DiamondRock Hospitality 2012-2013
Environmental, Social, and Governance Report


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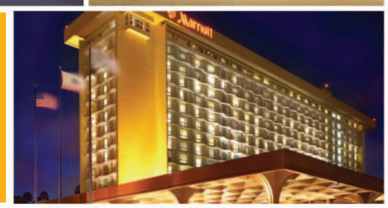
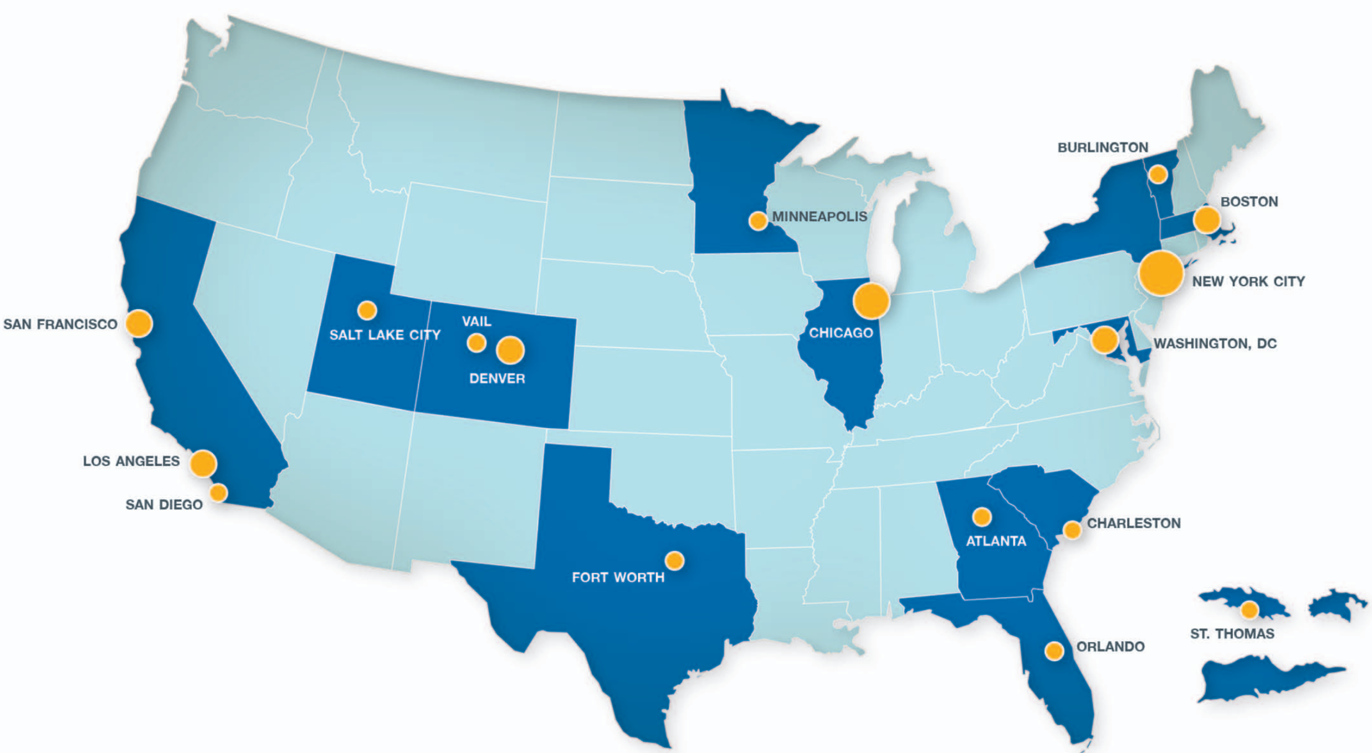
26 Hotels
11,121 Guest Rooms
8,581,166 Square Feet under Ownership
$799.7 million in 2013 Revenue
22 Employees






Marriott
CONRAD
Marriott

From our CEO

To Our Stakeholders:

Our second sustainability report covers a period of two important years for DiamondRock with the achievement of many successes. We successfully completed over $1.1 billion in strategic acquisitions and dispositions whereby we added five hotels to our portfolio and sold four non-core hotels as part of our long-term objective of repositioning and upgrading our portfolio.

As we continue to execute on our mission and vision, sustainability supports our three basic corporate principles: high-quality hotels in urban and destination resort locations, innovative asset management, and conservative capital structure. Through our sustainability objectives and initiatives, we aim to increase shareholder returns by implementing programs designed to reduce utility consumption and increase profitability in our portfolio of hotels.

During the period of 2012-2013, we invested more than $14 million on equipment updates and retrofit projects that will increase the efficiency of our portfolio and will lower operating costs. Because of our strategic capital allocation and close collaboration with our management companies and brands, from 2011 through 2013 we have been able to achieve the following environmental efficiency improvements, while simultaneously increasing our occupancy 1.6% and RevPAR 15%:

- 1.5% reduction in water usage per occupied room
- 6.3% reduction in waste generation per occupied room
- 1.0% reduction in energy usage per square foot for properties within the portfolio for both calendar years
- 3.3% reduction in like-for-like greenhouse gas emissions per occupied room for properties within the portfolio for both calendar years.

Incorporating sustainability objectives into our basic corporate principles also includes monitoring the increased environmental risks our planet faces in the coming decades. To better understand these implications, in 2013, we conducted a water risk assessment identifying how issues of water scarcity and flooding may affect our portfolio.

We continued our commitment to local communities during this period, continuing our multi-year partnership with Bethesda Cares as well as contributing $104,000 to local non-profit organizations. We also began enhancing our employee wellness and development programs, and continued our support to property-level social responsibility initiatives.

We remain conscious of the investment community's increasing attention to Environmental, Social, and Governance (ESG) reporting; and we are committed to enhancing the value of our platform through open and transparent communications with our stakeholders. In 2011, we expanded upon this commitment by preparing our first ESG report. In 2014, we expanded further by responding to the Global Real Estate Sustainability Benchmark (GRESB) survey. In addition to providing transparency for our investors, the GRESB survey enables us to assess our performance among other owners of real estate globally and identify best practice opportunities for improvement.

In this 2013 ESG Report, we invite you to learn more about our management approach to key ESG issues and recent accomplishments. We welcome your feedback on how we can continue to create value through our sustainability actions and initiatives.

Mark W. Brugger
Chief Executive Officer
DiamondRock Hospitality Company

Report Contents

Special Note about Forward-Looking Statements

This report should be read in conjunction with the consolidated financial statements and related notes thereto included elsewhere in this report and the Company's 2013 10-K. This discussion contains forward-looking statements about our business. These statements are based on current expectations and assumptions that are subject to risks and uncertainties. Actual results could differ materially because of factors discussed in the "Special Note About Forward-Looking Statements" and "Risk Factors" contained in our 2013 10-K and in our other reports that we file from time to time with the Securities and Exchange Commission.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COURTYARD

About DiamondRock

We are a lodging-focused Maryland corporation operating as a real estate investment trust (REIT). As of December 31, 2013, we owned a portfolio of 26 premium hotels and resorts across the United States and in the U.S. Virgin Islands, containing 11,121 guest rooms[1]. As an owner, rather than an operator, of lodging properties we receive all of the operating profits or losses generated by our hotels after we pay fees to our third-party hotel managers, which are based on the revenues and profitability of the hotels.

Since our formation in 2004, we are committed to a conservative capital structure with prudent leverage, and we prefer a relatively simple, but efficient capital structure. Our strategy is to utilize disciplined capital allocation and focus on acquiring, owning, and engaging in measured dispositions of high quality, branded lodging properties in North America with superior long-term growth prospects in markets with high barriers-to-entry for new supply. Our properties are concentrated in four key gateway cities (New York City, Chicago, Los Angeles, and Boston) and in destination resort locations (such as the U.S. Virgin Islands and Vail, Colorado).

Environmental, Social, and Governance aspects play a role in our business model for several reasons:

- We cooperatively partner with our hotel managers to increase operating results and long-term asset values at our hotels. We focus efforts on the importance of limiting property-level operating expenses.A key tactic of our strategy of disciplined capital allocation is to increase the efficiency of our portfolio's utility expenditures to reduce operating expenses.

- We critically evaluate each potential acquisition to ensure that the prospective asset is aligned with the vision we have set forth, supports our mission, and corresponds with our strategy. An important part of our evaluation procedures includes consideration of environmental risks.

- We believe that we create significant value in our portfolio by utilizing our management team's extensive experience and relationships with key stakeholders. Our senior management team has established a broad network of hotel industry contacts and long-standing professional relationships, including relationships with hotel managers' senior executives, hotel owners, financiers, operators, project managers, contractors, and other key industry participants. We work directly with these senior executives to improve the performance of our portfolio.

- We are committed to enhancing the value of our platform through open and transparent communications with investors, monitoring our corporate overhead, and following sound corporate governance practices.

[1] In 2013 we also held the senior note on a mortgage loan secured by another hotel. The senior note was paid off on May 21, 2014. In 2013, we also had the right to acquire, upon completion, the Hilton Garden Inn New York/Times Square Central. We purchased this hotel on August 29, 2014, and the hotel opened for guests on September 1, 2014.

Our vision is to be the premier allocator of capital in the lodging industry.

Our mission is to deliver long-term stockholder returns through a combination of dividends and enduring capital appreciation.

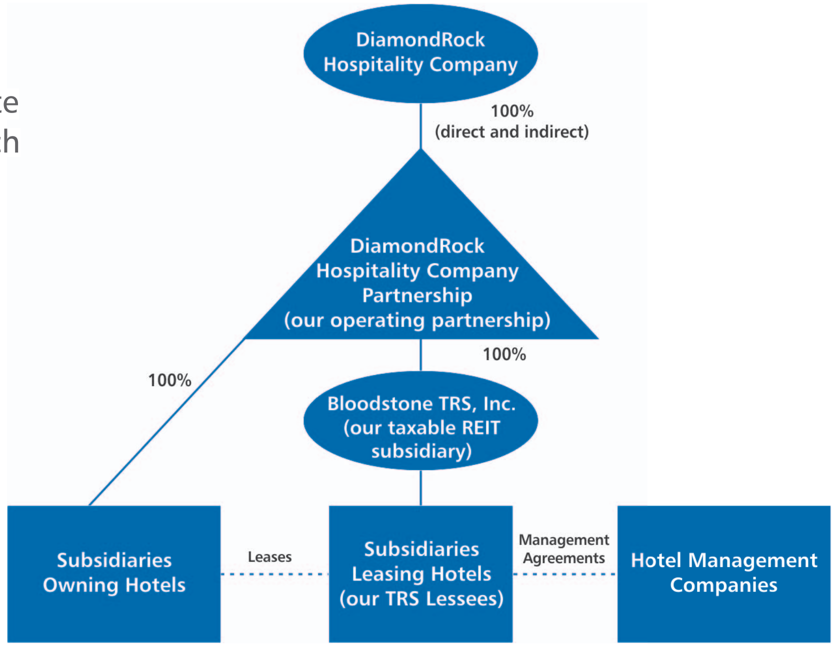
Our strategy is to utilize disciplined capital allocation and focus on the acquisition, ownership, and asset management of high quality, branded lodging properties with superior growth prospects in North American markets with high barriers to entry and multiple demand generators.

This report describes how DiamondRock is structured to govern and manage these ESG aspects, including our key stakeholder relationships, our strategy, and our management of key ESG risks. Furthermore, the report discusses our programs, progress, and performance in these key environmental and social areas.

Governance

Our Corporate Structure

We conduct our business through a traditional umbrella partnership real estate investment trust (REIT), or UPREIT, in which our hotels are owned by subsidiaries of our operating partnership, DiamondRock Hospitality Limited Partnership.[2] As required for REIT qualification, we lease each of our domestic hotels to a wholly-owned subsidiary of our taxable REIT subsidiary, or TRS (each, a TRS lessee), or to an unrelated third party. In turn, our TRS lessees engage a third-party management company to manage the hotels. This creates a relationship with our management companies as key stakeholders to our strategy, which is further explained in the section titled Our Stakeholders.



[2] For further details on the structure of our lodging REIT, please see Our Corporate Structure on page 7 of our 2013 10-K.

Our Board

We are managed under the direction of our Board of Directors. Our directors are: Daniel J. Altobello, Mark W. Brugger, W. Robert Grafton, Maureen L. McAvey, William W. McCarten, Gilbert T. Ray, and Bruce D. Wardinski. Mr. McCarten is the Chairman of our Board of Directors, and Mr. Grafton is our lead independent director.

Our Board of Directors ("Board") is crucial in overseeing the management of the Company's business and affairs. We believe that an active, informed, and independent board is essential to ensuring our integrity, transparency, and long-term strength. We believe that our Board of Directors embodies each of those characteristics. We have assembled a Board of Directors that is comprised of individuals with a breadth of experience, including the following: a member with several decades of real estate experience; the retired chairman of Andersen Worldwide; a leading corporate lawyer; a current chief executive officer of a hotel company; a retired chief executive officer; our former Chief Executive Officer; and our current Chief Executive Officer and President.

Our Board's responsibilities and objectives include the following:

- To review, approve and regularly monitor the effectiveness of the Company's fundamental operating, financial and other business plans, policies and decisions, including the execution of its strategies and objectives.
- To seek to enhance stockholder value over the long term.
- To consider the interests of the Company's stockholders and, as appropriate, those of its debt-holders, customers, employees, suppliers, and communities.
- To fulfill its obligations in alignment with legal, public policy, and ethical standards.

In December 2006, we adopted formal corporate governance guidelines (titled "DRHC Guidelines on Significant Governance Issues"), which are intended to support our Board's objectives to achieve superior business results and enhance long-term shareholder value. Our corporate governance guidelines set forth standards and processes to define our Board's structure, objectives, procedures, qualifications, compensation, and committees. Specifically, our guidelines require that a majority of our Board consist of independent members as defined by stock exchange listing standards.

Each of our seven directors stands for election annually. For new directors, our Nominating and Corporate Governance Committee identifies and recommends candidates based on skills and characteristics required of public company Board members, which include factors such as relevant experience, independence, commitment, diversity, and understanding of the Company's business and industry.

In alignment with our corporate governance guidelines, our Board has three formal committees: (1) Audit, (2) Compensation, and (3) Nominating and Corporate Governance Committees. Each committee is comprised entirely of independent directors, has defined responsibilities, and reports regularly to the Board. Our directors and their committee memberships are noted in the chart below:

Board Member	William W. McCarten	Daniel J. Altobello	Mark W. Brugger	W. Robert Grafton	Maureen L. McAvey	Gilbert T. Ray	Bruce D. Wardinski
Independent Director		•		•	•	•	•
Audit Committee Member		M		C	M	M	M
Compensation Committee Member		C		M	M	M	M
Nominating and Corporate Governance Committee Member		M		M	M	C	M

C=Chair M=Member

Our corporate governance guidelines are reviewed annually by our Board and are modified as appropriate to ensure that the guidelines meet current regulations as well as the needs of our organization and its stockholders.

Further information on how we follow through on our commitment to transparency and accountability by implementing sound corporate governance practices may be found in the section entitled "Corporate Governance Principles and Board Matters" in our current proxy statement, which can be found on our website, www.drhc.com.

Code of Business Conduct and Ethics

All of the Company's directors, officers, and employees are subject to our adopted Code of Business Conduct and Ethics (the "Code"), which establishes standards for topics including compliance with applicable laws and regulations; conflicts of interests; anti-bribery and corruption; fair dealing with competitors, suppliers and customers; and protection and proper use of the Company's assets.

All directors, officers, employees, and independent contractors are supplied with a copy of the Code upon beginning service at our Company, and must sign an acknowledgement and agreement to comply with the Code. To assess and manage any potential risks related to bribery, corruption or improper business conduct, we also conduct background checks on all employees prior to hiring.

Our Board of Directors monitors compliance with our Code and the enforcement of appropriate disciplinary measures for violations. Our management periodically reports to our Board of Directors regarding any alleged violations and actions taken in response thereto. Additionally, our General Counsel serves as the Chief Compliance Officer to administer and monitor the Code.

The Code encourages the Company's officers and employees to consult with his/her supervisor and/or the Chief Compliance Officer regarding any questions related to our business conduct and ethics standards. Additionally, the Code expressly forbids retaliation, and proscribes disciplinary actions intended to prevent retaliation. The Code also includes an option to anonymously report business conduct and ethics violations.

Our Code of Business Conduct and Ethics was adopted in September 2004. It is reviewed and updated annually; it was last reviewed in May 2014.

Whistleblower Policy

Our Audit Committee has also established a whistleblower policy, which includes procedures for the receipt, retention, and treatment of complaints regarding accounting, internal accounting controls, and auditing matters, as well as the confidential, anonymous submission of concerns by employees of the Company regarding questionable accounting or auditing matters.

We provide these procedures through a third-party service provider, EthicsPoint, to receive and disseminate complaints and concerns from associates, business partners, and shareholders. Any report, whether open, confidential or anonymous is made directly to EthicsPoint. Complaints can be made via their website at https://secure.ethicspoint.com/domain/en/report_company.asp or 1 (866) 293-2409. All complaints are channeled directly to the General Counsel and Chairperson of the Audit Committee.

Our Stakeholders

We identify and engage with our stakeholders in consideration of our respective economic, social, and environmental impacts and our corporate structure as a REIT. Our four primary stakeholder groups are our stockholders, our employees, our management companies, and our brand companies. Additionally, we consider the needs of our suppliers and communities. Furthermore, we engage with industry stakeholders, including trade associations and peer lodging REITs.

As a lodging REIT, the relationships with our management companies and brand companies are central to our business model, and we aim to help stakeholders and readers understand this relationship in further detail in this section. We operate within the REIT lodging industry whereby federal income tax rules require that we engage, through one of our subsidiaries, a hotel manager that is an eligible independent contractor to manage each of our owned hotels pursuant to a management agreement. As such, our business model is concentrated around four central players[3]:

Owner

the entity that owns the real estate that constitutes the hotel building and the majority of its equipment. The owner is responsible for capital expenditures related to major renovations and equipment replacement as well as approval of operating budgets.

Operating Tenant

the entity that leases the real estate from the owner. The operating tenant is responsible for engaging the third-party manager to operate the hotel.

Operator

the entity that manages the daily operations of the hotel, including staff and guest services. The operator is responsible for preparing budgets and executing projects within the property, as well as daily upkeep of the buildings' fixtures, furnishings, and equipment.

Brand

the entity that owns the brand, or *flag*, carried by the hotel. The brand may grant a license or franchise to the operating tenant to operate the hotel under one of its brands or may enter into a management agreement with the operating tenant to brand and manage the hotel, thereby eliminating the need for a separate operator. Generally, we are interested in owning hotels that are currently operated under, or can be converted to, a globally recognized brand.

[3] Other players and structures exist which may be separate, such as the developer of a hotel under construction or a consortium affiliation that ties hotels to distribution channels through a network of hotels (but does not exercise franchise agreements). There are also instances when the hotel land is owned by another entity and is subject to a ground lease, or certain aspects of hotel operations are managed by a party different from the management company engaged to manage the hotel.

A breakdown of our portfolio of hotels as of December 31, 2013 is as follows:

	Hotel	Brand Company	Management Company
1	Atlanta Marriott Alpharetta	Marriott	Marriott
2	Bethesda Marriott Suites	Marriott	Marriott
3	Chicago Marriott Downtown Magnificent Mile	Marriott	Marriott
4	Conrad Chicago	Hilton	Hilton
5	Courtyard Denver Downtown	Marriott	Sage Hospitality
6	Courtyard Manhattan/Fifth Avenue	Marriott	Marriott
7	Courtyard Manhattan/Midtown East	Marriott	Marriott
8	Frenchman's Reef and Morning Star Marriott Beach Resort	Marriott	Marriott
9	Hilton Boston Downtown/Faneuil Hall	Hilton	Davidson
10	Hilton Burlington	Hilton	Interstate
11	Hilton Garden Inn Chelsea/New York City	Hilton	Alliance Hospitality Management
12	Hilton Minneapolis	Hilton	Hilton
13	Hotel Rex	Independent	Joie De Vivre Hospitality
14	JW Marriott Denver at Cherry Creek	Marriott	Sage Hospitality
15	Lexington Hotel New York	Radisson	Highgate Hotels
16	Los Angeles Airport Marriott	Marriott	Marriott
17	Oak Brook Hills Resort Chicago[4]	Independent	Destination Hotels & Resorts
18	Orlando Airport Marriott	Marriott	Marriott
19	Renaissance Charleston Historic District Hotel	Marriott	Marriott
20	Salt Lake City Marriott Downtown	Marriott	Marriott
21	The Lodge at Sonoma Renaissance Resort & Spa	Marriott	Marriott
22	Worthington Renaissance Fort Worth Hotel	Marriott	Marriott
23	Vail Marriott Mountain Resort & Spa	Marriott	Vail Resorts
24	Westin Boston Waterfront Hotel	Starwood	Starwood
25	Westin San Diego	Starwood	Interstate
26	Westin Washington, D.C. City Center	Starwood	Interstate

[4] Oak Brook Hills Resort Chicago was sold on April 14, 2014. On August 15, 2014, we acquired The Inn at Key West, which is Independent and managed by Remington Lodging and Hospitality. On August 29, 2014, we acquired the Hilton Garden Inn New York/Times Square Central, which is managed by Highgate Hotels. These portfolio changes are not reflected in the report's data tables, which report performance within the boundary of 2012 and 2013 calendar year.

These main players (hotel owners, operating companies, and brand companies) may be separate entities in a hotel or one entity may play multiple roles.[5] The relationship among these players drives our business model and management approach. Collaboration among management companies and brand companies is at the heart of our decisions to allocate capital to our properties as our operating partners have been influential in identifying and testing opportunities. This is a process involving constant engagement with our brands and managers, and continuous review of risk assessment and financial evaluation. Given the incentive fee structure of our management contracts, it is often mutually beneficial to us and our operator for our hotels to improve operating efficiency whereby we jointly allocate capital. For example, during 2013, we spent approximately $107 million on capital improvements. Of that amount, approximately $60 million was funded from corporate cash and the balance from reserves held by our hotel managers.

Key ESG Issues

In our 2013 Annual Report, we identify several key regulatory, physical, and business issues, and risks to our business. Of these, several are worth highlighting due to their relationship to ESG considerations, such as:

- Energy Use and Climate Regulations;
- Environmental Risks In Key Markets;
- Ensuring Health and Safety Compliance;
- Resiliency Planning for Extreme Environmental and Socio-Political Events;
- Relationship Between Sustainability, Competitive Advantage, and Customer Demand;
- Responding to Business Travel Trends; and
- Strategically Managing Ongoing Need for Capital Improvements and Renovations.

In alignment with our vision to be the premier allocator of capital in the lodging industry and our fundamental objective to deliver long-term stockholder value, we continue to manage and monitor key ESG risks and opportunities within the boundaries of our influence. Additionally, our awareness of key ESG risks and opportunities informs our management approach and strategic focus on environmental sustainability.

Energy Use and Climate Change Regulation

Numerous treaties, laws, and regulations have been enacted to regulate or limit carbon emissions. Changes in the regulations and legislation relating to climate change, and complying with such laws and regulations, may require us to make significant investments in our hotels and could result in increased energy costs at our properties which could have a material adverse effect on our results of operations and our ability to pay dividends to our stockholders. Through our asset management, engineering consultants, and management company partners, we routinely monitor these current and potential regulations to ensure compliance at each property.

[5] In our portfolio as of 12/31/2013, 9 hotels were managed by a management company that is separate from the bran company.

For example, a portion of our portfolio is currently subject to regulatory requirements related to energy management and disclosure:

Instances of Company-Owned Hotels under Municipal and State Regulation involving Energy Efficiency, Environmental Data Disclosure, and EPA ENERGY STAR Portfolio Manager Use[6]		
State of California	Assembly Bill 1103, Nov. 2007	Assembly Bill 1103 requires that as of January 1, 2009, electric and gas utilities maintain and make available to building owners the energy consumption data of all nonresidential buildings in a format compatible with the ENERGY STAR Portfolio Manager tool. It also requires, as of January 1, 2010, that a nonresidential building owner or operator disclose Portfolio Manager benchmarking data and scores to prospective parties as part of a whole-building transaction.
New York, NY	Local Law 84, Dec. 2009	Local Law 84, part of the Greener, Greater Buildings Plan, requires public and private buildings in New York City to track energy and water consumption using the ENERGY STAR Portfolio Manager tool.
Denver, CO	Executive Order 123. Oct. 2007	Executive Order 123 requires new construction and major renovations of existing and future city-owned and operated buildings to be Designed to Earn the ENERGY STAR and benchmarked in the ENERGY STAR Portfolio Manager tool.
San Francisco, CA	Existing Commercial Buildings Energy Performance Ordinance, February 2011	The Existing Commercial Building Energy Performance Ordinance amends the San Francisco Environment Code to require owners of nonresidential buildings to file Annual Energy Benchmark Summaries for their buildings using the ENERGY STAR Portfolio Manager tool beginning on April 1, 2011.

Strategically Managing Ongoing Need for Capital Improvements and Renovations

Increased municipal, state, and federal regulations may require us to incur costs and we may experience delays that could have a material adverse effect on occupancy rates, revenues, and profits at our hotels. We continue to monitor the trend of emerging state and municipal green building codes with associated energy, environmental, health, and safety requirements. We mitigate and manage associated risks and opportunities by maintaining our focus on increasing environmental efficiency and maximizing operational performance across our portfolio of hotels.

[6] All information contained in this table was copied directly from the EPA Publication "Federal, State, and Local Governments Leveraging Energy Star" Updated January 30, 2013

Cost Increases

Increased costs from resource scarcity could increase our operating costs. As such, the operations of these hotels, particularly the operations of our New York City and California properties will have a material impact on our overall results of operations. Some of our key markets are in coastal areas, which may be affected by increased adverse weather patterns and climate disruption. In addition to monitoring potential cost increases, we began monitoring climate and water-related risks in our portfolio's locations to manage these risks.

Resiliency Planning for Extreme Environmental and Socio-Political Events

In the event of natural disasters, terrorist attacks, significant military actions, outbreaks of contagious diseases or other events for which we may not have adequate insurance, our operations may suffer. One of our major hotels, Frenchman's Reef & Morning Star Marriott Beach Resort, is located on the side of a cliff facing the ocean in the U.S. Virgin Islands, which is in the so-called "hurricane belt" in the Caribbean. The hotel was partially destroyed by a hurricane in the mid-1990's and since then has been damaged by subsequent hurricanes, including Hurricane Earl in 2010.

In addition, five of our hotels (the Los Angeles Airport Marriott, The Lodge at Sonoma, a Renaissance Resort & Spa, the Westin San Diego, the Hotel Rex, and the Renaissance Charleston Historic District) are located in areas that are seismically active. Finally, eleven of our hotels are located in metropolitan markets that have been, or may in the future be, targets of actual or threatened terrorist attacks, including New York City, Chicago, Boston, and Los Angeles. These hotels are material to our financial results, having constituted approximately 68% of our revenues in 2013.

Further, the occurrence of any natural disasters, terrorist attacks, significant military actions, outbreaks of diseases, or other casualty events, may have a material adverse effect on business and commercial travelers and tourists, the economy generally, and the hotel and tourism industries in particular.

We have acquired and intend to maintain comprehensive insurance on each of our hotels, including liability, terrorism, fire and extended coverage, of the types and amounts we believe are customarily obtained for or by hotel owners. We cannot assure that such coverage will be available at reasonable rates or with reasonable deductibles. For example, Frenchman's Reef & Morning Star Marriott Beach Resort has a high deductible if it is damaged due to a named windstorm. Various types of catastrophic losses, like earthquakes, floods, losses from foreign terrorist activities, or losses from domestic terrorist activities may not be insurable or are generally not insured because of economic infeasibility, legal restrictions or the policies of insurers.

Ensuring Health and Safety Compliance

Our hotels are subject to various federal, state, and local environmental, health, and safety laws and regulations that address a wide variety of issues, including, but not limited to, storage tanks, air emissions from emergency generators, storm water and wastewater discharges, asbestos, lead-based paint, mold and mildew, and waste management. Our hotels incur costs to comply with these laws and regulations and could be subject to fines and penalties for non-compliance. Some of these environmental laws restrict the use of a property or place conditions on various activities. For example, certain laws require that a business using chemicals, such as swimming pool chemicals at a hotel property, manage them in accordance with specific regulations and notify local officials that such chemicals are in use. Prior to closing any property acquisition, we also obtain Phase I environmental assessments in order to attempt to identify potential environmental concerns.

Sustainability, Competitive Advantage and Customer Demand

Currently, the markets where our hotels are located are very competitive. To respond to customer interest in sustainability and establish competitive advantages, hotels are quickly introducing new programs and even brands to address customer interest in environmental sustainability, social responsibility, and Lifestyles of Health and Sustainability (LOHAS). Hotels that do not demonstrate these related commitments or services may become less marketable than their competitors to these customer segments. This is a trend that we continue to monitor in collaboration with our brands and management companies, and we support the implementation of these programs.

Responding to Business Travel Trends

The increased use of teleconference and video-conference technology by businesses could result in decreased business travel as companies increase the use of technologies that allow multiple parties from different locations to participate in meetings without traveling to a centralized meeting location. Several businesses have indicated the reduction of business travel as part of their approach for reducing carbon emissions. To the extent that such technologies play an increased role in day business and the necessity for business-related travel decreases, hotel room demand may decrease and our financial condition, results of operations, the market price of our common stock, and our ability to make distributions to our stockholders may be adversely affected. We continue to monitor this trend as corporations seek to decrease their Scope 3 emissions associated with business travel.

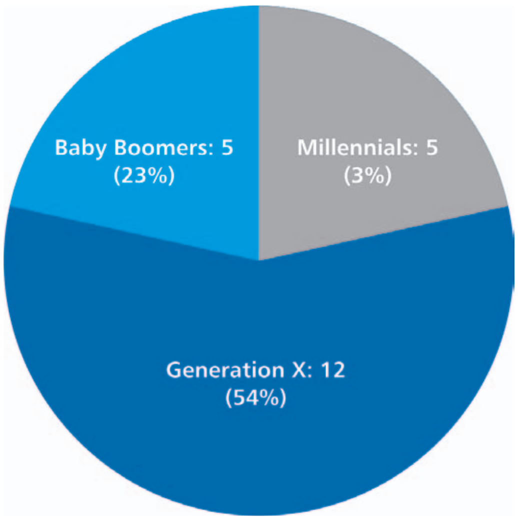
Our Workforce

Though our portfolio is operated by management companies that employ thousands of people, our direct workforce is much smaller and consists of key executives focused on our business model and strategy of disciplined capital location. In 2013, we employed 22 full time employees (as of May 2014, we employ 26 full time employees), all of whom are based at our headquarters in Bethesda, Maryland. In addition, we were supported at times throughout 2013 with consultants who supplemented expertise such as project management, legal, and human resources.

Workforce	Male	Female	Total
Position			
Management	10	4	14
Non-Management	2	6	8
Employment Type			
Full-time	12	10	22
Part-time	0	0	0
Employment Contract			
Permanent	12	10	22
Fixed	0	0	0

Ethnicity and Race	Management	Non-Management	Board of Directors
White	12	7	5
Hispanic/Latino	0	0	0
Asian	2	0	0
Black/African-American	0	1	1
Hawaiian/Pacific Islander	0	0	0
American Indian	0	0	0
Multi-ethnic	0	0	0

Associates by Generation



As our management team's experience is a key strategic advantage of our Company, we are committed to maintaining responsible employment practices, achieving strong associate satisfaction levels, and providing mechanisms for talent development. As such, all DiamondRock Hospitality Company employees receive a mid-year performance review and an annual performance review at year-end. We also provide for 100% coverage of the premium for health care, dental, life, and short and long term disability insurance for all employees. We also provide annual financial assistance of up to $3,000 to all employees who wish to further their professional education at their own initiative, with the level of assistance based on academic performance.

None of our employees is a member of any union; however, the employees of our hotel managers at the Lexington Hotel New York, Courtyard Manhattan/Fifth Avenue, Frenchman's Reef & Morning Star Marriott Beach Resort, Westin Boston Waterfront Hotel, and Hilton Minneapolis are currently represented by labor unions and are subject to collective bargaining agreements.

Community Giving

Since 2010, DiamondRock has been participating in local community activities through the local, non-governmental organization Bethesda Cares, Inc. Each month, our associates volunteer at Bethesda Cares' Lunchtime Workers program. In addition, DiamondRock contributes $4,200 annually to Bethesda Cares. Located in Bethesda, Maryland, Bethesda Cares, Inc. offers creative responses to problems related to homelessness and poverty for those living on the streets from the Washington, DC Metro area. The organization also helps prevent homelessness for residents of Montgomery County. Eviction prevention is a high priority of Bethesda Cares in avoiding the creation of additional homeless people. DiamondRock has also supported more than 20 other organizations through corporate giving since 2007, which includes the Marriott Foundation, Achievement Trust, New York University, Catholic Charities, Boys Club of America, Lab School, Service Source Foundation, U.S. Chamber of Commerce, Game On Inc., Jubilee Support Alliance, Friendship Public Charter School, Round Up River Ranch, and Save the Bay.

Additionally, each of our owned hotels' brands, including Marriott®, Starwood®, and Hilton®, as well as our management companies are engaged in targeted community development and engagement programs to support the communities where our hotels are located.

Located in Bethesda, Maryland, Bethesda Cares, Inc. offers creative responses to problems related to homelessness and poverty for those living on the street from the DC Metro area. Homeless prevention is available for residents of Montgomery County. Eviction prevention keeps people from becoming homeless and is a high priority of Bethesda Cares in stopping the creation of homeless people. For more information, visit www.bethesdacares.com.

Environmental Sustainability

Our approach to environmental sustainability is a combination of monitoring and mitigating environmental risks, and reducing our operating costs that involve environmental impacts. Our focus and influence in reducing our environmental impact is concentrated in capital expenditures that improve the building's environmental performance in key areas including utilities such as heating, cooling, air conditioning, ventilation, and lighting the building; water usage in guestroom and food and beverage outlets; specifications of furniture, fixtures, and equipment (FF&E); and internal waste infrastructure. Our management agreements incentivize our operators to incorporate operating procedures that reduce operating costs and increase efficiencies. We regularly collaborate with our stakeholders to identify opportunities to implement sustainable practices at our hotels that will simultaneously improve operating results.

Renovations and Efficiency Projects

Through the integration of sustainability projects with major renovations, we aim to increase the value of properties in addition to reducing operating costs and utility consumption. Historically, we do not often engage in ground-up development. However, we entered into an agreement to purchase the Hilton Garden Inn New York/Times Square Central (under construction during 2013), upon building completion.[7] Major renovations, however, are central to our overall business strategy. When investing in major renovations, our strategy is to integrate sustainability measures that support our mission to deliver above average long-term stockholder returns and our vision to be the premier allocator of capital in the lodging industry.

We also mitigate risks through our investments in sustainability and emissions reduction projects. We also engage in preventive maintenance and invest in enhancements to roofs, façades, and structural property elements to protect against weather-related risks.

[7] We completed this purchase on August 29, 2014.

Conducting our First Portfolio Water Risk Assessment

As a proactive measure to support our environmental risk monitoring and broader asset management procedures, we conducted a water risk assessment for our portfolio.

Our first water risk assessment was undertaken for all 26 owned properties. To perform the risk assessment, we utilized the two most prominent global tools, the World Wildlife Fund (WWF) Water Risk Filter[8] and the World Resources Institute (WRI) Aqueduct tool.[9] Properties were keyed into the tools using each tool's default weighting of various factors. The following types of risk categories were evaluated: (1) water scarcity or stress, (2) flood occurrence, and (3) overall water risk.[10]

The results of our water risk assessment identified that the majority of the hotels in our portfolio are located in river basins that are subject to actual or potential water risks. The greatest distribution of properties that are subject to water risks was in key markets, such as California and New York.

State	# Properties Subject to Water Scarcity	# Properties Subject to High Flood Occurrence Risk	# Properties Identified as Having Overall Water Risk
New York	4	4	4
California	3	2	3
Colorado	3	2	3
Illinois	3	2	3
Minnesota	1	1	1
Utah	1	1	1
Texas	1	1	1
U.S. Virgin Islands	1	1	1
Total	**17**	**14**	**17**

We plan to leverage these initial findings to monitor potential changes in the cost and availability of water in key markets, and to inform future decision making on capital expenditures for water efficiency projects. Additionally, these findings will support our continued collaboration with brands and managers with regards to emergency response and disaster recovery planning at the hotels in our portfolio.

[8] For additional information, please visit: http://waterriskfilter.panda.org
[9] Details on the WRI methodology and global findings can be found at: http://www.wri.org/our-work/project/aqueduct
[10] Expressed as a weighted average of all factors including water quality and threats to biodiversity that may impact demand for travel and tourism in specific markets.

2011-2013 Efficiency Project Investments	
Estimated annual cost savings	$3,306,259
Estimated annual energy reduction (MWh)	5,262
Estimated annual GHG emissions reduction ($MTCO_2e$)	3,328
Estimated annual water reduction (Gal)	11,838,273

A Collaborative Effort to Identify and Execute on a Strategic Set of Projects

To inform our renovation and efficiency projects strategy, our Asset Management, Investment and Design, Development, and Construction teams work collaboratively to support the ongoing identification and monitoring of environmental risks and opportunities in our portfolio. We also engage with our hotel managers and consultants to support the ongoing identification of physical, regulatory and market risks to inform our capital expenditures.

Our Chief Executive Officer provides oversight through participation in weekly, monthly, and quarterly meetings with our Asset Management, Investment and Design, Development, and Construction teams to review operating performance at hotels, and evaluate capital expenditures opportunities. Prior to these meetings, our Chief Executive Officer is provided with reports on hotel performance and memoranda to support proposals for making capital investments.

Additionally, our Chief Executive Officer receives (1) an overview of asset performance and utility spend, (2) performance against financial and sustainability objectives, and (3) updates regarding new risks and opportunities, including local regulations and other factors that may support proposed capital expenditures.

Our Chief Executive Officer receives updates on the status of sustainability projects and return on investment data upon completion of project implementation. Additionally, when additional follow-up actions are requested by our Chief Executive Officer during meetings to review asset performance and capital expenditures, our Asset Management, Investment and Design, Development, and Construction teams are tasked with oversight over and execution of the identified follow-up procedures and actions.

Considering Health, Safety, and the Community Impacts

When planning a project, we also consider a series of environmental, social, and economic factors that may impact the community; evaluate whether a permit is required; and what actions should be taken to adhere to our permit. Should projects result in dust or any hazardous materials, we take requisite actions to abate. We also consider potential noise or traffic impacts, which we strive to reduce or minimize. Additionally, as needed, we communicate with communities through press releases and other means.

We set strict standards for our contractors that are monitored by our Design, Development, and Construction team through regular meetings, status reports and onsite visits to construction sites. Our contractors are required to take immediate corrective action and escalate these issues to DiamondRock immediately should any issues arise on construction projects. We utilize both internal meetings and regular communications with our contractors to ensure that improvements are continuously developed and implemented. We also leverage the diverse and deep expertise of our employees, contractors, and brand partners to identify best practices during the project cycle.

2012-2013 Highlights

At the end of 2013, we completed 3 major renovation projects at the Lexington Hotel New York City, Courtyard New York Manhattan/Fifth Avenue, and Courtyard New York Manhattan/ Midtown East hotels. Additionally, we began and completed in early 2014 major renovations at the following 5 hotels: the Westin Washington, D.C. City Center, Westin San Diego, Hilton Boston Downtown/Faneuil Hall, Hilton Minneapolis, and Hilton Burlington.

For these major renovations, examples of the incorporation of sustainability attributes include our investments in building automation systems, variable frequency drives, motion sensors, LED lighting, and low-flow guestroom showers which were incorporated at the Courtyard Denver Downtown, Courtyard New York Manhattan/Fifth Avenue, and Courtyard New York Manhattan/ Midtown East. In 2012 and 2013, we invested approximately $250,000 in lighting upgrades and replacements for which we estimate a payback period of less than 2 years.

Our most significant investment during the reporting period was our $13.6 million dollar investment into a “Total Energy System” at Frenchmen’s Reef & Morning Star Marriott Beach Resort, which includes all of the chillers, power generators, hot water heaters, and a reverse osmosis plant that provides all power for the Resort. In addition, we upgraded guestroom air conditioners and air handling units at this Resort. The project, completed in 2012, is estimated to reduce our electricity costs by $2.2 million annually and mitigate against future risks.

Starwood President's Award

Following the completion of two of our major renovations during the reporting period (the Westin San Diego and Westin Washington, D.C. City Center), our Company's leadership team was recognized by our brand partner Starwood Hotels & Resorts, and received their President's Award for DiamondRock's work on these two projects.

The President's Award was given to only five out of over 380 Starwood owners this year and recognizes companies and their leadership for demonstrating exceptional or unique achievements and for sharing Starwood's vision for the future. Examples of notable contributions include "being an excellent global citizen, exhibiting the confidence to succeed, going the extra step, playing as a team, and doing the right thing".

Westin San Diego

Westin Washington, D.C.

Three energy efficiency projects received rebates as incentives for expediting equipment upgrades, totaling $229,650.

2013 Environmental Sustainability Practices in DiamondRock's Portfolio	
Best Practice or Attribute	**% of the portfolio in place**
Water Efficiency Program	96%
Low-flow or High Efficiency Guestroom Fixtures	100%
Reuse of rainwater or greywater	23%
Energy Efficiency Program	96%
Energy Efficient Lighting	96%
Building Automation or Energy Management Systems	23%

Energy, Water, Waste, and Carbon Emissions

Since 2011, we have performed comprehensive environmental data analysis of energy, water, waste, and carbon emissions for our entire portfolio. This enables us to understand the individual and collective environmental impacts of our hotels, and to track year-over-year performance improvements as we continue to invest in capital projects that increase efficiency and provide positive returns.

We track each hotel's energy, water, and waste consumption by type, with an analysis of the renewable energy in the fuel mix and the resulting greenhouse gas emissions of our portfolio. We are tracking our energy usage and carbon emissions using three different energy metrics of intensity in order to better understand the relationship and effects that room count, square footage, and occupancy have on consumption. In 2013 we expanded our measurement, tracking, and reporting program by participating in the Global Real Estate Sustainability Benchmark (GRESB) survey.

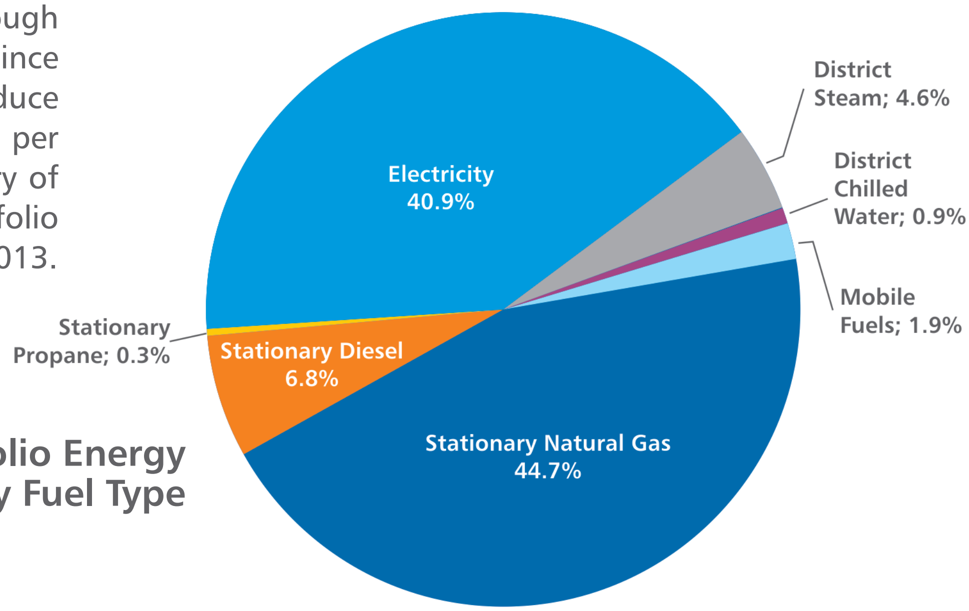
Energy and water usage represents approximately 4% of our hotels' operating costs. While generally minor in comparison to the investments required for upkeep of the hotel's furnishings, controlling energy and water usage represents a significant opportunity for return on investment of related capital expenditures.

Additionally, we closely monitor electricity consumption during the summer months to avoid peak demand surcharges and consider risks specific to locations and regions where our hotels are located. For example, at Frenchman's Reef & Morning Star Marriott Beach Resort, we self-generate electricity through co-generation to reduce exposure to the risk of high energy costs in St. Thomas.

Given the size and composition of our portfolio, certain properties will affect overall portfolio performance significantly. Just three hotels, the Chicago Marriott Downtown Magnificent Mile, Hilton Minneapolis, and Frenchman's Reef & Morning Star Marriott Beach Resort, collectively represent nearly one third of our portfolio's total energy usage. Much of the increase in our portfolio's energy usage is attributed to the renovation of the Frenchman's Reef with the installation of a co-generation plant. We calculate energy usage using *site energy* of purchased electricity, and therefore the *source energy* content of purchased electricity at Frenchman's Reef was not reflected in the figures, while 2012 and 2013 onsite generation of electricity essentially adds the source energy content to the hotel's footprint. If we were to exclude Frenchman's Reef from our energy footprint calculation, our performance would show a decrease in energy usage per square foot of 1%.

HISTORICAL ENERGY USAGE	2011	2012	2013
Direct Energy (MWh)	135,056	129,723	168,921
Indirect Energy (MWh)	145,593	136,928	146,358
Total Energy (MWh)	281,649	266,652	315,279
Energy Intensity			
kWh per available room (MWh)	74.08	72.75	77.67
kWh per occupied room (MWh)	98.11	93.80	103.07
kWh per ft² (MWh)	33.87	33.21	35.13

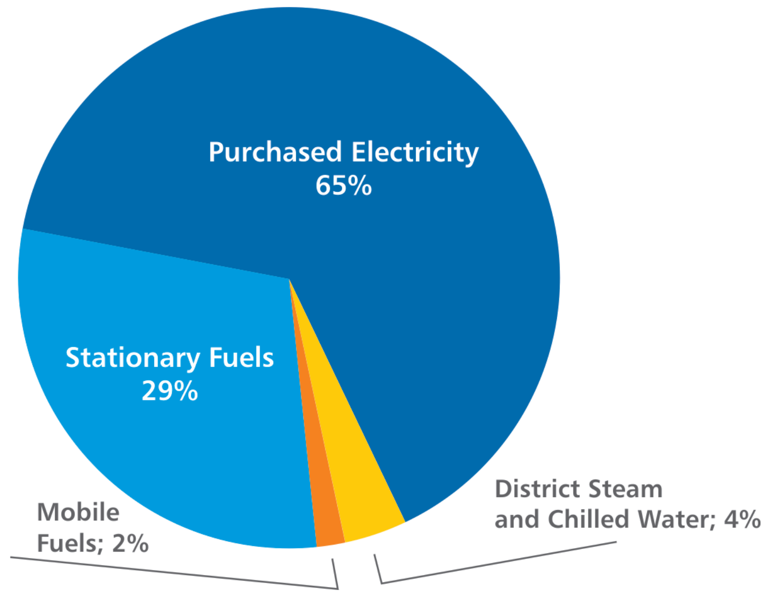
Similarly, GHG emissions will be affected by changes in our portfolio composition. Though GHG emissions have increased since 2011, we have been able to reduce emissions by 3.3% since 2011 per occupied room in the boundary of properties only within our portfolio for the entire period of 2011-2013.



Portfolio Energy Consumption by Fuel Type

HISTORICAL GHG EMISSIONS	2011	2012	2013
Scope 1 GHG Emissions (MTCO2e)	21,475	24,834	32,931
Scope 2 GHG Emissions (MTCO2e)	86,624	71,578	72,336
Total GHG Emissions (MTCO2e)	98,457	96,412	105,267
Carbon Emissions Intensity			
kgCO_2e per available room	25.89	26.30	25.93
kgCO_2e per occupied room	34.30	33.92	34.41
kgCO_2e per ft^2	11.84	12.01	11.73

GHG Emissions Sources by Type



We also track our water consumption through varied metrics, as we believe reducing water use represents an opportunity to lower operating costs, especially in water-stressed regions. As a result of implementing efficiency projects, since 2011 we have been able to reduce our water usage by 1.3% per occupied room (1.5% for properties within the portfolio entirely from 2011-2013), and by 2.5% per square foot.

HISTORICAL WATER USAGE	2011	2012	2013
Total Water Consumption (Gal)	486,032,100	480,938,965	511,188,365
Water Intensity			
Gallons per available room	127.83	131.21	125.93
Gallons per occupied room	169.30	169.18	167.12
Gallons per ft^2	58.45	59.9	56.96

Through 2013, 50% of our hotels had recycling programs in place. Our waste diversion rate has decreased over the past three years. This is due in part to the changing composition of our portfolio, with acquisitions and dispositions affecting the diversion rate. Since 2011 our waste figures have decreased 6.3% per occupied room and 4.7% per square foot.

HISTORICAL WASTE GENERATION & DIVERSION	2011	2012	2013
% of portfolio data coverage	96%	76.9%	92.3%
Total Waste (Tons)	8,314	6,403	8,295
Total Diverted Waste (Tons)	1,928	5,66	845
Diversion Rate	23.2%	8.8%	10.2%
Waste Intensity			
Lbs. per available room	4.82	3.85	4.51
Lbs. per occupied room	6.38	4.97	5.98
Lbs. per ft^2	2.14	1.76	2.04

The Road Ahead

Our commitment to fiscally responsible and sustainable practices is an important component of how we plan to realize our vision to be the leading allocator of capital in the lodging industry. We believe that strong environmental, social, and governance practices are consistent with our overall business strategy of disciplined capital allocation and focus on acquiring, owning, and engaging in measured dispositions of high quality, branded lodging properties in North America with superior long-term growth prospects in markets with high barriers-to-entry for new supply.

In 2013, we had numerous asset management successes that included successfully executing our $140 million capital expenditure program, implementing new revenue strategies, and continuing proven cost containment initiatives in place at each of our properties. We expect to spend approximately $95 million on capital improvements at our hotels in 2014, of which approximately $45 million relates to the completion of 2013 capital projects in early 2014 and approximately $50 million relates to new 2014 capital projects.

Significant projects planned for 2014 and 2015 include the following:

- Completion of comprehensive renovation at the Westin Washington, D.C. City Center
- Completion of comprehensive renovation at the Westin San Diego
- Completion of comprehensive renovation at the Hilton Boston
- Completion of comprehensive renovation at the Hilton Burlington
- Completion of guest room renovation at the Hilton Minneapolis

These renovations include efficiency upgrades to lighting, water fixtures, and HVAC systems to increase the environmental performance of these properties. In addition to incorporating sustainability attributes in our major renovations, we aim to be able to leverage environmental performance data collected over a number of years to better quantify the returns achieved through our efficiency investments, augment our ability to identify additional opportunities to control utility charges, reduce operating costs, and minimize environmental risks. The ability to more accurately assess year-over-year ESG data will enable us to better evaluate our performance and will ultimately enhance our decision-making and asset management activities, which includes a strategic set of projects that can enable our Company to mitigate and reduce environmental risks.

We will also continue to engage our employees and collaborate with our brands, partners, and stakeholders to identify opportunities to lower utility consumption and costs, and provide social benefits to our employees and communities.

In addition, we aim to enhance the value of our platform by being transparent in our communications, monitoring our corporate overhead, and following sound corporate governance practices. In 2014, we completed our first response to the Global Real Estate Sustainability Benchmark (GRESB) Survey to demonstrate our commitment to transparency and identify opportunities for continued improvement. We received an overall score of 50, which is above the global average of respondents, and outperforming the peer average across all scoring categories. The results also highlight opportunities for improvement, which we will be evaluating in the coming year.

We look forward to partnering and collaborating with our investors, employees, management companies, brand companies, suppliers, industry, and communities to respond to emerging challenges and opportunities in the arenas covered by this report.

Consolidated ESG Data

ESG Performance and Results		
Economic	**2012**	**2013**
# Properties	27	26
# Rooms	11,590	11,121
Total square footage under ownership[11]	9,338,975	8,973,975
Revenue ($M)	$727	$799.7
Adjusted EBIDTA ($M)	$189.7	$196.9
Total Assets ($M)	2,944	3,048
Average Daily Rate (ADR)	$175.01	$183.85
Occupancy	76.7%	75.1%
Revenue Per Available Room (RevPAR)	$134.16	$138.11
Total Investment in Capital Improvements[12] ($M)	$49.3	$107
Investments on environmental efficiency[13]	14,367,000	
Utility Consumption as a % of Hotel Operating Costs	3.9%	3.8%

[11] Includes properties within the portfolio at the close of each calendar year.
[12] Total investment represents our initial investment in the hotel plus any owner-funded capital expenditures since acquisition.
[13] Includes investments from 2011 and approved or in progress through December 31, 2013.

Social and Governance		
Corporate Giving and Charitable Donations	\$50,400	\$53,600
# Employees	22	22
# Independent Board Members	4	4
% of Female Employees	45%	45%
% of Female Board Members	14%	14%
% of Employees Receiving Annual Performance Reviews	100%	100%
% of Employees Subject to our Code of Business Conduct and Ethics	100%	100%
Environmental[14]		
Total Energy (MWh)[15]	266,652	315,279
Energy Intensity (kWh/Ft^2)	33.21	35.13
Total Water (Gal)[16]	480,938,965	511,188,365
Water Intensity (Gal/Ft^2)	59.90	56.96
No. of Properties Subject to Water Scarcity	17	
No. of Properties Subject to High Flood Occurrence Risk	14	
No. of Properties Identified as Having Overall Water Risk	17	
Total Waste (Tons)	6403.46	8295.32
Waste Diversion Rate	8.8%	10.2%
Landfilled Waste Intensity (Lbs./Ft^2)	1.76	2.04
Portfolio coverage of waste data	76.9%	92.3%
Scope 1 GHG Emissions ($MTCO_2e$)	24,834	32,931
Scope 2 GHG Emissions ($MTCO_2e$)	71,578	72,336
Total GHG Emissions ($MTCO_2e$)	96,412	105,267
GHG Emissions Intensity ($kgCO_2e/Ft^2$)	12.01	11.73

About this Report

This is our second sustainability report, covering the economic, environmental, social, and governance information for DiamondRock Hospitality Company during the 2012-2013 calendar years. We have used the Global Reporting Initiative (GRI) 3.1 guidelines to develop the content in this report, and are self-declaring an Application Level C. We currently report on a biennial cycle, though this may change in future years. In addition, we may make other ESG disclosures or publish information relating to sustainability performance indicators through other media including the Company's Annual Report and 10-K.

Performance data and Company disclosures are provided for either the 2013 calendar year or both 2012-2013 calendar years (up-to-date as of December 31, 2013), and are consistent with data appearing in our 2013 Annual Report and 10-K filing.

[14] Does not include consumption and waste generation from our corporate headquarters, which is estimated at less than 1% of the total figures.
[15] Mobile fuel energy data extrapolated for 8 properties across 2012-2013 (less than 1% of total energy footprint).
[16] Values extrapolated for 2 hotels.

Report Boundary

As a lodging REIT we are not permitted to participate in the management of hotels under ownership, and therefore we do not have operational control of our hotels, but we do exercise some financial control through approval of operating budgets and capital expenses for the hotels in our portfolio. Accordingly, we have used financial control as the basis for certain disclosures and performance indicators. Some economic and environmental data reported here will also be reported in financial and sustainability reports of the companies that manage our hotels, as these data also fall within their operational boundaries.

For the environmental information in this report, financial control pertains specifically to the capital expenditures and investments regarding the asset management of the hotels and the performance of the equipment and systems in place. The environmental data boundary includes all hotels under ownership for the entire 2012-2013 calendar year period. In addition, we have included investments in efficiency projects that have been approved, are in progress, or have been completed since 2011.

Our workforce boundary is limited to associates directly employed by DiamondRock Hospitality Company, as we have limited financial control over the workforce programs and operations of our management companies. Consultants who supplement expertise are not included in the report boundary.

Data and Assurance

The report's GHG emissions calculations follow the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard. Emission factors used for fuel combustion were obtained from the Climate Registry General Reporting Protocol, updated in June 2011. Emission factors for purchased electricity were obtained from EPA eGRID 2012 (2009 data), using regional emission factors. Purchased steam and chilled water emission factors were obtained from the U.S. Energy Information Administration Form EIA-1605. Global Warming Potential (GWP) factors used for methane and nitrous oxide were 25 and 298, respectively. Renewable energy fuel mix of U.S. eGRID regions was obtained using the EPA online tool: www.epa.gov/cleanenergy/energy-and-you/how-clean.html.

With respect to all information referenced in the Company's Annual Report and 10-K, KPMG LLP, an independent registered public accounting firm, audited the Company's financial statements and issued an attestation report on the Company's internal control over financial reporting as of December 31, 2013. Environmental performance data including the GHG emissions inventory was calculated in conjunction with Greenview, LLC. No external assurance was sought for environmental performance data or other data contained in this report that is not covered in the Company's 2012 or 2013 10-K. Data were obtained through either reports generated from management companies or surveys of the Company's hotel managers and have not been independently verified.

Energy and GHG emissions data for the 2011 calendar year have been restated due to updates in the data received from our portfolio. Units for 2011 water usage intensity metrics from 2011 have been corrected to gallons from liters.

Changes in the calculation methods and boundaries from our prior report:

- Calculation of environmental intensity metrics focused on 3 indicators (removing the *per room* metric as it can be derived from the *per available room metric*).
- GHG Inventory calculations changed as of 2012 to exclude fugitive emissions, as these were found to be only 1% in our 2011 GHG inventory.
- Waste data are no longer extrapolated for hotels missing data. Instead, an indicator of portfolio coverage is provided.

GRI Content Index

Ref	Description	Location	Coverage
1.1	Statement from the most senior decision-maker of the organization.	Message from our CEO, p.5.	Fully
1.2	Description of key impacts, risks, and opportunities.	2013 AR[17] pp. 22-40, Key ESG Issues pp. 16-19.	Partially
2.1	Name of the organization.	2013 AR, p. 3.	Fully
2.2	Primary brands, products, and/or services.	About DiamondRock, p. 9. 2013 AR, p. 3.	Fully
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	Our Corporate Structure, p. 10. Exhibit 21.1 – List of Subsidiaries.[18]	Fully
2.4	Location of organization's headquarters.	Back Cover.	Fully
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered.	About DiamondRock, p. 9. 2013 AR, p. 40.	Fully
2.6	Nature of ownership and legal form.	2013 AR p. 19.	Fully
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/ beneficiaries).	2013 AR, p. 40.	Fully
2.8	Scale of the Organization.	pp. 3, 15. 2013 AR, p. 3.	Fully
2.10	Awards received in the reporting period.	Starwood's Presidents Award, p. 22.	Fully
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	About This Report, p. 32.	Fully
3.2	Date of most recent previous report (if any).	2011 ESG Report.	Fully
3.3	Reporting cycle (annual, biennial, etc.).	About This Report, p. 32.	Fully
3.4	Contact point for questions regarding the report or its contents.	Back cover.	Fully
3.5	GRI Process for defining report content.	About This Report, p. 32.	Fully
3.6	Boundary of the report.	Report Boundary, p. 33.	Fully
3.7	Any specific limitations on the scope or boundary of the report.	Report Boundary, p. 33.	Fully

[17] Our 2013 Annual Report includes our 10-K filing. Page numbers referenced in the GRI Index correspond to those for the PDF document wherein a hyperlink has been provided.

[18] Available at: http://www.sec.gov/Archives/edgar/data/1298946/000119312505114296/dex211.htm.

Ref	Description	Location	Coverage
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	Report Boundary, p. 33.	Fully
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report.	Data and Assurance, p. 33.	Fully
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement.	GRI Footnote ii.	Fully
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	GRI Footnote ii.	Fully
3.12	Table identifying the location of the Standard Disclosures in the report.	GRI Index, pp. 35-39.	Fully
3.13	Policy and current practice with regard to seeking external assurance for the report.	Data and Assurance, p. 33.	Fully
4.1	Governance structure of the organization.	Our Board, p. 11. DHRC's Board, which includes Audit, Compensation, and Nominating and Corporate Governance Committees, is the highest governance body responsible for setting strategy and providing organization oversight.	Fully
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	During the reporting period, the Chairman of our Board was an independent, non-executive officer. 2014 PS p.10.	Fully
4.3	Number of members of the highest governance body that are independent and/or non-executive members.	All of the members of our Board of Directors, except for the President and Chief Executive Officer, are independent of the Company and its management. Consolidated ESG Data, pp. 31-32.	Fully
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	GSGI, Section 6.5, Communications with Directors.	Fully
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	CBC p.3, GSGI Section 2.2.7.	Fully

Ref	Description	Location	Coverage
4.7	Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity.	GSGI Section 1.3.	Fully
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	CBC p. 3-6, 2013 AR p. 3.	Fully
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	CBC p. 1, GSGI, Section 5.1, Corporate Governance Overview.	Fully
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	GSGI Section 2.6.	Fully
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	While the Company does not have mechanisms in place to use the precautionary principle in evaluating our own buildings, we rely on external stakeholder input to identify and eliminate chemicals of concern either through regulatory compliance or management company initiative.	Fully
4.14	List of stakeholder groups engaged by the organization.	Our Stakeholders, p. 14.	Fully
4.15	Basis for identification and selection of stakeholders with whom to engage.	Our Stakeholders, p. 14.	Fully
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments	Consolidated ESG Data, p. 31. 2013 AR, p. 40.	Partially
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	2013 AR, pp. 25-26.	Partially
EC4	Significant financial assistance received from government.	No significant financial assistance was received during the reporting period.	Partially
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	Community Giving, p. 21.	Fully

Ref	Description	Location	Coverage
EN1	Materials used by weight or volume.	GRI Footnote i.	
EN2	Percentage of materials used that are recycled input materials.	GRI Footnote i.	
EN3	Direct energy consumption by primary energy source	Consolidated ESG Data, p. 32.	Fully
EN4	Indirect energy consumption by primary source	Consolidated ESG Data, p. 32.	Fully
EN5	Energy saved due to conservation and efficiency improvements.	2011-2013 Efficiency Project Investments, p. 24.	Fully
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives	Renovations and Efficiency Projects, pp. 22-27.	Fully
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	2011-2013 Efficiency Project Investments, p. 24.	Fully
EN8	Total water withdrawal by source	Consolidated ESG Data, p. 32.	Fully
EN16	Total direct and indirect greenhouse gas emissions by weight.	Consolidated ESG Data, p. 32.	Fully
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Renovations and Efficiency Projects, pp. 22-27.	Fully
EN23	Total number and volume of significant spills.	GRI Footnote i.	
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	Renovations and Efficiency Projects, pp. 22-27.	Fully
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	GRI Footnote i.	
LA1	Total workforce by employment type, employment contract, and region	Our Workforce, p. 20.	Fully
LA4	% of employees covered by collective bargaining agreements	2013 AR p.21.	Fully
LA5	Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements.	GRI Footnote iii.	Fully
LA6	Percentage of total workforce represented in formal joint management–worker health and safety committees that help monitor and advise on occupational health and safety programs.	GRI Footnote iii.	Fully
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender.	GRI Footnote i.	
LA9	Health and safety topics covered in formal agreements with trade unions.	GRI Footnote iii.	Fully

Ref	Description	Location	Coverage
LA12	Percentage of employees receiving regular performance and career development reviews, by gender.	Consolidated ESG Data, p. 32.	Fully
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	Our Workforce, p. 20. 2014 PS p. 7.	Fully
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	Consolidated ESG Data, p. 32.	Fully
SO4	Actions taken in response to incidents of corruption.	Code of Business Conduct and Ethics, p. 13. GRI Footnote ii.	Fully
HR4	Total number of incidents of discrimination and corrective actions taken.	GRI Footnote ii.	Fully
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	GRI Footnote i.	
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	GRI Footnote i.	
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	GRI Footnote i.	
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	GRI Footnote i.	
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	GRI Footnote i.	

2013 AR = 2013 Annual Report and 10-K
GSGI = Guidelines on Significant Governance Issues
2014 PS = 2014 Annual Meeting Proxy
CBC = Code of Business Conduct

GRI Footnotes

i. Due to the nature of our business as an owner of lodging real estate in the United States that does not sell products or operate its properties, we do not consider this performance indicator to be material to our core business and do not track this information.
ii. There were no incidences or occurrences within the reporting period and reporting boundary.
iii. The Company's employees are not unionized, and therefore we do not have information to report on this indicator.

We invite stakeholders to communicate any questions or concerns they may have about the Company directly and confidentially with any of the presiding directors, non-management directors or full board of directors by writing to the Lead Director, Independent Directors or Board of Directors at the following address:

DiamondRock Hospitality Company
3 Bethesda Metro Center
Suite 1500
Bethesda, Maryland 20814
(240) 744-1150