

CONNECTING VALUES CREATING IMPACT

2023 SUSTAINABILITY REPORT



MITRE

**EMPOWERING
POSITIVE CHANGE.**

**FORGING
A SUSTAINABLE
FUTURE.**

**ADVANCING
ONE CONSCIENTIOUS
DECISION AT A TIME.**

Cover photo source: MITRE

Reinforcing Our Commitment to Social Impact

Our dedication to innovation, integrity, and inclusion continues to shape a future that advances MITRE's mission of solving problems for a safer world.

In 2023, we embarked on a new journey with the launch of our strategic environmental sustainability initiative, starting with establishing 2030 goals and defining corporate activities needed to reach them. This initiative seamlessly aligns with our mission, emphasizing the natural extension to our sustainability commitments. With a rich history of prioritizing social stewardship, we remain steadfast in upholding our role as a responsible corporate citizen.

Organizations measure sustainability in three key areas—environmental, social, and governance (ESG)—to ensure accountability and transparency. Our approach to sustainability is rooted in our company values: serving the public interest, excellence that counts, people in partnership, and above all else, integrity.

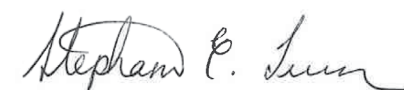
Diversity, equity, and inclusion (DEI) are fundamental elements of sustainability, extending beyond a narrow focus on the environment. Additionally, our commitment expands into our corporate social innovation work. There, we focus primarily on addressing inequities in underserved communities with an emphasis on generational social impact.

This report highlights the tangible results of our sustainability work. While capturing our current position, we're dedicated to the path ahead and to creating a sustainable, inclusive future.

Transparency is fundamental to trust, and we're committed to sharing our progress, challenges, and aspirations. As we move forward, we recognize that sustainable inclusive business practices are not just ideals, they're essential components of long-term success. Good corporate governance will play a crucial role in delivering value to each of our stakeholders: employees, sponsors, board of trustees, partners, suppliers, and communities.

We invite you to join us in this journey of continuous improvement, kindness, and positive impact. Thank you for your support and partnership.

Be well,



Stephanie Turner, Vice President, Diversity and Chief Sustainability Officer



Our Definition of ESG

MITRE's Environmental, Social, and Governance (ESG) approach aims to forge a sustainable future by integrating ESG principles into our operations. Committed to equity, inclusion, and responsible practices, we strive to create lasting value for our people, sponsors, partners, communities, and our planet, one conscientious decision at a time.

SUSTAINABILITY

Fulfilling our present needs in a way that does not compromise our planet for the well-being of future generations.

ENVIRONMENTAL

Identify strategic actions toward climate-positive operations.

This includes our work in:

- Greenhouse gas (GHG) emissions mitigation
- Climate resilience
- Clean energy procurement
- Responsible sourcing
- Eco transportation
- Waste diversion

Why this matters: Environmental stewardship and regenerative business practices are essential for a safe, secure, and stable world now and for future generations.

SOCIAL

Sustained dedication to cultivating equitable and inclusive connections with our employees, sponsors, board of trustees, partners, suppliers, and communities.

This includes our work in:

- Inclusion and Diversity (I&D)
- Corporate Social Innovation (CSI)
- Neurodiversity

Why this matters: Inclusion enhances employee morale and engagement, as well as cultivating innovation and creativity. Involving external communities further strengthens this dynamic, fostering diverse perspectives and collaborative efforts that drive positive change and sustainable growth.

GOVERNANCE

Cultivated, principled actions, informed and effective decision-making, and appropriate monitoring of our performance. We commit to conducting business ethically, and in compliance with applicable laws and regulations.

Our governance structure includes:

- Senior Executive Leadership and Board of Trustees oversight
- Sustainability Advisory Council
- Employee Advocates
- Annual reporting
- Corporate policies

Why this matters: Good corporate governance establishes trust. This trust cultivates confidence in the organization's decision-making, ethical behavior, and long term sustainability.

MILESTONES OF IMPACT

Throughout our history, MITRE has consistently taken strides in advancing sustainability, fostering inclusion, and upholding ethical standards. As we set new goals and navigate the challenges ahead, we recognize how far we've come and the foundation upon which we continue to build.

- 1958**
MITRE is established to operate R&D Center for U.S. Department of Defense
- 1959**
Launches United Fund Campaign marking start of commitment to civic engagement
- 1965**
Introduces volunteer time for employee civic engagement
- 1968**
Creates training program for underemployed youth in Boston
- 1972**
Establishes program to ensure equal employment opportunity
- 1974**
Establishes Energy, Resources, and Environment Division
- 1979**
Implements first recycling program
- 1985**
Begins long-standing partnership with BEYA
- 1989**
Promotes Lydia Thomas as first black vice president
- 1999**
Establishes Quality of Work Life Office
- 2000**
Develops I&D Strategic Plan
- 2006**
Receives Silver LEED Rating for New Bedford Center
- 2009**
Creates Board of Trustees Diversity Committee
Establishes corporate I&D goals
- 2011**
Establishes first employee resource council
- 2012**
Begins greenhouse gas inventory of Scope 1 and 2 emissions
- 2013**
Starts Women's Leadership Program
- 2017**
Opens MITRE 4 building, achieving LEED Gold Certification
- 2020**
Appoints First Vice President of Inclusion, Diversity, and Social Innovation
- 2021**
Expands I&D Goals to all people leaders
- 2022**
Funds Historically Black Colleges and Universities (HBCU) Innovation Initiative Report
Reports comprehensive GHG Inventory to CDP
- 2023**
Completes first climate-related financial risk assessment

RESPONSIBLY ROOTED—

Corporate Sustainability

At MITRE, we drive innovation and impact through our commitment to environmental sustainability. By harnessing cutting-edge technology and collaborative expertise, we actively address environmental challenges, reduce our carbon footprint, and promote eco-friendly practices. Our annual goals and long-term, science-based targets are informed by sustainability best practices and the United Nations Sustainable Development Goals (UN SDGs). We strive to foster a culture of responsibility today and for the future by integrating sustainable practices into our operations, research, and partnerships—ensuring a resilient and thriving world for generations to come.

MITRE Commitments

Protecting our environment for a healthier today and a more sustainable tomorrow is central to our mission of solving problems for a safer world. MITRE is dedicated to taking specific steps to operate in ways that benefit the environment, both within our organization and throughout our supply chain. These efforts aim to reduce emissions, aligning with U.S. commitments in global agreements to combat climate change. We are focused on achieving three outcomes:

Climate-Positive Environmental Footprint: MITRE set science-based goals to cut emissions by 42% and economic intensity by 52% by 2030, from a 2021 baseline. These targets represent a step toward our broader aim of achieving net-positive environmental impacts by 2050. To meet these goals, we're implementing new operational practices and adopting climate-friendly policies and technologies tailored to MITRE's needs.

Market Leader in Functional Implementation of Federal Climate Policies: In recent years, the federal government has taken significant steps towards formalizing its sustainability commitments, including issuing executive orders, a Federal Sustainability Plan, and a proposed rule for major federal contractors. This could mean that contractors like MITRE may need to report on climate-related financial risks, disclose greenhouse gas emissions, and set science-based reduction targets. Our Sustainability Management Plan addresses these potential requirements and positions MITRE to go beyond mere compliance. We aim to lead in sustainability among our peers and provide valuable guidance to federal agencies as they develop their own sustainability plans.

Sustainability as a Core Value for MITRE: We're promoting environmental awareness and sustainable practices among employees through stakeholder engagement, leadership mobilization, strategic communication, learning opportunities, and research. In 2023, we formed a Sustainability Community of Practice and launched Green Teams, led by employees, to identify and implement sustainable behaviors and processes locally.

Source: MITRE





Source: MITRE

Charting a Sustainable Future

We're working to reduce our carbon emissions and encourage environmentally friendly practices. These include:

GHG emissions mitigation: MITRE annually conducts a comprehensive inventory of direct GHG emissions at facilities owned or controlled by MITRE (Scope 1), as well as indirect emissions from other sources (Scope 2 and 3). In 2023, the assessment of our environmental footprint was publicly reported via CDP, a not-for-profit that runs the largest global disclosure system for companies and government.

Climate resilience: Our Climate-Related Financial Risk Assessment complies with International Financial Reporting Standards guidelines. Via CDP, we publicly disclose our governance, risk management, and business strategy approaches for increasing resilience to climate-related impacts on our business and workforce. Our objective is to embed leading environmental sustainability and resilience principles and practices throughout corporate decision-making, planning, and management.

Clean energy procurement: The strategy to achieve net zero energy by 2030 involves efficient design, equipment, operations, and transitioning to renewable sources. This prioritization is grounded in efficiency, cost-effectiveness, and impactful measures, leading to a substantial reduction in carbon emissions and nearly neutral environmental impact. Currently, 50% of the electricity at our Bedford, Massachusetts, and McLean, Virginia, campuses comes from wind and solar power, with ongoing efforts to increase efficiency and renewable energy use.

Responsible sourcing: MITRE's procurement greatly influences our sustainability and environmental impact. Recognizing the risks posed by suppliers' sustainability challenges, we've adopted an ISO 20400-aligned sustainable procurement strategy. Collaborating with suppliers, we're working to eliminate single-use plastics and cut greenhouse gas emissions linked to our purchases.

Eco-transportation: In 2023, MITRE earned a Silver Bicycle Friendly Business award from the League of American Bicyclists, recognizing our efforts to promote bike-friendly communities. We incentivize low-emission commuting through programs like a public transportation fund. For three years running, we've hosted a Bike to Work Day pit stop and partnered with local bike organizations to enhance alternative transportation infrastructure.

Waste diversion: MITRE is actively pursuing net zero waste by reducing, reusing, recycling, and composting whenever feasible. Following a successful 2022 pilot, we implemented centralized waste systems across our main campuses. Proper waste sorting enables us to enhance recycling efficiency and divert materials from incineration or landfill. Leveraging artificial intelligence, we improved recycling accuracy from 40% in 2022 to 73% in 2023. We maintain a focus on e-waste diversion, offering safe and efficient recycling options for employees.

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In the journey toward sustainability, MITRE is not just a participant; we're catalysts for change. It's about embracing a future where every action, big or small, contributes to a world that thrives on responsible practices, echoing our commitment to making a meaningful difference.

JULIE BOWEN, SENIOR VICE PRESIDENT, CHIEF LEGAL OFFICER, MITRE

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BELONGING BY DESIGN— Inclusion and Diversity

At MITRE, we recognize that innovation thrives in diverse and inclusive environments. Our commitment to I&D goes beyond rhetoric—it’s a driving force that fuels our success. We’re building a workplace where every individual, regardless of background, can be their authentic self. By cultivating a culture of belonging, we do more than just embrace diversity; we leverage it as a catalyst for groundbreaking ideas and solutions.

Promoting a Culture of Belonging

Connecting communities: MITRE’s Business Resource Groups (BRGs) are vibrant hubs for connection, community, and celebration within our diverse workforce. Notably, 27% of MITRE employees actively engage as members in at least one BRG, surpassing the industry benchmark of 10%.

Cultivating internal talent: We prioritize professional development and offer a comprehensive internal learning curriculum that equips all employees with the skills to thrive. In 2023, participation in our Adjuncts and Advocates intensive program quadrupled in participation from 2022. This program is designed for those who want to delve deeper in their understanding of foundational I&D concepts. Participating employees volunteered 3,304 hours collectively to the program.

Championing diversity externally: MITRE actively sponsors and participates in major conferences such as Be Everything You Are (BEYA) and Society of Asian Scientists and Engineers (SASE), including their prestigious awards programs. Our commitment goes beyond attendance—our senior leaders play an active role as speakers, contributing to meaningful conversations on I&D.

Looking Ahead

In 2024, our focus sharpens, building upon the insights gleaned from our 2023 internal inclusion assessment. We used this tool last year to better understand and enhance the interpersonal dynamics within our organization. Moving forward, we aim to expand our learning curriculum and increase participation, addressing identified gaps, and cultivating an environment where every voice is heard and valued.



Comfort, connection, and being able to contribute.
That is the way I see and define a sense of belonging.

YVETTE MELENDEZ, MITRE TRUSTEE



People on the autism spectrum solve problems 60% faster than neurotypical peers.* Our Autism@Work program seeks to recruit, hire, and develop neurodivergent employees—a population with atypical neurological development, including individuals with autism, ADHD, and dyslexia—for cyber positions.

“We’re not creating special jobs, we’re filling current gaps with real talent,” says Teresa Thomas, program lead, neurodiverse talent enablement. “It’s about getting great employees to do work we need done. We’re doing this to be an example to our sponsors, to make sure this is done right, and to change the conversation around neurodiverse hiring.”

* University of Montreal/Harvard University study, 2014.





Source: MITRE

COLLABORATING FOR IMPACT— Corporate Social Innovation

The people at MITRE want to solve problems, whether on a large scale or right outside our doors. We're addressing societal challenges through inclusive collaboration internally among our peers and externally with our stakeholders. How we collaborate, ensuring we invite all voices in, strengthens our ability to develop and implement meaningful and sustainable solutions. MITRE's corporate social innovation function ignites innovation by redefining what's possible through collaboration.

Strengthening Civil Society

Inspiring the next generation of STEM innovators: In 2023, we engaged students through conferences and lab tours, creating hands-on experiences to fuel their passion for STEM. Our commitment includes fostering diversity through strategic partnerships with HBCUs, aiming to recruit diverse talent and create pathways for individuals from historically underrepresented communities. MITRE also collaborates with the Computer Science Teachers Association to enhance computer science education and provide valuable opportunities for K-12 students.

Showing up in the communities where we live and work: In 2023, we channeled our technical expertise into impactful events like hackathons, addressing real-world issues our communities and country face, such as human trafficking. Beyond that, we empower our employees with an annual volunteer day, enabling them to give back in ways that truly matter to them.

Widening the innovation ecosystem to include a broader range of voices and perspectives: Our inaugural Social Innovation Mentorship Program showcased a cohort of ten startups, all spearheaded by Founders of Color.

Looking Ahead

We're expanding and evolving our corporate social innovation function through partnerships, new programs, and increased participation. Our focus extends to strengthening K-12 STEM education, supporting and empowering STEM teachers nationwide with engaging programs. Moreover, we're working to lower barriers to give STEM entrepreneurs from historically underrepresented communities a chance to contribute to impactful innovation.



MITRE's mentorship model is a powerful example that should inspire more companies, leaders, and investors to follow suit.

ROCHELLE KEYHAN, COLLECTIVE LIBERTY CEO AND PARTICIPANT IN MITRE'S SOCIAL INNOVATION PROGRAM FOR FOUNDERS OF COLOR



Hear from our Community Partners on MITRE's Corporate Social Innovation initiatives.



[WATCH VIDEO](#)

BEYOND COMPLIANCE— MITRE's Strategic Approach to Corporate Governance

At MITRE, we pride ourselves on a robust governance framework that goes beyond mere compliance. We champion a culture of informed and effective decision-making, principled actions, and appropriate monitoring of our performance. By prioritizing accountability and ethical conduct, we ensure every decision made aligns with our mission to solve problems for a safer world. MITRE's corporate governance approach safeguards the trust of our partners and employees and propels us toward sustainable success in the ever-evolving landscape of technology and innovation.

Committing to sustainable practices

Board-level oversight: The Board of Trustees plays a pivotal role in overseeing the assessment, management, and strategic response to risks and opportunities. This involves annual reporting, monitoring key performance indicators, and approving the budgets necessary to drive the organization forward.

Communicating corporate policy: MITRE is continuously crafting and communicating the corporate sustainability policy to all employees. Led by MITRE's vice president of diversity and chief sustainability officer, the policy integrates equitable sustainability principles into our strategy, culture, and operations. Compliant with laws and aligned with international standards such as ISO 26000:2010 (Guidance on Social Responsibility), including the UN SDGs, this policy showcases our commitment to responsible business.

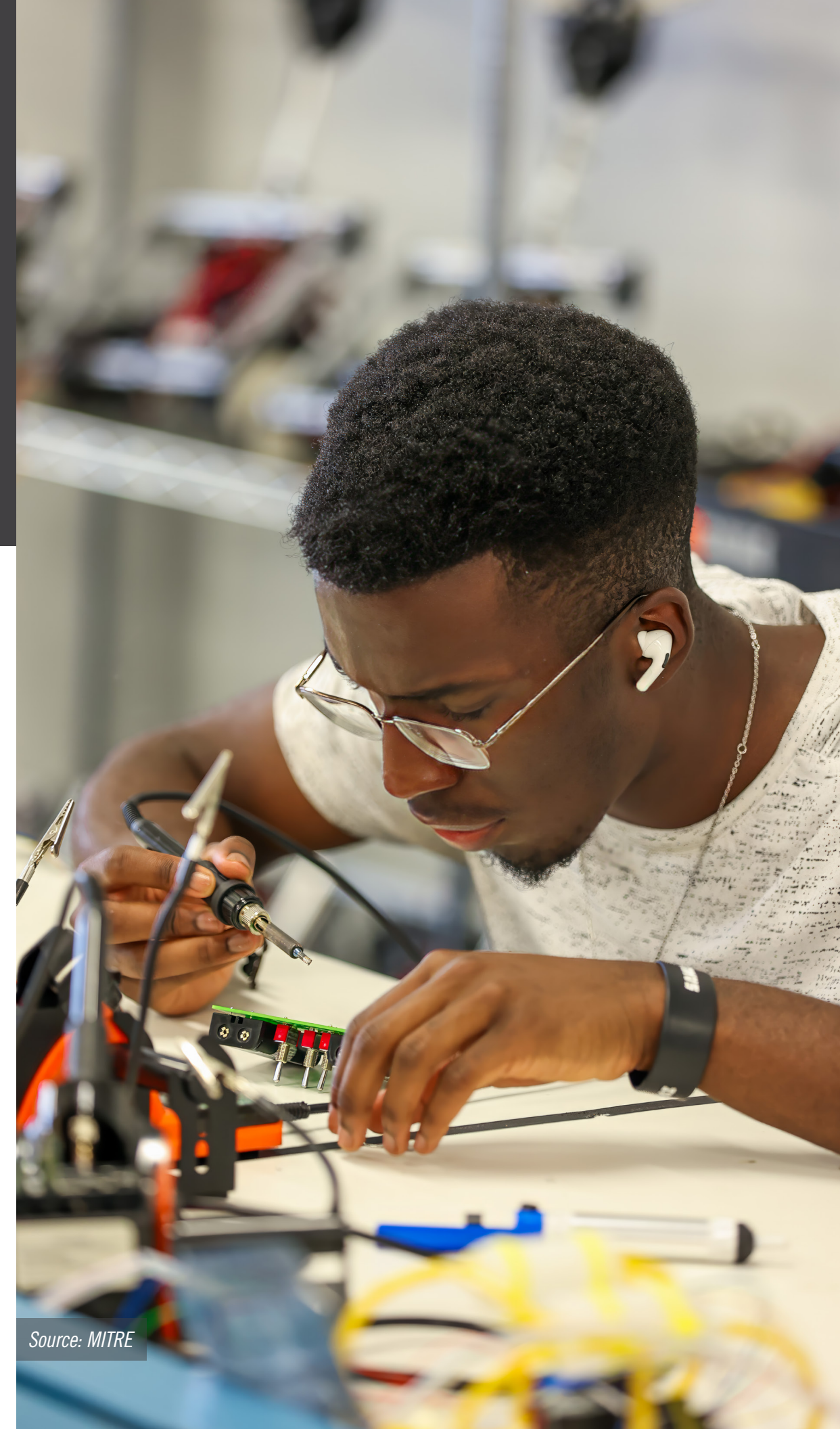
Fair hiring and compensation: We're proud to be an equal opportunity employer. We value the contributions of all MITRE employees and continually review our practices to ensure fairness and equity. This includes providing "equal pay for equal work."

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As stewards of MITRE's mission, we recognize that accountability is not checkboxes but the essence of our pledge to the communities we serve.

RODNEY SLATER, CHAIR, MITRE BOARD OF TRUSTEES

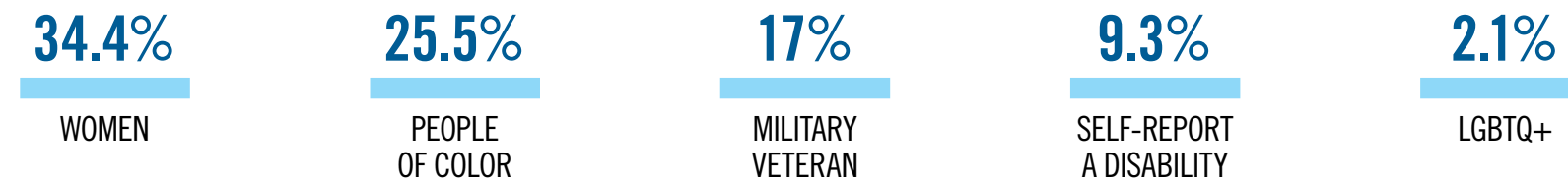
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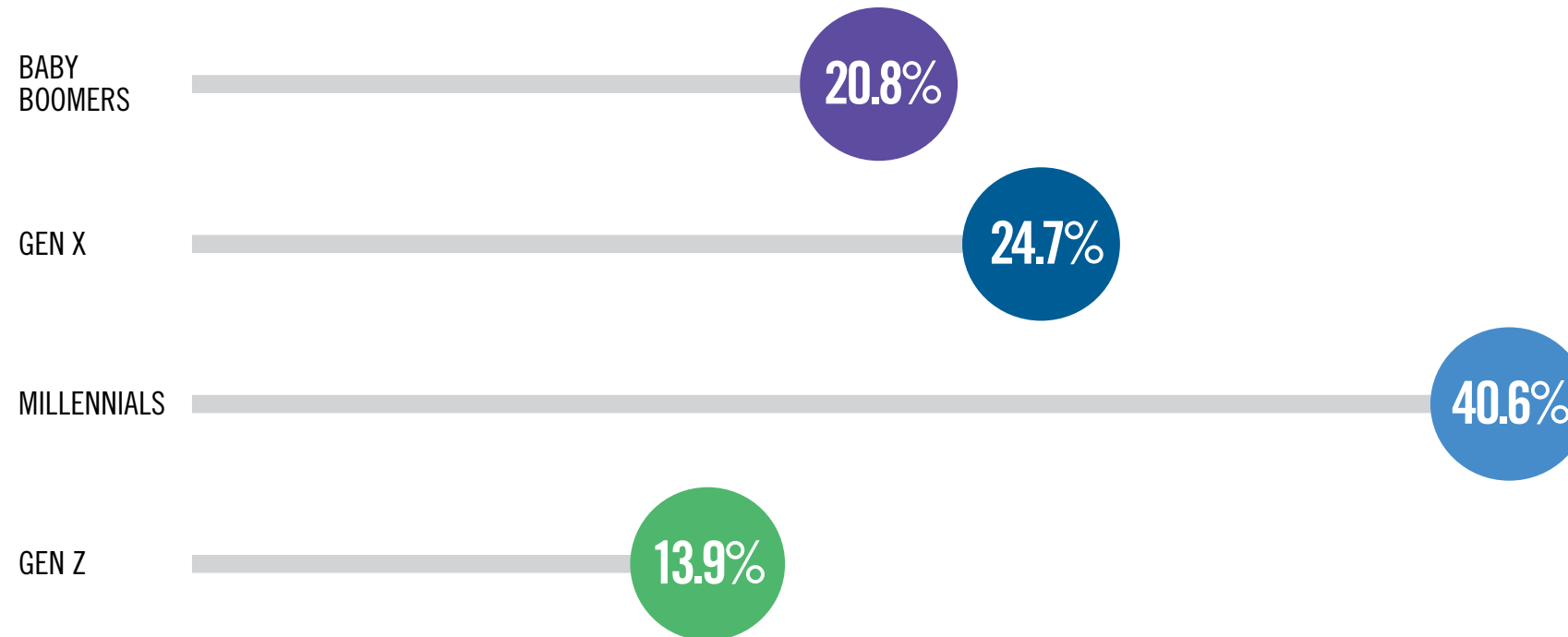
Source: MITRE

Cultivating a Culture of Belonging

By reporting our diversity metrics, we underscore our continuous efforts to build a workplace community that celebrates and embraces diversity in all its forms.

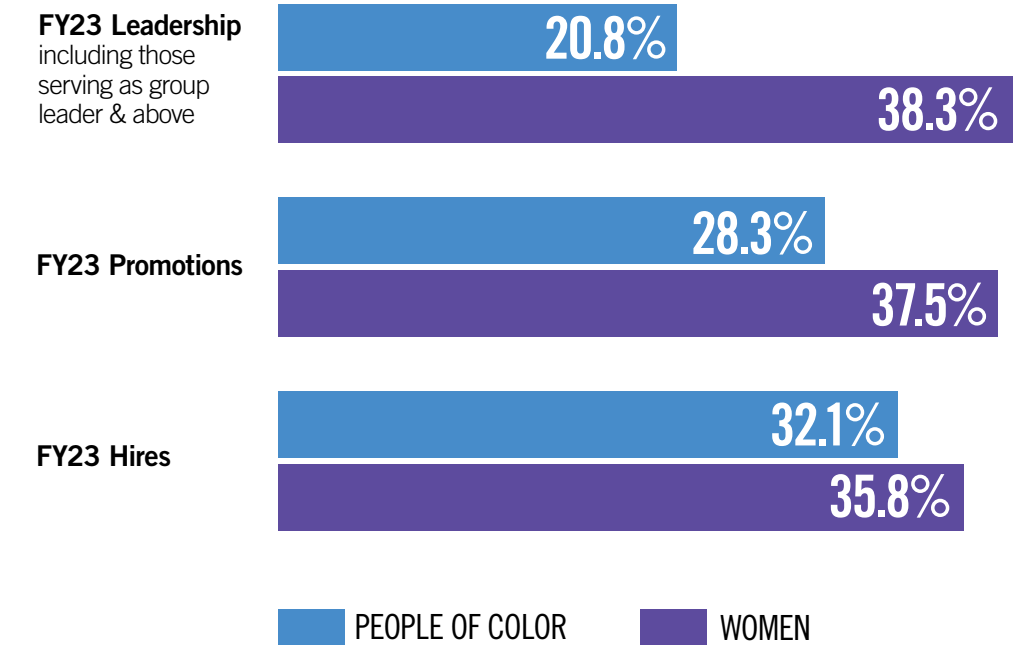


Generations

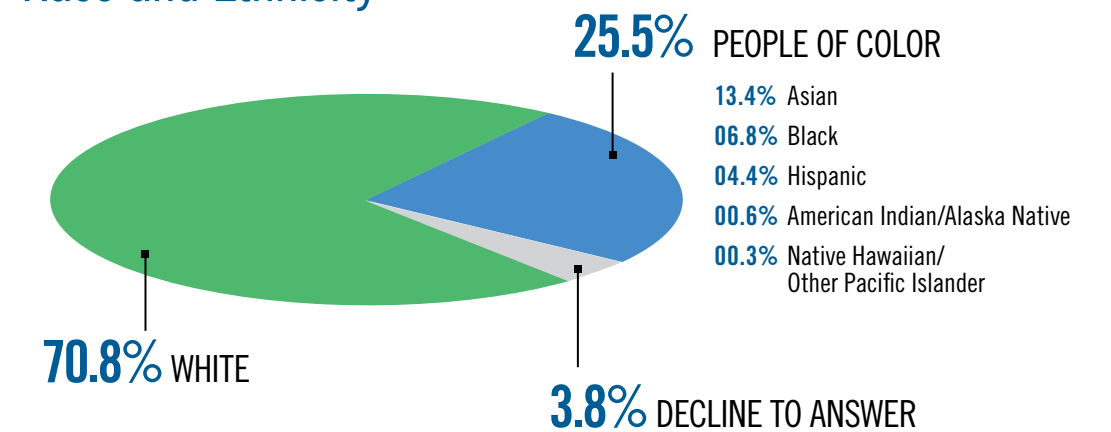


Leadership and Hiring

MITRE is unwavering in its commitment to hiring and promoting top-tier talent. Our focus on assembling a diverse workforce with varied backgrounds and experiences underscores our dedication to innovation and excellence.



Race and Ethnicity



INNOVATION | INTEGRITY | INCLUSION

The 2023 MITRE Sustainability Report embodies our organization's steadfast commitment to driving positive change. Through rigorous adherence to Environmental, Social, and Governance principles, we've not only measured our progress but also demonstrated our responsibility as a steward of meaningful impact. As we reflect on the strides made, we recognize that our collective efforts are not just a commitment to a sustainable future, but a testament to the transformative influence that purposeful action can have on the world.

Our dedication to innovation, integrity, and inclusion continues to shape a future where MITRE's impact is synonymous with creating a safer world.

MITRE is pioneering solutions to create a brighter, greener future across our facilities, our systems, and our day-to-day operations. We continuously look for opportunities to improve our sustainability performance by engaging MITRE's teams of problem-solvers, risk-takers, and innovators to develop solutions and best practices for environmental and social stewardship—meeting our needs while creating a more sustainable planet for future generations.

CORPORATE SUSTAINABILITY MISSION STATEMENT



MITRE
SOLVING PROBLEMS
FOR A SAFER WORLD®



www.mitre.org/culture