPETITION.

ORIGINALLY BASED ON THE EPA'S BATTLE OF THE BUILDINGS CHALLENGE.

Each year since, RMR has modified the competition to further engage employees and tenants in different ways with a goal to increase energy use awareness and achieve energy savings. In 2019, the competition focused on interacting with tenants to highlight best practices around energy use awareness. Over four months, tenants were invited to participate in 17 challenge activities in three categories: education about simple behavior changes to help reduce energy use, improvements in data coverage and quality and expanded tenant communication.

#### SOME STRATEGIES THAT WERE **IMPLEMENTED INCLUDE:**

- INFORMING TENANTS ABOUT THEIR **ENERGY CONSUMPTION BY SHARING ENERGY STAR PROFILES.**
- ENSURING THE ACCURACY OF BENCHMARK DATA IN ENERGY STAR PORTFOLIO MANAGER.
- INVITING BUILDING OCCUPANTS TO TAKE PART IN ACTIVITIES SUCH AS CLOSING BLINDS, ENSURING LIGHTS WERE NOT ON IN UNUSED SPACES, TURNING OFF OVERHEAD LIGHTS, AND UTILIZING DAYLIGHT WHEN POSSIBLE.
- PROMOTING USE OF INTERNAL COMMUNICATIONS AND SOCIAL MEDIA TO SHARE ACTIVITIES AND PROGRESS WIDELY.

THE TOTAL SAVINGS DURING THE FOUR-MONTH COMPETITION PERIOD WAS **ESTIMATED TO BE \$90,395. ANNUAL SAVINGS** ARE NOW ESTIMATED TO BE

\$180,789



THE TOP **PERFORMING BUILDINGS OF THE 2019** COMPETITION

Portfolio	Building	Points
ОРІ	2020 S Arlington Heights Rd, Arlington, IL	100
OPI	440 1st St, Washington D.C.	95
ОРІ	600 W Peachtree NW Atlanta, GA	85
ОРІ	7301 W Mansfield Ave., Lakewood, CO	80
ОРІ	Belleview Corporate Plaza 1, Denver, CO	80
OPF	Deep Run III, Richmond, VA	80
DHC	15451 N 28th Ave, Phoenix, AZ	75
DHC	4121 E Cotton Center Blvd, Phoenix, AZ	75
DHC	First Insurance Center, Honolulu, HI	75
DHC	Tatum Ridge, Phoenix, AZ	75

**UNIQUE POSTS TO OUR INTERNAL MESSAGE BOARD SHARING PHOTOS** AND ACTIVITIES WITH ALL **EMPLOYEES** 

**OVER** 

**RMR EMPLOYEES AND** THIRD-PARTY MANAGERS/ **ENGINEERS PARTICIPATED** 

**ACTIVITIES WERE** COMPLETED FOR AN **AVERAGE OF 10 ACTIVITIES PER BUILDING** 

**MULTIPLE MANAGED PORTFOLIOS** PARTICIPATED, REACHING OVER

16,000 **TENANTS** 

**COMPETITION ACTIVITIES IMPLEMENTED ACROSS** 

Million sq. ft. OF MANAGED PROPERTIES

## Social\_

#### THE PEOPLE BEHIND RMR ARE THE LIFE FORCE OF OUR ORGANIZATION.

RMR IS CONSTANTLY LEARNING THROUGH ENGAGING OUR BROAD STAKEHOLDER BASE AS WE SEEK TO ALIGN OUR INTERESTS AND ADVANCE SOCIAL SUSTAINABILITY THROUGHOUT OUR ORGANIZATION.



# Employees & Equal Opportunity

#### **EQUAL OPPORTUNITY**

RMR is an equal opportunity employer. All qualified applicants receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability or protected veteran status.

#### **RMR'S WORKFORCE**

(AS OF DECEMBER 31, 2019)

596 EMPLOYEES

45% CORPORATE OFFICE (Newton, MA)

55% REAL ESTATE SERVICES (Over 30 offices across the U.S.)

5.6 YEARS AVERAGE TENURE

33% FEMALE

26% NON-WHITE

#### **EMPLOYEE TESTIMONIALS**

"As a national, publicly traded company, RMR offers vast professional and personal opportunities in a vibrant work environment. My colleagues are teamoriented and committed to making RMR a great place to work, offering constant support which fosters creative thinking and continuous learning."

NATASHA PARKER

Accounting Manager

"When I first came to RMR, the company's drive to achieve was immediately apparent. If you're willing to challenge yourself and welcome new opportunities, you will succeed here. The spirit of entrepreneurship, self-improvement and dedication to quality are integral parts of the RMR experience and have provided me with a number of exceptional professional opportunities."

ANTHONY PAULA

Director, REIT Accounting

"As an organization, RMR has a long history of focusing on diversity and inclusion. We do not just speak these words; we act upon them. Throughout our organization, from the Boardroom to management to hiring at all levels of the organization, we are committed to racial equality and fostering a culture of diversity and inclusion."

#### ADAM PORTNOY

Managing Director, President & CEO

#### Workforce by the Numbers

**OUR COMPANY IS A** 

#### multigenerational

EMPLOYEES
ARE OUR BEST
AMBASSADORS!

21%

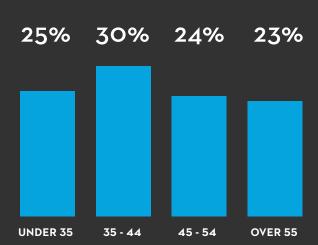
of employees are referred by a current employee

PROFESSIONALS COME TO RMR TO BUILD CAREERS.

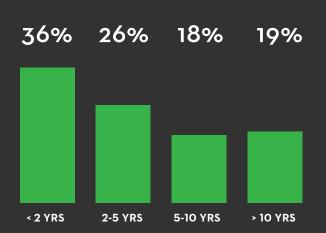
95%

of employees are enthusiastic about coming to work each day

#### **HEADCOUNT BY AGE GROUP**



#### **AVERAGE TENURE**



#### **Employee Engagement Case Study**

### RMR Leans In

RMR'S LEANS IN PROGRAM IS A GROUP CREATED TO DEVELOP AND SUPPORT WOMEN LEADERS AT RMR AND PROVIDES A FORUM TO DISCUSS DIVERSITY, INCLUSION AND THE EMPOWERMENT OF WOMEN. IN CONJUNCTION WITH ADAM PORTNOY, RMR'S CEO, JENNIFER CLARK, EXECUTIVE VICE PRESIDENT AND GENERAL COUNSEL FOR RMR, LEADS THE PROGRAM AND HAS CONSISTENTLY CHAMPIONED THE DEVELOPMENT OF WOMEN LEADERS WITHIN THE COMPANY.

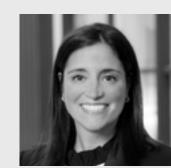


JENNIFER CLARK

Managing Director, Executive Vice President,
General Counsel & Secretary



Senior Vice President



YAEL DUFFY
Vice President, Asset Management



**DIANE PROCTOR**Vice President, Human Resources



AMY BLATTNER
Director, Business Operations
& Lease Administration

The group follows the structure created by Sheryl Sandberg in her well-recognized book Lean In, which guides women to achieve their goals and work together to create a more equitable world. To date, the group has produced several successful events, including talks with authors Joann Lublin of The Wall Street Journal and Joe Coughlin of the MIT AgeLab, and discussions on unconscious gender bias, work-life balance and workplace mentorship and sponsorship. The events have attracted the attendance of hundreds of employees (not limited to women) and have initiated a dialogue around growth and development of women in the workplace. Since inception as Jennifer's Lean In Circle, the steering committee members have all been promoted. The original steering committee group members now sponsor their own Lean In Circles, which is helping to support and develop the next generation of RMR women leaders to mentor and sponsor their female and minority colleagues on their professional career paths.

## Employee Benefits

RMR RECOGNIZES EMPLOYEE BENEFITS AS A CRITICAL ASPECT OF THE WORK EXPERIENCE. EMPLOYEES QUALIFY TO JOIN OUR BENEFITS PROGRAM IN THE FIRST MONTH FOLLOWING THE DATE OF HIRE.

We provide a premier, comprehensive benefits program to all employees working 30 or more hours per week, along with their spouses or domestic partners and children up to age 26. Part-time employees are also provided with most of these benefits on a pro-rated basis.

#### Comprehensive Benefits

- 401(K) WITH A GENEROUS COMPANY MATCH CONTRIBUTION
- LIFE INSURANCE FOR EMPLOYEE AND DEPENDENTS
- HEALTH CARE ADVOCACY AND ASSISTANCE PROGRAM
- EMPLOYER-SUBSIDIZED HEALTH SAVINGS ACCOUNT
- EMPLOYEE ASSISTANCE PLAN (EAP)

- MATERNITY/PATERNITY PAID TIME OFF
- EDUCATIONAL ASSISTANCE
- · FITNESS AND WEIGHT LOSS PROGRAM DISCOUNTS
- EMPLOYEE REFERRAL FEES
- · COMPREHENSIVE WELLNESS PROGRAM

#### New 2019 Employee Programs

- VACATION POLICY & PARENTAL LEAVE ENHANCEMENTS
- PERFORMANCE MANAGEMENT ENHANCEMENTS
- TUITION REIMBURSEMENT INCREASE

- MID-YEAR BONUS PROGRAM
- EXPANDED MANAGER TRAININGS
- CLIENT SERVICE TRAINING
- · LINKEDIN LEARNING



RMR IS COMMITTED TO
PROVIDING OPPORTUNITIES
TO FOSTER PROFESSIONAL
GROWTH AND COMPREHENSIVE
BENEFITS PROGRAMS TO REWARD
OUTSTANDING PERFORMANCE.

WWW.RMRGROUP.COM

WWW.RMRGROUP.COM

## Employee Engagement

OUR EMPLOYEE ENGAGEMENT INITIATIVES ALIGN WITH RMR'S GOAL OF BEING AN **EMPLOYER OF CHOICE** WITH A THRIVING WORKFORCE THAT ENCOURAGES CAREER ENRICHMENT AND POSITIONS THE COMPANY FOR GROWTH. OUR EMPLOYEE ENGAGEMENT SURVEYS PROVIDE IMPORTANT FEEDBACK AND INSPIRED NEW INITIATIVES. OUR PROGRAMS HAVE BEEN DESIGNED FOR HIRING, DEVELOPING AND RETAINING THE BEST TALENT IN THE REAL ESTATE INDUSTRY.

#### RMR's Best in Class Employee Experience



#### RECRUITING HIGH CALIBER TALENT

- Leadership Development Program (LDP):
  This two-year rotational program prepares newly hired MBA graduates for future leadership roles by providing an expansive view into all our business sectors in order to develop the next generation of leaders.
- Employee Referral Bonus: Our employees know what it takes to be successful at RMR. They serve as our best brand ambassadors and recruiters. Our referral program has quickly become a central aspect of our effort to attract top talent. Since we doubled our referral bonus in 2017 from \$5,000 to \$10,000 for referring a candidate who is hired for a full-time position and is successfully employed for three months, our employees have successfully referred 69 new hires representing 25% of all new hires.

#### **EMPLOYEE ON-BOARDING & RETENTION**

- Employee On-Boarding: RMR automated all employee on-boarding to ensure company-wide consistency and streamlined training. All new-hires benefit from our 30/60/90 onboarding and training checklists and reference materials about processes, procedures and technology tools. Our training portal now serves as a one-stop-shop for vital company information.
- Mid-Year Bonus Program: Starting in 2019, we enhanced our employee bonus program to be paid semiannually, rather than annually, to help increase retention and employee morale and support our employees' well-being. The change was received enthusiastically by employees and positions RMR competitively within the industry.
- LiveWell Employee Wellness Program: We launched our LiveWell program in 2016 with the goal of
  providing resources and incentives to enhance employees' physical, emotional and financial wellness.
  LiveWell includes a range of educational presentations, wellness competitions, and a national committee of
  "wellness champions." Since the program was founded, we've doubled participation and boosted employee
  engagement through an enhanced website and mobile application.

#### **DEVELOPMENT & ON GOING TRAINING**

- Managing with Impact: Since 2016, RMR has hosted Managing with Impact two-day workshops for managers throughout the company to expand their perspectives and increase their confidence as a new manager. Within their first year, managers complete the workshop and learn how to effectively delegate, solve problems, and give meaningful performance feedback. Due to the workshop's popularity, a High Impact Feedback seminar was added in 2019 and more than 100 Managing with Impact Alumni have participated to date.
- Tuition Reimbursement Program: RMR offers tuition assistance for work-related education from accredited colleges and universities in order to deepen employees' skillsets and support personal enrichment. Due to rising education costs and employee feedback, in 2019 we increased the benefit from \$5,000 to \$15,000 annually and supported 24 RMR employees with tuition reimbursement since the start of 2019. We also support work-related association membership fees and credential maintenance expenses.

\$15,000

annual reimbursement

FOR WORK-RELATED EDUCATION

\$10,000 bonus
FOR REFERRING NEW HIRES

managers

IN HIGH IMPACT FEEDBACK
SEMINAR IN 2019

## Education & Training



RMR PRIORITIZES ONGOING EDUCATION AND TRAINING FOR ALL EMPLOYEES

ACROSS OUR ORGANIZATION. WE OFFER PROFESSIONAL DEVELOPMENT THROUGH
OUR INTERNAL TRAINING PROGRAMS AND LUNCH AND LEARN EVENTS AS WELL AS
OUR ENGINEERING DEVELOPMENT PROGRAM AND CERTIFICATION AND CREDENTIAL
PROGRAMS THROUGH INDUSTRY ORGANIZATIONS.

#### RMR EDUCATION AND TRAINING PROGRAMS

(2016 THROUGH 2019)

Training Path	# of Employees Who Have Completed Training
Client Services Training	50
High Impact Feedback	100
Managing with Impact	198
New Hire Orientation	48
Writing for Executives	17

#### SELECT TRAINING TOPICS

Respectful Workplace Training

Stress Management Made Simple

Developing the Mindset for Difficult Conversations

Presenting with Impact

Environmental & Social Responsibility in Real Estate: Why It Matters

Understanding Your Child's Temperament

#### ENGINEERING DEVELOPMENT PROGRAM

RMR has made it a strategic focus to develop the next generation of qualified building engineers. In response, we developed a program to standardize the recruitment and development of engineering candidates to prepare them for open positions and to plan for future engineering needs. We identified a region for the program kick off and established a small initial class size. We recruited from various trade schools and job fairs to identify candidates for the two-year program. The curriculum includes specific onboarding plans for training in electrical, HVAC, or plumbing trades and covers a range of essential RMR engineering staff development topics.

#### INDUSTRY ASSOCIATIONS & CREDENTIALS

In order to further their professional development, many RMR employees seek out credentials and association memberships that offer opportunities to enhance their skillsets and bring increased value to their role. Credentials and associations that connect RMR employees with industry best practices include:

- AMERICAN SENIORS HOUSING ASSOCIATION (ASHA)
- BUILDING OWNERS AND MANAGERS ASSOCIATION (BOMA) MEMBERSHIP AND EVENT PARTICIPATION
- CERTIFIED COMMERCIAL INVESTMENT MEMBER (CCIM)
- CERTIFIED ENERGY MANAGER
- CERTIFIED MEASUREMENT & VERIFICATION PROFESSIONAL
- · CERTIFIED PROPERTY MANAGER (CPM)
- CERTIFIED PUBLIC ACCOUNTANT (CPA)
- COMMERCIAL REAL ESTATE WOMEN (CREW)
- HOTEL ASSET MANAGERS ASSOCIATION (HAMA)

- LEED GREEN ASSOCIATE AND ACCREDITED PROFESSIONAL (LEED AP)
- NAREIT LEADER IN THE LIGHT WORKING FORUM PARTICIPATION
- NATIONAL ASSOCIATION OF INDUSTRIAL AND OFFICE PROPERTIES (NAIOP)
- REAL ESTATE SALES AND BROKERAGE LICENSES
- REAL ESTATE PROPERTY ADMINISTRATION (RPA)
- · SYSTEMS MAINTENANCE ADMINISTRATORS (SMA)
- URBAN LAND INSTITUTE (ULI)
- US GREEN BUILDING COUNCIL LOCAL CHAPTER PARTICIPATION (USGBC)

#### Workplace Performance Spotlight

## Workplace Safety

RMR is committed to providing a safe workplace for our employees and we prioritize training all of our team members to prevent workplace accidents. We have collaboratively designed a number of innovative and hands-on workplace hazard and job site investigation safety programs and quarterly meetings in order to promote a safer environment for employees. We also take advantage of an enhanced safety program our insurance provider offers which includes in-depth workplace safety training.

"It makes me feel good that RMR cares that I'm going home safe at night"

MIKE MAJOR

From 2015 to 2018, we successfully brought our employee accident rate down to zero through a safety strategy focused on workers routinely exposed to workplace hazards. We have further driven awareness by sponsoring OSHA 10 and 30 trainings and by tracking robust safety metrics that compare favorably to industry standards. RMR also published a safety manual that aligns with annual training and is available at all managed buildings as a reference guide. Our safety committee, quarterly safety calls, and short "Toolbox Talks" every quarter provide ongoing training and updates to our teams in order to maintain low accident rates, resulting in greater employee retention and a healthier work environment.

#### **TOOLBOX TALKS TOPICS**

Short trainings provided by engineering supervisors for engineering staff three times per quarter:

- ACCIDENT PREVENTION FOR SUPERVISORS
- DEALING SAFELY WITH SNOW AND ICE
- HAND PROTECTION
- THE RIGHT ATTITUDE TOWARD SAFETY
- ANALYZING YOUR JOB FOR HAZARDS
- ARE YOU PREPARED FOR A WEATHER EMERGENCY
- PROTECT YOURSELF DURING FLU SEASON
- THE HAZARDS OF ASBESTOS
- RESPONDING TO NEAR MISSES
- NEAR MISSES HOW TO IDENTIFY, REPORT, AND PREVENT
- IMPORTANCE OF FALL PROTECTION IN CONSTRUCTION
- EMERGENCY PLANNING AND RESPONSE A REFRESHER
- · WORKING IN THE COLD

- WORKING IN HEAT
- CHEMICAL HAZARD COMMUNICATION
- SAFETY RULES FOR MAINTENANCE WORK
- SLIPS, TRIPS, AND FALLS
- AVOID BACK PAIN BY SAFE LIFTING
- WORKING SAFELY WITH SILICA
- OSHA WALKING-WORKING SURFACES
- PREPARING FOR & PERFORMING LOCKOUT/TAGOUT SHUTDOWN
- FALL PROTECTION-PREVENTING FALLS IN GENERAL INDUSTRY
- HAND PROTECTION-CUT RESISTANT GLOVES
- TEN RULES TO SAVE YOUR TEN FINGERS

## Employee Health & Well-being

RMR's LiveWell program was launched in 2016 to give employees the opportunity to improve their health and well-being by participating in initiatives such as LiveWell Day, Spring Into Wellness and Get Fit competitions.

Our program supports even our busiest employees in taking simple steps toward improving their well-being through bi-monthly competitions, campaigns and webinars that help to build knowledge and connect with colleagues and community. The program has gained traction

since inception with many of our employees incorporating LiveWell into their daily routines to track physical activity, log physician visits and preventative appointments, and access articles, videos and other resources for improving health.

Registered users can access quick tips, challenge coworkers, track achievements, post photos and take part in company-wide events and competitions and earn rewards such as gym bags, YETI tumblers and gift cards.

#### AN EMPLOYEE'S WHOLE WELL-BEING

For employees to be able to bring their full selves to work, we have to ensure they're happy and healthy enough in all levels of their well-being.



## Internal Recognition

RMR TAKES A PERSONALIZED APPROACH TO EMPLOYEE AWARDS AND RECOGNITION THAT REFLECTS OUR HIGH GROWTH AND ENTREPRENEURIAL MINDSET. FOLLOWING OUR FIRST EMPLOYEE ENGAGEMENT SURVEY IN 2014, WE DEVELOPED ROBUST NEW MANAGEMENT TRAINING AND RECOGNITION PROGRAMS, OUT OF WHICH GREW OUR CURRENT REWARDS PROGRAM.



#### RMR ANNUAL EMPLOYEE AWARDS PROGRAM

Our program is structured to recognize individuals who have positively impacted our company through their contributions. Employees are nominated by peers and receive a personalized letter from the CEO with the submitted feedback from their peers about why they were nominated. This strategic and transparent nomination process serves as a very meaningful reward to employees and has been well-received throughout the organization.

#### **2019 EMPLOYEE AWARDS METRICS:**

318
AWARD
NOMINATIONS

39 UNIQUE TEAM NOMINATIONS

54
WINNERS

AWARD CATEGORIES

6 INDIVIDUAL WINNERS

18 TEAM WINNERS

#### AWARD CATEGORIES ARE AS FOLLOWS:

President's Award for Special
Achievement: Awardee demonstrates
RMR's culture of excellence, commitment
to growth, exceptional management and
bottom-line results.

Leadership Award: Awardee is an outstanding leader whose vision, ability to drive change, and strong collaborative working relationships leads to optimal team performance and results across RMR.

Real Estate Services Employee of the Year Award: Employee in our real estate services division creates an ideal environment for employees, tenants and our stakeholders, resulting in improved operating performance.

Award for Outstanding Collaboration and Innovation: Awardee innovates within departments or companies with colleagues to execute a project(s) that significantly benefits RMR.

Excellence in Client Service Award:
Awardee demonstrates expertise,
willingness to solve problems and
contribution to our culture of operational
excellence in service delivery.

Rookie of the Year Award: New employee who exhibits drive, enthusiasm and commitment to our culture while inspiring others in the organization to exceed expectations.

## Community Engagement

RMR is actively engaged in the communities where our managed properties are located. We offer opportunities for employees to volunteer with non-profit organizations in our local markets and contribute significant resources to causes we champion in our tradition of community giving. Whether organizing Thanksgiving food drives, building houses with Habitat for Humanity, donating money to deserving charities or volunteering to maintain local nature preserves, we believe that supporting the communities in which we operate is not only good citizenship, it is also good business. Since 1999, through our charitable giving initiatives and annual match of up to \$300 per employee (increased to \$1,000 per employee in 2020), we have raised over \$2 million in donations for organizations across the United States.

#### 2019 COMMUNITY SERVICE DAY HIGHLIGHTS

Over 480 Employees Volunteered

1,295 Hours Volunteered

35 Organizations Supported Across 8,640 Meals Prepped & Served

12,226 Pounds of Food Donated

2,073 Hours Landscaping & Planting

#### RMR COMMUNITY SERVICE (1999 TO DATE)

Over 3,900 Hours of Volunteering
58 Organizations Supported Nationally
\$2 Million in Charitable Giving

#### **SELECT 2019 VOLUNTEER ACTIVITIES**

Office	Charity Name	Impact
Austin	Ecology Action	Cleaned up parklands.
Chicago	Chicago Cares - Green Star Movement	Public art project to enrich the community.
Honolulu	USVets Inc - Barberspoint	Assembled care kits for military veterans.
Phoenix	Feed My Starving Children	Packed 188 boxes for kids in Haiti, which will feed 111 kids for an entire year.
San Diego	Ronald McDonald House	Helped serve 150 residents at the House with an ice cream social & playing with kids.
Newton	The Greater Boston Food Bank	Sorted and inspected food donations at the food bank; sorted 11,760 pounds of food, created 7,840 meals.
Newton	The Charles River Conservancy	Pruned roses, cut back invasive plants, painted benches, picked up litter.



## Governance

OUR ESG PROGRAM AT RMR IS BUILT ON A

#### FOUNDATION OF OVER 30 YEARS OF EXCELLENCE

IN REAL ESTATE OPERATIONS, INVESTMENT
MANAGEMENT AND ENVIRONMENTAL STEWARDSHIP.
OUR ESTABLISHED GOVERNANCE POLICIES AND
PROCEDURES SPEAK TO OUR COMMITMENT TO
RESPONSIBLE CORPORATE CITIZENSHIP THAT
STRENGTHENS OUR ORGANIZATION.



RMR Executive Operating Committee Members

MATTHEW JORDAN, EVP, CFO & Treasurer
DAVID BLACKMAN, EVP
ADAM PORTNOY, Managing Director, President & CEO
JENNIFER CLARK, Managing Director, EVP,
General Counsel & Secretary
JOHN MURRAY, EVP

JONATHAN PERTCHIK, EVP (NOT SHOWN)

# Board & Management Diversity RMR IS COMMITTED TO DIVERSITY AND INCLUSION THROUGHOUT OUR ORGANIZATION.

We are an equal opportunity employer that believes that workforce excellence starts at the highest levels of our organization and extends to every employee at RMR. Members of RMR's and its Client Companies' leadership teams are comprised of individuals who exhibit ethics and integrity, have business acumen, sound judgment and a strong record of achievements.

All Board Members are knowledgeable about the commercial real estate industry and strive to effectively represent the long-term interests of shareholders. All our Boards include members of diverse backgrounds, perspectives and experiences, including professional experience, gender, ethnicity, nationality and skills. Women and non-whites are strongly represented on RMR's and its Client Company boards and these boards consistently achieve strong rankings for diversity and inclusion.

We seek to attract and retain top talent through an inclusive work culture with leadership programs and initiatives like the RMR Leans In program, Managing With Impact and other internal investments in broadbased training development. We also created the RMR Leadership Development Program (LDP), which over the last four years has focused on recruiting and developing diverse high-potential individuals as the next generation of leaders through in-depth education and rotational placements at RMR and its Client Companies.



JENNIFER CLARK
Managing Director, Executive Vice
President, General Counsel and
Secretary



ANN LOGAN Independent Director



ROSEN PLEVNELIEV
Independent Director



WALTER WATKINS
Independent Director



JONATHAN VEITCH
Independent Director



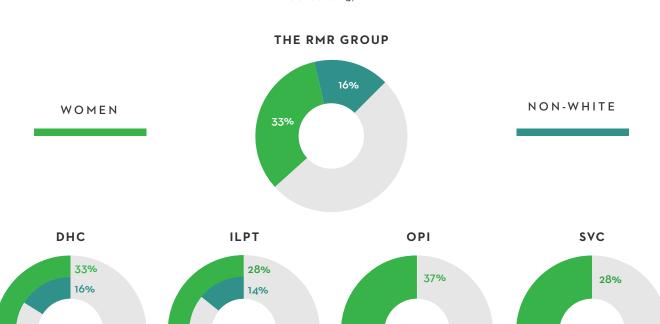
ADAM PORTNOY

Managing Director, President & CEO

As of January 15, 2020, the Audit Committee, Compensation Committee and Nominating and Governance Committee of the RMR Board of Directors are comprised solely of Independent Directors.

#### **BOARD DIVERSITY**

As of June 23, 2020





#### Women in Leadership

RMR's Board comprised of 33% women and our Officers are comprised of 29% women. We, and four of our Client Companies, are ranked by 2020 Women on Boards as a "Winning" company, the best ranking given by the organization. In addition, the Boards of Trustees of four of our managed REITs disclose the self-identification of women and LGBTQ and two client companies have women Presidents.

SVC	DHC	OPI
Woman as Compensation Committee Chair	Non-white Woman as Nominating & Governance Committee Chair	Woman as Compensation Committee Chair
UDT	Woman as President and COO	Woman as Lead Independent Trusted
ILPT	FVE	TA
Minority Woman as	Woman as Audit Committee Chair	Non-white Woman as Nominating
Nominating and Governance	Woman as Nominating and Governance	and Governance Committee Chair
Committee Chair	Committee Chair	Woman as Compensation
Woman as Vice President and COO	Woman as President and CEO	Committee Chair
una 000	Woman as SVP and COO	

## ESG Program Organization

RMR's ESG program is managed within the functional groups that perform environmental, social and governance activities. These functional groups, including Investor Relations, Engineering and Human Resources, report to members of the Executive Committee. Independent Board members of RMR and its Client Companies review RMR's ESG program performance and provide feedback that helps shape existing and new initiatives.

In addition to strategy, development and management of the energy, water, waste management and building certification initiatives, John Forester, Senior Director, Energy & Sustainability is a founding member of the Nareit Real Estate Sustainability Committee (RESC) and is responsible for the aggregation and coordination of material presented in this report. RMR's energy & sustainability performance team is comprised of the following:

- CERTIFIED ENERGY MANAGER
- CERTIFIED MEASUREMENT & VERIFICATION PROFESSIONAL
- TWO ENERGY EFFICIENCY ENGINEERS
- ENERGY COMMISSIONING ENGINEER
- ENERGY & SUSTAINABILITY DATA ANALYST
- LEED ACCREDITED PROFESSIONALS

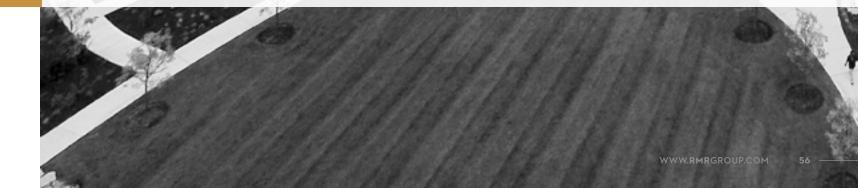
ADDITIONALLY, NATIONAL
ENGINEERING IS RESPONSIBLE
FOR POLICY COMPLIANCE AND
PROGRAM EXECUTION. REGIONAL
TEAMS ARE RESPONSIBLE
FOR PROPERTY-LEVEL
IMPLEMENTATION AND TENANT
ENGAGEMENT EFFORTS.



Recognition from the U.S. Department of Energy is a testament to the efforts of our engineering, sustainability and property management team. Our vertically integrated property management platform includes energy efficiency programs which are good for the environment, drive operational efficiency and reduce costs for tenants.

#### ADAM PORTNOY

Managing Director, President and Chief Executive Officer of RMR



#### IMPLEMENTATION



- CORPORATE LEVEL = C
- PROPERTY LEVEL = P

### ESG Commitments

RMR'S ESG COMMITMENTS
ARE MADE EVIDENT BY OUR
CORPORATE SUSTAINABILITY
PROGRAMS THAT TOUCH
UPON ENVIRONMENTAL,
SHAREHOLDER, COMMUNITY,
EMPLOYEE, TENANT AND
VENDOR TOPICS.

The programs amplify long-term shareholder value through ongoing measurements that provide visibility into the effectiveness of our initiatives.

Our ESG goals form the foundation for our ongoing corporate sustainability initiatives and provide a structure for us to share our stories with our community.

#### **OPERATE EFFICIENTLY**

Acknowledge our impact by reducing our overall environmental footprint and leveraging efficiencies throughout our operations.

#### **INVEST IN OUR COMMUNITIES**

Contribute positively to the communities in which we operate through investments that benefit economic, civic and social causes.

#### SUPPORT OUR PEOPLE

Improve the safety, health and well-being of our employees and building occupants by providing high-quality working environments in our buildings and actively foster diversity, flexibility and inclusive initiatives.

#### PURSUE SUSTAINABLE INVESTMENTS

Deliver long-term value to our investors by seeking returns on sustainable investments in efficient, high-performing assets.

#### **MEASURE & MANAGE OUR PROGRESS**

Evaluate the effectiveness of our ESG program by measuring and reporting our progress with tangible results that aim to provide our buildings with a competitive edge.





DEFINE — IMPLEMENT — MEASURE — ANALYZE — IMPROVE — SUSTAIN

· Climate Adaptation and Resilience

· Indoor Environmental Quality Monitoring

Strategic Sourcing

• Product & Service Innovation

· Sustainable Purchase Program

## ESG Performance Targets





#### **ENERGY EFFICIENCY**

- ACHIEVE 20% ENERGY USE INTENSITY REDUCTION BY 2023 FROM 2013 BASELINE.
- BENCHMARK ALL ELIGIBLE ASSETS IN THE EPA'S ENERGY STAR PORTFOLIO MANAGER TOOL BY 2021.
- PURSUE ANNUAL ENERGY STAR LABELS FOR ELIGIBLE BUILDINGS.
- COMPLETE ENERGY AUDITS FOR BUILDINGS WITH ENERGY STAR SCORES BELOW 75, AS FEASIBLE.





#### WATER EFFICIENCY

 ACHIEVE 20% WATER USE INTENSITY REDUCTION BY 2023 FROM 2013 BASELINE.



#### WASTE REDUCTION

- ACHIEVE 50% LANDFILL DIVERSION BY 2023.
- CONDUCT AT LEAST ONE E-WASTE EVENT ANNUALLY.



#### **CARBON EMISSIONS REDUCTION**

- ACHIEVE 20% EMISSIONS INTENSITY REDUCTION BY 2023 FROM 2013 BASELINE.
- REDUCE EMISSIONS THROUGH ENERGY EFFICIENCY.
- INVEST IN RENEWABLE ENERGY AND INNOVATIVE TECHNOLOGIES AT OUR MANAGED PROPERTIES AS FEASIBLE.



#### COMMUNITY

- SUPPORT VARIOUS CHARITABLE EFFORTS AND PROMOTE VOLUNTEERISM WITHIN THE COMPANY AND AT OUR PROPERTIES.
- INCREASE EMPLOYEE AND TENANT ENGAGEMENT IN OUR SUSTAINABILITY INITIATIVES AND COMMUNITY ENGAGEMENT PROGRAMS.

#### **HEALTH & WELL-BEING**

• USE GREEN CLEANING PROTOCOLS AT

**50**%

% OF OUR MANAGED PROPERTIES BY 2022.

#### **EMPLOYEES**

 IMPLEMENT EMPLOYEE AND TENANT SUSTAINABILITY TRAINING ACROSS

**75**%

OF OUR MANAGED
PORTFOLIO BY 2020.

#### @ GOVERNANCE

#### **RISK & FINANCIAL MANAGEMENT**

- CONTINUE TO INTEGRATE
   SUSTAINABILITY CRITERIA INTO DUE
   DILIGENCE PROCEDURES FOR ALL
   NEW ACQUISITIONS.
- PURSUE GREEN BUILDING CERTIFICATIONS AS FEASIBLE AND APPLICABLE.

#### **TRANSPARENCY**

- ANNUALLY REPORT ON ESG PERFORMANCE VIA THE SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB).
- PUBLISH AN ANNUAL SUSTAINABILITY REPORT THAT FOLLOWS THE GLOBAL REPORTING INITIATIVE (GRI) STANDARDS.

# Acquisition Due Diligence & Environmental Activities

RMR AND ITS CLIENT COMPANIES' ACQUISITION PROCESSES SUPPORT
ENVIRONMENTAL SUSTAINABILITY. ESG RISK AND OPPORTUNITY MANAGEMENT IS A
CORE PART OF OUR AND OUR MANAGED COMPANIES' STRATEGIES AS WE FORECAST
AND MANAGE ASSET PERFORMANCE. WE ACCOUNT FOR SUSTAINABILITY IN ALL
ASPECTS OF OUR MANAGED BUILDINGS OPERATIONS THROUGH THE ENTIRE ASSET
LIFECYCLE IN ORDER TO MINIMIZE RISK AND MAXIMIZE VALUE FOR ALL OUR AND

#### CLIMATE CHANGE & BUILDING RESILIENCE

OUR CLIENT COMPANIES' STAKEHOLDERS.

In addition, RMR addresses the impacts of an ever-changing global climate by implementing resilience strategies to protect our managed portfolios. In our capacity as property managers, it is our responsibility to safeguard our building occupants and assets against extreme climate risks. When considering disaster resilience as well as climate change adaptation in our asset plans and operations, we assess regional and portfolio-wide risks associated with hurricanes, floods, fires and other extreme weather events. We also implement strategies to identify and mitigate climate-related social, physical and transition risks. It is critical that we protect our stakeholders, clients, tenants and assets from the potential risks of climate change by proactively addressing operational mitigation and adaptation strategies.

During the acquisition process, RMR's internal group, including our acquisitions, asset management, property management, engineering and legal groups, collaborate to confirm assumptions and evaluate the targeted real estate. Through this evaluation process, we better understand the environmental performance of potential acquisitions by evaluating sustainability criteria to understand environmental and social risks and opportunities.

SOURCE REVIEW UNDERWRITE **PRESENT** OFFER & IDENTIFY OFFERING PROPERTY. CAPITAL LETTER OF OPPORTUNITY MATERIALS ALLOCATION INTENT (LOI) MARKET & CASH FLOW ANALYSIS COMMITTEE W/ RECOMMENDATION **ACQUISITION DUE DILIGENCE** DUE DILIGENCE CLOSE **REVIEW** DUE NEGOTIATE **TYPICALLY** DILIGENCE DILIGENCE **PURCHASE & SALE** THREE TO RESULTS 30 DAYS AGREEMENT (PSA) THIRTY DAYS AFTER DILIGENCE ENDS ON & CO/ **ACQUISITIONS DUE DILIGENCE ASSET PROPERTY** LEGAL ENGINEERING **ACCOUNTING** MANAGEMENT **MANAGEMENT** 

RMR internal groups work together to confirm assumptions and help identify ESG risks and opportunities.

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## Governance Risk Management

RMR AND OUR CLIENT COMPANIES VIEW RISK MANAGEMENT
AS A PROCESS THAT EXTENDS FROM INITIAL PROPERTY
ACQUISITION THROUGH ONGOING OPERATIONS AND
DISPOSITION ACROSS OUR MANAGED PROPERTIES.

RMR's management philosophy is that risks should not be viewed in isolation and should be considered in virtually every business decision and as part of the Company's business strategy. The Boards of RMR and its Managed Companies oversee risk as part of their general oversight of their respective companies' assets, maintenance of appropriate financial and other internal controls and compliance with applicable laws and regulations. RMR ensures that as part of our risk management process during property acquisition, we assess environmental sustainability opportunities and climate related risks. We aim to improve environmental performance of investment properties and enhance asset value.

THE BOARD AND
COMMITTEES ALSO
REGULARLY REVIEW
A WIDE RANGE OF
REPORTS PROVIDED
BY MANAGEMENT,
INTERNAL AUDIT AND
SERVICE PROVIDERS,
INCLUDING

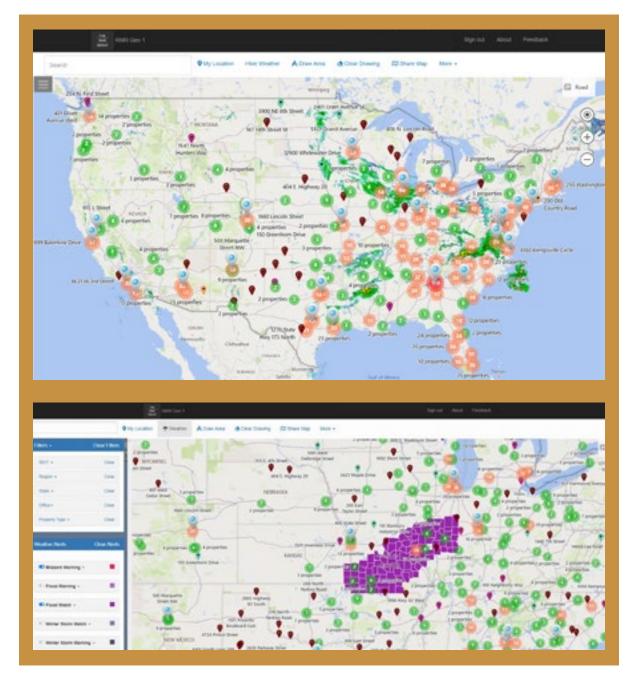


- REPORTS ON MARKET AND INDUSTRY CONDITIONS.
- OPERATING AND REGULATORY COMPLIANCE REPORTS.
- FINANCIAL REPORTS AND REPORTS ON RISK MANAGEMENT ACTIVITIES.
- APPLICABLE REGULATORY AND LEGISLATIVE UPDATES.
- REPORTS ON THE SECURITY OF INFORMATION TECHNOLOGY PROCESSES AND DATA.
- LEGAL PROCEEDINGS UPDATES AND REPORTS ON OTHER BUSINESS-RELATED MATTERS.

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#### Risk Management Spotlight

THE RMR GROUP HAS IMPLEMENTED A PROPRIETARY TOOL CALLED RMR GEO1, AN APPLICATION THAT HELPS TO MAP ASSETS ACROSS THE U.S., PROVIDING OPERATIONAL GOVERNANCE INSIGHT FOR CLIMATE RISK AND EMERGENCY EVENT PREPAREDNESS.



TOP: RMR GEO1 MAP OF RMR PROPERTIES WITH LIVE STORM WEATHER OVERLAY.
BOTTOM: GEO1 CLOSE UP MAP WITH FLOOD WATCH FILTER

### RMR GEO1

#### **CLIMATE RISK & RESILIENCE PLANNING**

Climate change is reshaping the real estate landscape in new ways with insurance rate maps changing to reflect new flood, storm and fire risks. Our RMR GEO1 mapping tool helps us look at long-term impacts to buildings that might be affected by climate change events based on their locations. To reduce our risk, we share RMR GEO1 data with insurance providers to get their recommendations to plan for the future of our building assets.

#### STORM PREPAREDNESS

The RMR GEO1 tool, which every employee has access to on their desktops, maps properties across geographic regions with live weather patterns overlaid to track and provide alerts for upcoming storm events. This improves our ability to quickly identify at-risk locations and mobilize response teams up to seven days in advance of major storms.

Proactively tracking storms and their potential impacts, such as high tide and excessive wind speeds, is a progressive approach that has helped us to both train for appropriate response as well as to safely prepare tenants and employees and deploy emergency response teams for severe storms, particularly for our southeast and Gulf Coast properties that are more frequently impacted by weather events.

#### **EMERGENCY RESPONSE**

An important aspect of the RMR GEO1 tool is the ability to manage emergency response through having access to the right decisionmaking data in the event of an emergency. We believe this makes RMR a leader for safety and resilience responses. In a hazardous weather situation, one of the highest risks is to employees of our organization. Our emergency manual and disaster response guidelines ensure that our teams are protected during severe storms and are encouraged to immediately move to secure locations while remote emergency response vendors mobilize and manage situations on-site. Further, we have established pre-negotiated emergency response contracts with vendors who use our insurance-approved rates. These contracts with six providers nationally and regionally ensure a safe, efficient emergency response.

RMR's unique climate risk and resilience planning, storm preparedness and emergency response procedures speak to our innovation as we constantly seek solutions to the real estate industry's biggest challenges.

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#### Risk Management Case Study

# Cybersecurity & Building Automation Systems

CYBERSECURITY IS A GLOBAL CONCERN THAT IS EVOLVING RAPIDLY WITH A RISING NUMBER OF DATA BREACHES EACH YEAR. RMR TAKES THIS THREAT SERIOUSLY AND HAS TAKEN PROACTIVE STEPS SINCE LAUNCHING OUR CYBERSECURITY PROGRAM TO PROTECT OUR ORGANIZATION.

#### CYBERSECURITY PROGRAM IMPLEMENTATION

From upgraded secure email gateways, improved patching of desktops and servers and ongoing phishing tests and awareness training, we are taking proactive measures to protect and secure our systems.



#### **BUILDING AUTOMATION SYSTEM PROTECTION**

Building Automation System (BAS) security at our managed buildings is a high priority for RMR. We have implemented security measures to prevent unwanted remote access and protect against ransomware vulnerabilities. Security solutions include establishing secure system user profiles that are tracked and monitored on an ongoing basis, using virtual private networks with internal firewalls and security software on computers connected to BAS systems to provide additional levels of protection.

#### **EMAIL SECURITY / CREDENTIAL HARVESTING**

All of these cybersecurity strategies, as well as ongoing awareness and training for building occupants, work together to protect our building systems and managed properties.

>81%

OF ALL EMAIL SENT TO RMR IS BLOCKED BEFORE IT ENTERS OUR ENVIRONMENT

As a result of security and education programs, a study of the same period one year apart showed:

20%
FEWER EMAILS OPENED

38%
FEWER LINKS IN EMAILS CLICKED

66%

FEWER EMAILS COMPROMISED

THE RMR GROUP ANNUAL SUSTAINABILITY REPORT

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# Industry Engagement-

ENGAGEMENT WITH INDUSTRY ORGANIZATIONS IS CRITICAL TO STAYING AT THE FOREFRONT OF BEST PRACTICES ACROSS OUR PLATFORM, AS WELL AS THE CORE SERVICE AREAS OF OUR CLIENT COMPANIES. RMR IS PROUD TO BE ENGAGED WITH THE FOLLOWING ORGANIZATIONS:



- AMERICAN TRUCKING ASSOCIATION (ATA)
- AMERICAN SENIORS HOUSING ASSOCIATION (ASHA)
- AMERICAN HOTEL & LODGING ASSOCIATION (AHLA)
- ASSOCIATION FOR ENERGY ENGINEERS (AEE)
- BUILDING OWNERS AND MANAGERS ASSOCIATION (BOMA)
- · CERTIFIED COMMERCIAL INVESTMENT MEMBER (CCIM)
- · COMMERCIAL REAL ESTATE DEVELOPMENT ASSOCIATION (NAIOP)
- COMMERCIAL REAL ESTATE WOMEN (CREW)
- ENERGY STAR PARTNER
- HOTEL ASSET MANAGERS ASSOCIATION (HAMA)
- HUMAN RESOURCE LEADERSHIP FORUM (HRLF)
- INSTITUTE OF MARKET TRANSFORMATION (IMT)
- INSTITUTE OF REAL ESTATE MANAGEMENT (IREM)
- NATIONAL ASSOCIATION OF REAL ESTATE INVESTMENT TRUSTS (NAREIT)
- NASDAQ
- REAL ESTATE FINANCE ASSOCIATION (REFA)
- REAL ESTATE PROPERTY ADMINISTRATION (RPA)
- SOCIETY OF INDUSTRIAL AND OFFICE REALTORS (SIOR)
- SYSTEMS MAINTENANCE ADMINISTRATORS (SMA)
- URBAN LAND INSTITUTE (ULI)
- U.S. GREEN BUILDING COUNCIL (USGBC) SILVER-LEVEL MEMBER

## Reporting & Disclosure

CONTACT

For more information about this report or RMR's other sustainability and ESG activities, please contact:

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#### **Certified Properties List**

Owner	Address	SF	BOMA 360	ENERGY STAR Certified	LEED Platinum	LEED Gold	LEED Silver	LEED Certified
ОРІ	10949 N. Mather Boulevard, Rancho Cordova, CA	93,807		1		1		
OPI	11 Corporate Boulevard, Atlanta, GA	90,565		1			/	
DHC	11 Fan Pier Boulevard, Boston, MA	547,105				1		
OPI	11020 Sun Center Drive, Rancho Cordova, CA	82,896		1				
OPI	11411 E Jefferson Avenue, Detroit, MI	55,966	1	1		1		
OPI	1185 South Vinnell Way, Boise, ID	30,401	1					
OPI	12 Corporate Boulevard, Atlanta, GA	99,084	1	1				
OPI	1249 South Vinnell Way, Boise, ID	59,696	1	1				
DHC	12700 Whitewater, Minnetonka, MN	149,719	1					
DHC	1360 Upper Hembree Road, Alpharetta , GA	28,205	1					
OPI	1387 South Vinnell Way, Boise, ID	90,855	1	1				
DHC	1450 Busch Parkway, Buffalo Grove, IL	64,860	1					
DHC	1615 Lakeside Drive, Waukegan, IL	98,319		1				
OPI	180 Ted Turner Drive SW, Atlanta, GA	90,688		1				
OPI	20 Massachusetts Avenue NW, Washington, DC	340,119		1		1		
OPI	2020 S. Arlington Heights, Arlington Heights, IL	57,770	1	1				
OPI	2420 Stevens Center Place, Richland, WA	92,914	1	1				
OPI	2430 Stevens Center Place, Richland, WA	47,238	1	1				
OPI	25 Newport Avenue Extension, Quincy, MA	92,549		1				
OPI	251 Causeway Street, Boston, MA	141,453		1			1	
OPI	2555 Grand Boulevard, Kansas City, MO	595,607		1		1		
DHC	28515 Westinghouse Place, Valencia, CA	146,385	/					
DHC	30 New Crossing Road, Reading, MA	33,600	1					
OPI	3201 Jermantown Road, , D.C.	183,529				1		
OPI	351, 401 and 501 Elliott Avenue West, Seattle, WA	299,643	✓					
OPI	3600 Wiseman Boulevard, San Antonio , TX	99,986	1					
OPI	400 South Jefferson Street, Chicago, IL	247,716	1	1		1		
OPI	4344 Carmichael Road, Montgomery, AL	49,370					1	
OPI	440 First Street, NW, Washington, D.C.	141,576			✓			
DHC	4411 The 25 Way, Albuquerque, NM	244,268		✓				
OPI	4560 Viewridge Road, San Diego, CA	93,177		1				
DHC	50 Northern Avenue, Boston, MA	587,084				1		
OPI	50 W State Street, Trenton, NJ	266,995		1				
OPI	5000 Corporate Court, Holtsville, NY	264,482		1			1	
OPI	51 and 77 Rio Robles Drive, San Jose, CA	128,809				1		
OPI	520 Gaither Road, Rockville, MD	139,120				1		
OPI	530 Gaither Road, Rockville, MD	210,147		1		1		
OPI	5353 Yellowstone Road, Cheyenne, WY	106,107		1			1	
OPI	540 Gaither Road, Rockville, MD	130,820				1		
DHC	5799 Broadmoor Street, Mission, KS	116,923		1				
OPI	600 W Peachtree St NW, Atlanta, GA	375,952				1		

#### Certified Properties List

Owner	Address	SF	BOMA 360	ENERGY STAR Certified	LEED Platinum	LEED Gold	LEED Silver	LEED Certified
OPI	6380 Rogerdale Road, Houston, TX	206,362	1					
OPI	65 Bowdoin Street, South Burlington, VT	26,609		✓			1	
OPI	6510 Telecom Drive, Indianapolis, IN	152,227		✓				
OPI	711 S 14th Avenue, Safford, AZ	36,139	1				<b>✓</b>	
OPI	7125 Industrial Road, Florence, KY	167,939		✓				
OPI	7201 West Mansfield Avenue, Lakewood, CO	71,208	1	✓				
DHC	730 Holiday Drive, Pittsburgh, PA	131,945		1				
OPI	7401 West Mansfield Avenue, Lakewood, CO	70,884	1	<b>✓</b>				
OPI	75 Pleasant Street, Malden, MA	125,521	1	1				
OEF	7501 N. Capital of Texas Hwy., Building A, Austin, TX	43,867	1					
OPI	8 Corporate Boulevard, Atlanta, GA	151,252	1	1				
OPI	801 K Street, Sacramento, CA	337,811	1	1	1			
DHC	8301 Golden Valley Road, Golden Valley, MN	40,020	1					
OPI	840 First Street, NE, Washington, DC	253,164		1				
DHC	8401 Golden Valley Road, Golden Valley, MN	48,124	1					
DHC	8501 Golden Valley Road, Golden Valley, MN	41,367	/	1				
OPI	8900 Grand Oak Circle, Tampa, FL	67,916	/					
OEF	9 Galen Street, Watertown , MA	107,591	/	1				
OPI	915 L Street, Sacramento, CA	163,840		1		/		
OPI	45600 Woodland Road, Sterling, VA	109,751		1		/		
OPI	45610 Woodland Road, Sterling, VA	111,244		1		/		
DHC	Blaine Medical Center, Blaine, MN	76,638	1					
OPI	4600 25th Avenue, Salem, OR	233,358	/	1				
OPI	Capitol Place - 915 L Street, Sacramento, CA	163,840	1					
OPI	860 Greenbrier Circle, Chesapeake, VA	86,165		1				
OPI	870 Greenbrier Circle, Chesapeake, VA	85,597		1				
OPI	16001 Dallas Pkwy, Addison, TX	553,799	1					
OPI	11414 W Park Pl, Milwaukee, WI	29,297						/
OPI	12795 West Alameda Parkway, Lakewood, CO	166,745	1			/		
OPI	NAU, Phoenix, AZ	66,743	1					
OPI	One Coliseum Centre, Charlotte , NC	150,892	1					
OPI	1 Montvale Avenue, Stoneham, MA	97,777	1				/	
OPI	7850 Southwest 6th Court, Plantation, FL	135,819	1	1		1		
DHC	Rosedale Corporate Plaza - Building F, Roseville, MN	23,508	/					
DHC	11209 - 11211 North Tatum Boulevard, Phoenix, AZ	97,289	/	/		/		
DHC	Texas Center for Athletes, San Antonio, TX	129,432	/					
OPI	603 San Juan Avenue, Stockton, CA	22,012	/	/			/	
OPI	2400 Yorkmont Road, Charlotte , NC	133,147	/					
ABP	255 Washington Street, Newton, MA	108,002	1					
OPI	701 Clay Road, Waco, TX	138,608		/				
OPI	7958 South Chester Street, Centennial, CO	167,917	/	/				
OPI	7958 South Chester Street, Centennial, CO	167,917	<b>/</b>	/				

#### Performance Metrics Data

#### **Energy Consumption and Intensity**

			2018	2019	2018	2019	2018 to 2019
	"Coverage (sq. ft.)"	"Coverage (%)"	"Consumption (MWh)"	"Consumption (MWh)"	"EUI (MWh/sq. ft.)"	"EUI (MWh/sq. ft.)"	"EUI Reduction (MWh/sq. ft.)"
ОРІ	12,849,984	49.7%	236,026	224,629	0.0184	0.0175	0.0009
рнс мов	4,174,627	58.6%	98,511	93,737	0.0236	0.0225	0.0011
DHC Life Science	1,578,722	37.5%	11,247	10,881	0.0071	0.0069	0.0002
TOTAL			345,784	329,247			

Total Energy Saved (MWh)	16,537
Total Energy Saved (MT CO2e)	11,692
Total Energy Saved (kBtu)	56,463,793

#### Scope 1 and 2 Emissions and Emissions Intensity

ОРІ	2018	2019	2018 to 2019	2018	2019	2018 to 2019
	Emissions (kgCO2e)	Emissions (kgCO2e)	Emissions (kgCO2e)	Emissions Intensity (kgCO2e/sq. ft.)	Emissions Intensity (kgCO2e/sq. ft.)	Emissions Intensity Reduction (kgCO2e/sq. ft.)
OPI - Scope 1	3,309,006	3,133,639	-175,367	0.2575	0.2439	0.0136
OPI - Scope 2	90,158,041	86,057,398	-4,100,643	7.0162	6.6971	0.3191
TOTAL	93,467,047	89,191,037	-4,276,010			

<b>DHC MOB</b>	2018	2019	2018 to 2019	2018	2019	2018 to 2019
	Emissions (kgCO2e)	Emissions (kgCO2e)	Emissions (kgCO2e)	Emissions Intensity (kgCO2e/sq. ft.)	Emissions Intensity (kgCO2e/sq. ft.)	Emissions Intensity Reduction (kgCO2e/sq. ft.)
DHC MOB - Scope 1	3,595,887	3,635,502	39,615	0.8614	0.8709	-0.0095
DHC MOB - Scope 2	35,869,135	33,785,931	-2,083,204	8.5922	8.0932	0.4990
TOTAL	39,465,022	37,421,433	-2,043,589			

DHC Life Science (LS)	2018	2019	2018 to 2019	2018	2019	2018 to 2019
	Emissions (kgCO2e)	Emissions (kgCO2e)	Emissions (kgCO2e)	Emissions Intensity (kgCO2e/sq. ft.)	Emissions Intensity (kgCO2e/sq. ft.)	Emissions Intensity Reduction (kgCO2e/sq. ft.)
DHC LS - Scope 1	375,620	327,673	-47,947	0.2379	0.2076	0.0304
DHC LS - Scope 2	3,708,501	3,634,508	-73,993	2.3491	2.3022	0.0469
TOTAL	4,084,121	3,962,181	-121,940			

Total Emissions Avoided (kgCO2e)	-6,441,539	
Total Emissions Avoided (MT CO2e)	56,442	

#### Performance Metrics Data

#### Water Consumption and Intensity

Water Efficiency			2018	2019	2018	2019	2018 to 2019
	Coverage (sq. ft.)	Coverage (%)	Consumption (m3)	Consumption (m3)	WUI (mʒ/sq. ft.)	WUI (mʒ/sq. ft.)	EUI Reduction (MWh/sq. ft.)
ОРІ	11,618,068	44.4%	625,280	569,476	0.0538	0.0490	0.0009
DHC MOB	4,161,674	58%	379,633	334,866	0.0912	0.0805	0.0011
DHC LS	861,399	55%	49,556	47,531	0.0575	0.0552	0.0002
TOTAL			1,054,469	951,873			

Total Water Saved (m3) 102,595

#### **Waste Diversion**

OPI Waste Diversion	2018	2019
Coverage (sq. ft.)	11,543,789	14,073,906
Coverage (%)	44.1%	53.8%
Recycled (tons)	2,647	4,012
Landfill (tons)	4,624	5,954
Total Waste (tons)	7,271	9,966
Diversion (%)	36.4%	40.3%
OPI Total Was	4,012	

DHC Waste Diversion	2018	2019
Coverage (sq. ft.)	5,423,954	5,502,840
Coverage (%)	47.8%	48.5%
Recycled (tons)	1,824	1,858
Landfill (tons)	4,050	4,123
Total Waste (tons)	5,874	5,981
Diversion (%)	31.0%	31%
DHC Total Was	1,858	

Total Waste Diverted (Tons) 5,870

Total Waste Diverted (MT CO2e) 20,252

Scope 1 includes on-site fossil fuel combustion and fleet fuel consumption.

Scope 2 includes emissions that result from the generation of electricity, heat or steam purchased by the Agency from a utility provider.

#### **GRI Index**

#### ndex GRI Index

GRI#

DESCRIPTION

GRI#	DESCRIPTION	REFERENCES & PAGE NUMBER
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102-52	Reporting Cycle	Annual (About This Report / 5)
102-53	Contact Point for Questions Regarding the Report	email: jforester@rmrgroup.com (About This Report / 5)
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103-3	Evaluation of the Management Approach	Governance Risk Management / 40-41 Proxy Statement on Website	401-3
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_	(G4-CRE8)	Type and Number of Sustainability Certification, Rating and Labeling Schemes for New Construction, Management, Occupation and Redevelopment	Sustainability Highlights / 14-15 Certified Properties (BOMA 360, ENERGY STAR and LEED Certifications) / 28-29 Certified Properties List / 76-77

The GRI Index references the Standard Disclosures from the GRI Sustainability Reporting Guidelines based on the G2016 indicators, and includes disclosure titles, numbers and descriptions and the page number in this report of material that references each GRI disclosure.

#### SASB Index

Topic	SASB Accounting Metric Code	DHC Response	OPI Response	Page Reference
Energy management integration discussion	IF-RE-130a.5	Energy management best practices including ENERGY STAR® benchmarking, real-time energy monitoring; day- and nighttime energy audits; tenant energy engagement; and energy performance training for property operations teams.	Same as DHC	7, 14-15, 20-35, 56, 73
Energy consumption data coverage	IF-RE-130a.1	58.6% energy consumption coverage for MOB and 37.5% for life science properties.	49.7% coverage for same properties.	26-27, 78-79
Total energy consumption and change in energy consumption	IF-RE-130a.2 and IF-RE-130a.3	In 2019, total energy consumption was 337,453 GJ for MOB and 39,170 GJ for life science properties. From 2018-19, 4.8% energy consumption reduction for MOB and 3.3% for life science properties.	In 2019, total energy consumption was 808,665 GJ. From 2018- 19, 4.9% reduction in energy consumption.	26-27, 78-79
Percentage of eligible portfolio that has obtained an energy rating and is certified to ENERGY STAR	IF-RE-130a.4	MOB and life science properties are not eligible. Seven (7) properties have operating characteristics similar to office properties, making them eligible. Six (6) of these properties (or 80%) are certified.	83% of same properties are eligible for certification. 28.5% (40 buildings) are certified.	28-29, 76-77
Water management integration discussion	IF-RE-140a.4	Water management practices to reduce water consumption and costs and increase water efficiency.	Same as DHC	21, 30, 56, 64
Water withdrawal data coverage	IF-RE-140a.1	58% water consumption coverage for MOB and 55% for life science properties.	44.4% water consumption coverage for same properties.	26-27, 78-79
Total water withdrawn and percent change	IF-RE-140a.2 and IF-RE-140a.3	In 2019, total water consumption was 335 thousand cubic meters for MOB and 48 thousand cubic meters for life science properties. From 2018-19, 12% water consumption reduction for MOB and 4.1% for life science properties.	In 2019, total water consumption was 569 thousand cubic meters. From 2018-19, 8.9% reduction in water consumption.	26-27, 78-79
Description and approach to measuring, Incentivizing and improving sustainability impacts of tenants	IF-RE-410a.3	RMR's approach includes internal policies, green lease language, green building certifications and continuous stakeholder engagement.	Same as DHC	15, 21, 23, 24, 25, 28, 44, 49, 63, 64
Properties located in FEMA special flood hazard areas	IF-RE-450a.1	1,598,488 SF of MOB and life science Same Property assets.	1,450,638 square feet of Same Property assets.	
Climate change risk exposure analysis, degree of systematic portfolio exposure and strategies for mitigating risks	IF-RE-450a.2	RMR utilizes dynamic GIS risk mapping tools directly connected to rapid response mobilization communications platforms, as well as hazard and vulnerability assessments, scenario planning and economic and social risk reviews.	Same as DHC	63, 64-65, 68-69



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