

THE
RMR
GROUP

2021 SUSTAINABILITY REPORT



ABOUT THIS REPORT

The RMR Group (RMR) reports annually on our Environmental, Social and Governance (ESG) strategies, commitments, practices, key initiatives and industry recognition.

As an alternative asset manager focused on managing commercial real estate (CRE) and related businesses, our clients include four publicly traded equity real estate investment trusts (REITs)—Service Properties Trust (SVC), Diversified Healthcare Trust (DHC), Office Properties Income Trust (OPI) and Industrial Logistics Properties Trust (ILPT)—which we collectively refer to as the Managed Equity REITs; one mortgage REIT – Seven Hills Realty Trust (SEVN); three operating companies – TravelCenters of America Inc. (TA), AlerisLife (ALR) and Sonesta; and multiple private capital ventures. Certain data and other information, including all of the social impacts, apply to RMR’s operations, people and activities, while other data and information, principally environmental performance metrics, property and program details, as well as some governance topics, apply to or are presented on behalf of our clients. The Managed Equity REITs and SEVN do not have employees. The boards of these companies, which are comprised primarily of independent board members, oversee our activities on behalf of these clients for each applicable client.

Quantified data of our clients is clearly identified within this report. For example, in the Appendices, separate performance tables and Sustainability Accounting Standards Board (SASB) Standards indices are provided for each of the Managed Equity REITs, where data is available.

Governance and social initiatives, performance indicators and awards and recognitions achieved in years prior to 2021 may be referenced to provide context for and/or comparison to events in 2021. The environmental performance metrics in this report include comparable data for energy, water, waste and greenhouse gas (GHG) emissions for the 2021, 2020 and 2019 calendar years.

For additional information, see “Reporting Methodology” on page 36. For certain terms used throughout this report, please refer to the “Glossary” on page 50. All information throughout this report is as of December 31, 2021, and all financial amounts are in U.S. dollars, except as noted.

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► Cover: MUSE at Torrey Pines, 3030-3050 Science Park Road, San Diego, CA – DHC (LEED Silver)

LETTER FROM OUR PRESIDENT AND CEO



“
A major highlight in 2021 was the introduction of RMR’s Zero Emissions Promise. For all properties where we directly manage energy, RMR is committing to a goal of net zero emissions by 2050 and a 50% reduction by 2030 from a 2019 baseline.

RMR’s reputation for integrity and high performance is rooted in an understanding that sustainability and value creation go hand in hand. Caring for our clients and their tenants, residents and guests, minimizing our environmental impact, developing our workforce in an inclusive environment and embracing the communities where we operate are all critical to our long term success.

As we continue to invest in ESG, we continue to evolve and improve. One of our most important initiatives in 2021 was the articulation of RMR’s Mission, Vision and Values. We believe this effort unites our employees around a shared purpose, a common goal and a set of beliefs and behaviors to guide our actions. Our new mission statement, “To create long term value for our clients by managing their investments and assets ‘like we own it,’” embodies what differentiates us from our peers.

A second major highlight in 2021 was the introduction of RMR’s Zero Emissions Promise. For all properties where we directly manage energy, RMR is committing to a goal of net zero emissions by 2050 and a 50% reduction by 2030 from a 2019 baseline. Our new emissions targets are science based and are internationally recognized corporate benchmarks, as is the Greenhouse Gas Protocol Corporate Standard we now use to calculate our emissions.

This year we also advanced several other important policies and programs. We took steps to strengthen our reporting in accordance with the Task Force on Climate-related Financial Disclosures (TCFD) recommendations and expanded the role of ESG in our acquisitions process, including by incorporating in our diligence process a review of transitional and physical climate assessment, among other ESG aspects.

In our workplace, we continued to build on programs that support employee engagement, education and training, such as the LiveWell Employee Wellness Program and our tuition reimbursement program, and also programs that foster a culture of Diversity, Equity & Inclusion (DE&I), such as the Accelerated Women in Leadership Program, our Analyst Conversion Program and the Next Generation Executive program. In our communities, we spearheaded a nationwide blood drive and encouraged and amplified our employees’ service efforts with matching charitable contributions to organizations addressing food insecurity, poverty and homelessness, among other causes. For the first time, RMR coordinated an E-waste event at 16 locations across our portfolio and collected 19,150 pounds of electronic waste that will be diverted from landfills and recycled responsibly.

Finally, we are proud of the many honors we received this year from organizations, including the Institute of Real Estate Management (IREM), the Building Owners and Managers Association (BOMA), the Environmental Protection Agency (EPA) and *The Boston Globe*. We believe this recognition validates our efforts and motivates us to keep moving forward “like we own it.”

A handwritten signature in black ink, appearing to read "Adam Portnoy", with a stylized flourish at the end.

Adam Portnoy
Chair of the Board, Managing Director,
President and Chief Executive Officer

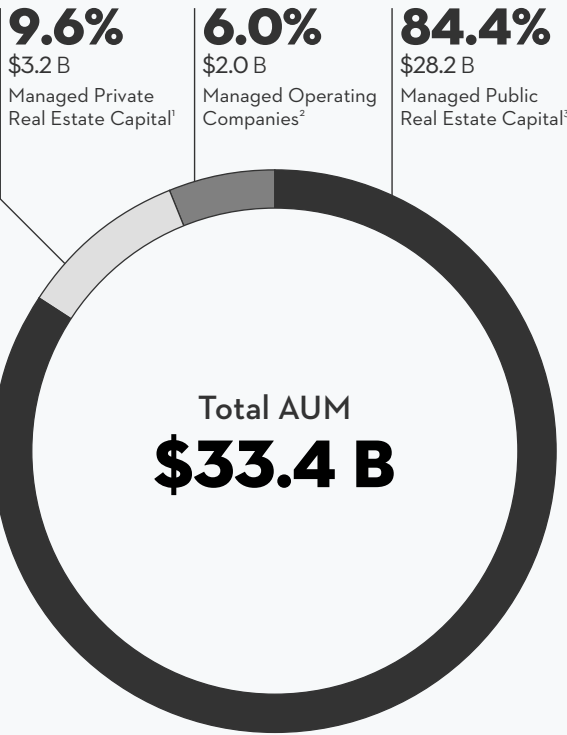


ABOUT THE RMR GROUP

COMPANY PROFILE

RMR (Nasdaq: RMR) is a leading U.S. alternative asset management company, unique for its focus on CRE and related businesses. RMR’s vertical integration is supported by nearly 600 real estate professionals in over 30 offices nationwide who manage over \$33 billion in assets under management (AUM) and leverage more than 35 years of institutional experience in buying, selling, financing and operating CRE. RMR benefits from a scalable platform, a deep and experienced management team and a diversity of direct real estate strategies across its clients. RMR is headquartered in Newton, Massachusetts and was founded in 1986.

RMR’S AUM BY SOURCE
(\$ Billions)



¹ Primarily consists of private entities that own commercial real estate, some of which certain of the Managed Equity REITs own interests.
² Includes: AlerisLife Inc. (Nasdaq: ALR; formerly Five Star Senior Living Inc.), Sonesta International Hotels Corporation (Sonesta) and TravelCenters of America Inc. (Nasdaq: TA).
³ Includes: The Managed Equity REITs, as well as Seven Hills Realty Trust (Nasdaq: SEVN).



RMR AT A GLANCE

RMR, IN COMBINATION WITH OUR CLIENTS, ENCOMPASSES:



2,100
properties



30+
offices across the U.S.



37,000
employees



\$33.4 B
in AUM

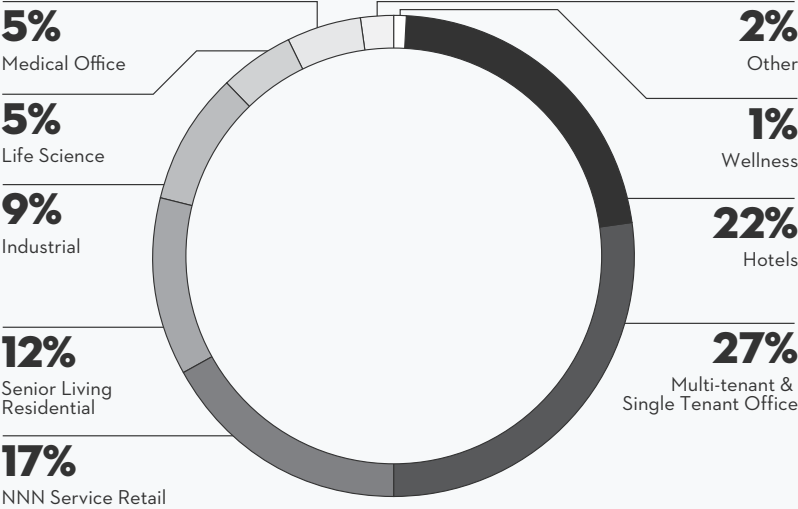


\$12 B
in annual revenues

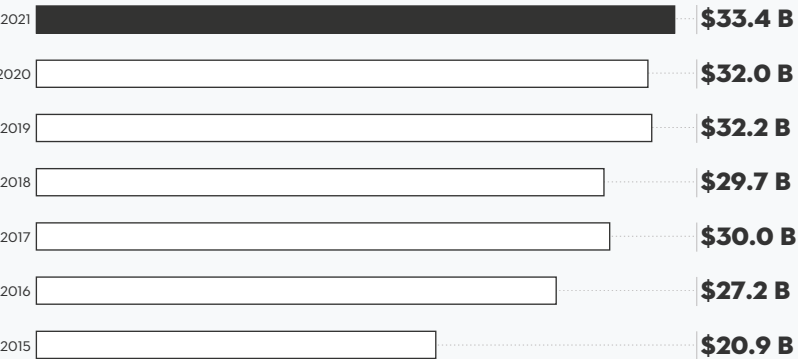


600
real estate professionals

PORTFOLIO COMPOSITION



HISTORICAL AUM (\$ Billions)



► 1800 Union Airpark Boulevard, Union, OH – Private Capital (LEED Silver)

OUR CLIENTS

MANAGED EQUITY REITs



Diversified Healthcare Trust (Nasdaq: DHC)

DHC owns \$7.4 billion in assets that include 390 medical office and life science properties, senior living communities and wellness centers located in 36 states and Washington, D.C.



Industrial Logistics Properties Trust (Nasdaq: ILPT)

ILPT owns \$1.9 billion in assets that include 288 industrial and logistics properties located in 31 states, including Hawaii.



Office Properties Income Trust (Nasdaq: OPI)

OPI owns \$6.1 billion in assets that include 178 office properties leased primarily to single tenants, including the Federal government, located in 33 states and Washington, D.C.



Service Properties Trust (Nasdaq: SVC)

SVC owns \$12.3 billion in assets including 303 hotels and 788 net lease service and necessity-based retail properties located in 47 states, Puerto Rico, Canada and Washington, D.C.

MANAGED OPERATING COMPANIES



AlerisLife Inc. (Nasdaq: ALR)

With annual revenues of approximately \$935 million, ALR operates 141 senior living communities located in 28 states, including 20 owned communities. It also offers lifestyle services to a choice-based consumer.



Sonesta (Private)

Currently the 8th largest hotel company in the U.S., with annual revenues of approximately \$130 million, Sonesta owns, manages and franchises more than 1,100 locations, more than 97,000 guest rooms and a diversified portfolio of 15 brands in the U.S. and abroad.



TravelCenters of America Inc. (Nasdaq: TA)

With annual revenues of approximately \$7.3 billion, TA operates and franchises 276 travel centers and standalone truck service facilities primarily along the U.S. interstate highway system in 44 states.

COMMERCIAL MORTGAGE REIT



Seven Hills Realty Trust (Nasdaq: SEVN)

SEVN originates and invests in first mortgage loans secured by middle market and transitional CRE. SEVN has approximately \$591 million in loans in its portfolio.

PRIVATE CAPITAL VENTURES

RMR provides management services to private capital investment vehicles that own commercial real estate.

MISSION, VISION AND VALUES

In 2021, a multi-functional team analyzed how we could best position ourselves with our stakeholders, including investors, tenants, guests, residents and employees, with the aim of uniting everyone around a shared purpose, a common goal and collective values. The result of this collaborative effort is RMR’s newly articulated Mission, Vision and Values statements.

MISSION

Our mission is to create long term value for our clients by managing their investments and assets “like we own it,” an approach that consistently and repeatedly generates opportunities for all our employees, investors and stakeholders.

VISION

Our vision is to generate long term value for a growing and diverse client base by capitalizing on opportunities, broadening our expertise in all types of commercial real estate and challenging our people to succeed.

VALUES

A set of beliefs that guide our actions and behaviors are a key component of our culture and guide our decisions. They remind us what is most important during the day to day grind and the pursuit of our vision:

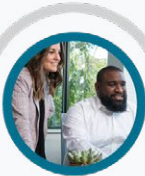
INTEGRITY
AT OUR CORE



INSPIRED
THINKING



POWER OF
WE



PERFORM
PASSIONATELY &
EFFECTIVELY



LIKE
WE OWN IT



MUTUAL
RESPECT



► 440 First Street NW, Washington, DC — OPI (LEED Platinum)

ESG AT RMR

The evolution of ESG at RMR is a story unfolding on many fronts.

While this is just our third Annual Sustainability Report, our business philosophy and many of the core programs and practices we employ to drive value at the property and portfolio level have been in place for many years. A strategy built around long term thinking and operating sustainably has received recognition at the property, client and RMR levels time and time again.

We are also taking new steps this year. We introduced RMR’s Zero Emissions Promise, backed by new science based emissions reduction targets, and RMR’s Mission,

Vision and Values statements. Like our business practices, the way RMR is engaging with our clients, investors and the marketplace on sustainability has evolved.

There are many other examples of our growth in **Good Governance**, **Environmental Leadership** and **Social Impact** in the sections that follow. It is a journey that ultimately reflects well on our entire workforce and one in which our senior management is not just supportive, but is helping to lead the charge.

► MUSE at Torrey Pines, 3030-3050 Science Park Road, San Diego, CA – DHC (LEED Silver)

GOOD GOVERNANCE

RMR is committed to corporate governance that promotes the long term interests of our shareholders and other stakeholders. Our Governance Guidelines provide a framework for effective governance while our Code of Conduct and Ethics ensures we operate with the utmost integrity and in compliance with applicable laws and regulations.

RELEVANT SDGs



► 11 Fan Pier Boulevard, Boston, MA – Private Capital (LEED Gold)

RMR AND CLIENT BOARD COMPOSITION*

RMR’s Board of Directors and our clients’ Boards include members who bring diverse perspectives, exhibit a variety of skills, draw from professional experience and effectively represent the long term interests of shareholders. Women and members of underrepresented communities populate RMR’s and our clients’ Boards, and these boards consistently achieve strong rankings for diversity and inclusion.

* As of April 12, 2022.



RMR’S BOARD OF DIRECTORS



ADAM PORTNOY
Chair of the Board,
Managing Director,
President & CEO



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



ANN LOGAN
Independent Director,
Audit Committee Chair



ROSEN PLEVNELIEV
Lead Independent
Director



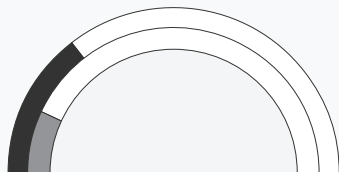
JONATHAN VEITCH
Independent Director,
Nominating and
Governance
Committee Chair



WALTER WATKINS
Independent Director,
Compensation
Committee Chair

CLIENTS’ BOARDS COMPOSITION

DIVERSIFIED HEALTHCARE TRUST (DHC)



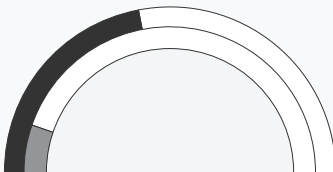
14% Underrepresented Community
29% Women

INDUSTRIAL LOGISTICS PROPERTIES TRUST (ILPT)



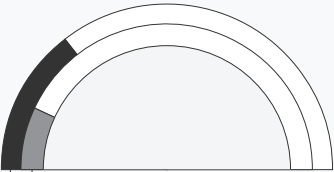
14% Underrepresented Community
29% Women

OFFICE PROPERTIES INCOME TRUST (OPI)



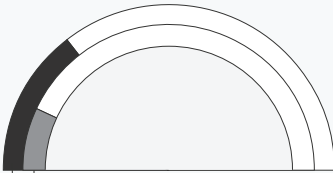
11% Underrepresented Community
44% Women

SERVICE PROPERTIES TRUST (SVC)



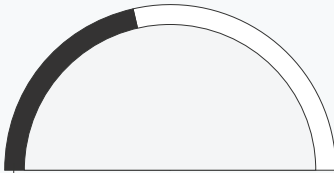
14% Underrepresented Community
29% Women

SEVEN HILLS REALTY TRUST (SEVN)



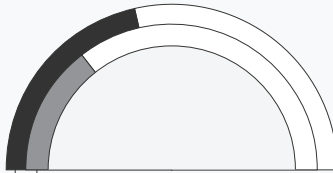
14% Underrepresented Community
29% Women

ALERISLIFE INC. (ALR)



43% Women

TRAVELCENTERS OF AMERICA (TA)



29% Underrepresented Community
43% Women

ESG OVERSIGHT

Sustainability at RMR is built on a foundation of over 35 years of excellence in real estate operations and investment management. Our ESG program’s strong performance reflects our dedication to environmental, social and governance due diligence and a belief that being a good corporate citizen strengthens RMR and our clients.

PROGRAM EXECUTION

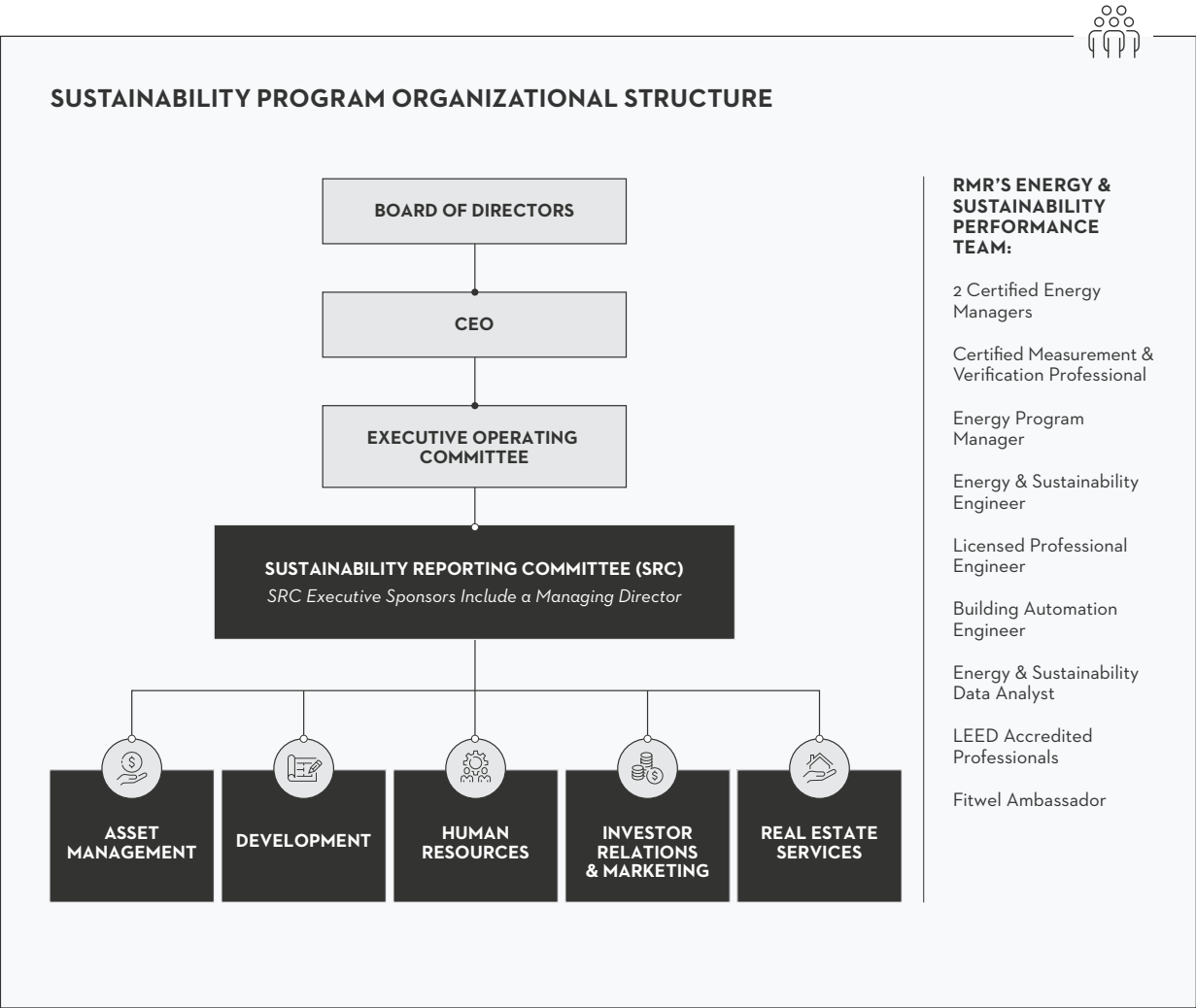
Strategy, development and management of energy, water, waste management and building certification initiatives are led by John Forester, who serves as RMR Real Estate Service’s Vice President, Energy & Sustainability, and Chair of the Sustainability Reporting Committee. John is a founding member of the Nareit Real Estate Sustainability Committee (RESC) and is responsible for the development of RMR’s Annual Sustainability Report.

Sustainability activities are carried out across multiple business units, including Real Estate Services, National Engineering, Human Resources, Investor Relations & Marketing, Internal Audit, Asset Management and Accounting. These business units report to members of RMR’s Executive Operating Committee, which oversees all ESG activities.

The program also benefits from robust engagement and input from our Board and the Board of Trustees for each of our Managed Equity REITs. The independent Board members receive annual updates on RMR’s sustainability programs and, in turn, provide feedback that helps shape our efforts on behalf of our clients.

RMR’s Energy & Sustainability team performs day to day sustainability activities, including energy and green building certification programs that drive value for our clients. Additionally, RMR’s National Engineering team is responsible for policy compliance and program execution, while regional teams direct property-level implementation and tenant engagement efforts.

RMR’s Sustainability Reporting Committee is comprised of team members from several functional groups and tracks sustainability activities for public disclosures that are important to our stakeholders and activities that tell RMR’s sustainability story.



RMR ACQUISITIONS SUSTAINABILITY OVERVIEW

The RMR Acquisitions team evaluates hundreds of properties annually for potential acquisition on behalf of our clients.

RMR’s acquisition process has historically involved assessing a prospective property’s core environmental attributes, including roof, HVAC equipment, lighting, energy efficiency and environmental conditions, as part of our assessment of value, risks and opportunities. We have also added to the process an acquisitions sustainability overview to consider resilience to climate change, extreme weather, and other climate-related physical and transitional risks.

FIRST LOOK

The initial evaluation includes a sustainability-focused “first look,” in which a member of the RMR Acquisitions or Energy & Sustainability team gathers a high-level inventory of sustainability qualifications or attributes of the property. Considerations include the following:

- Is it a LEED (Leadership in Energy and Environmental Design) certified building?
- Is the property required to disclose energy, water or emissions performance metrics?
- What are the local demographics?
- Is/are the current tenant(s) already disclosing sustainability metrics/targets?
- Is it located in a state with existing or planned carbon emissions taxes?
- What type of business(es) is/are leasing the property?
- Are there environmental conditions evident?

DUE DILIGENCE

As a purchase evaluation moves to more in-depth due diligence, we perform a more detailed assessment of the sustainability risk and opportunities identified in the first look as well as other climate-related risks and opportunities. When the potential deal reaches RMR’s Capital Allocation Committee, these sustainability values, risks and opportunities are summarized and presented along with other deal metrics.

When an acquisition closes and the property is managed by RMR, an operational plan is developed to keep focus on the identified sustainability risks and opportunities.

DUE DILIGENCE PROCESS



▲ Top: 2904 Orchard Parkway, San Jose, CA — DHC
Left: 1055 Sugarbush Drive, Ashland, OH — SVC; right: 5000 Commerce Way, Petersburg, VA — Private Capital

RISK MANAGEMENT AND COMPLIANCE

The Board oversees risk as part of its general oversight of RMR’s business and long term strategy. Risk oversight is addressed as part of various Board and Board committee activities.

Among the Board committees, the Audit Committee has a leading role in helping with oversight of financial reporting, the internal audit function, risk management (including cybersecurity) and legal and regulatory compliance. The Compensation Committee reviews and considers the incentives and risks associated with our executive compensation policies and practices. On a day to day basis, our management and Director of Internal Audit are responsible for incorporating risk management into their activities, with the latter also supporting the Audit Committee in its risk management function.

COMPLIANCE

Management, with the support of Internal Audit, incorporates governance best practices and control procedures to ensure that our and our clients’ disclosures are complete and accurate. Integrating environmental and social metrics into traditional public filing review processes provides an additional element of transparency for those non-financial topics that matter to us, our clients and stakeholders.

Disclosures related to environmental metrics, including metrics aligned with common ESG frameworks such as SASB, TCFD, the Science Based Targets initiative (SBTi) and GRI (formerly Global Reporting Initiative) are reviewed internally to validate that the stated methodologies produce accurate and repeatable values. Steps taken to ensure reporting accuracy include:

- Internal Audit and Sustainability team members download source data reports together to ensure the same starting point.



▲ 840 First Street, Washington, DC – OPI (LEED Gold)

- Data is summarized following specific accuracy and quality control methods.
- Summarized metrics are presented to Internal Audit with methodology and additional comments, as needed.
- Internal Audit reproduces summarized results using original source data and prescribed methods and validates metrics for disclosures.
- Metrics are prepared for reporting and review by members of RMR’s Executive Operating Committee.

RMR’s Internal Audit team is also responsible for tracking and communicating anticipated changes to regulatory disclosures. As disclosures evolve, so must the compliance teams that review and confirm these disclosures. RMR’s Internal Audit team works to ensure the details of these evolving disclosures are communicated and well understood by all stakeholders and performs vital checks on our and our clients’ ESG disclosures to ensure the highest accuracy.

ETHICS AND CULTURE

Integrity is a core tenet at RMR. It defines who we are and how we behave.

“*Acting with integrity and upholding the highest ethical standards helps fuel our success. Accountability, another core value also embodied in the “Like we own it” concept in our Mission statement, is closely related.*”

At the conclusion of our recent Mission, Vision and Values initiative, integrity was identified as RMR’s number one value. Acting with integrity and upholding the highest ethical standards helps fuel our success. Accountability, another core value also embodied in the “Like we own it” concept in our Mission statement, is closely related.

CODE OF BUSINESS CONDUCT AND ETHICS

While these values are ingrained in our culture, the principles are formally captured in our Code of Business Conduct and Ethics (the Code), which our employees are required to review and certify compliance with on an annual basis. It stipulates that all of our directors, officers and employees have a duty to conduct business in an ethical manner, comply with applicable laws and regulations, and with the specific provisions of the Code and the RMR Employee Handbook.

GOVERNANCE HOTLINE

The company maintains a Governance Hotline that allows users to report concerns or complaints about accounting, internal controls or auditing matters and any violations or possible violations of RMR’s Code.

Whistleblowers may report anonymously. RMR prohibits any retaliatory action against any individual for raising legitimate concerns or questions in good faith.



▲ (Left to right): Connor Stockdale (2 years), Victoria Viens (1 year), Guillermo Mejia (24 years)

CYBERSECURITY

Cybersecurity is a top priority at RMR. Our program is aligned with the National Institute of Standards and Technology (NIST) five phase Cybersecurity Framework (Identify-Protect-Detect-Respond-Recover). We use industry leading security tools, regularly update our technology roadmaps, conduct simulated attacks and make cybersecurity awareness and training a requirement for all employees.

SECURITY CONTROLS

- Multi-factor authentication on all accounts that access RMR's Virtual Private Network.
- Strict password policy (requiring changes every 90 days).
- Active monitoring of user account actions and behavior for indicators of malware and ransomware activity.
- A detailed plan in place in the event of a cybersecurity incident for contacting authorities and informing key stakeholders.

We emphasize awareness and training because most enterprise cybersecurity risks are people-centric. Our practice of running regular phishing simulations is one example. Employees who fail receive additional training. We also provide custom-built training for departments that are the most targeted.

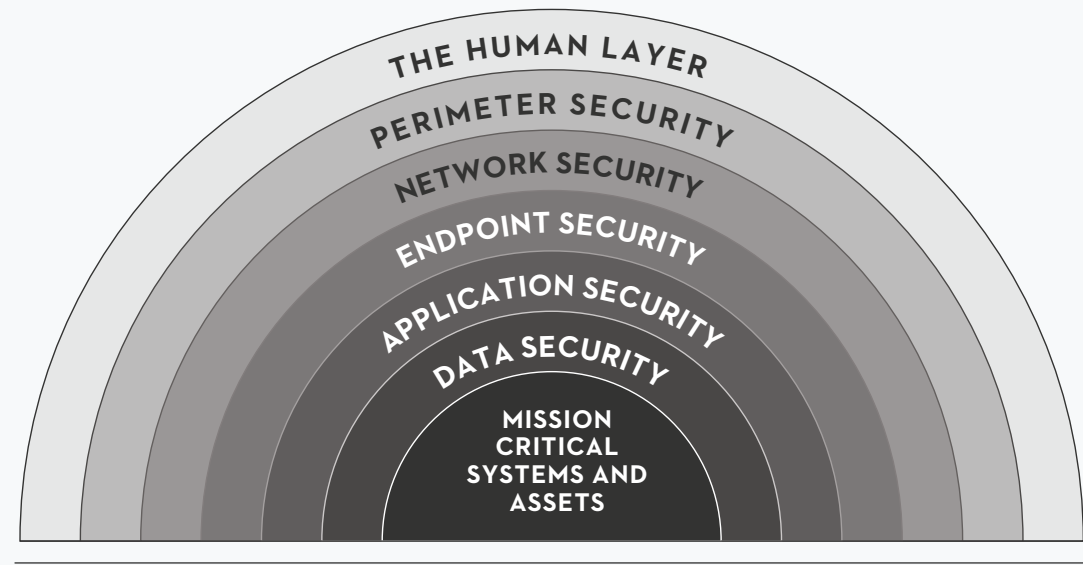
In addition, we deploy additional endpoint security to ensure a layered defense against email threats not being detected by users. Similar technology is used to defend against non email based threats that come from web browsing, malicious downloads and removable media.

CYBERSECURITY INITIATIVES IN 2021

- IT security tabletop exercise with personnel throughout RMR.
- Implemented Formal Vulnerability Management Program.
- Replaced/upgraded firewalls.
- Implemented Formal Vendor Risk Management Program.
- Deployed company wide USB device policy.

SEVEN LAYERS OF CYBERSECURITY

RMR's cybersecurity efforts follow this framework:



The Human Layer: User awareness training program with consistent exercises and education.

Perimeter Security: Next-Gen firewalls with intrusion detection and intrusion prevention capabilities.

Network Security: Security focused network architecture with segmentation with 24/7 monitoring.

Endpoint Security: Fully implemented industry leading endpoint protection with Next-Gen Antivirus.

Application Security: Use of Open Web Application Security Project framework to align with industry best practice.

Data Security: Employment of strict access management along with constant monitoring of access enhanced with Multi-Factor Authentication.

Mission Critical Systems and Assets: Data and tools that are critical to RMR and drive key business functions.

ENVIRONMENTAL LEADERSHIP

RMR's environmental strategies and best practices enable us to set ambitious targets for our managed properties' environmental performance, optimize operational efficiency and enhance our competitiveness in the marketplace.

RELEVANT SDGs



► 1000 W. Fulton Avenue, Chicago, IL — OPI (LEED Platinum)

ENVIRONMENTAL APPROACH

Leadership in environmental best practices has been synonymous with strong performance and value creation at RMR for years. When we are replacing HVAC equipment in a large commercial building or upgrading a roof structure, we are making decisions that have to serve us, our clients and our tenants well for 20 to 30 years. Taking the long term view, like we own it, building in resilience to environmental hazards, extreme weather and changing markets, is all part of our recipe for success.

Tracking environmental data like energy use, water consumption and waste diversion has been a centralized activity since 2009. Our accumulated track record on green building certifications, such as ENERGY STAR®, is one of many indicators of our strengths in this area.

We are proud to present our latest commitments to environmental performance, which include ambitious targets for further reducing energy use, GHG emissions, water consumption and waste to landfills.

These targets include new GHG emissions reduction goals in line with the Business Ambition for 1.5°C (or Celsius), which for RMR translates into a 50% reduction in emissions by 2030 from a 2019 baseline and a goal to achieve net zero emissions by 2050 for emissions under our operational control. Another related highlight is the increased rigor of our reporting and alignment with the recommendations of the TCFD.

We also recognize that Scope 3 emissions, those generated from energy consumed by managers and tenants that are in direct control of property operations, may become a reporting requirement of our clients. Therefore, we are taking steps to engage with these managers and tenants to gather and aggregate environmental metrics not under RMR’s control.



▲ 1305 Corporate Center Drive, Eagan, MN – DHC

AT A GLANCE



70

ENERGY STAR®
certified properties



60

BOMA 360 recognized
properties



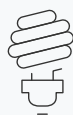
56

LEED certified properties



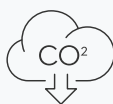
\$7.6 M

Cumulative value of energy
savings across OPI, DHC and
Private Capital portfolios
from RMR's Real-Time Energy
Monitoring (RTM) program



19.9%

reduction in energy
consumption in 2021
vs. 2019 baseline



26.8%

reduction in GHG
emissions in 2021 vs.
2019 baseline



14.9%

reduction in water
consumption in 2021
vs. 2019 baseline



8.8%

reduction in waste
generated in 2021
vs. 2020



36.9%

waste diverted to
recycling in 2021

TCFD-ALIGNED PHYSICAL
CLIMATE SCENARIO
ASSESSMENTS PERFORMED FOR
NEARLY 2,100 PROPERTIES

REVISED TARGETS

Reduce GHG emissions
by 50% by 2030 from
a 2019 baseline

Net zero
operational GHG
emissions by 2050

Reduce water
consumption by 25% by
2030 from a 2019 baseline

Achieve a 50% rate
of diversion from
landfills by 2025

► 10451 Clay Boulevard, Houston, TX – OPI

CERTIFIED PROPERTIES

Certifications recognize performance achievements, are a proxy for risk mitigation, can enhance tenant satisfaction and add value to our properties.

The total number of certified properties within our managed portfolio is outlined on the right. A key factor in the 50% increase in total LEED certifications this year over 2020 was our decision to bring the LEED Existing Building Operations & Maintenance (O&M) certification process in-house rather than using third-party consultants. Our objective in moving the process in-house was to drive down costs and increase employee engagement. Cost savings in the first year were approximately \$490,000.

We take pride in all of our LEED certified properties under management and take additional pride in sharing that, in 2021, our corporate office in Newton, Massachusetts earned LEED Platinum certification.

70

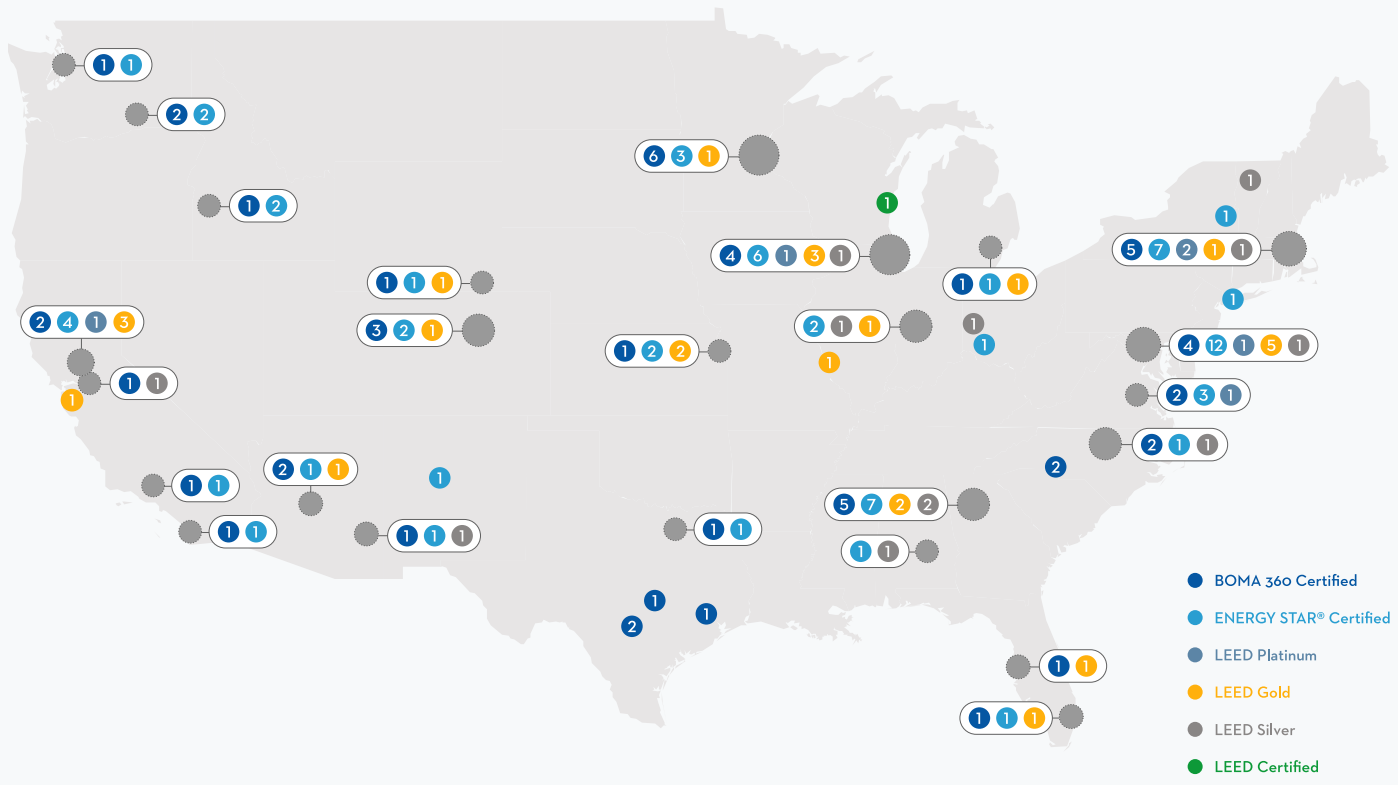
ENERGY STAR®
certified properties
10,227,740 sq. ft.

60

BOMA 360
recognized properties
7,500,123 sq. ft.

56

LEED certified
properties
10,830,712 sq. ft.



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.




LEED: Certification for LEED is a building level certification that measures site features, water and energy efficiency, resource management and indoor environment. Certifications are awarded at four levels: Platinum, Gold, Silver and Certified (highest to lowest, respectively).



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 with regard to its operations and management.

For a list of certified properties, please see the Appendices.

GREENHOUSE GAS EMISSIONS AND CLIMATE CHANGE



ZERO EMISSIONS PROMISE

We established our Zero Emissions Promise to reduce GHG emissions by 50% from a 2019 baseline, with the goal of achieving net zero emissions from operations by 2050.

GHG EMISSIONS

We are excited to announce our Zero Emissions Promise to reduce GHG emissions by 50% by 2030 from a 2019 baseline, with the goal of achieving net zero emissions from operations by 2050.

Our efforts toward these goals will add value to our clients' properties, benefit tenants by lowering their operating costs, drive sustainable economic returns and address investor demands that our clients have viable strategies to mitigate climate risk.

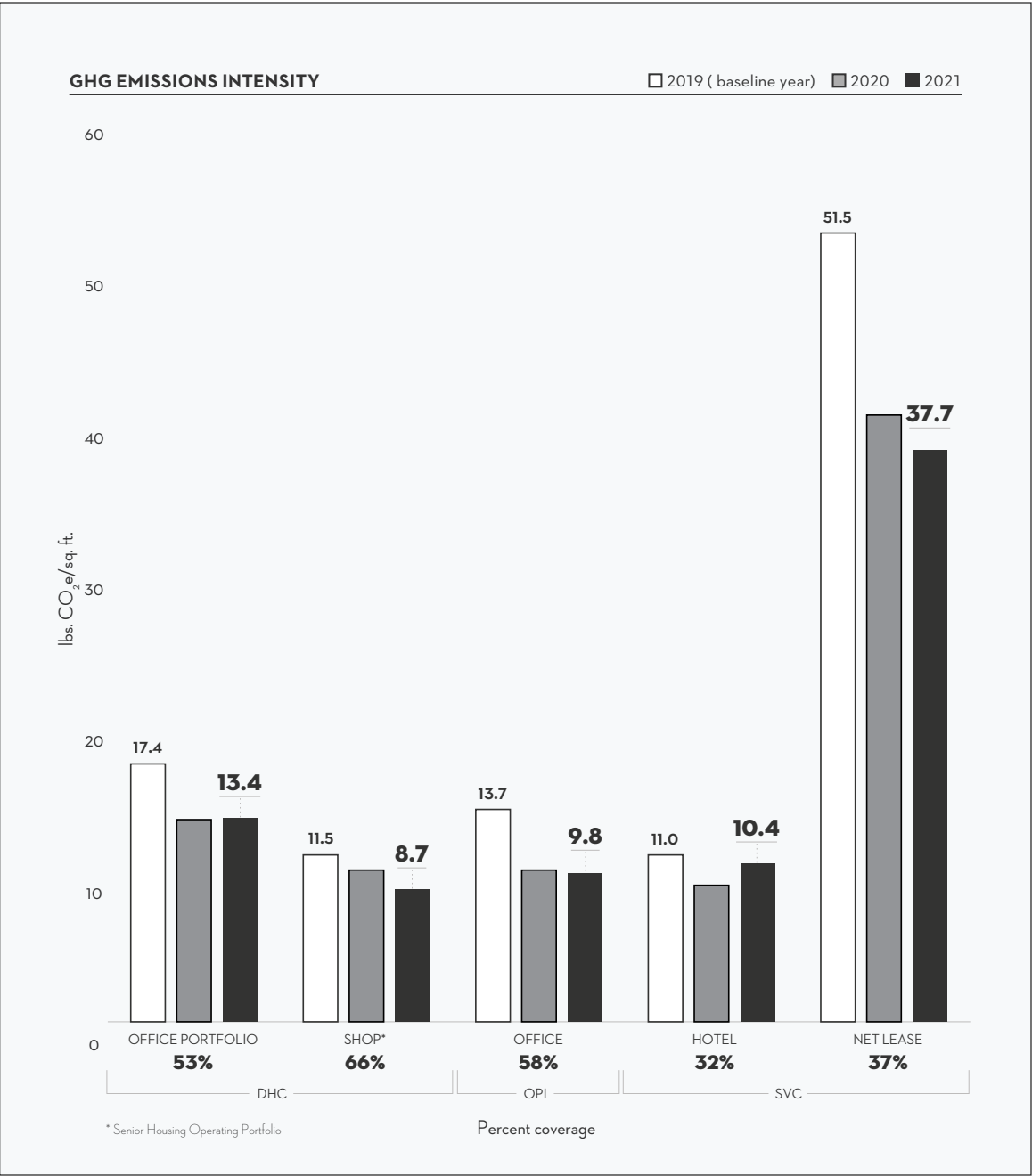
These targets were formally adopted after presenting science based targets and our strategies for achieving them to the boards of RMR and our Managed Equity REITs.

DATA CAPTURE

Our new target incorporates Scope 1 and Scope 2 emissions based on the GHG Protocol Corporate Standard. These targets were created using 2019 energy data relating to the properties we actively manage for our clients and are intensity based (calculated on a per square foot basis) so our target can remain relative as the managed energy portfolio grows.

Capturing the data required to track the progress and effectiveness of our strategies will demand a steadfast focus. Deploying scalable technology solutions such as centralized utility bill payment system, automated ENERGY STAR® benchmarking, RTM and an enterprise wide energy management system connectivity enables us to achieve our goals.

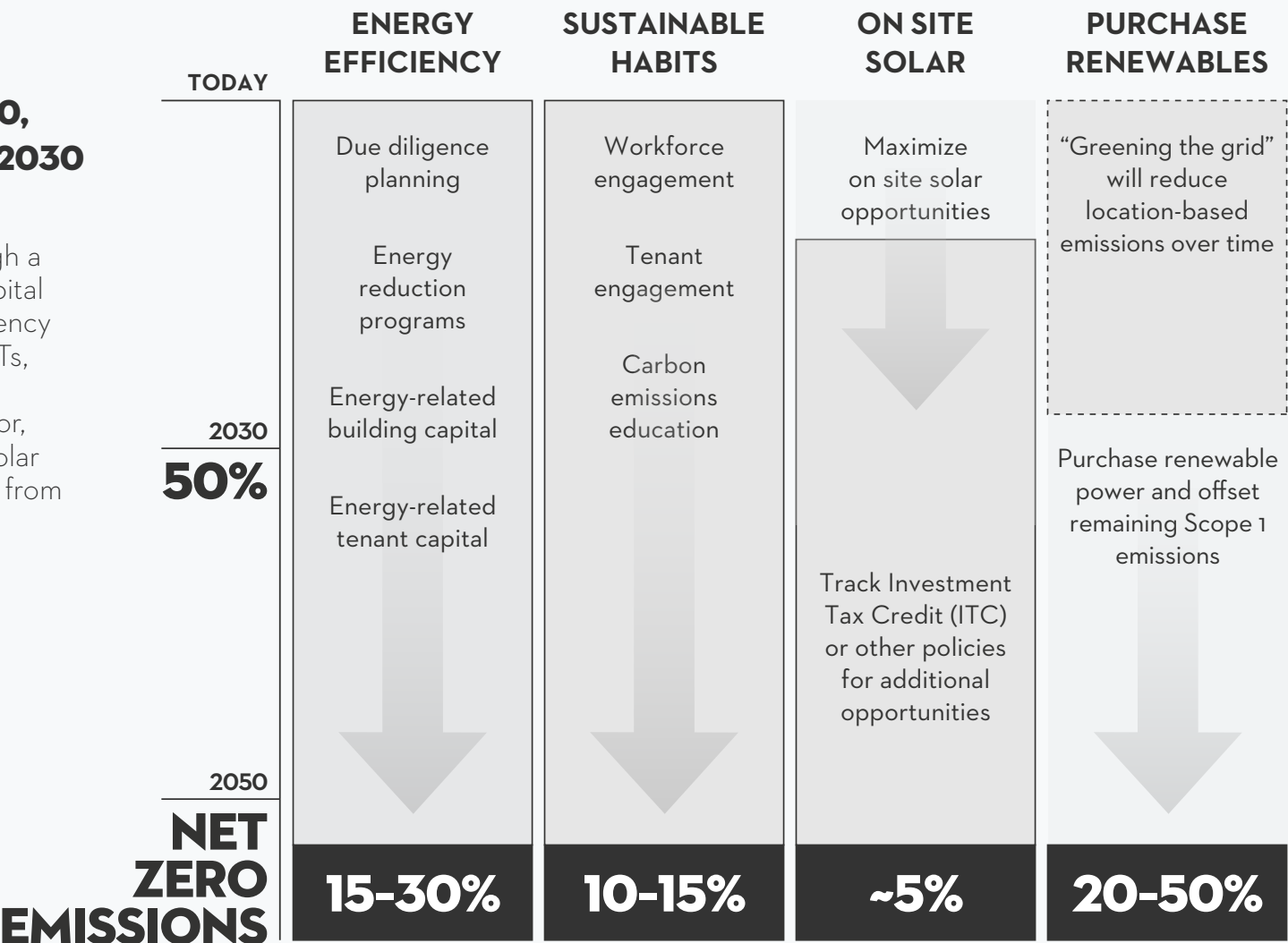
Setting targets for controlled emissions means this goal excludes properties our clients own where RMR does not have operational control over the energy consumed (Scope 3 emissions), though our goal is to continue to capture and report meaningful data for these properties. Our green lease clauses and strong engagement with operators and tenants are helping us increase our reporting coverage.



RMR'S PATHWAY TO NET ZERO EMISSIONS FROM OPERATIONS

ACHIEVE NET ZERO EMISSIONS FROM OPERATIONS BY 2050, 50% REDUCTION BY 2030

Depicted is the anticipated emissions reductions through a combination of strategic capital investments in energy efficiency by the Managed Equity REITs, stakeholder engagement to promote sustainable behavior, the deployment of on site solar and the purchase of energy from renewable sources.



1145 19th Street Northwest, Washington, DC – DHC (LEED Certified)

ENERGY MANAGEMENT

One of our most valuable energy management programs is Real-Time Energy Monitoring (RTM). We launched this program in 2017 and it is now deployed in 63 managed properties, totaling approximately 50% of our managed annual electricity spend. The current cloud-based system connects building automation systems to a central supervisor. RMR’s “Connected Buildings” model allows for direct control of each building’s control systems remotely and in real time.

Our goal is to monitor 90% of our managed energy spend through RTM, resulting in operational savings, reduced equipment wear and tear and high tenant comfort.



\$7.6 M

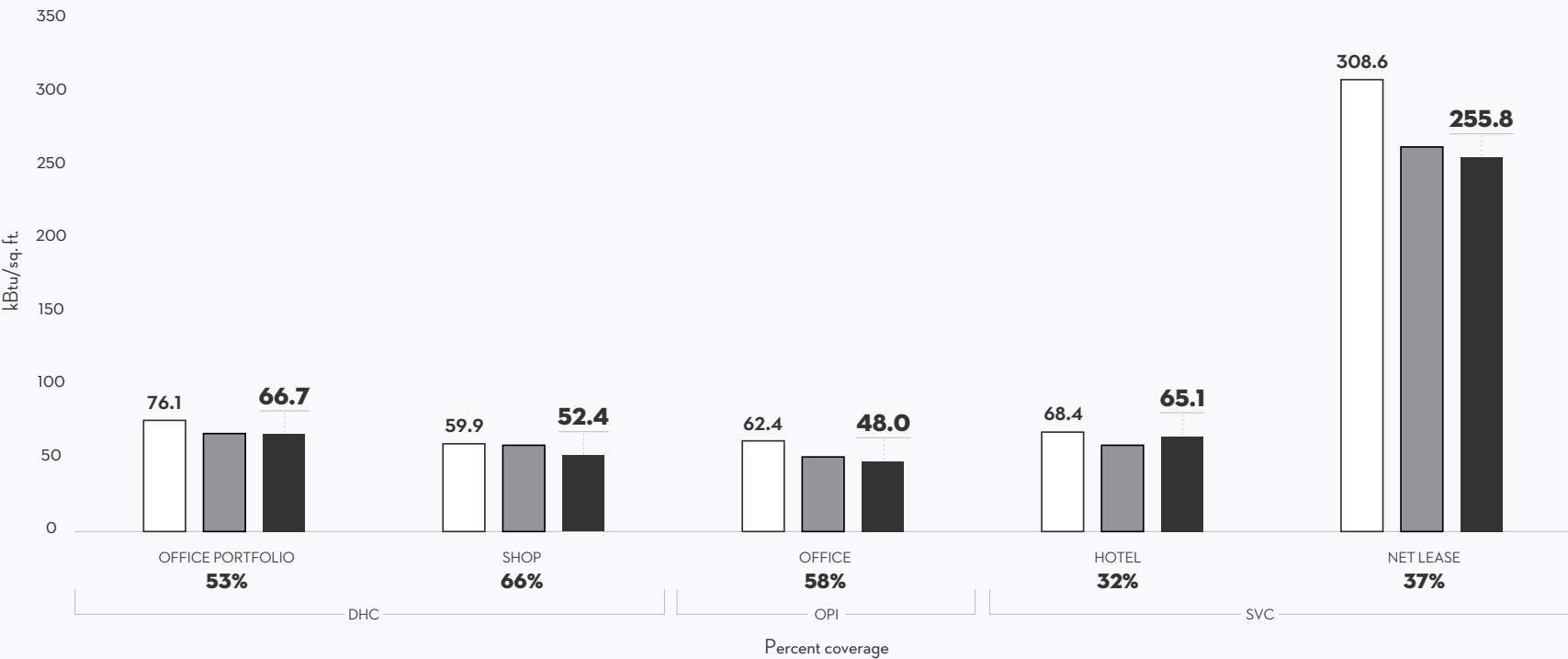
Through the end of 2021, our cumulative RTM savings totaled \$7.6 million.



▲ 255 Washington Street, Newton, MA — Private Capital (LEED Platinum)

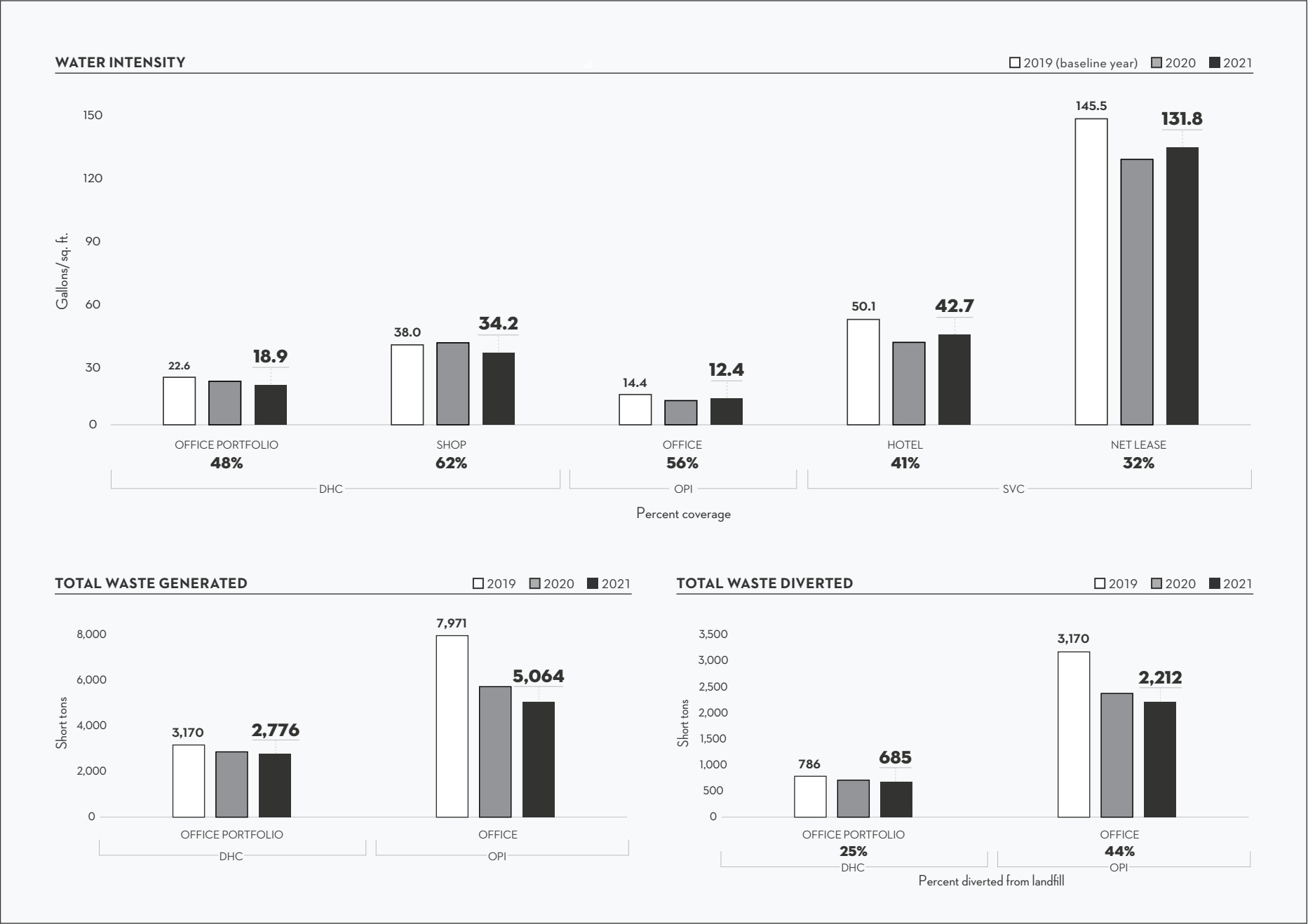
ENERGY INTENSITY

□ 2019 (baseline year) ■ 2020 ■ 2021



WATER AND WASTE MANAGEMENT

RMR set new targets for reducing water consumption and increasing the rate of waste diversion from landfills in 2021. As with our energy and GHG emissions targets, our previous water and waste management goals, set to a 2013 baseline, were largely achieved by the end of 2019. As a result of the pandemic, it was a natural opportunity for us to reset.



ALIGNMENT WITH TCFD FRAMEWORK



In 2021, we partnered with our insurance consultant to perform physical climate scenario assessments for

NEARLY 2,100 PROPERTIES.

APPROACH

Increasing climate-related local, state and federal policies have prompted groups like TCFD to establish standard guidelines for voluntary disclosure of climate-related risks and opportunities. These disclosures help investors and other stakeholders become familiar with management strategies and best practices.

In 2021, RMR took steps to significantly increase the depth of our alignment with all four pillars of the TCFD framework. We continue to refine our long standing engineering and management practices that prioritize environmental resilience and risk mitigation with activities related to management oversight, enhanced data gathering, assessment of risks and opportunities, and the adoption of science based emissions targets.

STRATEGY, RISKS AND OPPORTUNITIES

Risk mitigation practices, such as supply side and demand side energy management programs, performance benchmarking, legislation tracking and climate-related emergency preparedness, have been in place at RMR for years. The data we obtain to assess climate change exposure has evolved more recently.

In 2020, we performed an initial evaluation of our managed properties for policy regulations and market risk (transition risks) and potential physical risks. In 2021, we expanded our evaluations by partnering with our insurance consultant to perform physical climate scenario assessments for nearly 2,100 properties. These assessments highlight properties with potential exposure to storm surge, flooding, wildfire and extreme heat, among other exposures.

The modeling considered three future climate scenarios: 1) a business as usual path defined by Representative Concentration Pathway (RCP) 8.5, 2) RCP 2.6, sufficient reductions in global GHG emissions required to prevent global warming from exceeding 2°C by the end of the century; and 3) RCP 4.5, a “middle of the road” scenario.

This data helps our engineering team to verify existing response protocols to ensure they continue to address the risk of potential exposures and to plan future initiatives and investments accordingly.

The better we understand risk, the more effectively we can manage it to our advantage. The data also supports our new Acquisitions Sustainability Overview process, as discussed earlier. For more information on our climate-related strategy, risks and opportunities, please see the TCFD Index on page 38.

▼ 2904 Orchard Parkway, San Jose, CA — DHC





ON SITE SOLAR AT TGS HEADQUARTERS

TGS is a leading U.S. energy data intelligence company headquartered in an OPI building in Houston, Texas. In 2021, TGS approached RMR with a request to install an on site solar canopy system with 1,700 panels and 740 kW of capacity to help the company meet its goal of being carbon neutral by 2030.

Despite the risks and challenges for OPI to allow such a large and expensive piece of tenant owned equipment to be installed in its building, OPI worked to accomplish the installation because of the importance of the mission.

TGS leadership celebrated the achievement in a specially created advertisement for the local Houston market, stating:



“

We're committed to a sustainable future, and to achieve this, we're installing solar panels to help power our building and further reduce emissions in the area.



▲ Royal Sonesta, Houston, TX – SVC

SONESTA RTM PILOT

Building on RMR's success with RTM, in 2021 we partnered with Sonesta to launch an RTM pilot in 10 full-service hotels they operate on behalf of SVC.

Sonesta has set a modest 3% annual savings target, which is expected to save \$182,000 in energy costs in the first year of the pilot. Sonesta plans to bring another 18 hotels into the program in each of the second and third years of the pilot.

OTHER RMR ENERGY MANAGEMENT PRACTICES

- Daytime and nighttime energy audits
- Demand response program with more than 2.5 megawatts of capacity reduction
- ENERGY STAR® benchmarking
- 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
- Building energy audits and retro-commissioning

BROKER TRAINING ON GREEN LEASES

RMR has incorporated “green lease” language into tenant office leases to promote a mutual commitment to environmentally friendly practices and operational efficiencies with our tenants. At a minimum, these clauses commit tenants to sharing their energy use, water use and waste disposal data with us. Also required are high-efficiency tenant improvements that can earn the tenants recognition through the ENERGY STAR® Tenant Space certification program. The information is valuable to RMR as we increase our environmental data coverage and supports our ability to make strategic investments in building energy efficiency.

Underscoring our achievements in green lease practice, in accordance with the Institute for Market Transformation’s Green Lease Leaders program, DHC has achieved Green Lease Leader Gold level recognition and OPI has achieved Green Lease Leader Silver level recognition.

To give the practice even greater reach, in the past year we launched a plan to train brokers to communicate with tenants about how green leases contribute to our sustainability goals and add value to the properties, as well as how they benefit tenants directly by lowering their operating costs and assuring their stakeholders that they are leasing sustainable properties. As brokers are often a first point of contact for tenants, we believe educating them on green leases will lead to increased participation in our program by tenants and improve the long term environmental performance of our client portfolios.



► 2904 Orchard Parkway, San Jose, CA – DHC

SOCIAL IMPACT

RMR is deeply invested in the well-being of our people and the communities we serve. By championing our core values of integrity, accountability, collaboration and respect, we help to advance social sustainability and individual growth.

RELEVANT SDGs



► (Left to right): Callie Ensley-Smith (5 years), William Adjorlolo (5 years)



SOCIAL APPROACH

At RMR, we are deeply committed to our employees, our most valuable asset, and have heavily invested in areas such as DE&I, professional development and health and wellness. We are equally committed to serving our clients and their tenants, guests, residents and patrons. We also look for opportunities to have a positive social impact in the communities where we operate.

This commitment is underscored by the content of our Mission, Vision and Values statements, which not only stress long term value creation but also emphasize generating opportunities for people and creating an environment where our employees can succeed.

The programs, policies and accomplishments described in this section illustrate important ways in which we are meeting those objectives.



▲ Top (left to right): Sylwia Jurczyk (6 years), Diane Proctor (13 years), Susan Ash (16 years)
Bottom (left to right): Andrew Hayes (4 years), Emma Van Lieshout (1 year), Stacy Castelli (1 year), Annelies Hanson (2 years), Paige Fasold (1 year)

AT A GLANCE



► (Left to right): Adam Chisholm (8 years),
Meghan Casey (6 years)

TOTAL RMR WORKFORCE

Male 64.3% (375)	Female 35.7% (208)
White 73.6% (429)	Underrepresented Communities 26.4% (154)

Total
Employees
583

NEW 2021 HIRES/REHIRES

Male 57.4% (39)	Female 42.6% (29)
White 67.6% (46)	Underrepresented Communities 32.4% (22)

Total Hires/
Rehires
68

DISTRIBUTION BY AGE

Age	% of people
65+	3.4
55–64	22.3
45–54	21.6
35–44	29.5
25–34	21.3
<25	1.9

DISTRIBUTION BY TENURE

Tenure	% of people
>10 Years	20.4
5–10 Years	21.5
2–5 Years	36.0
1–2 Years	11.0
<1 Year	11.1

DIVERSITY BY JOB CATEGORY*

Category	% of people
EXECUTIVE/SENIOR OFFICIALS AND MANAGERS	
Male	71
Female	29
White	94
Underrepresented Communities	6
FIRST/MID-LEVEL OFFICIALS AND MANAGERS	
Male	59
Female	41
White	79
Underrepresented Communities	21
PROFESSIONALS	
Male	52
Female	48
White	82
Underrepresented Communities	18
TECHNICIANS	
Male	80
Female	20
White	40
Underrepresented Communities	60
ADMINISTRATIVE SUPPORT	
Male	17
Female	83
White	49
Underrepresented Communities	51
CRAFT WORKERS	
Male	>99
Female	<1
White	60
Underrepresented Communities	40
TOTAL	
Male	64.3
Female	35.7
White	73.6
Underrepresented Communities	26.4

* Job categories as aligned with the Equal Employment Opportunity 2021 Employer Information Report, Consolidated Report – Type 2.

DIVERSITY, EQUITY & INCLUSION

At RMR, we believe that an inclusive workplace best positions us to achieve extraordinary results. Our strengths are in the collective experience and expertise of our people.

As an organization, our goal is to create fair and equitable opportunities for all employees by celebrating differences, welcoming and listening to diverse perspectives, creating new spaces for conversation and encouraging collaboration.



▲ 2022 Accelerated Women in Leadership class

INVESTING IN WOMEN

We firmly believe that the development of women is imperative for retention and driving long term value. We have invested in the creation and operation of several signature executive sponsored programs, most notably, the RMR Leans In initiative and the Accelerated Women in Leadership Program (AWLP). The AWLP is a targeted learning experience that helps women strengthen and leverage their unique talents so they can deepen their contribution and grow both professionally and personally. Topics include: Uncovering unconscious bias (also a focus in all employee DE&I learning events); executive presence; quantifying your value; negotiation; integrating life and work; and making a strategic shift toward leadership.

The inaugural class, made up of 24 female professionals across the company, completed the six-month training in 2020. In early 2021, a second cohort of 22 female professionals joined them as program graduates. A third cohort kicked off in early 2022 and includes 23 female professionals.

ANALYST CONVERSION PROGRAM

The Analyst Conversion Program is designed to attract new talent to our industry who otherwise may not have thought of real estate as a career path. The program’s premises are that a great first step toward a successful and lasting career in real estate is an analyst role and that RMR could increase the diversity in its talent pipeline with outreach to students who are members of groups traditionally underrepresented in real estate by gender, race and ethnicity. To recruit the best talent, RMR participated in HBCU and women career forums to educate new talent on the opportunities within real estate. RMR also cultivated relationships with on-campus real estate clubs which are starting to attract more diverse candidates.

In the program, analysts learn:

- Differences between commercial real estate asset classes
- Macro and micro economic impact on commercial real estate
- Asset valuation and financial modeling
- Real estate development and construction
- Financing, leasing and capital raising strategies

NEXT GENERATION EXECUTIVE PROGRAM

RMR’s commitment to racial equality and to fostering a culture of diversity and inclusion at all levels of management motivated our decision to sponsor three rising leaders in The Partnership, Inc.’s Next Generation Executive (NGE) program in 2021. Admission to NGE is highly competitive and limited to a select group of America’s most promising multi-cultural leaders. The program prepares future leaders to meet the unique challenges facing today’s senior executive. Areas of instruction include strategic innovation, organizational change, operating in a global market, team leadership and executive resiliency. RMR is also sponsoring three leaders in the program again in 2022.



▲ Christopher Ranjitkar (6 years)

IN CONVERSATION: WOMEN IN ENGINEERING

Engineering is one of RMR’s most critical roles and engineers are the largest segment of our workforce (with nearly 200 engineers). With engineering positions largely held by men, we recognize that programs focused on developing and hiring a younger, diverse, next generation of engineers present an opportunity to advance our performance in measurable ways.

Recently, our DE&I efforts helped create pathways for two women, Emma Van Lieshout and Marcy McDevitt, to join our National and Regional Engineering teams. We are pleased to bring them together in conversation to share their stories and experiences.

Emma, based in Newton, Massachusetts, is a Licensed Professional Engineer with expertise in HVAC and building sustainability. She joined RMR in 2020 as the first woman on RMR’s National Engineering team. Marcy, an apprentice in our Engineering Development Program (EDP), based in Norfolk, Virginia, was previously an RMR Property Manager and will complete the EDP in 2022.

Q: What led you to your current roles?

Marcy: I was the manager who was always interested in the engineering side of things: what was going on with the buildings, maintenance wise and HVAC wise. When RMR started the EDP, they offered me a chance to shadow an Engineer for a couple of days to see if I liked it. When I returned to the office I was just itching to get back out and continue on.

Emma: My past few jobs were working around buildings with a focus on sustainable design and operation. I was interested in the owner perspective that RMR has and was excited that it is so supportive in promoting sustainability. In my experience, that’s pretty unique. It appealed to me to walk into something where the platform is already built with an opportunity to continue making a difference.

Q: What are your main responsibilities?

Emma: My main role is identifying opportunities to save energy, carbon and utility costs through our RTM program. In addition, I’m managing the in-house LEED certification program. This is the first year (2021) that we’re doing all these certifications in-house.

Marcy: Part of my time is devoted to taking different classes. I have already taken an electrical safety class and I’m now in the middle of an HVAC class. It’s such an intense class, but it’s great. Then there’s the on-the-job training. I’m right there with the building engineers, shadowing them, seeing all the buildouts going on.

Q: Do you feel added pressure to perform or combat negative stereotypes about the ability of women in engineering to compete in a male dominated field?

Emma: I’ve been lucky. Rarely have I been put in a position where I feel like I’m being questioned. But going to engineering school, being one of the few females there and throughout my whole career, it

made me want to be more decisive and more confident. I never want to feel like I’m not prepared. I think it’s important to be confident in yourself and confident in what you’re doing and why you’re there.

Marcy: I have a great team of guys down here. I would never have to prove myself to them at all. They know my work ethic. They know my interests. They know that I am learning. But some tenants and vendors look at me as if they are unsure what I know. It’s interesting to see people’s reactions when they aren’t aware of my capabilities.

Q: Do you think there is more that could be done to encourage women to get into engineering at an earlier stage?

Emma: Schools nowadays are encouraging science, technology, engineering and mathematics programs, especially for women. But there’s more we could do overall. HVAC or building design is a field I wasn’t really aware of before I started my career. It would be good to let students know that these opportunities are available.

Marcy: I agree. I don’t think a lot of people realize that building operations or building maintenance is a career field. Here in Norfolk, we have shipyards everywhere and all kinds of women engineers that work there. But being in a building is a lot different than a shipyard. Showing them the different opportunities that exist here might help bring more women over.

Q: Besides prioritizing diversity hires, what else can companies do to bring and keep more women in the engineering workforce?

Marcy: One of the challenges for some women engineers is that their companies don’t support them. I’ve had more support at RMR as a female engineer than you can imagine. I don’t have an engineering

background, this is all new to me, it’s all on-the-job training, but everyone has been great on so many levels. I have a friend at another company who doesn’t get any support or any feedback. It’s frustrating for her.

Emma: When I was originally looking at RMR, something that stood out to me was that there’s a lot of women in senior leadership positions. That encouraged me. I think it validates the efforts of encouraging women in engineering to show that outside of engineering women’s perspectives are valued as well.



RMR’S ENGINEERING DEVELOPMENT PROGRAM

RMR’s Engineering Development Program is a two-year program launched in 2019 to train candidates in all aspects of engineering responsibilities. Each apprentice is offered HVAC, plumbing, mechanical and electrical education and required to complete safety training. The curriculum combines equipment manufacturers certificate-based courses and on-the-job training. Upon completion, apprentices are offered a full-time position as maintenance engineers. The program was piloted in our Mid-Atlantic and Northeast regions. In 2021, we began recruiting in three additional markets: Austin, Minneapolis and Sacramento.

EMPLOYEE ENGAGEMENT

RMR’s employee engagement initiatives align with our goal of being an employer of choice with a thriving workforce and an employer that encourages career enrichment.

We strive to ensure that our employees feel heard, are treated equitably, are rewarded for good performance, see opportunity, have a clear sense of purpose and feel connected to something bigger than themselves. That effort starts with policies reflecting a strong commitment to a culture of DE&I, first-in-class benefits and competitive salaries. It is further advanced by programs and policies that support health and well-being, recognize service and achievement, and encourage personal growth, both on the job and in the community.

We believe our Mission, Vision and Values statements strengthen engagement by enabling our employees to rally together around our common purpose, aim and cultural values.

ENGAGEMENT ACTIVITIES

The RMR Human Resources team has organized a range of engagement activities focused on DE&I and health and well-being. These included a national blood drive, the launch of a Veterans Committee and the DE&I Virtual Learning series described earlier.

TENANT ENGAGEMENT

RMR coordinated an electronic waste (E-waste) event across 16 client locations. This event, coordinated by Jan Yokota, Regional Vice President of Real Estate Services in our Hawaii region and our waste hauling vendor Waste Management, communicated the

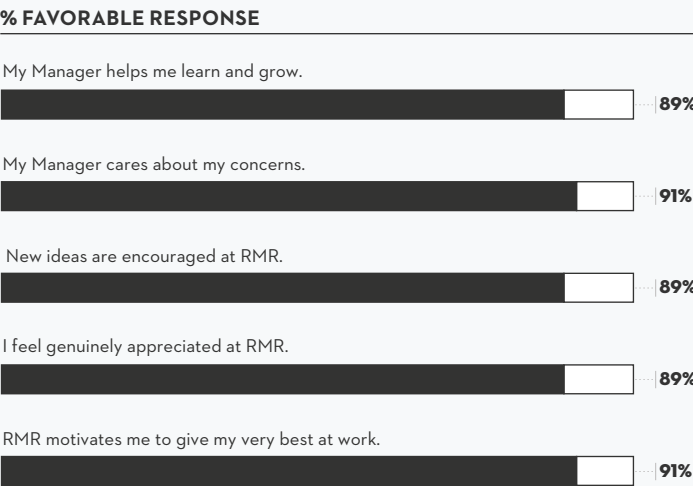
benefits of collecting electronic waste to properly recycle and divert from landfills. There was high participation and great appreciation among the tenants at participating locations. As a result of this event, 19,150 pounds of electronic waste was diverted from landfills.

Moving forward, an E-waste drive will be a regular part of our sustainability engagement calendar, a company wide, shared activity resource, coordinated by our leadership group, the Real Estate Services team and our marketing and communications teams. Other regular calendar entries include tenant surveys, awareness campaigns, industry events and reporting deadlines.



EMPLOYEE ENGAGEMENT SURVEY

We regularly survey our employees to track their engagement and monitor our performance in creating a supportive, inclusive and rewarding workplace. Our 2021 survey yielded the following results:



◀ (Left to right): Nicolaus Kolb (2 years), Jennifer Civetti (4 years)

PROFESSIONAL DEVELOPMENT

Ongoing investments in employee education and training are a priority as we strive to create a workplace that invites collaboration, innovation and entrepreneurial thinking. Our programs are carefully designed for developing and training the best talent in the real estate industry.



RMR EDUCATION AND TRAINING PROGRAMS

- New Hire Orientation
- Accelerated Women in Leadership Program
- Managing with Impact
- High Impact Feedback
- Client Services Training
- Writing for Executives

RMR professional development offerings include internal training programs, employee virtual learning events and participation in certification and credential programs through industry organizations (for the full list of organizations, see page 42). These programs are oriented for and offered to employees at all stages in their careers.

We also offer extended, immersive engineering apprenticeship and executive leadership development programs that prepare employees for new roles and opportunities.

For employees looking to expand their skill sets through work related education at accredited colleges and universities, we offer tuition assistance up to \$20,000 annually. In the past two years, our employees have also taken advantage of training available through our LinkedIn Learning subscription to provide hundreds of hours of personal skills development training online.



\$20,000

For employees looking to expand their skill sets through work related education at accredited colleges and universities, we offer tuition assistance up to \$20,000 annually.

IREM CPM CREDENTIALING PARTNERSHIP

Many of our top performers within Real Estate Services hold the CPM designation, earned through a course of study in asset management, building operations, ethics, HR, leasing and policy engagement.

People earn CPM status individually through a long period of classroom study. Recognizing that CPM training for our next generation of property managers is vital for their growth and RMR’s continued success, we approached IREM, which runs the CPM program, about creating a customized offering for RMR employees.

As a result, last year we launched a one-of-a-kind partnership with IREM that enabled 21 members of RMR’s Real Estate Services staff to obtain CPM designations in a video-based group class setting in under a year. The program also created mentorship opportunities for 12 existing RMR CPMs who took on advisory roles, offering insights and encouragement to the new candidates.

While strong support from executive management helped make the program possible, a key champion was Julia Paluka, Area Manager in our Denver office, who was also honored last year as IREM’s CPM of the Year.

“Having 21 new CPMs in chapters across the country is a huge increase in RMR’s visibility and impact at local levels,” said Julia. “Plus, the education, network and resources that these 21 individuals gain is a win for the company and the profession as a whole.”

The unique program will run again in 2022, with at least a dozen candidates registered and many 2021 CPM recipients available as mentors. We expect to continue to make this program available to RMR’s pool of potential candidates.

► Shannon Bettencourt (2 years)

“
Having 21 new CPMs in chapters across the country is a huge increase in RMR’s visibility and impact at local levels.



HEALTH AND WELL-BEING

The centerpiece of RMR’s Health and Well-being initiatives is our LiveWell Employee Wellness Program. Launched in 2016, it has steadily gained traction with the goal of supporting employees in improving their health and well-being by participating in activities such as LiveWell Week, Work Out at Home, Good Eats and Pay it Forward competitions.

LIVEWELL TOOL

The LiveWell program is accessed through the LiveWell Tool, an online feature available through our intranet, RMR Connect. It helps employees easily incorporate LiveWell into their daily routines to track their healthy activities, engage in friendly competitions with their coworkers and access articles, videos and other resources for improving health.

2021 HIGHLIGHTS



Bi-monthly Competitions

Each of our six LiveWell competitions invited employees to participate in different daily activities designed to promote a healthy lifestyle and track their participation on RMR Connect to earn points. This year’s featured activities include: making time and creating routines for exercise, getting outdoors, embracing sustainable and healthy eating, developing productive sleep habits and learning effective strategies to achieve work/life balance.



Monthly Webinars

Employees seeking to improve their overall wellness were able to attend a regular series of daytime webinars or view them at a later time via the company’s benefits portal. Topics in 2021 included: environmental wellness, social wellness, hydration, enhancing energy and digital detox tips.



EMPLOYEE BENEFITS

RMR provides a premier benefits program and is proud to offer this critical aspect of the work experience to new team members within the first month following the date of hire. For a complete list and details of all our employee benefits, see the [RMR website](#).



Interning at The RMR Group provided me the opportunity to develop as a professional and make meaningful contributions. As my first exposure to commercial real estate, my internship solidified my interest in the field and inspired me to pursue a career in Asset Management after graduation.

Christina Sportack

Asset Manager, 2010, 2011 Intern

INDUSTRY RECOGNITION

We are proud of the industry wide recognition RMR, our clients, our executives and employees received in 2021. To the right are a few examples.



IREM Award for Corporate Excellence

RMR received the IREM Award for Corporate Excellence, our second top IREM corporate award in three years. The award recognizes a company’s commitment to the profession, extraordinary achievements and community impact.



IREM Award for Certified Property Manager (CPM) of the Year

Julia Paluka, Area Manager in our Denver office, was named CPM of the Year. The award recognizes a professional whose commitment and contributions through service, leadership and active engagement enhance the future of the real estate management profession.



GlobeSt. Real Estate Forum Best Place to Work

Real Estate Forum, the national magazine for commercial real estate professionals, named RMR one of its Best Places to Work in the U.S. in 2021. Selection criteria include a business’s mission, its treatment of workers and opportunities for growth.



Top Place to Work by The Boston Globe

In 2021, for the second consecutive year, RMR was named one of the Top Places to Work in Massachusetts in *The Boston Globe*’s annual employee based survey, in the Large Employers category.



Fastest Growing Middle Market Companies in Massachusetts by the Boston Business Journal

RMR, as well as our clients, OPI and ILPT, were named to the *Boston Business Journal*’s Middle Market Leader list, which recognizes the fastest growing publicly traded and private companies with revenues between \$25 million and \$1 billion by two year revenue growth.



ENERGY STAR® Award for Sustained Excellence

RMR and our client, OPI, received ENERGY STAR® Partner of the Year, Sustained Excellence awards from the U.S. Environmental Protection Agency and U.S. Department of Energy. The award is limited to companies that consistently win Partner of the Year recognition and whose annual achievements continue to surpass those from prior years.



Green Lease Leader Recognition

The Green Lease Leaders national recognition program honored DHC with Gold level and OPI with Silver level recognition. The honors recognize landlords who work with tenants to include green lease clauses in their leases that support environmental data gathering and investments in sustainability.

Boston Real Estate Times

Boston Real Estate Times Person of the Year

Adam Portnoy, RMR’s President and CEO, was named Person of the Year by New England’s largest commercial real estate media platform. The award recognized Adam’s leadership in RMR’s recent track record of profitable and impactful growth and commitment to environmental sustainability.

APPENDICES

REPORTING METHODOLOGY

Environmental Performance Metrics Methodology:

- Individual energy, water, waste and emissions metrics for DHC, OPI and SVC include properties with complete data available. The SASB methodology for determining inclusion of properties for coverage was utilized.
- All of OPI energy, water, waste and emissions metrics and the DHC Office Portfolio energy, water, waste and emission metrics are considered to be in RMR's "operational control."
- DHC SHOP metrics and all SVC metrics are not within RMR's operational control. The emissions generated as a result of operations at these properties are Scope 3 emissions.
- ILPT's properties are net leased and, therefore, ILPT tenants oversee most of the property maintenance and improvements. RMR has begun engaging with ILPT's tenants to capture the environmental metrics of ILPT's properties.

SASB

SASB Standards are designed to help organizations communicate sustainability accounting metrics to investors. SASB metrics, where available, are presented by REIT in this section.

GRI





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. Please find our GRI Index on page 39.






► 1224 Hammond Drive, Atlanta, GA — OPI (LEED Silver)

APPENDIX A: ALIGNMENT WITH SUSTAINABLE DEVELOPMENT GOALS (SDGs)

The United Nations’ 17 SDGs were adopted by all United Nations Member States in 2015 as part of the 2030 Agenda for Sustainable Development. Demonstrating alignment with SDGs is one way we show how our activities contribute positive outcomes for our environment and our people. RMR’s programs currently align with nine of the 17 SDGs.



SDG	DESCRIPTION	RMR TARGETS AND PROGRAMS
 2 Zero Hunger	End hunger, achieve food security and improved nutrition and promote sustainable agriculture.	Annual Volunteer & Community Service: Food and toy drive; school supply drives; fundraising; park and neighborhood cleanup; matching gift program.
 3 Good Health and Well-being	Ensure healthy lives and promote well-being for all at all ages.	Indoor Environmental Quality: Green cleaning protocols at 50% of managed properties by 2022. Wellness Program: Cover topics ranging from five major types of wellness (emotional, physical, financial, workplace and societal). Safety Compliance Training: 100% participation. Health Benefit Program and Paid Vacation Benefits: Competitive, comprehensive benefits program to all employees working 30 or more hours per week and part-time employees on a prorated basis.
 5 Gender Equality	Achieve gender equality and empower all women and girls.	DE&I & RMR's Leans In Initiative: Workforce gender diversity (36% female); Board gender diversity (33% female). Accelerated Women in Leadership Program (AWLP) Inaugural Class: 24 women. New Hire Policy: One or more qualified woman candidate in final round interviews. At least one woman RMR manager be part of the final round interview team. Gender Inclusive Benefits: Including maternity and paternity paid time off. DE&I Virtual Learning Series: Four sessions in 2021.
 6 Clean Water and Sanitation	Ensure availability and sustainable management of water and sanitation for all.	Water Reduction: Reduce water consumption by 25% by 2030 (from a 2019 baseline) (14.9% reduction in 2021 vs. 2019).

SDG	DESCRIPTION	RMR TARGETS AND PROGRAMS
 7 Affordable and Clean Energy	Ensure access to affordable, reliable, sustainable and modern energy for all.	Zero Emissions Promise: To reduce GHG emissions 50% by 2030 from a 2019 baseline, with the goal of achieving net zero emissions from operations by 2050. Energy reduction strategies anticipated to account for up to 30% emissions reduction goal (19.9% energy reduction in 2021 vs. 2019). Energy Audits: 30 managed properties per year (in non-COVID-19 travel restriction years). Real-Time Energy Monitoring: Goal to cover 90% of our managed energy spend. We are currently at 50%.
 10 Reduced Inequalities	Reduce inequality within and among countries.	DE&I: Workforce (26% members of underrepresented communities); Board race/ethnic diversity (17% members of underrepresented communities). New Hire Policy: One or more qualified minority candidate in final round interviews. At least one minority RMR manager be part of the final round interview team.
 11 Sustainable Cities and Communities	Make cities and human settlements inclusive, safe, resilient and sustainable.	Property Development and Operations: Plan and execute major renovation projects that create great public spaces and places. 60 BOMA 360 designated properties, 70 ENERGY STAR® certified properties, 56 LEED certified properties. Annual Energy Efficiency and Sustainability project budgeting and review: Commit capital to energy efficient and sustainable projects that benefit clients and tenants. Green Leasing: Green Lease Leader recognitions in DHC and OPI.
 12 Responsible Consumption and Production	Ensure sustainable consumption and production patterns.	Waste Management/Landfill Diversion: Achieve a 50% rate of diversion from landfills by 2025 compared to the current rate of 38%.
 13 Climate Action	Take urgent action to combat climate change and its impacts.	Zero Emissions Promise: To reduce GHG emissions 50% by 2030 from a 2019 baseline, with the goal of achieving net zero emissions from operations by 2050.

APPENDIX B: TCFD INDEX

GOVERNANCE	
DISCLOSURE	DISCLOSURE RESPONSE
a) Describe the board’s oversight of climate-related risks and opportunities.	Good Governance – ESG Oversight, page 11 Good Governance – Risk Management and Compliance, page 13 2022 Proxy Statement – Our Board’s Role in Oversight of Risk Management, pages 4–6
b) Describe management’s role in assessing and managing climate-related risks and opportunities.	Environmental Leadership – Alignment with TCFD Framework, page 24 Good Governance – ESG Oversight, page 11 Good Governance – RMR Acquisitions Sustainability Overview, page 12
STRATEGY	
DISCLOSURE	DISCLOSURE RESPONSE
a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	Physical and transitional risks vary by asset type and geographical location. Both climate events and local, state and federal policy developments are monitored for portfolio impact. Programs are deployed where risks and opportunities exist. Physical risk review is coordinated with property insurance brokers. Transition Risks: <ul style="list-style-type: none">• Energy disclosure regulations• Energy and emissions regulations• Water disclosure regulations• Carbon pricing• More stringent building codes• Market-driven/tenant interests• Reputational risks Physical Risks: <ul style="list-style-type: none">• Storm surge and frequency• Sea level rise• Hail storm• Convective storm• Wildfire• Heat stress and drought stress• Inland riverine and coastal flooding Environmental Leadership – Alignment with TCFD Framework, page 24 2021 Form 10-K Annual Report – Item 1A. Risk Factors, pages 18–27
b) Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning.	Environmental Leadership – Alignment with TCFD Framework, page 24 2021 Form 10-K Annual Report – Item 1A. Risk Factors, pages 18–27
c) Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Environmental Leadership – Alignment with TCFD Framework, page 24 2021 Form 10-K Annual Report – Item 1A. Risk Factors, pages 18–27

RISK MANAGEMENT	
DISCLOSURE	DISCLOSURE RESPONSE
a) Describe the organization’s processes for identifying and assessing climate-related risks.	Good Governance – RMR Acquisitions Sustainability Overview, page 12 Good Governance – Risk Management and Compliance, page 13 2022 Proxy Statement – Sustainability, pages 2–3
b) Describe the organization’s processes for managing climate-related risks.	<ul style="list-style-type: none">• Action plans and programs are developed and implemented where risks and opportunities exist.• Technology is deployed to help manage programs.• Team members are trained to execute plans and track metrics and targets.• Operational activities at regional and property levels keep risk and opportunity awareness high. Good Governance – Risk Management and Compliance, page 13 2022 Proxy Statement – Sustainability, pages 2–3
c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization’s overall risk management.	Good Governance – RMR Acquisitions Sustainability Overview, page 12 Good Governance – Risk Management and Compliance, page 13 Environmental Leadership – Alignment with TCFD Framework, page 24
METRICS AND TARGETS	
DISCLOSURE	DISCLOSURE RESPONSE
a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Environmental Leadership – Greenhouse Gas Emissions and Climate Change, pages 20–21 Environmental Leadership – Energy Management, page 22 Environmental Leadership – Water and Waste Management, page 23 Appendices F to J, pages 43–49
b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Appendices F to J, pages 43–49
c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Environmental Leadership – At a Glance, page 18 Environmental Leadership – Greenhouse Gas Emissions and Climate Change, pages 20–21

APPENDIX C: GRI INDEX

GRI #	DESCRIPTION	RESPONSE, REFERENCES AND/OR PAGE NUMBER
102 GENERAL DISCLOSURES		
ORGANIZATIONAL PROFILE		
102-1	Name of the organization	The RMR Group (RMR)
102-2	Activities, brands, product and services	About The RMR Group - Our Clients, page 6
102-3	Location of headquarters	Two Newton Place, 255 Washington Street, Newton, MA (USA)
102-4	Location of operations	About The RMR Group - Our Clients, page 6
102-5	Ownership and legal form	Website - About Us
102-6	Markets served	About The RMR Group - Our Clients, page 6
102-7	Scale of organization	About The RMR Group - Our Clients, page 6 About The RMR Group - RMR at a Glance, page 5
102-11	Precautionary principle or approach	Good Governance - RMR Acquisitions Sustainability Overview, page 12 Good Governance - Risk Management and Compliance, page 13
102-12	External initiatives	Social Impact - Industry Recognition, page 35 Appendix A: Alignment with Sustainable Development Goals (SDGs), page 37 Appendix E: Industry and Stakeholder Engagement, page 42
102-13	Membership of associations	Appendix E: Industry and Stakeholder Engagement, page 42
STRATEGY		
102-14	Statement from senior decision maker	Letter from Our President and CEO, page 3
102-15	Key impacts, risks and opportunities	About The RMR Group - ESG at RMR, page 8 Good Governance - ESG Oversight, page 11 Good Governance - Risk Management and Compliance, page 13 2021 Form 10-K Annual Report 2022 Proxy Statement
102-17	Mechanisms for advice and concerns about ethics	Corporate Governance Code of Business Conduct and Ethics
ETHICS AND INTEGRITY		
102-16	Values, principles, standards and norms of behavior	About The RMR Group - Mission, Vision and Values, page 7 Good Governance - Ethics and Culture, page 14
GOVERNANCE		
102-18	Governance structure	Good Governance - ESG Oversight, page 11 Good Governance - RMR and Client Board Composition, page 10 Governance Guidelines 2022 Proxy Statement
102-20	Executive-level responsibility for economic, environmental and social topics	Good Governance - ESG Oversight, page 11 2022 Proxy Statement
102-21	Consulting stakeholders on economic, environmental and social topics	Good Governance - Ethics and Culture, page 14 2022 Proxy Statement

GRI #	DESCRIPTION	RESPONSE, REFERENCES AND/OR PAGE NUMBER
102-22	Composition of highest governance body and its committee	Good Governance - ESG Oversight, page 11 2022 Proxy Statement
102-26	Role of highest governance body in setting purpose, values and strategy	2022 Proxy Statement
102-27	Collective knowledge of highest governance body	2022 Proxy Statement
102-29	Identifying and managing economic, environmental and social impacts	Good Governance - ESG Oversight, page 11 2022 Proxy Statement
102-30	Effectiveness of risk management processes	Good Governance - RMR Acquisitions Sustainability Overview, page 12 Good Governance - Risk Management and Compliance, page 13 Environmental Leadership - Alignment with TCFD Framework, page 24 2022 Proxy Statement
102-35	Remuneration policies	2022 Proxy Statement
STAKEHOLDER ENGAGEMENT		
102-40	List of stakeholder groups	About the RMR Group - Mission, Vision and Values, page 7
102-44	Key topics and concerns raised	About the RMR Group - Mission, Vision and Values, page 7 About the RMR Group - ESG at RMR, page 8 2021 Form 10-K Annual Report
REPORTING PRACTICE		
102-46	Defining report content and topics boundaries	About This Report, page 2
102-50	Reporting period	About This Report, page 2
102-52	Reporting cycle	About This Report, page 2
102-53	Contact point for questions regarding the report	
102-54	Claims of reporting in accordance with the GRI	About This Report, page 2
102-55	GRI Content Index	Appendix C: GRI Index, page 39
200 ECONOMIC		
201 ECONOMIC PERFORMANCE		
103	Management approach	Environmental Leadership - Alignment with TCFD Framework, page 24 2021 Annual Report 10-K
201-1	Direct economic value generated and distributed	About the RMR Group - RMR at a Glance, page 5 2021 Annual Report 10-K
201-2	Financial implications and other risk and opportunities due to climate change	Environmental Leadership - Alignment with TCFD Framework, page 24 Appendix B: TCFD Index, page 38 2021 Annual Report 10-K

GRI #	DESCRIPTION	RESPONSE, REFERENCES AND/OR PAGE NUMBER
300 ENVIRONMENT		
302 ENERGY		
103	Management approach	Environmental Leadership – Environmental Approach, page 17 Environmental Leadership – Energy Management, page 22
302-1	Energy consumption within the organization	Appendices F to J, pages 43–49
302-4	Reduction of energy consumption	Appendices F to J, pages 43–49
303 WATER		
103	Management approach	Environmental Leadership – Environmental Approach, page 17 Environmental Leadership – Water and Waste Management, page 23
303-1	Water withdrawal by source	Environmental Leadership – Water and Waste Management, page 23 Appendices F to J, pages 43–49
305 EMISSIONS		
103	Management approach	Environmental Leadership – Environmental Approach, page 17 Environmental Leadership – Greenhouse Gas Emissions and Climate Change, pages 20–21 Environmental Leadership – Alignment with TCFD Framework, page 24
305-1	Direct (Scope 1) GHG emissions	Environmental Leadership – Greenhouse Gas Emissions and Climate Change, pages 20–21 Appendices F to J, pages 43–49
305-2	Indirect (Scope 2) GHG emissions	Environmental Leadership – Greenhouse Gas Emissions and Climate Change, pages 20–21 Appendices F to J, pages 43–49
305-5	Reduction of GHG emissions	Environmental Leadership – Greenhouse Gas Emissions and Climate Change, pages 20–21 Appendices F to J, pages 43–49
306 WASTE		
103	Management approach	Environmental Leadership – Environmental Approach, page 17 Environmental Leadership – Water and Waste Management, page 23
306-2	Management of significant waste-related impacts	Environmental Leadership – Water and Waste Management, page 23 Appendices F to J, pages 43–49
306-3	Waste generated	Environmental Leadership – Water and Waste Management, page 23 Appendices F to J, pages 43–49
306-4	Waste diverted from disposal	Environmental Leadership – Water and Waste Management, page 23 Appendices F to J, pages 43–49

GRI #	DESCRIPTION	RESPONSE, REFERENCES AND/OR PAGE NUMBER
400 SOCIAL		
401 EMPLOYMENT		
103	Management approach	Social Impact – Social Approach, page 28 Social Impact – Employee Engagement, page 32
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Careers
402-3	Parental leave	Careers
404 TRAINING AND EDUCATION		
103	Management approach	Social Impact – Social Approach, page 28 Social Impact – Professional Development, page 33
404-1	Training and education	Social Impact – Professional Development, page 33 Careers
404-2	Programs for upgrading employee skills and transition assistance programs	Social Impact – Professional Development, page 33 Careers
405 DIVERSITY AND EQUAL OPPORTUNITY		
103	Management approach	Social Impact – Social Approach, page 28 Social Impact – Diversity, Equity & Inclusion, page 30
405-1	Diversity of governance bodies and employees	Good Governance – RMR and Client Board Composition, page 10 Social Impact – At a Glance, page 29 Social Impact – Diversity, Equity & Inclusion, page 30
413 LOCAL COMMUNITIES		
103	Management approach	Social Impact – Social Approach, page 28 Careers
413-1	Operations with local community engagement, impact assessments and development programs	Careers
416 CUSTOMER HEALTH AND SAFETY		
103	Management approach	Social Impact – Social Approach, page 28
416-1	Assessment of the health and safety impacts of product and service categories	Appendix A: Alignment with Sustainable Development Goals (SDGs), page 37
SECTOR DISCLOSURE: CONSTRUCTION AND REAL ESTATE		
CRE8	Type and number of sustainability certification, rating and labeling schemes for new construction, management, occupation and redevelopment	Environmental Leadership – Certified Properties, page 19 Appendices F to J, pages 43–49

APPENDIX D: RMR AND CLIENT HONORS 2021 TO 2022

RMR

The Boston Business Journal
Middle Market Leaders 2021

The Boston Globe Top Places
to Work 2021

Boston Real Estate Times
2021 Person of the Year –
Adam Portnoy

Boston Real Estate Times
2022 Outstanding Women of
the Year – Jennifer Francis

Commercial Property Executive
Top Commercial Property
Management Firms 2021

ConnectCRE 2021 Lawyers
in Real Estate Awards –
Jennifer Clark

ConnectCRE 2022 Next
Generation Awards – Will
Adjorlolo, Francesca Stella

ENERGY STAR® Partner of the
Year Sustained Excellence
2021, 2022

GlobeSt.com Real Estate Forum
Best Places to Work for 2021

*GlobeSt.com Real Estate
Forum* 2022 Retail Influencers –
RMR Retail Operations and
Asset Management Teams

*GlobeSt.com Real Estate
Forum* 2021 Women of
Influence – Jennifer Clark,
Cindy Beath, Jae Roe

*GlobeSt.com Real Estate
Forum* 2022 Women of
Influence – Yael Duffy, Nikkia
Russell, Annette Fionda

IREM Excellence Award
Corporate 2021

IREM CPM of the Year
2021 – Julia Paluka

Massachusetts Lawyers
Weekly Leaders in the Law
2022 In-House Leaders –
Jennifer Clark

DHC

2021 ASHA 50 Owners
CEO Connection 2021
Most Influential Women
of the Mid-Market –
Jennifer Francis

Green Lease Leaders –
Gold 2021

OPI

The Boston Business Journal
Middle Market Leaders 2021,
2022

ENERGY STAR® Partner of
the Year Sustained Excellence
2021, 2022

Green Lease Leaders – Silver 2021

Green Lease Leaders – Gold 2022

ILPT

*The Boston Business
Journal* Middle Market
Leaders 2021, 2022

TREMONT REALTY CAPITAL

*GlobeSt.com Real Estate
Forum* Lender Influencers
2021

ConnectCRE 2021 Top
Mortgage Brokers and
Lenders Awards

► 1305 Corporate Center Drive, Eagan, MN – DHC

APPENDIX E: INDUSTRY AND STAKEHOLDER ENGAGEMENT

This is the list of stakeholder, membership and credential granting organizations referenced on page 33.

MEMBERSHIP AND CREDENTIALS

- 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)

U.S. Green Building Council Local Chapter Participation (USGBC)

INDUSTRY 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

National Investor Relations Institute (NIRI)

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

► MUSE at Torrey Pines, 3030-3050 Science Park Road, San Diego, CA – DHC

APPENDIX F: OPI SUPPLEMENT

OPI SASB INDEX

SASB CODE	TOPIC	2021 RESPONSE
ENERGY MANAGEMENT		
IF-RE-130a.1	Energy consumption data coverage as a percentage of total floor area, by property subsector	57.7%
IF-RE-130a.2	(1) Total energy consumed by portfolio area with data coverage, (2) percentage grid electricity, and (3) percentage renewable, by property subsector	(1) 679,237 GJ; (2) 0%; (3) 89%
IF-RE-130a.3	Like-for-like percentage change in energy consumption for the portfolio area with data coverage, by property subsector	-5.4%
IF-RE-130a.4	Percentage of eligible portfolio that (1) has an energy rating and (2) is certified to ENERGY STAR, by property subsector	(1) 46.3%; (2) 36.3%
IF-RE-130a.5	Description of how building energy management considerations are integrated into property investment analysis and operational strategy	See 2022 Proxy Statement
WATER MANAGEMENT		
IF-RE-140a.1	Water withdrawal data coverage as a percentage of (1) total floor area and (2) floor area in regions with High or Extremely High Baseline Water Stress, by property subsector	(1) 56.3%; (2) 58.6%
IF-RE-140a.2	(1) Total water withdrawn by portfolio area with data coverage and (2) percentage in regions with High or Extremely High Baseline Water Stress, by property subsector	(1) 177.89 km³; (2) 28.8%
IF-RE-140a.3	Like-for-like percentage change in water withdrawn for portfolio area with data coverage, by property subsector	5.2%
IF-RE-140a.4	Description of water management risks and discussion of strategies and practices to mitigate those risks	See 2022 Proxy Statement
MANAGEMENT OF TENANT SUSTAINABILITY IMPACTS		
IF-RE-410a.3	Discussion of approach to measuring, incentivizing, and improving sustainability impacts of tenants	See 2022 Proxy Statement
CLIMATE CHANGE ADAPTATION		
IF-RE-450a.1	Area of properties located in 100-year flood zones, by property subsector	1,198,001 sq. ft.
IF-RE-450a.2	Description of climate change risk exposure analysis, degree of systematic portfolio exposure, and strategies for mitigating risks	See 2022 Proxy Statement
ACTIVITY METRIC		
IF-RE-000.A	Number of assets, by property subsector	178
IF-RE-000.B	Leasable floor area, by property subsector	23,271,067 sq. ft.
IF-RE-000.C	Percentage of indirectly managed assets, by property subsector	27.3%

OPI 2021 CERTIFIED PROPERTIES

ADDRESS	SQ. FT.	LEED CERTIFIED	BOMA 360	ENERGY STAR® CERTIFIED
603 San Juan Avenue, Stockton, CA	22,012	SILVER	BOMA 360	
1185 South Vinnell Way, Boise, ID	30,401		BOMA 360	ENERGY STAR
711 S 14th Avenue, Safford, AZ	36,139		BOMA 360	
1 Corporate Boulevard, Atlanta, GA	37,554		BOMA 360	ENERGY STAR
2430 Stevens Center Place, Richland, WA	47,238		BOMA 360	ENERGY STAR
11411 E. Jefferson Avenue, Detroit, MI	55,966	GOLD	BOMA 360	ENERGY STAR
2020 S. Arlington Heights, Arlington Heights, IL	57,770	GOLD	BOMA 360	ENERGY STAR
1249 South Vinnell Way, Boise, ID	59,696		BOMA 360	
15451 North 28th Avenue, Phoenix, AZ	66,743		BOMA 360	
8900 Grand Oak Circle, Tampa, FL	67,916	GOLD	BOMA 360	
7401 West Mansfield Avenue, Lakewood, CO	70,884		BOMA 360	ENERGY STAR
7201 West Mansfield Avenue, Lakewood, CO	71,208		BOMA 360	ENERGY STAR
11 Corporate Boulevard, Atlanta, GA	90,565	SILVER	BOMA 360	ENERGY STAR
1387 South Vinnell Way, Boise, ID	90,855		BOMA 360	ENERGY STAR
25 Newport Avenue Extension, Quincy, MA	92,549		BOMA 360	ENERGY STAR
2420 Stevens Center Place, Richland, WA	92,914		BOMA 360	ENERGY STAR
4560 Viewridge Road, San Diego, CA	93,177		BOMA 360	ENERGY STAR
12 Corporate Boulevard, Atlanta, GA	99,084		BOMA 360	ENERGY STAR
3600 Wiseman Boulevard, San Antonio, TX	99,986		BOMA 360	
5353 Yellowstone Road, Cheyenne, WY	106,107	GOLD	BOMA 360	ENERGY STAR
45600 Woodland Road, Sterling, VA	109,751	GOLD	BOMA 360	
45610 Woodland Road, Sterling, VA	111,244	GOLD	BOMA 360	ENERGY STAR
75 Pleasant Street, Malden, MA	125,521	PLATINUM	BOMA 360	ENERGY STAR
540 Gaither Road, Rockville, MD	130,820	GOLD	BOMA 360	ENERGY STAR
2400 Yorkmont Road, Charlotte, NC	133,147		BOMA 360	
7850 Southwest 6th Court, Plantation, FL	135,819	GOLD	BOMA 360	ENERGY STAR
2300 Yorkmont Road, Charlotte, NC	150,892		BOMA 360	
8 Corporate Boulevard, Atlanta, GA	151,252		BOMA 360	ENERGY STAR
915 L Street, Sacramento, CA	163,840	GOLD	BOMA 360	ENERGY STAR

OPI 2021 CERTIFIED PROPERTIES



ADDRESS	SQ. FT.	LEED CERTIFIED	BOMA 360	ENERGY STAR® CERTIFIED
12795 West Alameda Parkway, Lakewood, CO	166,745	GOLD	BOMA 360	ENERGY STAR
7958 South Chester Street, Centennial, CO	167,917		BOMA 360	
530 Gaither Road, Rockville, MD	214,805	PLATINUM	BOMA 360	ENERGY STAR
400 South Jefferson Street, Chicago, IL	247,716	GOLD	BOMA 360	ENERGY STAR
351, 401, 501 Elliott Ave West, Seattle, WA	299,643		BOMA 360	
801 K Street, Sacramento, CA	338,410	PLATINUM	BOMA 360	ENERGY STAR
16001 North Dallas Parkway, Addison, TX	553,799		BOMA 360	
2555 Grand Boulevard, Kansas City, MO	595,607	GOLD	BOMA 360	ENERGY STAR
701 Clay Road, Waco, TX	138,608			ENERGY STAR
251 Causeway Street, Boston, MA	141,453	SILVER		ENERGY STAR
5000 Corporate Court, Holtsville, NY	264,482			ENERGY STAR
6325 Digital Way, Indianapolis, IN	140,231	SILVER		ENERGY STAR
6650 Telecom Drive, Indianapolis, IN	141,466	SILVER		ENERGY STAR
4600 25th Avenue, Salem, OR	233,358			ENERGY STAR
10b Airline Drive, Colonie, NY	64,361			ENERGY STAR
180 Ted Turner Drive SW, Atlanta, GA	90,688	GOLD		ENERGY STAR
7125 Industrial Road, Florence, KY	167,939			ENERGY STAR
10949 N. Mather Boulevard, Rancho Cordova, CA	93,807	GOLD		ENERGY STAR
4344 Carmichael Road, Montgomery, AL	49,370	SILVER		ENERGY STAR
9960 Mayland Drive, Richmond, VA	173,932			ENERGY STAR
11020 Sun Center Drive, Rancho Cordova, CA	82,896	GOLD		ENERGY STAR
1211 Connecticut Avenue, NW, Washington, DC	132,690			ENERGY STAR
840 First Street, NE, Washington, DC	253,164	GOLD		ENERGY STAR
1401 K Street, NW, Washington, DC	123,914			ENERGY STAR
1775 Wiehle Avenue, Reston, VA	129,982			ENERGY STAR
860 Greenbrier Circle, Chesapeake, VA	86,165			ENERGY STAR
870 Greenbrier Circle, Chesapeake, VA	85,597			ENERGY STAR
10320 Little Patuxent Parkway, Columbia, MD	140,439	GOLD		ENERGY STAR

ADDRESS	SQ. FT.	LEED CERTIFIED	BOMA 360	ENERGY STAR® CERTIFIED
1415 West Diehl Road, Naperville, IL	724,651			ENERGY STAR
1000 West Fulton Market, Chicago, IL	544,617	PLATINUM		ENERGY STAR
6510 Telecom Drive, Indianapolis, IN	152,227	SILVER		
1224 Hammond Drive NE, Atlanta, GA	346,434	SILVER		
65 Bowdoin Street, S. Burlington, VT	26,609	SILVER		
711 S 14th Avenue, Safford, AZ	36,139	SILVER		
5000 Corporate Court, Holtsville, NY	264,482	SILVER		
440 First Street, NW, Washington, DC	141,576	PLATINUM		
600 West Peachtree Street NW, Atlanta, GA	375,952	GOLD		
3201 Jermantown Road, Fairfax, VA	183,529	GOLD		
520 Gaither Road, Rockville, MD	139,120	GOLD		
51 Rio Robles Drive, San Jose, CA	60,566	GOLD		
77 Rio Robles Drive, San Jose, CA	68,243	GOLD		
11050 West Liberty Drive, Milwaukee, WI	29,297	CERTIFIED		

	Sq. Ft.
39 LEED Certified Properties	6,242,919
37 BOMA 360 Certified Properties	5,185,692
47 ENERGY STAR® Certified Properties	7,421,861

APPENDIX G: DHC SUPPLEMENT



DHC SASB INDEX

SASB CODE	TOPIC	2021 RESPONSE	
ENERGY MANAGEMENT			
IF-RE-130a.1	Energy consumption data coverage as a percentage of total floor area, by property subsector	Office Portfolio RSF SHOP	53.3% 66.4%
IF-RE-130a.2	(1) Total energy consumed by portfolio area with data coverage, (2) percentage grid electricity, and (3) percentage renewable, by property subsector	Office Portfolio RSF SHOP	(1) 327,468 GJ; (2) 0%; (3) 79% (1) 917,808 GJ; (2) 0%; (3) 69%
IF-RE-130a.3	Like-for-like percentage change in energy consumption for the portfolio area with data coverage, by property subsector	Office Portfolio RSF SHOP	-1.9% -9.2%
IF-RE-130a.4	Percentage of eligible portfolio that (1) has an energy rating and (2) is certified to ENERGY STAR, by property subsector	Office Portfolio RSF SHOP	(1) 45.3%; (2) 21.4% (1) 18.1%; (2) 0.6%
IF-RE-130a.5	Description of how building energy management considerations are integrated into property investment analysis and operational strategy	See 2022 Proxy Statement	
WATER MANAGEMENT			
IF-RE-140a.1	Water withdrawal data coverage as a percentage of (1) total floor area and (2) floor area in regions with High or Extremely High Baseline Water Stress, by property subsector	Office Portfolio RSF SHOP	(1) 47.8%; (2) 43.9% (1) 62.2%; (2) 74.5%
IF-RE-140a.2	(1) Total water withdrawn by portfolio area with data coverage and (2) percentage in regions with High or Extremely High Baseline Water Stress, by property subsector	Office Portfolio RSF SHOP	(1) 101.62 km ³ ; (2) 34% (1) 808.2 km ⁴ ; (2) 43.7%
IF-RE-140a.3	Like-for-like percentage change in water withdrawn for portfolio area with data coverage, by property subsector	Office Portfolio RSF SHOP	-10.8% -8.5%
IF-RE-140a.4	Description of water management risks and discussion of strategies and practices to mitigate those risks	See 2022 Proxy Statement	

SASB CODE	TOPIC	2021 RESPONSE	
MANAGEMENT OF TENANT SUSTAINABILITY IMPACTS			
IF-RE-410a.3	Discussion of approach to measuring, incentivizing, and improving sustainability impacts of tenants	See 2022 Proxy Statement	
CLIMATE CHANGE ADAPTATION			
IF-RE-450a.1	Area of properties located in 100-year flood zones, by property subsector	Office Portfolio RSF SHOP	93,963 sq. ft. 1,877,435 sq. ft.
IF-RE-450a.2	Description of climate change risk exposure analysis, degree of systematic portfolio exposure, and strategies for mitigating risks	See 2022 Proxy Statement	
ACTIVITY METRIC			
IF-RE-000.A	Number of assets, by property subsector	Office Portfolio RSF SHOP	116 235
IF-RE-000.B	Leasable floor area, by property subsector	Office Portfolio RSF SHOP	8,724,257 sq. ft. 24,874,080 sq. ft.
IF-RE-000.C	Percentage of indirectly managed assets, by property subsector	Office Portfolio RSF SHOP	39.4% 100%

DHC 2021 CERTIFIED PROPERTIES



ADDRESS	SQ. FT.	LEED CERTIFIED	BOMA 360	ENERGY STAR® CERTIFIED
2200 County Road C West, Roseville, MN	23,508		BOMA 360	
1360 Upper Hembree Road, Roswell, GA	28,205		BOMA 360	ENERGY STAR
8301 Golden Valley Road, Golden Valley, MN	40,020		BOMA 360	ENERGY STAR
8501 Golden Valley Road, Golden Valley, MN	41,367		BOMA 360	ENERGY STAR
8401 Golden Valley Road, Golden Valley, MN	48,124		BOMA 360	ENERGY STAR
13215 Dotson Road, Houston, TX	63,082		BOMA 360	
1450 Busch Parkway, Buffalo Grove, IL	64,860		BOMA 360	
11855 Ulysses Street NE, Blaine, MN	76,638		BOMA 360	
5 Hampshire Street, Mansfield, MA	80,519		BOMA 360	
11209 N. Tatum Boulevard, Phoenix, AZ	97,289	GOLD	BOMA 360	ENERGY STAR
4505 Emperor Boulevard, Durham, NC	105,130		BOMA 360	
5213 South Alston Avenue, Durham, NC	126,225		BOMA 360	ENERGY STAR
21 Spurs Lane, San Antonio, TX	129,432		BOMA 360	
10800 Nuckols Road, Glen Allen, VA	135,375		BOMA 360	
28515 Westinghouse Place, Valencia, CA	146,385		BOMA 360	
12700 Whitewater Drive, Minnetonka, MN	149,719	GOLD	BOMA 360	ENERGY STAR
1100 Ward Avenue, Honolulu, HI	204,292		BOMA 360	ENERGY STAR
The Forum at Tucson, Tucson, AZ	276,567			ENERGY STAR
The Gables at Winchester, Winchester, MA	157,305			ENERGY STAR
Aspenwood Senior Living, Silver Spring, MD	130,903			ENERGY STAR
2801 North Decatur Road, Decatur, GA	51,859			ENERGY STAR
1145 19th Street NW, Washington, DC	139,749	CERTIFIED		ENERGY STAR
8631 West 3rd Street, Los Angeles, CA	165,404			ENERGY STAR
8635 West 3rd Street, Los Angeles, CA	165,488			ENERGY STAR
4411 The 25 Way, Albuquerque, NM	244,268			ENERGY STAR
1675 Lakeside Drive, Waukegan, IL	99,657	SILVER		ENERGY STAR
1615 Lakeside Drive, Waukegan, IL	98,319	GOLD	BOMA 360	ENERGY STAR
5799 Broadmoor Street, Mission, KS	116,923	GOLD		ENERGY STAR
3030 Science Park, San Diego, CA	94,457	SILVER		
3040 Science Park, San Diego, CA	36,419	SILVER		
3050 Science Park, San Diego, CA	55,102	SILVER		

	Sq. Ft.
9 LEED Certified Properties	887,634
18 BOMA 360 Certified Properties	1,658,489
19 ENERGY STAR® Certified Properties	2,433,843

APPENDIX H: SVC SUPPLEMENT



SVC SASB INDEX

SASB CODE	TOPIC	2021 RESPONSE	
ENERGY MANAGEMENT			
IF-RE-130a.1	Energy consumption data coverage as a percentage of total floor area, by property subsector	Net Lease Hotel	37% 32%
IF-RE-130a.2	(1) Total energy consumed by portfolio area with data coverage, (2) percentage grid electricity, and (3) percentage renewable, by property subsector	Net Lease Hotel	(1) 1,337,416 GJ; (2) 0%; (3) 57% (1) 704,752 GJ; (2) 0%; (3) 62%
IF-RE-130a.3	Like-for-like percentage change in energy consumption for the portfolio area with data coverage, by property subsector	Net Lease Hotel	-2.5% 1.7%
IF-RE-130a.4	Percentage of eligible portfolio that (1) has an energy rating and (2) is certified to ENERGY STAR, by property subsector	Net Lease Hotel	(1) 0%; (2) 0% (1) 10.1%; (2) 0%
IF-RE-130a.5	Description of how building energy management considerations are integrated into property investment analysis and operational strategy	See 2022 Proxy Statement	
WATER MANAGEMENT			
IF-RE-140a.1	Water withdrawal data coverage as a percentage of (1) total floor area and (2) floor area in regions with High or Extremely High Baseline Water Stress, by property subsector	Net Lease Hotel	(1) 31.6%; (2) 37.6% (1) 40.6%; (2) 36.7%
IF-RE-140a.2	(1) Total water withdrawn by portfolio area with data coverage and (2) percentage in regions with High or Extremely High Baseline Water Stress, by property subsector	Net Lease Hotel	(1) 659.7 km³; (2) 31% (1) 483 km⁴; (2) 22.9%
IF-RE-140a.3	Like-for-like percentage change in water withdrawn for portfolio area with data coverage, by property subsector	Net Lease Hotel	4.2% 8.1%
IF-RE-140a.4	Description of water management risks and discussion of strategies and practices to mitigate those risks	See 2022 Proxy Statement	

SASB CODE	TOPIC	2021 RESPONSE	
MANAGEMENT OF TENANT SUSTAINABILITY IMPACTS			
IF-RE-410a.3	Discussion of approach to measuring, incentivizing, and improving sustainability impacts of tenants	See 2022 Proxy Statement	
CLIMATE CHANGE ADAPTATION			
IF-RE-450a.1	Area of properties located in 100-year flood zones, by property subsector	Net Lease Hotel	189,858 sq. ft. 1,743,634 sq. ft.
IF-RE-450a.2	Description of climate change risk exposure analysis, degree of systematic portfolio exposure, and strategies for mitigating risks	See 2022 Proxy Statement	
ACTIVITY METRIC			
IF-RE-000.A	Number of assets, by property subsector	Net Lease Hotel	788 303
IF-RE-000.B	Leasable floor area, by property subsector	Net Lease Hotel	13,522,061 sq. ft. 32,083,179 sq. ft.
IF-RE-000.C	Percentage of indirectly managed assets, by property subsector	Net Lease Hotel	99.1% 100%

APPENDIX I: ILPT SUPPLEMENT

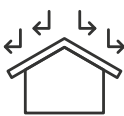
ILPT seeks to improve the environmental footprint of its properties, including by reducing energy consumption and water usage, especially when doing so may reduce operating costs and enhance the properties’ competitive position. Although ILPT’s properties are net leased and, therefore, ILPT’s tenants oversee most of the property maintenance and improvements over the lease term, RMR’s property and asset management teams proactively leverage opportunities to make our properties more environmentally friendly and efficient.

RESPONSIBLE INVESTMENT

ILPT seeks to invest capital in our properties that both improves environmental performance and enhances asset value. During the acquisition of properties, RMR assesses, among other things, environmental sustainability opportunities and physical and policy driven climate-related risks as part of the due diligence process.

SCENARIO ANALYSIS

In 2021, evaluation of current physical climate risk exposure and assessments of future physical climate risk exposure models were performed that consider a “business as usual” approach, a 2.0°C emissions mitigation approach in line with the Paris Agreement and a “middle” approach, all based on the Intergovernmental Panel on Climate Change’s sixth assessment RCP 8.5, 2.6 and 4.5, respectively. The outcome of these assessments will include qualitative exposures to long term acute and chronic climate risks for future climate. This information is anticipated to aid in ensuring investment strategies and operational protocols are effective in mitigating future physical climate risk.



63%

of building square feet confirmed to have white or highly reflective roofs



26%

of building square feet confirmed to have low-flow or hands-free sinks and water closets



19%

of building square feet confirmed to have exterior LED lighting



12%

of building square feet confirmed to have interior LED lighting

APPENDIX J: PRIVATE CAPITAL SUPPLEMENT

PRIVATE PORTFOLIO CERTIFIED PROPERTIES

ADDRESS	SQ. FT.	LEED CERTIFIED	BOMA 360	ENERGY STAR® CERTIFIED
4237-4255 Anson Boulevard, Whitestown, IN	26,791	GOLD		
1800 Union Airpark Boulevard, Union, OH	1,791,246	SILVER		
5148 North Hanley Road, St. Louis, MO	310,986	GOLD		
2675 Prosperity Avenue, Fairfax, VA	162,190	SILVER		
2677 Prosperity Avenue, Fairfax, VA	166,465	SILVER		
50 Northern Avenue, Boston, MA	587,374	GOLD		
11 Fan Pier Boulevard, Boston, MA	547,105	GOLD		
400 Centre Street, Newton, MA	41,033		BOMA 360	ENERGY STAR
255 Washington Street, Newton, MA	108,002	PLATINUM	BOMA 360	ENERGY STAR
9 Galen Street, Watertown, MA	107,591		BOMA 360	ENERGY STAR
7501 Capital of Texas Highway – A, Austin, TX	43,867		BOMA 360	
9954 Mayland Drive, Richmond, VA	355,449		BOMA 360	
1750 H Street, NW, Washington, DC	115,411			ENERGY STAR

	Sq. Ft.
8 LEED Certified Properties	3,700,159
5 BOMA 360 Certified Properties	655,942
4 ENERGY STAR® Certified Properties	372,037

GLOSSARY

BUILDING OWNERS AND MANAGERS ASSOCIATION (BOMA)

BOMA is the leading trade association for commercial real estate professionals in the United States and Canada. Its mission is to advance the commercial real estate industry through advocacy, influence and knowledge.

BUSINESS AMBITION FOR 1.5°C

Business Ambition for 1.5°C is a global campaign under which companies commit to net zero corporate greenhouse gas emissions reduction targets that are aligned with limiting global temperature rise to 1.5°C above pre-industrial levels. It is a component of the Science Based Targets initiative.

CERTIFIED PROPERTY MANAGER (CPM)

CPM is an internationally recognized property management professional certification. Candidates must complete a series of certification courses and then successfully pass a further skills assessment and final certification exam, administered by the Institute of Real Estate Management (IREM).

DIVERSITY, EQUITY & INCLUSION (DE&I)

DE&I is the embedding of principles and practices that promote fair and equal representation and participation of different groups of individuals (defined by gender, race and ethnicity, abilities and disabilities, religion, culture, age and sexual orientation) in a company’s policies, programs and culture.

GREENHOUSE GAS (GHG)

GHGs are component gases in the atmosphere that absorb and emit radiant energy from the sun and warm Earth’s surface by preventing the release of that heat back into space. The primary GHGs are water vapor, carbon dioxide, methane, nitrous oxide and ozone.

GREENHOUSE GAS PROTOCOL CORPORATE STANDARD

The Greenhouse Gas Protocol Corporate Standard is an international accounting and reporting standard that sets out requirements and guidance for companies to report their corporate-level GHG emissions, both direct and throughout their value chains.

GRI (FORMERLY GLOBAL REPORTING INITIATIVE)

The GRI is an independent, international organization that provides a set of standards used by businesses and other organizations for sustainability reporting. The GRI Standards are designed to provide an inclusive picture of an organization’s material topics, their related impacts and how they are managed.

INSTITUTE OF REAL ESTATE MANAGEMENT (IREM)

IREM is an international institute for property and asset managers that advances the profession of real estate management providing education, certification, information sharing and promoting ethical business practices.

MANAGED EQUITY REITs

The Managed Equity REITs are four Real Estate Investment Trusts listed on the Nasdaq Stock Market that invest in diverse income properties across multiple real estate classes. RMR, as manager of the Managed Equity REITs, is responsible for implementing investment strategies and managing day to day operations, subject to supervision and oversight by each Managed Equity REIT’s Board of Trustees.

SCIENCE BASED TARGETS INITIATIVE (SBTi)

SBTi is an international collaboration, established in 2015, to help companies set greenhouse gas emissions targets sufficient to prevent the worst impacts of climate change and to meet the Paris Agreement goals. SBTi provides methods and guidance for target setting as well as independent assessment and validation of those targets. SBTi is a lead partner of the Business Ambition for 1.5°C.

SUSTAINABLE DEVELOPMENT GOALS (SDGs)

The SDGs, adopted by the United Nations in 2015, are a set of 17 integrated global goals conceived as a universal call to action to end poverty, protect the planet and ensure peace and prosperity for all. The SDGs are intended to be achieved by 2030.

SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB)

SASB, now merged with the Value Reporting Foundation, was founded as a nonprofit organization in 2011 to help businesses and investors develop a common language about the financial impacts of sustainability. SASB Standards guide the disclosure of financially material sustainability information by companies to their investors.

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)

The TCFD is a 32-member task force from G20 countries, created by the Financial Stability Board. In 2017, it published a set of recommended climate-related financial disclosures that companies use to report climate-related risks and opportunities for their business and actions they are taking to address them. The disclosure recommendations are structured around four thematic areas: governance, strategy, risk management, and metrics and targets.

ZERO EMISSIONS PROMISE

Our Zero Emissions Promise is RMR’s commitment, adopted in 2021, to achieve a goal of being net zero greenhouse gas emissions from our operations by 2050, with a goal of achieving a 50% reduction by 2030 from a 2019 baseline.

SUSTAINABILITY & REPORT CONTACT

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

CHRISTOPHER RANJITKAR

Senior Director, Marketing & Corporate Communications
cranjitkar@rmrgroup.com

JOHN FORESTER

Vice President Real Estate Services, Energy & Sustainability
jforester@rmrgroup.com

In this report and in related communications, the terms "materiality," "material" and similar terms, when used in the context of economic, environmental, and social topics, are defined in the referenced sustainability standards and are not meant to correspond to the concept of materiality under the U.S. securities laws and/or disclosures required by the U.S. Securities and Exchange Commission.

This report contains forward-looking statements that are subject to the safe harbors created under the Securities Act of 1933, as amended, and the Securities Exchange Act of 1934, as amended. All statements other than statements of historical facts are statements that could be deemed forward-looking statements. These statements are based on current expectations, estimates, forecasts, and projections about the industries in which we operate and the beliefs and assumptions of our management. Words such as "expects," "anticipates," "targets," "goals," "projects," "intends," "plans," "believes," "momentum," "seeks," "estimates," "continues," "endeavors," "strives," "may," variations of such words, and similar expressions are intended to identify such forward-looking statements. In addition, any statements that refer to (1) our goals, commitments and programs; (2) our business plans, initiatives and objectives; (3) our assumptions and expectations; (4) the scope and impact of our corporate responsibility risks and opportunities; and (5) standards and expectations of third parties are forward-looking statements. Readers are cautioned that these forward-looking statements are only predictions and are subject to risks, uncertainties, and assumptions that are difficult to predict, including those identified in our most recent filings with the Securities and Exchange Commission on Form 10-K and Form 10-Q. Forward-looking statements speak only as of the date they are made, and we do not undertake any obligation to update any forward-looking statement.