

2020 CORPORATE RESPONSIBILITY REPORT



CHATHAM
LODGING TRUST



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Safe Harbor Statement under the Private Securities Litigation Reform Act of 1995

This press release may contain "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995 about Chatham Lodging Trust, including statements regarding future plans, strategies, performance, acquisitions, capital expenditures, future operating results and the timing and composition of revenues, among others, and statements containing words such as "expects," "believes" or "will," which indicate that those statements are forward-looking. Except for historical information, the matters discussed in this press release are forward-looking statements that are subject to certain risks and uncertainties that could cause the actual results or performance to differ materially from those discussed in such statements. Additional risks are discussed in the company's filings with the Securities and Exchange Commission.

CHAIRMAN'S MESSAGE

To Our Shareholders,

At Chatham Lodging Trust, we strive to create value while being responsible stewards at our hotels, in the community, and in our industry. While 2020 presented tumultuous challenges, the new reality we experienced reinforced our desire to formalize our historical efforts relating to Environmental, Social, and Governance (ESG) issues into a more structured corporate responsibility strategy. That was the natural next step, and we are therefore proud to announce the launch of our 2020 Corporate Responsibility Report, which highlights our past achievements and refreshed approach to sustainability.

Since our inception in 2010, our portfolio has generated the highest operating margins among all U.S. lodging REITs, a testament to asset quality and Island Hospitality Management's operating expertise in managing our hotels. Our commitments to sustainability aim to integrate ESG factors into our Company's value creation strategy to drive profitability while positively impacting our stakeholders, the environment, and the communities where our hotel properties are located.

Our refreshed corporate responsibility strategy places importance on enhancing operating efficiencies and mitigating adverse environmental impacts; promoting stakeholder engagement and a healthy and safe work environment; and championing a thorough Code of Conduct as well as other policies pertaining to environmental and social matters. Likewise, we uphold the highest standards of ethical business practices and compliance with all laws and regulations relevant to our Company.

One of our key strengths is efficiently managing our resources. Our commitment to environmental stewardship is reflected in the performance of our hotel properties. Compared to our peers in the U.S. lodging sector, our relative 2019 environmental performance ranks as one of the most environmentally efficient hotel portfolios in terms of energy intensity, GHG emissions intensity, and water intensity. However, resting on our laurels is not what we do at Chatham, and we are committed to working with our third-party hotel management partners to improve waste tracking and continuously improving our portfolio's environmental efficiency.

Despite 2020 being an exceptionally tumultuous year, between the COVID-19 pandemic which has greatly impacted the hospitality industry and the renewed attention brought to racial injustices, we at Chatham recognized the need to reinforce our corporate responsibility commitments as it is more necessary than ever. We will strive to continue ensuring the safety of our workers and guests and uphold the highest standards of procedure during this pandemic. We are also committed to promoting diversity and inclusion in our workplace and stand firmly against discrimination and harassment.

While we intend to continue building our Company's efficiency, resiliency, and responsibility, we are also looking forward to enhancing our disclosures by aligning our future reporting with standards from the Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB) and Task Force on Climate-related Financial Disclosures (TCFD). As we continue our sustainability journey, we would like to thank all of our stakeholders for making our commitments and successes possible.



Thank you,
Jeffrey H. Fisher
Chairman, Chief Executive Officer and President

ABOUT CHATHAM LODGING TRUST

Chatham Lodging Trust ("Chatham") is a self-advised, publicly-traded real estate investment trust focused primarily on investing in upscale extended-stay hotels and premium-branded, select-service hotels. Our high-quality hotels are located in major markets with high barriers to entry, near primary demand generators for both business and leisure guests. Our primary objective is to generate attractive returns for our shareholders through investing in hotel properties at prices that provide strong returns on invested capital, paying meaningful dividends, and generating long-term value appreciation. As a Company, we are:

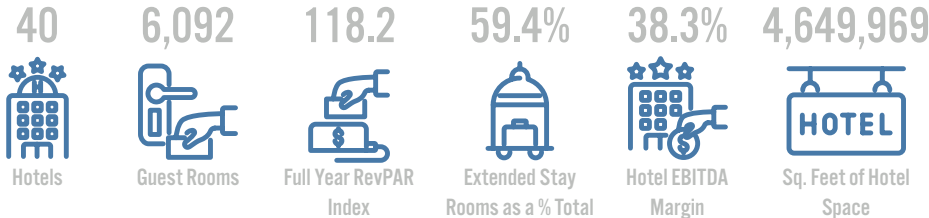
- owners of a superior portfolio reflected by top brands and attractive markets;
- specialists with a significantly larger concentration of extended-stay rooms than any other U.S. lodging REIT;
- leaders in ethical corporate governance with a comprehensive Code of Business Conduct;
- stewards of the environment with extensive portfolio and corporate initiatives; and
- corporate citizens committed to diverse and inclusive workplaces and positive community relations.

Business Strategy

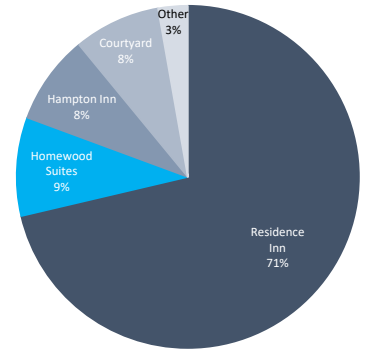
We believe we can create long-term value by pursuing the following strategies:

- Disciplined acquisition of hotel properties
- Opportunistic hotel repositioning
- Aggressive asset management
- Selective hotel development
- Flexible selection of hotel management companies

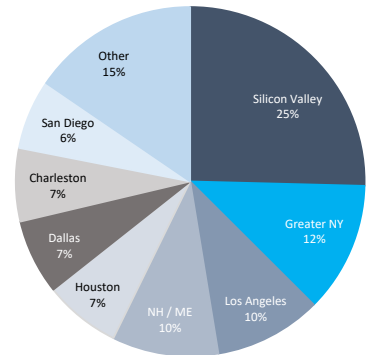
2019 Company Attributes



BRAND COMPOSITION



TOP MARKETS





CORPORATE RESPONSIBILITY STRATEGY

Our corporate responsibility strategy takes a two-pronged approach. We set general sustainability commitments to continue doing well by doing good. To achieve these commitments, we take a strategic Environmental, Social, and Governance (ESG) approach to ensure that our commitments are addressed and achieved through our material issues. Furthermore, we believe that utilizing an ESG approach will bolster our corporate responsibility through an enhanced examination of our business impacts.

Overarching Sustainability Commitments

Our sustainability commitments frame our Company's plan to create long-term value by integrating environmental, social, and governance factors into our Company's central value creation strategy, in which we:

- Support hotel operators to achieve brand level environmental initiatives throughout the portfolio
- Build resilient hotels to withstand the physical impact of climate change and other environmental considerations
- Maintain the highest standards of health, safety, and well-being for our employees
- Create and sustain lasting relationships with the communities in which we operate
- Establish accountability through transparent ESG policies and disclosure of important ESG information
- Leverage sustainability to drive value for our stakeholders, including stockholders, employees, suppliers, and external partners

CORPORATE RESPONSIBILITY STRATEGY

Strategic ESG Approach

We achieve our sustainability commitments by implementing a three-pronged ESG approach.

Environmental

- Develop environmental programs related to energy, water and waste, and support third-party operators to implement property-level initiatives.
- Monitor environmental codes and regulations and be accountable for compliance at our properties.
- Identify properties with high risk exposure to the physical impacts of climate change and develop best practices for withstanding extreme weather events.
- Consider potential environmental and ecological impacts when sourcing for suppliers and contractors.

Social

- Implement an 'open door' policy to encourage open communications between management and employees.
- Provide opportunities for stakeholders to provide confidential feedback (e.g. employee satisfaction survey, EthicsPoint hotline).
- Monitor employment, labor and human rights regulations and be accountable for compliance at our Company and properties.
- Deliver ongoing training through various channels, including brand collaborations and corporate lunch-and-learns.
- Offer professional development opportunities to Company employees.

Governance

- Adopt the following ESG policies:
 - Environmental Policy
 - Human Rights Policy
 - Anti-Harassment Policy
 - Supplier Code of Conduct
- Establish roles for senior leadership and the Board on the oversight of environmental and social risk factors
- Maintain a comprehensive Code of Business Conduct and Corporate Governance Guidelines

CORPORATE GOVERNANCE

As a Company, we intend to maintain the highest standards of ethical business practices and compliance with all laws and regulations applicable to our business. In turn, we have adopted a corporate code of ethics relating to the conduct of our business by our employees, officers, and trustees. Furthermore, our Board of Trustees has established an Audit Committee, Compensation Committee, and a Nominating and Corporate Governance Committee to provide organizational structure and to adapt to a changing business landscape sustainably.



*Code of
Business
Conduct*



*Corporate
Governance
Guidelines*

Board Oversight of ESG Risks

Chatham's executive management team collects and formulates relevant data and information and shares recommendations to the Nominating and Corporate Governance Committee that adopts measures and reports periodically to the Board of Trustees. The Nominating and Corporate Governance Committee of the Board of Trustees have primary responsibility for reviewing and refining our ESG policies, which prescribes the implementation, management, and enhancement of environmental and social programs.


ESG Policies

We established several ESG policies to help drive our strategy, maintain our commitments and achieve our objectives.

- **Environmental Policy:** Outlines Chatham's commitment to identify and manage the business impacts of environmental risk factors and exercise appropriate due diligence concerning the environmental challenges presented by its properties.
- **Human Rights Policy:** Guides Chatham's commitment to respect of human rights and labor rights within the communities we operate in and to engage our stakeholders in developing, implementing, and evaluating the policy's effectiveness.
- **Supplier Code of Conduct:** Establishes the minimum standards that must be met by any Supplier that sells goods to or does business with Chatham regarding the treatment of workers; workplace health and safety; the impact on the environment; and ethical business practices.
- **Anti-Harassment Policy:** Outlines Chatham's prohibition of harassment in any form, including verbal, physical, visual, online, and other forms as well.

Corporate Governance Highlights

We have made strong corporate governance a priority. The following highlights some of the critical elements of our corporate governance practices.

- Gender diversity on Board of Trustees
 - 6 of our seven existing trustees are independent
 - Lead independent trustee
 - Code of Business Conduct acknowledged by all employees
 - Insider Trader Policy acknowledged annually by all employees
 - Anti-hedging and anti-pledging policy
 - Compensation "clawback" policy as a mechanism for executive accountability
- 

STAKEHOLDER ENGAGEMENT

We recognize that our Company's success relies on positive relations with all our stakeholders, including our investors, board trustees, operating partners and tenants, employees, local communities, and suppliers. As such, we have ongoing efforts to engage them to understand their interests better.

Investors

Chatham values the views and opinions of our shareholders and believes strong corporate governance practices demand regular outreach and conversations with our shareholders. Management actively engages with shareholders at numerous investor road shows, industry and investment community conferences, and meetings with analysts. We also respond to individual shareholders who express interest in our business. Specifically, we communicated with various shareholders who supported increasing diversity representation on our Board of Trustees.

Board of Trustees

Chatham depends on our Board of Trustees' expertise and guidance to guide our Company and promote good governance. We engage our Board through four full board meetings per year. In 2019, all board members attended 75% or more of the Board meetings and meetings of the committees on which they served either in person or by conference call. As outlined in our Corporate Governance Guidelines, trustees are invited and encouraged to attend meetings of shareholders. Additionally, our senior leadership team maintains direct communication with our trustees through regular business updates and the opportunity for two-way communication.

Operating Partners & Hotel Brands

Chatham works closely with Island Hospitality Management to maximize top-line performance and minimize any margin erosion. We also support them with creating sustainable environments for their employees and our guests. In 2019, significant asset management and increased collaboration with Island Hospitality Management were seen. We have engaged our third-party operating partner in several ways, including quarterly meetings with our asset management team, collaborating with brands to deliver training, such as 100% of associates being trained to recognize signs of human trafficking at all properties. In early 2021, we launched a sustainability survey to all the general managers in charge of operating our hotel properties to provide insight into the properties' environmental and social factors.

With respect to our branded hotels, we work closely with Marriott International, Hilton Worldwide and Hyatt to follow requirements and guidance pertaining to environmental and social factors, such as waste management, water usage, building safety, and health and wellbeing. Additionally, we support industry collaboration and engagement by participating in the Cornell Hotel Sustainability Benchmarking (CHSB) to benchmark our environmental performance.



STAKEHOLDER ENGAGEMENT

Employees

At Chatham, we strive to provide each employee with a safe and healthful work environment. We also recognize the diversity of our employees is an important asset. Therefore, we are committed to understanding their interests, setting clear expectations, and boosting morale, which is done through various engagements, where applicable. These include:

- Providing orientation on the employee handbook for all new hires, which includes written acknowledgment, and annual refreshments
- Tracking promotion rates of diverse groups
- Creating an open-door policy across the organization, especially the Human Resources Department
- Undertaking a third-party administered annual associate opinion survey (AOS) to understand employee satisfaction

Local Communities

Chatham is supportive of the communities in which our hotels operate. We aim to promote positive community relations in several ways. Our Architecture and Design team has previously orchestrated public consultations to allow local community members to understand our hotel development projects better and create active dialogue. We also rely heavily on Island Hospitality Management to sustain positive community relations. Also, as part of our regular meetings with our third-party hotel management company, community interests may be discussed if that is material to the business updates at the time.

Suppliers

Chatham works with its hotel brand companies, third-party operators, procurement partners, and strategic suppliers on environmental and climate change-related issues. As part of our engagement, Chatham seeks to share our environmental goals and procure sustainable materials to incorporate into our development, redevelopment, and renovation projects where feasible. Additionally, in 2021, we adopted a Supplier Code of Conduct to express our expectations of our suppliers and vendors.



EMBASSY SUITES

ENVIRONMENTAL STEWARDSHIP

At Chatham, we recognize the importance of environmental stewardship in driving long-term shareholder value and creating a portfolio of resilient hotels. We undertake a multi-stakeholder approach to our hotels environmental stewardship through the ongoing engagement of our third-party operating partners and energy consultant. Together, we address environmental considerations through quarterly meetings where each stakeholder can voice their interests and needs so that our investment decisions in environmental stewardship are holistic. In turn, we have invested in many environmental conservation measures, particularly around energy and water efficiency. Between 2018 and 2019, we managed to invest over \$250,000 in energy efficiency projects, which will garner over 900,000 kWh in energy savings and nearly \$110,000 in annual cost savings. Presently, our focus is on resource management and sourcing responsibility; however, we plan to conduct portfolio-wide environmental risk assessments in the future to help us understand the material or significant aspects of our environmental footprint.

Environmental Focus Areas

- *Environmental compliance*
- *Energy consumption*
- *Greenhouse gas ("GHG") emissions*
- *Water consumption*
- *Waste generation*
- *Environmental stress*
- *Responsible procurement*
- *Environmental education*

ENVIRONMENTAL PERFORMANCE

Our commitment to environmental stewardship is evident through our environmental performance over the past three years. Since 2018, we have experienced a 1.49% reduction in our greenhouse gas emission intensity and 2.34% in energy intensity. Additionally, our water intensity is also trending downward having decreased by 4.20% since 2019. Furthermore, compared to our peers in the U.S. lodging sector, our 2019 relative environmental performance demonstrates that Chatham has one of the most environmentally efficient hotel portfolios in the U.S. lodging sector of energy, greenhouse gas emissions, and water.

Resource Integrity	2017	2018	2019	% Change (18-19)
Greenhouse Gas Emission Intensity (kgCO ₂ e per sq.ft)	7.07	6.78	6.68	-1.59%
Energy Intensity (kilowatt-hours per square foot)	21.49	22.86	22.32	-2.34%
Water Intensity (gallons per occupied room)	131.88	127.37	122.02	-4.20%
Waste Intensity	Working on Improving Waste Tracking			



WATER

We work to improve water conservation at our properties by developing property-level initiatives to improve efficiency or reduce water consumption. Common examples of our water initiatives include installing auto-sensors, leveraging water-saving technologies, and supporting our operating partners with adopting a linen and towel reuse program.

56%

of our hotel properties have over 90% of toilets that are low-flush or dual flush

51%

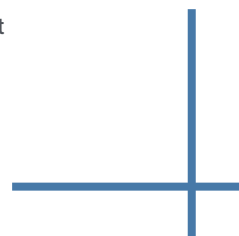
of our hotel properties have low-flow showerheads in over 90% of guestrooms

47%

of our hotel properties utilize native or drought-tolerant landscaping to reduce irrigation needs

38%

of our hotel properties have smart irrigation systems and/or an automatic sprinkler system



ENERGY

We develop and maintain an energy conservation program where various property-level initiatives are implemented across our portfolio of hotels. Some of those practices include adopting energy-efficient design, working with operating partners to mitigate energy consumption, and identify feasible and fiscally reasonable energy conservation opportunities. Ongoing energy conservation initiatives include energy-efficient lighting, room occupancy sensors, routine energy audits, and electric vehicle chargers installation.

82%

of our hotel properties have digital thermostats in at least 90% of guestrooms

77%

of our hotel properties have an environmental management system in place

71%

of our hotel properties have digital thermostats in at least 90% of meeting rooms

68%

of our hotel properties have highly efficient boilers

87%

of our hotel properties have a preventative maintenance plan that checks building energy & water equipment at least quarterly





WASTE

We support our operating partners with addressing waste generation and support their development of waste minimization programs, recycling, reduction of single-use plastics, and reduction of food waste. sensors, routine energy audits, and electric vehicle chargers installation.

Instituted mattress recycling program portfolio-wide in connection with all mattress replacements

46%

of our hotel properties have eliminated single-use plastics or reduce them to an absolute minimum

24%

of our hotel properties have implemented a food waste prevention strategy over the last year*

78%

of our hotel properties have eliminated plastic straws

*as of February 8, 2021

RESPONSIBLE PROCUREMENT

We develop and maintain an energy conservation program where various property-level initiatives are implemented across our portfolio of hotels. Some of those practices include adopting energy-efficient design, working with operating partners to mitigate energy consumption, and identify feasible and fiscally reasonable energy conservation opportunities. Ongoing energy conservation initiatives include energy-efficient lighting, room occupancy sensors, routine energy audits, and electric vehicle chargers installation.

RECYCLING SOAP BARS & SINGLE-USE AMENITY BOTTLES

- At Chatham, we are committed to supporting our hotel properties with minimizing their waste footprint. One way our hotels are reducing waste is by participating in soap recycling through Clean the World – an organization that recycles hotel soap and hotel amenities.
- In 2020, our Hilton-branded properties have donated 55,516 bars of soap, and 50,816 amenity bottles. Additionally, we supported the transition from single-use amenity bottles to large pump-topped dispensers, which has saved approximately 80,000 amenity bottles in 2020.
- The donation of soap bars not only diverts hotel waste from landfills but it also contributes to Clean the World's charitable efforts. That include distribution of repurposed soap bars and hygiene kits for humanitarian causes.

LEEDING HOTEL DESIGN & CONSTRUCTION

Currently, Chatham is constructing a hotel in Los Angeles County, which meets both CalGREEN and LEED Silver standards

To qualify for LEED, the following aspects are being addressed:

- Location and transportation
- Site selection
- Water efficiency
- Energy and atmosphere
- Materials and resources
- Indoor environmental quality

Beyond our new development project, we are committed to sustainable design and construction practices in our other business activities. With respect to renovations, we follow the requirements set forth by our operating partners, including Marriott International and Hilton Worldwide, regarding scope and materials. Common practices include retrofitting and recommissioning energy and water fixtures.





Residence
Inn
Marriott

Residence

Residence Inn

14931

SOCIAL SUSTAINABILITY

At Chatham, we believe each of our employees contributes directly to our growth and success. As such, we are firmly committed to providing equal opportunity in all aspects of employment since our employees diversity is an important asset for our Company. We also strive to provide each employee with a safe and healthy work environment, which we aim through setting rules for occupational health and safety, setting loss prevention programs, and creating an environment of open communication. Additionally, we also strive to create positive community relations in the communities where our hotel properties operate.

Social and Human Capital Focus Areas

- Diversity and Inclusion
- Anti-Harassment
- Occupational Health & Safety
- Anti-Trafficking
- Community Relations



DIVERSE AND INCLUSIVE WORKPLACES

We value and advance the diversity of our Company and the inclusion of the people with whom we work, including women and minority groups. We are committed to equal opportunity and are intolerant of discrimination and harassment. Our Human Rights Policy and Anti-Harassment Policy demonstrate our commitment to respecting human and labor rights and our intolerance for racism, discrimination and unfair employment practices. We work to maintain workplaces that are free from discrimination or harassment on the basis of race, religion, color, national origin, ethnicity, sex, sexual orientation, gender identity, gender expression, age, disability, veteran status, marital status, genetic information, or any characteristic protected by law. The basis for recruitment, hiring, placement, development, training, compensation, and advancement at Chatham is qualifications, performance, skills, and experience.

Some practices to promote diversity and inclusion we have implemented include:

- Implemented mentoring programs to develop minority leaders
- Implemented mentoring programs to develop women leaders
- Adopted policies to tie managers' performances to the development and retention of diverse employees
- Tracked promotion rates of diverse groups



OCCUPATIONAL HEALTH & SAFETY

The health and safety of our employees are of paramount importance. Our policy is to provide a safe and healthy workplace and comply with applicable safety and health laws and regulation, as well as internal requirements. We work to provide and maintain a safe, healthy, and productive workplace, in consultation with our employees, by addressing and remediating identified risks of accidents, injury, and health impacts. To maintain a healthy and safe workplace, some of our focus areas include workplace security, forced labor and human trafficking, and sustainable and livable work hours, wages and benefits. Additionally, we pledged to the American Hotel & Lodging Association's 5-Star Promise in 2021, having made the following commitments:

- Build on our industry's longstanding commitment to hospitality and a People Culture by continuing to provide industry-wide training and materials on safety and security, and retain expert guidance to work with the industry on diversity and safety matters.
- Ensure mandatory anti-sexual harassment policies are in place in multiple languages.
- Provide ongoing training and education for employees on identifying and reporting sexual harassment.
- Provide U.S. hotel employees with employee safety devices to help them feel safe on the job.
- Broaden vital partnerships with wide-ranging national organizations that target sexual violence and assault and trafficking and promote workplace safety.

As a Company, we aim to create sustainable livelihoods for our employees. Relating to employee compensation, we provide all our employees with a living wage and company sponsored health benefits, life insurance, short-term disability, sick time, vacation days, and a 401(k) plan. We also promote safe and healthy work environments for the workers at our hotel properties.

Highlights include:

90%

of our hotel properties change HVAC system filters routinely

62%

of our hotel properties specify low- or no-VOC paints, finishes, and other items for renovations

COMMUNITY RELATIONS

Chatham is supportive of the communities in which our hotels operate, and we aim to promote positive community relations through all our business activities. Our Architecture and Design team has orchestrated public consultation mechanisms in Silicon Valley to allow local community members to understand our hotel development projects better and create active dialogue. Furthermore, we allow corporate employees time off to volunteer in local charities.

We rely heavily on Island Hospitality Management to sustain positive community relations on our behalf as they operate our hotels. For example, the general manager of Residence Inn San Diego Downtown/ Gaslamp is an active director of The Gaslamp Quarter Association® (GQA), a non-profit 501(c)6 merchants association, representing more than 400 businesses located within the boundaries of the Gaslamp Quarter. Other notable local community initiatives that the general managers of our hotel properties serve voluntarily include Marriott Local Business Council, Children's Hospital fundraising, and the New Hampshire Lodging & Restaurant Association.

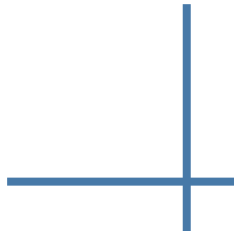


FOOD SECURITY AND YOUTH EMPOWERMENT

Chatham is dedicated to many causes. However, we recognize the need for better food security and youth empowerment in our community; and as such have continuously supported charitable organizations focused on these areas. In the past, Chatham has supported the following organizations:

- Bridges from School to Work®
- Literacy Coalition of Palm Beach County
- Quantum House
- Susan G. Komen
- Urban Youth Impact.

To date our corporate giving and volunteerism has amounted to 6,300 lbs of donated food, 5,705 meals prepared, 2,106 young people impacted and \$21,800 raised for charitable organizations focused on food security and youth empowerment. We are looking forward to continuing our support of food security and youth empowerment.



FUTURE OUTLOOK

At Chatham Lodging Trust, we strive to create value for our shareholders and be responsible stewards at our hotels, community, and industry. This year, we have started disclosing our environmental, social, and corporate governance initiatives. We are committed to continually improving in these areas and reassessing our impact on an annual basis. Environmental and social initiatives are integral to our strategic plan to create long-term value appreciation. As such, we have identified several opportunities to enhance our corporate responsibility program that we are considering implementing in the near future.



ENVIRONMENTAL

Establish An
Environmental Baseline &
Explore Environmental
Targets

Support Operating Part-
ners To Enable Waste
Tracking And Performance

Enhance Our Risk Management &
Related Disclosures By Aligning
With The Recommendations From
The Task Force On
Climate-Related Financial
Disclosures

GOVERNANCE

Align Future Reporting Disclosures
To Voluntary ESG Frameworks,
Including GRI and SASB Standards

Establish An Internal Corporate
Responsibility Committee With
Scheduled Meetings

Undertake Portfolio-Wide Risk
Assessments On Environmental
And Social Factors

SOCIAL

Roll Out Employee Safety Devices
To 100% Of Our Properties By
2022

Continue Building Positive
Community Relations Through
Our Business Activities

Pledge To The CEO Action For
Diversity & Inclusion

PERFORMANCE

Portfolio Profile	Year Ended December 31, 2017	Year Ended December 31, 2018	Year Ended December 31, 2019
Number of Properties	40	42	40
Number of Rooms	6,018	6,283	6,092
Occupancy Rate (Same property)	79.8%	80.4%	80.2%
Total Square Footage	4,138,570	4,392,019	4,649,969
Total Revenue (In thousands)	\$301,844	\$324,230	\$328,328
Total Operating Expenses (In thousands)	\$248,806	\$266,078	\$271,661
Adjusted EBITDA (In thousands)	\$126,698	\$131,499	\$130,997
Revenue per available room (Same property)	\$133.05	\$135.59	\$133.47
Average Daily Rate (Same Property)	\$166.82	\$168.66	\$166.47

Environmental Performance

Environmental	Year Ended December 31, 2017	Year Ended December 31, 2018	Year Ended December 31, 2019
Energy			
Intensity per Square Foot (kilowatt-hours)	21.49	22.86	22.32
Total Energy Consumption (megawatt hours)	88,937.61	100,394.30	103,804.25
Direct Energy Consumption (megawatt hours)	36,228.16	43,509.30	44,209.59
Indirect Energy Consumption (megawatt hours)	52,709.45	56,885.00	59,594.66
Percentage of Electricity from Renewable Sources (%)	8.7%	10.3%	10.2%
Greenhouse Gas Emissions (GHG)			
Intensity per Square Foot (kgCO ₂ e)	7.07	6.78	6.68
Total GHG Emissions (kgCO ₂ e)	29,245.69	29,799.77	31,049.79
Scope 1 GHG Emissions (kgCO ₂ e)	6,565.78	7,885.37	8,012.29
Scope 2 GHG Emissions (kgCO ₂ e)	22,679.91	21,914.40	23,037.50
Water			
Intensity per Occupied Room (gallons)	131.88	127.37	122.02
Total Water Consumption (kilogallons)	208,787.18	218,919.81	216,959.78

Social	Year Ended December 31, 2017	Year Ended December 31, 2018	Year Ended December 31, 2019
Employees			
Number of Employees	48	45	41
Gender (%)			
Female	52%	53%	59%
Male	48%	47%	41%
Age (%)			
Below 30	10%	9%	7%
Between 30 and 50	58%	55%	49%
Above 50	32%	36%	44%
Race (%)			
Asian	4%	2%	2%
Black or African American	13%	9%	10%
Hispanic	2%	4%	5%
White	81%	84%	84%
Other	0%	0%	0%
Board of Trustees¹			
Number of Trustees	8	9	7
Independent Trustees (%)	87.5%	88.9%	85.7%
Average Age	71.6	71.3	67.3
Gender Diversity (%)	0%	11.1%	14.3%
Community and Giving			
Total Volunteer Hours (#)	176	143	268
Volunteer Hours per Employee (#)	3.7	3.2	6.5



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