

**MITRE**



Corporate  
Social  
Responsibility  
Report  
**2017**



“

We have ambitions to see things that aren't easily seen, to look where no one else has looked, and to find new ways to achieve things that weren't thought possible.

”

**This is a report that I look forward to reading each year, but this year brings a special privilege.**

As our new CEO, I'm proud to be introducing our Corporate Social Responsibility Report for 2017. These stories are a way we celebrate the commitment and talent our employees bring to the communities where we live and work.

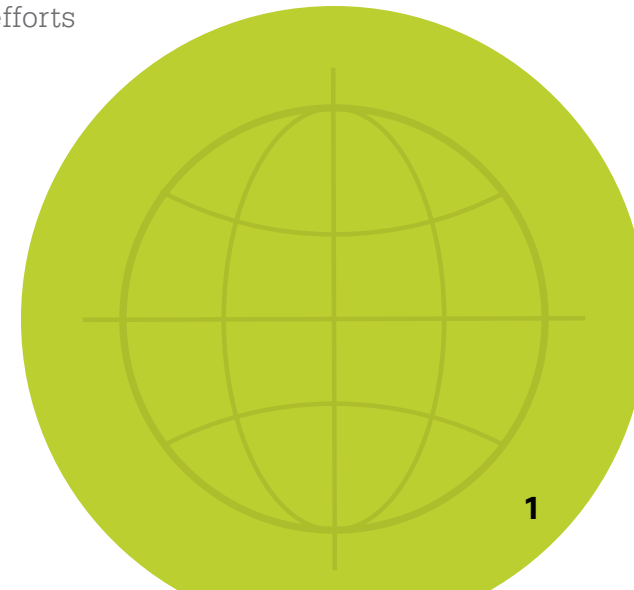
I hope you enjoy reading and reflecting on this small sample of ways the people of MITRE volunteer and give back. As you'll see in the pages ahead, their efforts encourage tomorrow's scientists and engineers, support veterans and active duty members of the military, advance diversity, protect the environment, and contribute to better lives and conditions for people in need. I hope you are inspired to act, to give, and to engage.

While we celebrate the accomplishments of 2017, I'm already imagining the stories that will emerge for 2018. I encourage us all to engage beyond our work and the confines of campus. How will we contribute to a safer world? Where can we discover, create, and lead to make real impacts in the world? Where will MITRE be changing the game?

At MITRE, we have at least one thing in common: that we do more than just work every day. We have ambitions to see things that aren't easily seen, to look where no one else has looked, and to find new ways to achieve things that weren't thought possible. It is this spirit and energy that we bring to our CSR efforts today and beyond.



Jason Providakes,  
President and Chief Executive Officer





- 1** President's Letter
- 4** Scouting for STEM
- 6** Service First
- 8** A Life-Saving Resource
- 10** Cultivating NextGen Scientists
- 12** Miles for Miracles
- 14** Holiday Joy for All
- 16** Adding New Voices to Wikipedia
- 18** Recycling for Good
- 20** Help a Soldier, Help a Family
- 22** Wheels and Smiles
- 24** Buy Me Some Peanuts and Ozobots
- 26** Helping Neighbors in Need
- 28** Mindfulness: Low Tech, High Impact

# contents



- 30** Awards and Recognition
- 31** MITRE-at-a-Glance
- 32** MITRE Sustainability and Ethics Statement
- 33** Service in the Public Interest
- 35** MITRE Volunteer Hours
- 38** Locations

**LEGEND**



Science, Technology, Engineering, and Math (STEM) initiatives



Inclusion and diversity efforts



Supporting men and women in uniform



Supporting health causes

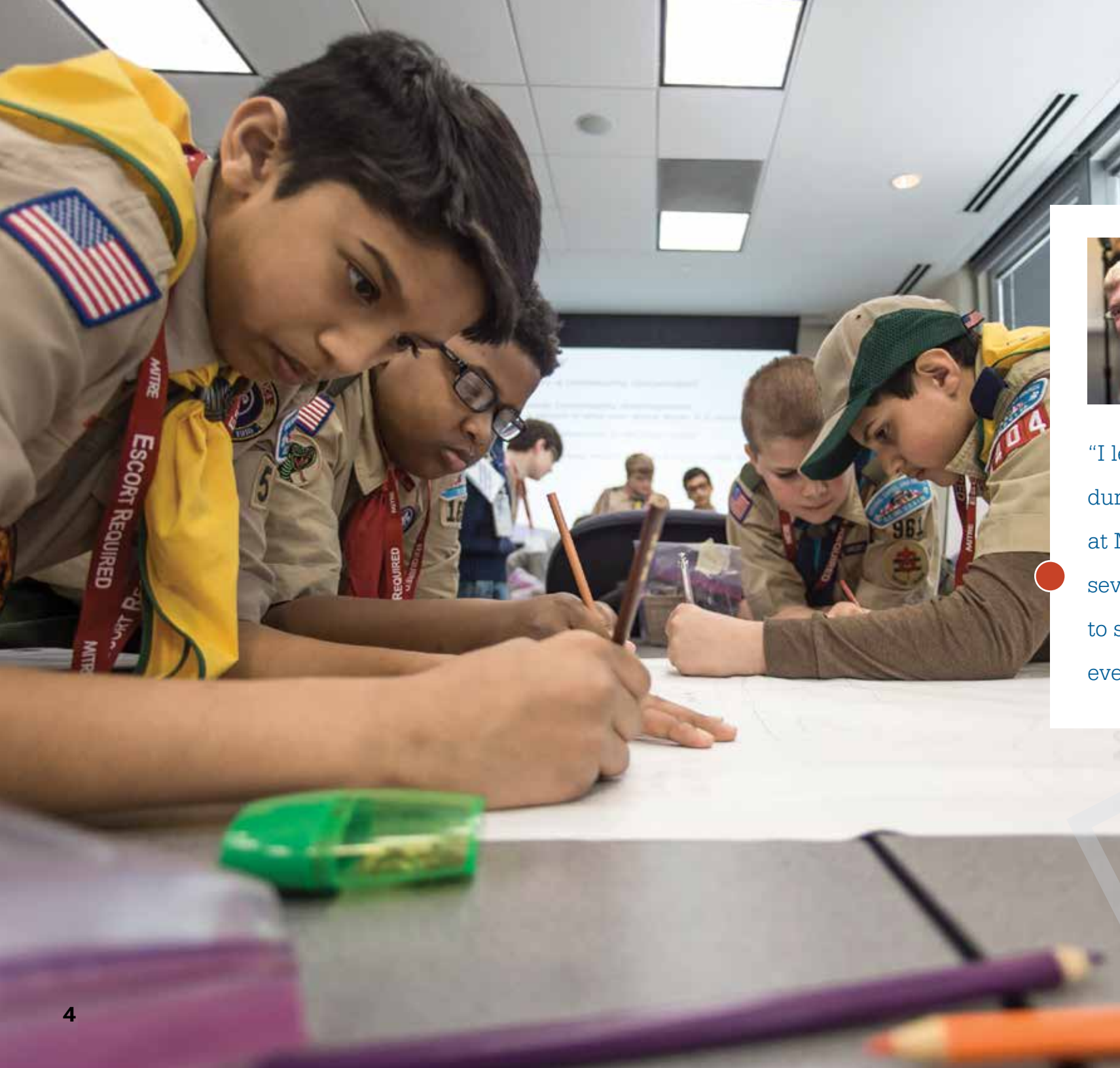


Managing our environmental footprint



Supporting our local communities





“I learned more during one day at MITRE than in several years going to similar STEM events elsewhere.”





# Scouting for STEM

**R**obotics, game design, and aviation are just some of the 22 class titles offered during MITRE's Scout Engineering Day in McLean. It's no wonder that more than 400 Boy and Girl Scouts attend the all-day Saturday event each spring.

The Scouts, ages 11 through 17, come to earn their STEM merit badge. They leave with unique, hands-on research and development experience.

"MITRE has the equipment and labs to show kids how STEM is used to solve challenges on a large scale," says James Holdener, the event's organizer. "Very few Scouts earn STEM badges because you need knowledgeable instructors and the right tools. MITRE has both."

One of the day's most popular classes takes place in MITRE's Center for Advanced Aviation System Development. "Where else can you climb into an actual 747 cockpit and see what it's like to land a plane on a runway?" asks

Holdener, who has been a STEM merit badge counselor for a decade.

Holdener and a core volunteer team of a dozen MITRE employees map out the event's many moving parts over nine months. First and foremost, they make sure the activities meet STEM badge criteria and find the right subject matter experts to teach the half- and full-day classes. Facilities, logistics, security, food, and safety are just a few of the challenges the MITRE volunteers

coordinate. More than 125 MITRE employees volunteer on Scout Engineering Day.

"It's a big undertaking," says Steve Walsh, a core team member. "But we hope that by showing young people as much STEM as possible, something might stay with them."

Now in its sixth year, the effort is clearly having an impact. One participant shared, "I've attended many classes like this, but this was the best. I learned more during one day at MITRE than in several years going to similar STEM events elsewhere."



**Girl Scouts and Boy Scouts participate in MITRE's Scout Engineering Day each year.**



# Service First

**M**ITRE's Kevin Grimm, an Air Force reservist, spent six months in the Middle East in 2016. He knew without a doubt that MITRE and his colleagues at the Colorado Springs site had his back.

"I can only be a great reservist when my civilian employer and government sponsor are supportive," says Grimm, an Air Force major. "I've been a reservist for the ten years I've been at MITRE."

Grimm always has a job waiting for him, no matter how long his deployment.

MITRE's Absence Management office is dedicated to supporting staff on military leave. Employees with orders to deploy or attend training can receive up to three weeks of paid leave per fiscal year. Absence Management staff work with employees leading up to and during their leave—handling differential pay procedures and occasional leave extensions and reemployment upon their return.



**MITRE Colorado Springs Site Lead Joe Casias (right) accepts the Employer Support of the Guard and Reserve (ESGR) "Patriotic Employer" award from Andy Schell of ESGR.**

Both managers and fellow employees at MITRE go the extra mile to accommodate a colleague who is on leave to fulfill their reservist training or education requirement.

In appreciation of the support he has received, Grimm nominated MITRE—specifically the Colorado Springs site, where many staff members are reservists—for the Employer Support of the Guard and Reserve's (ESGR) 2017 Patriotic Employer award. The ESGR is a Department of Defense program established in 1972 to promote cooperation and understanding between reservists and their civilian employers.

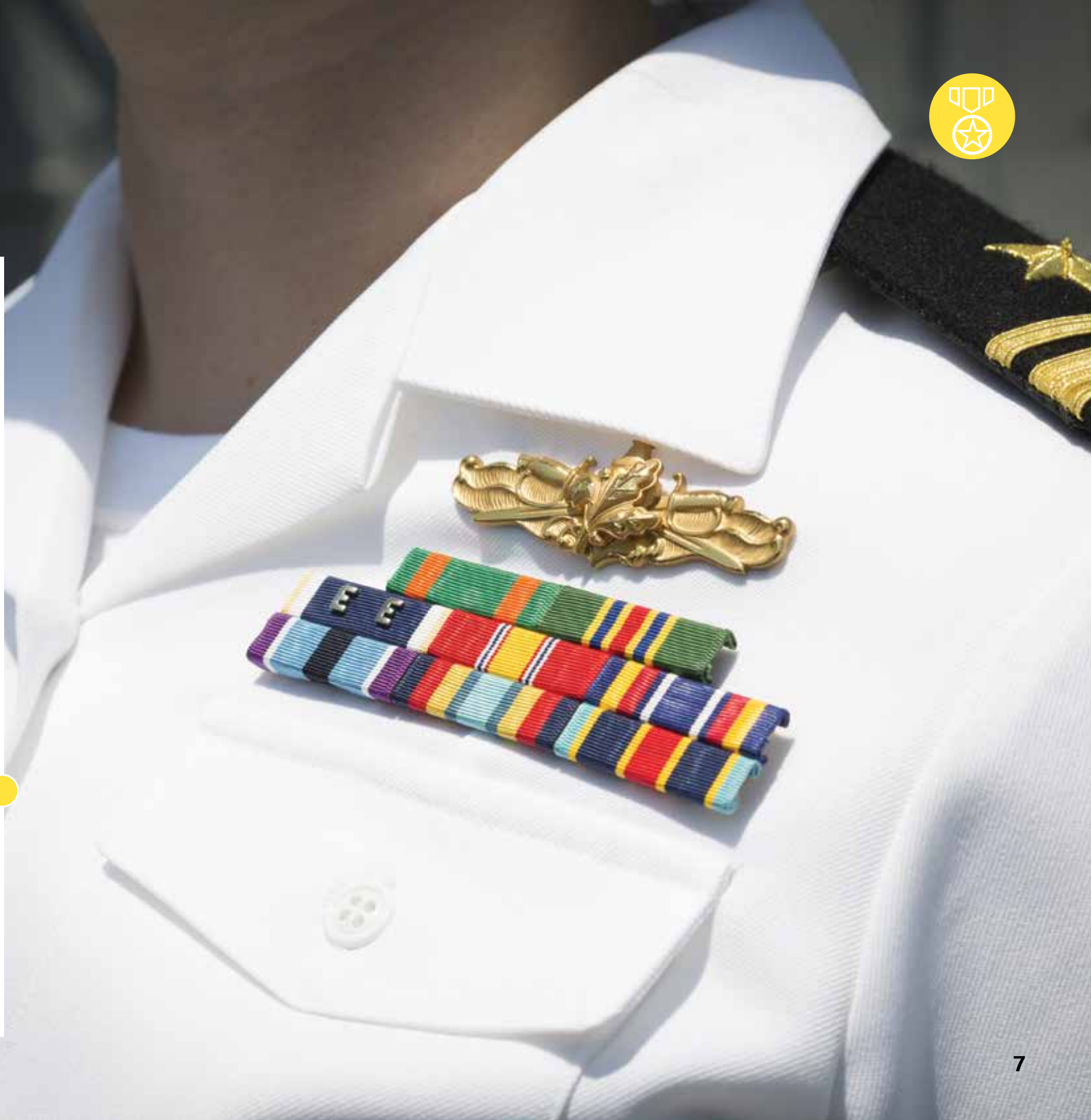
MITRE received the award for "contributing to national security and protecting liberty and freedom by supporting employee participation in America's National Guard and Reserve Force."

It was the third time ESGR recognized MITRE for practices and policies that make it possible for employees to fulfill their reservist responsibilities.





The Employer Support of the Guard and Reserve recognized MITRE for the third time in 2017 for our support of employee reservists.



# A Life-Saving Resource



**W**hat is vital to life and has only one source? Blood. It's an increasingly scarce, yet much needed resource. A trauma patient might need up to 100 units of blood while being treated for injuries. Every two seconds someone in the United States needs blood.

To help meet the constant demand for all blood types in every season, MITRE's Health Services holds on-site blood drives several times during the year in collaboration with the American Red Cross.

"We've been holding blood drives since I started at MITRE in 1973," says Donna Forcier in the Health and Wellness program. "Yearly, Bedford employees have donated between 43 and 245 units since 2006."

The blood drive records for MITRE's McLean campus date back to 2002, with an average of 37 units per drive. MITRE's sites, including Colorado Springs, Eatontown, N.J., and

Baltimore, organize blood drives as well. Advance online registration makes it easy for employees to schedule an appointment that fits into their workday.

While donating blood is a commitment, it's time well spent in service to others. Just a single donation can potentially help up to three people. MITRE and its employees are honored to do their part to add to the nation's blood supply.

MITRE's Jennifer Bristol is a repeat blood donor; she's been donating since 1989. "I'm the universal donor—O Negative—so my blood can be given to almost any person

in need. It makes me feel good to know that I can help a large part of the population. Having the blood drives at MITRE makes it extremely convenient and at times is my deciding factor on donating if time is limited."

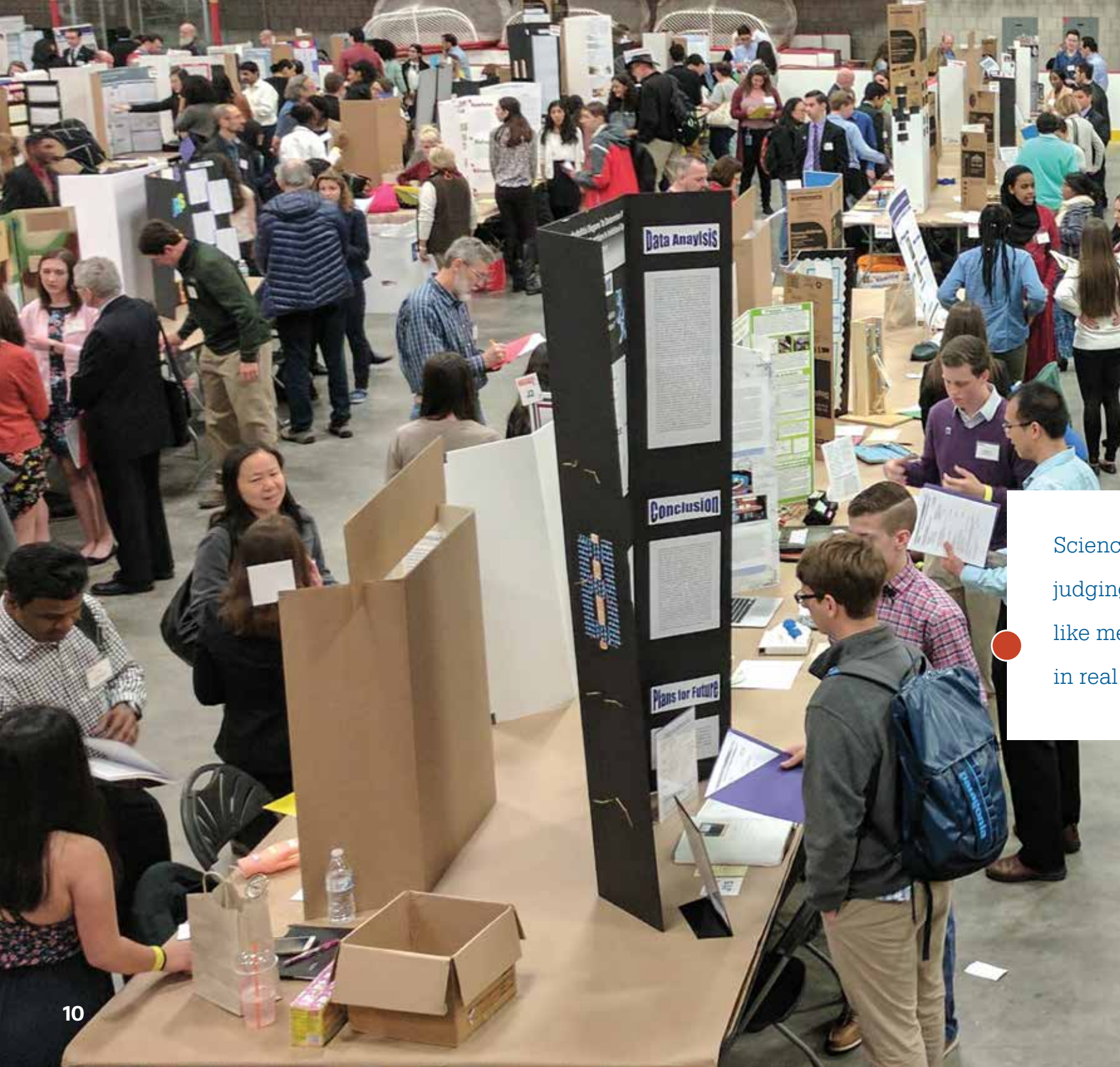
John Nordmann, who started donating in college, sums it up: "It's something that's easy to do, doesn't take too much time, and is important."



**A MITRE employee takes time out of her busy schedule to give blood during one of the company's drives.**



“Having the blood drives at MITRE makes it extremely convenient and at times is my deciding factor on donating if time is limited.”



Science fair judging is “more like mentoring in real time.”



# Cultivating NextGen Scientists

Science fairs are testbeds for new ideas with the potential to change the world. It's where students showcase their ingenuity and ability to solve real world problems. That energy and enthusiasm is what inspired MITRE's Michelle Horn to serve as a judge for the Massachusetts State Science & Engineering Fair's high school division.

"It was incredible to see the solutions students came up with for challenges in everyday life," Horn says. "One girl created wearable safety jewelry with a button to contact the police. If you drop your phone, your jewelry could be a lifesaver."

Another student used a simple, low-cost technique to help a local park pinpoint the source of polluted water after rainstorms. He marked paper with a rainbow of highlighters; when the paper got wet, the marker smeared in the direction of the source.



An aspiring high school scientist presents his project to a State Fair judge.

Many MITRE employees lend their time and expertise to science fairs, from judging to advising on project design. Some use MITRE's civic time—paid time for community commitments during the workweek—to take part in fairs. Horn was one of nearly three dozen employees in 2016 who used the benefit specifically to support a science fair. Their contributions help foster the next generation of STEM professionals.

"You don't just hear a spiel, then vote on a winner," Horn says of her experience as a judge. "It's very interactive. Students explain the problem and their method. Then judges ask questions about the student's process, what factors impacted their findings, and possible applications. It's more like mentoring in real time. It's one of my favorite things to do."



# Miles for Miracles

**F**or 21 years, MITRE's Wayne Conway has been part of the MITRE grassroots team that goes the distance to help fight cancer.

Conway first participated in the American Cancer Society's (ACS) Relay for Life in 1996—the year he joined MITRE. At that time, employees tagged along with another company's team. The next year, Conway formed the MITRE Miracle Milers. He later added a second event, the Annual Relay for Life Golf Tournament.

Both events raise money to support the ACS's goals to advance groundbreaking cancer research, offer patient care programs, honor survivors, and remember loved ones.

Conway and fellow Miracle Milers, including six from MITRE's Quantico, Va., site, raised \$8,345 this year. The 19th annual golf tournament raised \$7,195.

ACS walks are held across the country, and they begin with a lap for cancer survivors, then one for caregivers. The day ends with a ceremony for those who lost their battle with the disease.

"I lost both of my parents to cancer 17 years ago," Conway says. "I do this in their memory—but especially for young people living with cancer."

Four years ago, Conway's granddaughter was rushed to the hospital; doctors discovered she had a softball-sized tumor. MITRE's Kurt Cowles and his wife Patti, both long-time "Milers," drove Conway to see her.

"Thankfully, the tumor was benign," Conway says. "Dakota's now six, and she walks with us each year. Her first time was by stroller."

The MITRE Miracle Milers team and golf tournament are open to anyone—employee or family member—who'd like to play a part in fighting cancer.

Conway says he keeps going because every single year is rewarding.

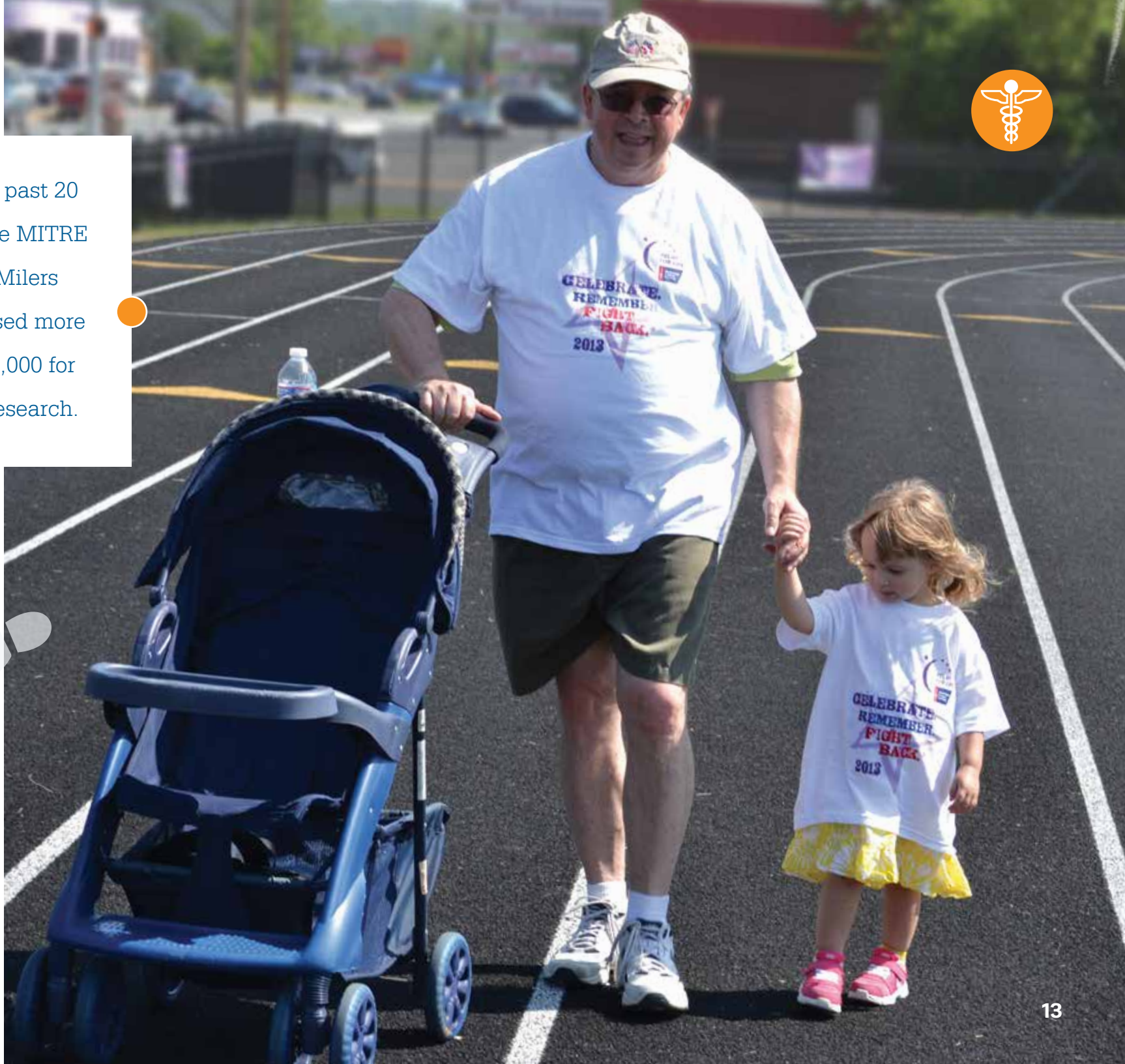
"We're all touched by cancer at some point in life," Conway says. "These events offer a way to take action and make a difference."



**Top: MITRE employees play golf for a great cause. Right: MITRE's Wayne Conway walks with granddaughter Dakota.**



Over the past 20 years, the MITRE Miracle Milers have raised more than \$60,000 for cancer research.





2015 and 2016 wrapping parties at MITRE's Colorado Springs site.



“It’s great to know that children who otherwise wouldn’t have gifts to open at the holidays will have their wishes met—and parents, too.”







# Holiday Joy for All

**P**ajamas, socks, and coats are things most of us take for granted. Yet these basic items always top the wish lists of the families MITRE employees help during the holidays.

In the last decade, employees at MITRE's Colorado Springs site have fulfilled the immediate needs and beyond of 23 families—110 people in total. Our Shiloh, Ill., site, near Scott Air Force Base, has adopted a family each holiday season for the past 16 years.

It started when Pam Martens in Colorado Springs saw a flier about a local organization's adopt-a-family program in 2006. "I had a five year old at the time, and I wanted him to have an idea of what some kids don't have," she says.

Jaimee Brown in Shiloh inherited the role as organizer of the grassroots Brighter Holidays event. She asks co-workers each fall if they know of anyone in their community who needs assistance. Sometimes it's a family in the local school district or someone's neighbor. One year, the site adopted a family who'd lost everything in a fire.



**Presents were piled high for local families at MITRE's Shiloh, Ill., site.**

Martens and her co-workers support families of the Community Partnership for Child Development (CPCD), which provides early childhood services to area families. Each fall, CPCD selects families in need and posts a short description of their needs and wish lists.

"If a family has grandparents or other relatives at home, I know that donations from my generous colleagues will go far," says Martens. The site adopted three families, or 16 people, in 2016.

"I stuff my car with detergent, paper towels, diapers, and other necessities in bulk," Martens says. "But it's also a chance to shower families with bikes, gift cards, games, and other wish list items."

Brown compiles and shares wish lists for each family member. "It's completely voluntary to donate," she says. "It's great to know that children who otherwise wouldn't have gifts to open at the holidays will have their wishes met—and parents, too."

As Martens says, "This is a win-win for everyone. The 'thank yous' we receive show us how much the gifts mean."

# Adding New Voices to Wikipedia

**W**ikipedia is one of the top ten most visited sites on the internet and a major resource for today's decision makers. It's used by patients making healthcare choices. It's used by graduate students conducting research. It has largely replaced the print encyclopedia.

Given Wikipedia's widespread use, MITRE's Audrey Hopkins was surprised to learn that only 13% of the site's authors are women and only 16% of biographies are about women. Hopkins worked with her colleagues at the InfoDesk, MITRE's corporate information resource, to do something about it.

With the support of Information Services and MITRE's Office of Inclusion and Diversity, Hopkins spearheaded the first MITRE Women's Wikipedia Edit-a-Thon. (The Smithsonian Institution and the National Archives have hosted similar events.) The goal: Encourage more women in STEM to become Wikipedia editors; increase the number and quality of Wikipedia entries

about women scientists; and create a support network for those new to Wiki editing.

Three dozen employees—women and men, computer scientists and administrative assistants—volunteered their time at the half-day event held during Women's History Month on MITRE's McLean and Bedford campuses.

"There's a process to Wiki editing, and the rules and governance change frequently," Hopkins explains. "Experts from MIT, Wikimedia DC, and the MITRE InfoDesk shared the most efficient ways to edit and create content and to cite credible sources."

Andrea Hage says, "It was eye-opening to read about so many accomplished women scientists who've never been mentioned on Wikipedia. It felt great to highlight their achievements."

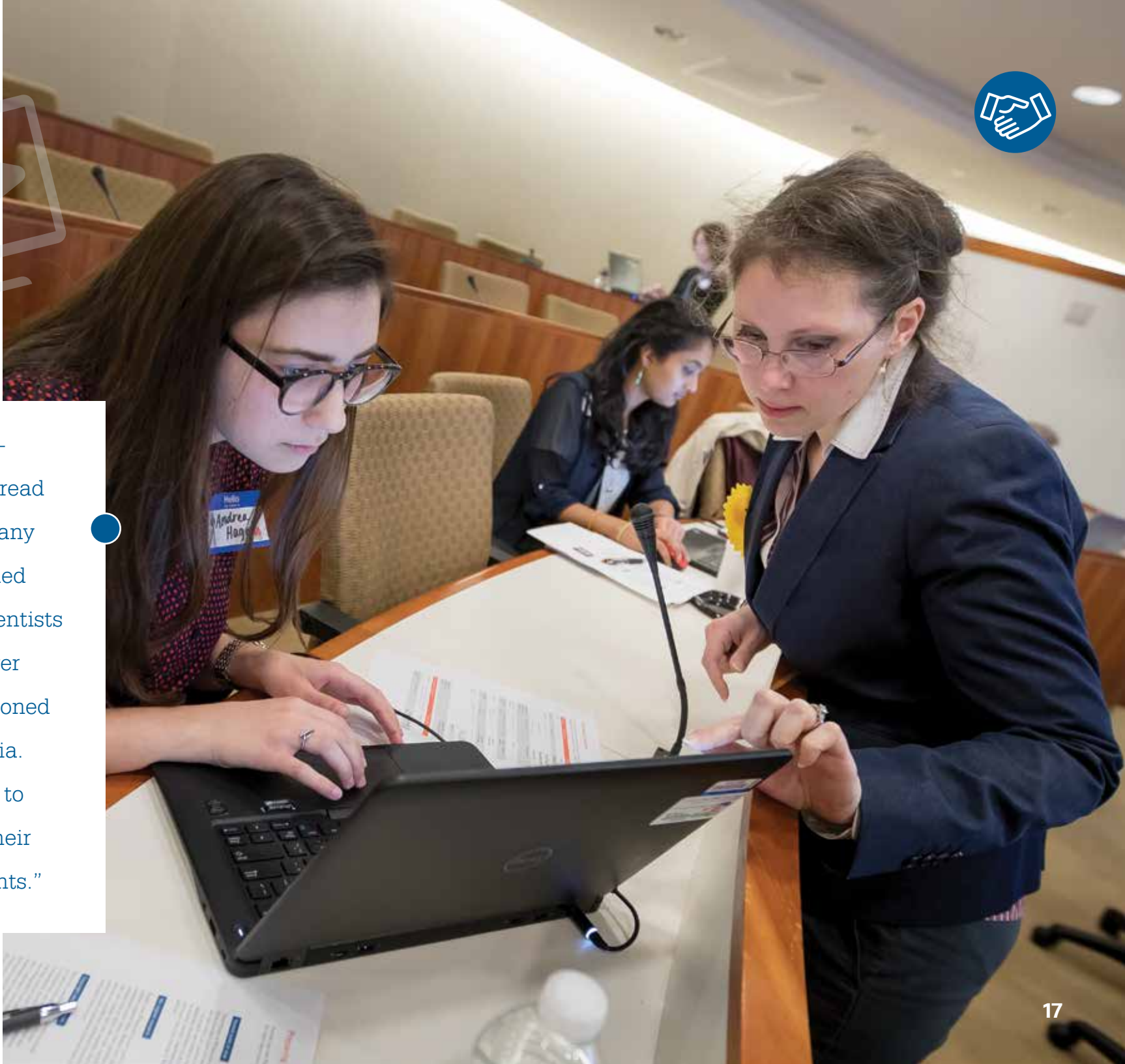
Among the new entries resulting from our Edit-a-Thon, there is now one about the Sharon Keillor Award for Women in Engineering Education, which "recognizes and honors outstanding women engineering educators."



**At an event sponsored by MITRE's InfoServices group, employees learn how to edit and create content on Wikipedia.**



“It was eye-opening to read about so many accomplished women scientists who’ve never been mentioned on Wikipedia. It felt great to highlight their achievements.”





“We collected 2,000 pounds of e-waste. The response was overwhelming. Many people brought in multiple items.”





# Recycling for Good

**M**ITRE's Spring Cleaning for a Cause events in April gave employees a chance to put used or obsolete home electronics to good use. The hundreds of pounds of refurbished laptops, printers, and projectors collected—or funds from their resale—will help increase educational opportunities and capabilities for vulnerable children in Africa.

Through a partnership with The Giving Creed, a nonprofit organization that empowers companies and universities to recycle surplus equipment responsibly to benefit society, MITRE employees donated their personal laptops, PCs, printers, old phones, gaming systems, iPads, and other electronics.

The Giving Creed in turn supports Generis International, a nonprofit that helps mitigate the negative impact of poverty on orphans and vulnerable children in poor countries by increasing educational capacity and opportunities through technology.

"We collected 2,000 pounds of e-waste," says MITRE's Ellen Badgley, who organized the multi-site effort. "The response was overwhelming. Many people brought in multiple items."



**Volunteers help sort donated equipment during the Spring Cleaning drive in Bedford.**

Combined, more than 100 employees in McLean, Bedford, New Carrollton, Md., Eatontown, N.J., and Baltimore participated. Some items, such as old servers and small appliances, can't be resold, but they can be recycled responsibly. All money raised goes back to The Giving Creed to donate to Generis International.

Jacki Creed Ebone, president of The Giving Creed, and her husband Isa Ebowe, president of Generis International, personally loaded equipment into the van. "We were humbled by the outpouring of support from the MITRE community."

As part of its corporate surplus donation program, MITRE has donated laptops to The Giving Creed since 2014.

Those laptops are now used in Malawi, Zambia, Kenya, and Uganda to educate orphans. Ebone and her husband load laptops with educational software and add a solar power source so children can learn independently.

Many small towns don't have the resources to offer e-recycling, explains Badgley, so this event gave an option to people who wanted to get rid of items but didn't want them to end up in a landfill. "Engineers tend to accumulate equipment. This was a great way to pay it forward."

# Help a Soldier, Help a Family

**A** soldier and his four children were homeless while he received medical treatment for his injuries sustained while serving in Afghanistan. The soldier's family was struggling to meet basic needs when Hope For The Warriors, a national nonprofit organization, connected with them to help. The Virginia-based organization provides comprehensive support programs for service members, veterans, and military families across the United States.

During this time, MITRE's Homeland Security Center (HLSC) was planning its end-of-year holiday gathering. The center wanted the event to include a way to make a direct and personal impact on the men and women in uniform who make great sacrifices for our country. Hope For The Warriors' Holiday Giving Initiative was the perfect match.

The initiative, managed by Hope For The Warriors and its regional clinical social workers, helps military families with a parent who served post-9/11, was

combat wounded, and meets financial requirements. All participants are kept anonymous.

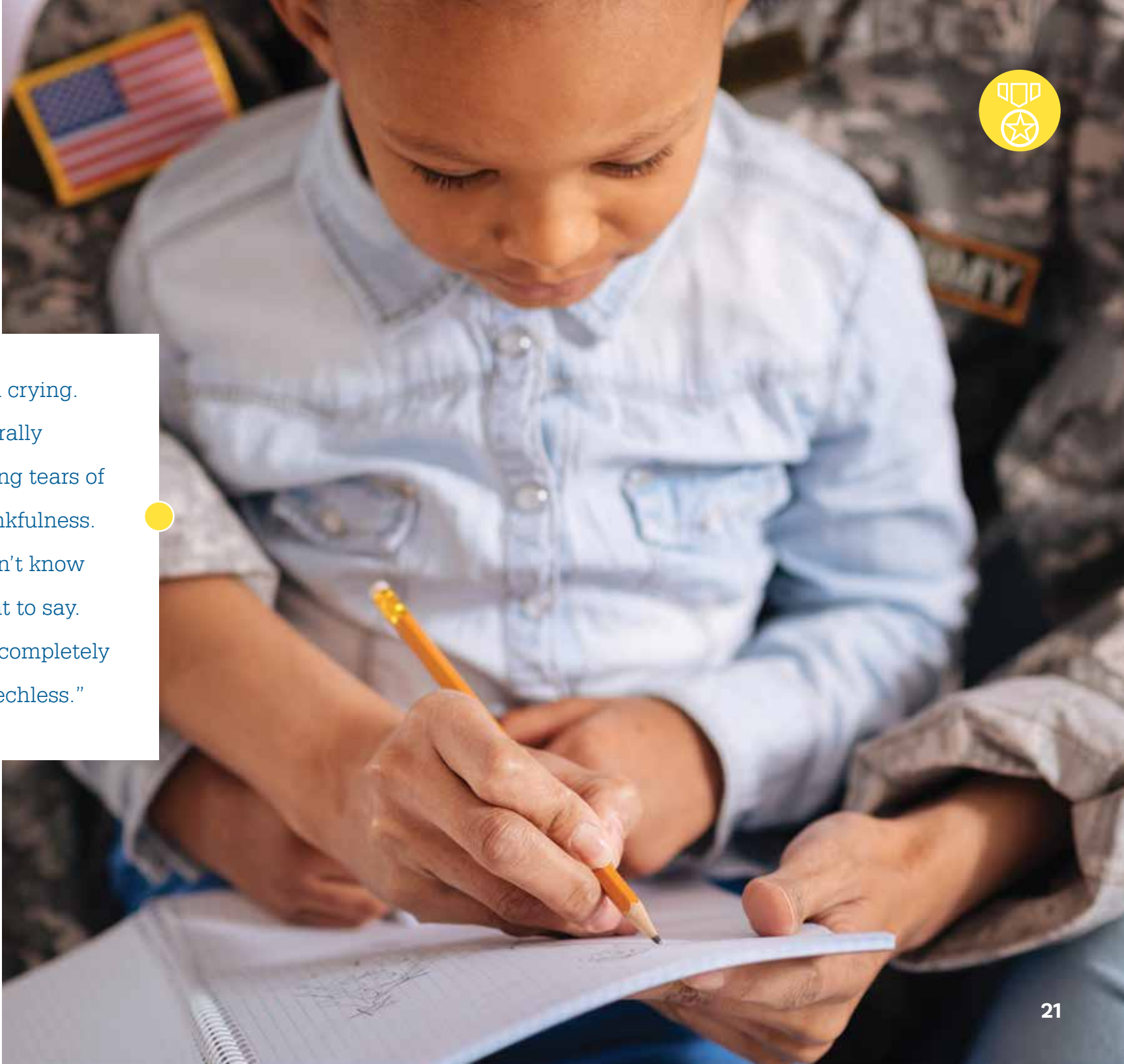
Even after the family found housing, they still needed everyday essentials. The soldier's 3-year-old twin daughters and two teenage sons asked for winter coats, clothes, and shoes. They listed a toy kitchen set and a PlayStation as "if possible" gifts.



MITRE's John Kreger wraps a gift for a local military family.

HLSC staff purchased and wrapped each of the gifts—the practical and the "if possible." There was such overwhelming support from center staff that HLSC adopted two additional in-need military families (helping four more children). There wasn't enough time to purchase and wrap gifts, but the center gave each family a \$500 gift card to buy the items on their lists.

The words of thanks from the families spoke volumes: "I'm crying. Literally crying tears of thankfulness. I don't know what to say. I'm completely speechless."



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# Wheels and Smiles

**W**hat do you do when you have 23 bikes to donate but 40 children who'd like one? MITRE McLean's NextUp early career affinity group held an essay/drawing contest to select the winners of the bikes—which MITRE volunteers built in one day.

Luz Mahecha-Martinez volunteers with Community Lodgings, an affordable housing nonprofit in Alexandria, Va. Kids in the organization's after-school program submitted drawings and wrote essays.

"We asked the kids, 'If you had a bike, where would you take it?'" Mahecha-Martinez says. "We received 40 amazing submissions."

As competition judges, Mikhael King and Mahecha-Martinez saw a theme: Owning a bike would mean independence and options. Kids used poetry and drawings in their submissions. "If I had a bike, I would take it to a hike. Riding down a hill would really be a thrill... Having a bike would make me shine. But best of all, it would be mine," said a 9-year-old elementary school student.

"I want to be in the school play again this year. But that means more spending on transportation. If I had a bike, I would ride it to school, to the store, anywhere and everywhere," said a 13-year-old middle school student.

The essays and drawings motivated the MITRE volunteers, who put the bikes together.

"So many employees from across MITRE helped build the bikes," King says. "We tested each one to make sure it was safe to ride. And we bought helmets for the winners."

The Build-a-Bike event was just one of NextUp McLean's 10 to 15 events each year. The goal of the group's volunteer activities is two-fold: support an important cause and create a chance for MITRE employees to meet and work together.

"When choosing events, we look at a variety of factors, like the time of year. For back-to-school, we stuff backpacks with supplies.

Members also plan opportunities around upcoming holidays, or coordinate with a member who's affiliated with an organization," Bacilia Angel says.

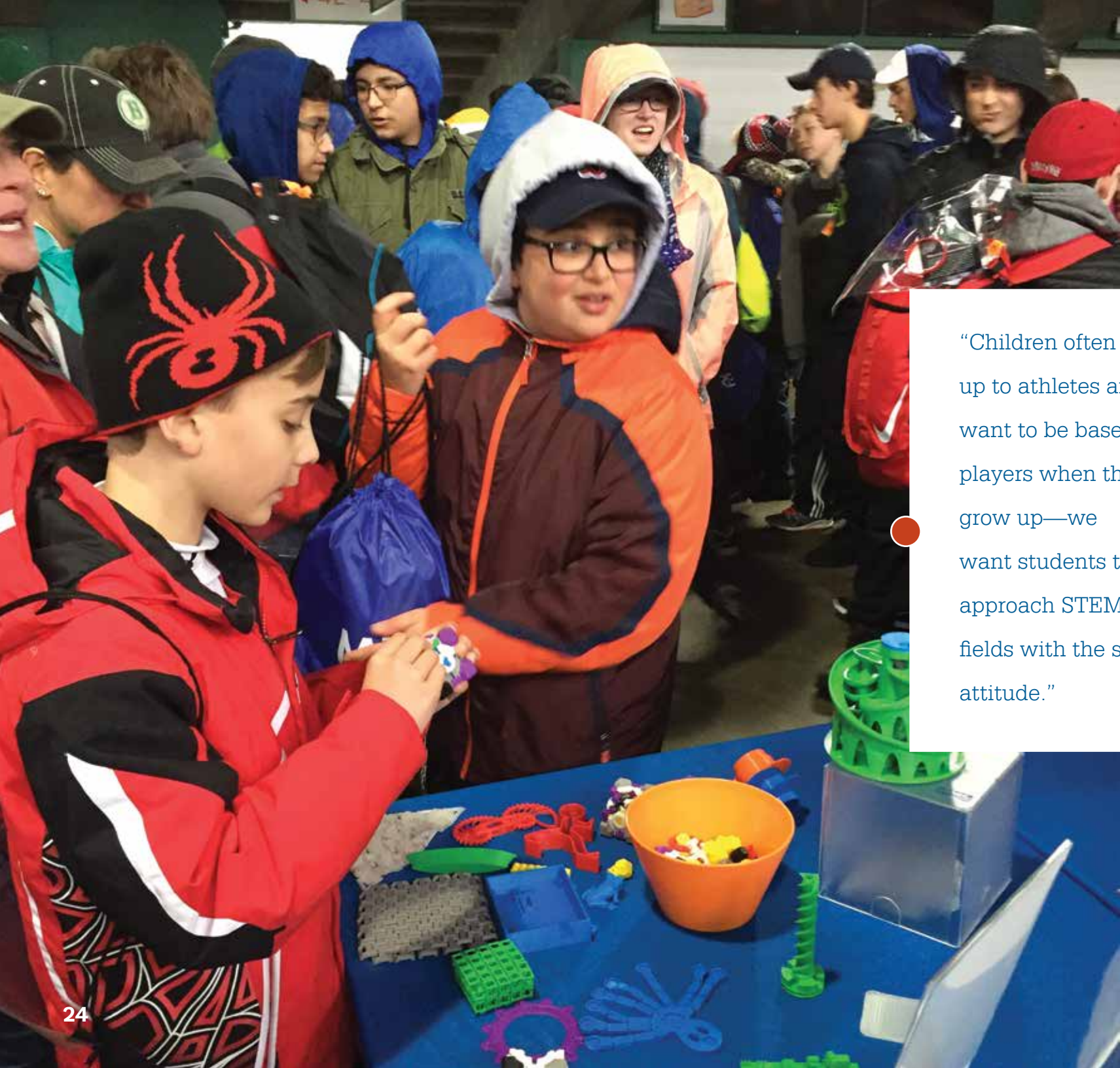






“So many employees from across MITRE helped build the bikes. We tested each one to make sure it was safe to ride. And we bought helmets for the winners.”





“Children often look up to athletes and want to be baseball players when they grow up—we want students to approach STEM fields with the same attitude.”



# Buy Me Some Peanuts and Ozobots: Going to Bat for STEM

**F**ive employees from MITRE's NextUp early career affinity group braved the bitter cold and rain at Fenway Park in early April—not for a baseball game, but to demonstrate STEM in action during the Boston Red Sox STEM Education Day.

Upwards of 5,000 second- to ninth-grade students from across New England descended on the stadium to soak up all things science and engineering. Students were largely from low-income Boston-area schools; one group came from as far away as Maine.

Stephanie Medicke and Matt Boyas led MITRE's presence at the second annual event. They estimate that 1,000 students visited MITRE's booth.

The MITRE table featured ozobots, small robots that empower students to learn coding concepts. On display were 3D printed trinkets—including a marble run, cube

puzzles, and bracelets—while a time-lapse video demonstrated the items being printed.

"Children often look up to athletes and want to be baseball players when they grow up—we want students to approach STEM fields with the same attitude," says Medicke.

The volunteers, who also included Erin Jaffke, Zack Goddard, and Rowen Concepcion, didn't sit down from the moment the doors opened at 9:00 a.m.

Boyas says, "It was neat to see who recognized the 3D printing right away. Some students have 3D printers at home or at school, and others were experiencing 3D printing for the first time. Seeing the amazement on the students' faces as they realized that the marble run was made on a printer was why we were at Fenway."

Some of the best questions came from parents, who are crucial to fostering and encouraging an interest in STEM.



**MITRE booth volunteers braved the cold in the name of STEM.**

# Helping Neighbors in Need

**W**ithin just one hour on a March afternoon, MITRE employees filled two SUVs to the brim with 200 bagged lunches—and made 400 sandwiches total—for the Arlington Street People’s Assistance Network (A-SPAN), a nonprofit organization that cares for the homeless in Arlington, Va. More than 40 McLean employees rolled up their sleeves to make the meals.

Jacqueline Reardon co-led the event with Blen Fisseha. They wanted an activity employees could participate in on-site, and spend either a few minutes or the whole hour helping. Some volunteers literally followed their nose to help.

“You could smell fresh bread all the way down the hallway,” jokes Reardon. “That piqued people’s interest.”



MITRE’s Washington Networking Circle, an affinity group with the mission “to better connect and engage Washington-area employees to bring the whole of MITRE to bear,” hosted the volunteer event.

“Everyone who came by asked ‘how can we help?’ ‘How can we do this in the most efficient manner?’” Veronica De La Cruz says. “With many engineers in the group, we formed an assembly line with the turkey, ham and cheese, and worked quickly.”

The total lunches assembled far exceeded the usual 50 meals prepared for A-SPAN’s Homeless Bagged Meal Program.

**Packing up the 200 lunches made for A-SPAN at MITRE’s Washington Networking Circle volunteer event.**





“Everyone who came by asked: How can we help? How can we do this in the most efficient manner?”



# Mindfulness: Low Tech, High Impact

**M**ost of us multitask all day, every day. But is it productive? Healthy? Not always, according to neuroscientists, psychologists, and the broader medical community.

To help employees reap the benefits of mindfulness—the practice of intentionally paying attention and not judging emotions or events as bad or good—MITRE’s Health Services and Employee Assistance Program teamed up to offer an eight-week course, Mindfulness@Work™.

“We react to things constantly, and our reactions become automatic,” says Sue Skelly of MITRE’s Health Services. “Mindfulness emphasizes responding vs. reacting to a stimulus. Learning to focus on one thing at a time can actually influence our emotional and physical health for the better.”

Mindfulness is a free, portable, research-based method that’s proven to reduce blood pressure, anxiety, depression, and chronic pain and increase concentration and resiliency.

More than 150 employees participated in the one-hour, weekly lunchtime sessions from March

through May. Brenda Fingold, from the Center for Mindfulness in Medicine, Health Care, and Society at the University of Massachusetts Medical School, taught the course. She helped adapt the curriculum, which is based on the work of mindfulness pioneer Jon Kabat-Zinn, Ph.D.

MITRE’s Carmen Ramos-Kalsow, a licensed social worker, counsels her clients to start small. “Commit to a few minutes of mindfulness each day—and practice anywhere. You don’t need fancy equipment.”

Marilyn Kupetz experienced a shift in her thinking. “I was at a conference recently and realized I was completely there. MITRE sent me to pay attention to what was happening in front of me—and I did. Now when my mind wanders, I know how to bring it back to the present moment.”

Mannan Javid wasn’t new to mindfulness and meditation. But he saw the flyer and signed up for a refresher. “I used to check my phone first thing in the morning,” he says. “Now I take ten minutes to completely clear my mind. It helps me feel more refreshed and calm, even in traffic.”





To help employees reap the benefits of mindfulness, MITRE offered employees an eight-week course called Mindfulness@Work™.



# Awards and Recognition

We are proud that others recognize our employees' commitment to their local communities.

**W**e measure our social responsibility initiatives by the impact they have on our communities, our environment, and our employees. It's an added bonus when other organizations also recognize this impact.

The awards listed on this page let us know that our many initiatives—promoting work-life balance, encouraging the fitness and wellness of our employees, valuing diversity, reducing our impact on the environment, and others—are working. We are proud of these accomplishments as well as the commitment of our employees who have helped us achieve them.

- **Washington Post Top Workplaces 2017**—June 2017
- **InformationWeek IT Excellence Award 2017**—June 2017
- **AFCEA Distinguished Award for Excellence in Engineering**—June 2017
- **HDI's Team Excellence Award**—May 2017
- **America's Best Employers 2017 by Forbes**—April 2017
- **Top 50 Employer 2017 by Woman Engineer Magazine**—April 2017
- **AFCEA Women's Appreciation Award**—March 2017
- **Science Spectrum Trailblazer Award by BEYA**—February 2017
- **Modern-Day Technology Leader Awards by BEYA**—February 2017
- **2017 CSO50 Award from IDG's CSO**—December 2016
- **Boston Globe Top Places To Work**—November 2016
- **Most Admired Knowledge Enterprises Hall of Fame**—November 2016
- **Computerworld Premier 100 Technology Leader**—November 2016
- **Top 50 Employer 2017 by STEM Workforce Diversity Magazine**—October 2016
- **NVTC Veterans Employment Initiative Veteran Service Award**—October 2016
- **Society of Women Engineers Rodney D. Chipp Memorial Award**—September 2016
- **STEMconnector's 100 CEOs in STEM**—August 2016



# MITRE at a Glance

**7**

FFRDCs



**181**

issued, 264 filed  
Patents since 1970



**58**

Domestic

**9**

International  
Locations



**8,425**

Total Staff



**\$1,542M**

2016 revenue

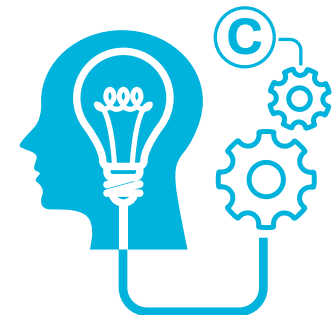


**>87%**

say MITRE  
is a great  
place to  
work

**966**

intellectual  
property  
disclosures  
since 2000



# Sustainability



## Recycling:

19% combined increase in the percentage of waste diverted at the McLean and Bedford campuses from FY14 to FY16.

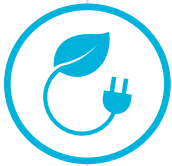
**+19%**



## Carbon Footprint

In FY16 total GHG emissions were reduced by 6.5% over the previous year.

**-6.5%**



## Energy Consumption

Combined drop in total KWh usage at the Bedford and McLean campuses from FY13 to FY15.

**-0.41%**



## Eco-Friendly Buildings

Of MITRE's real estate portfolio is ENERGY STAR compliant or LEED certified.

**+32%**



## Paper Usage

Reduction in sheets of paper used per person at the Bedford and McLean campuses from FY12 to FY15. *Paper purchased per fiscal year, includes multifunctional devices as well as copy center usage.*

**-32.3%**

# Ethics Statement

**A**s an operator of federally funded research and development centers, MITRE consistently demonstrates its core commitment to ethics. To reinforce this commitment, we maintain a comprehensive Ethics and Compliance Program. Our Program delivers a range of initiatives to foster a culture grounded in the highest ethical standards. Learning exercises based on our Code of Ethics and Conduct promote awareness of MITRE's ethical values throughout the company and provide employees with guidance on upholding our compliance obligations.



## We're Serving in the Public Interest

MITRE participates in many CSR efforts at our locations across the country and throughout the world.



Children at Discover Engineering Family Day built bristlebots at our booth. Bottom left: MITRE's Julie Gravallesse and Dave Hamrick hand out awards at the Northern Virginia MATHCOUNTS competition. Bottom right: MITRE awardees at the 2017 BEYA Conference.

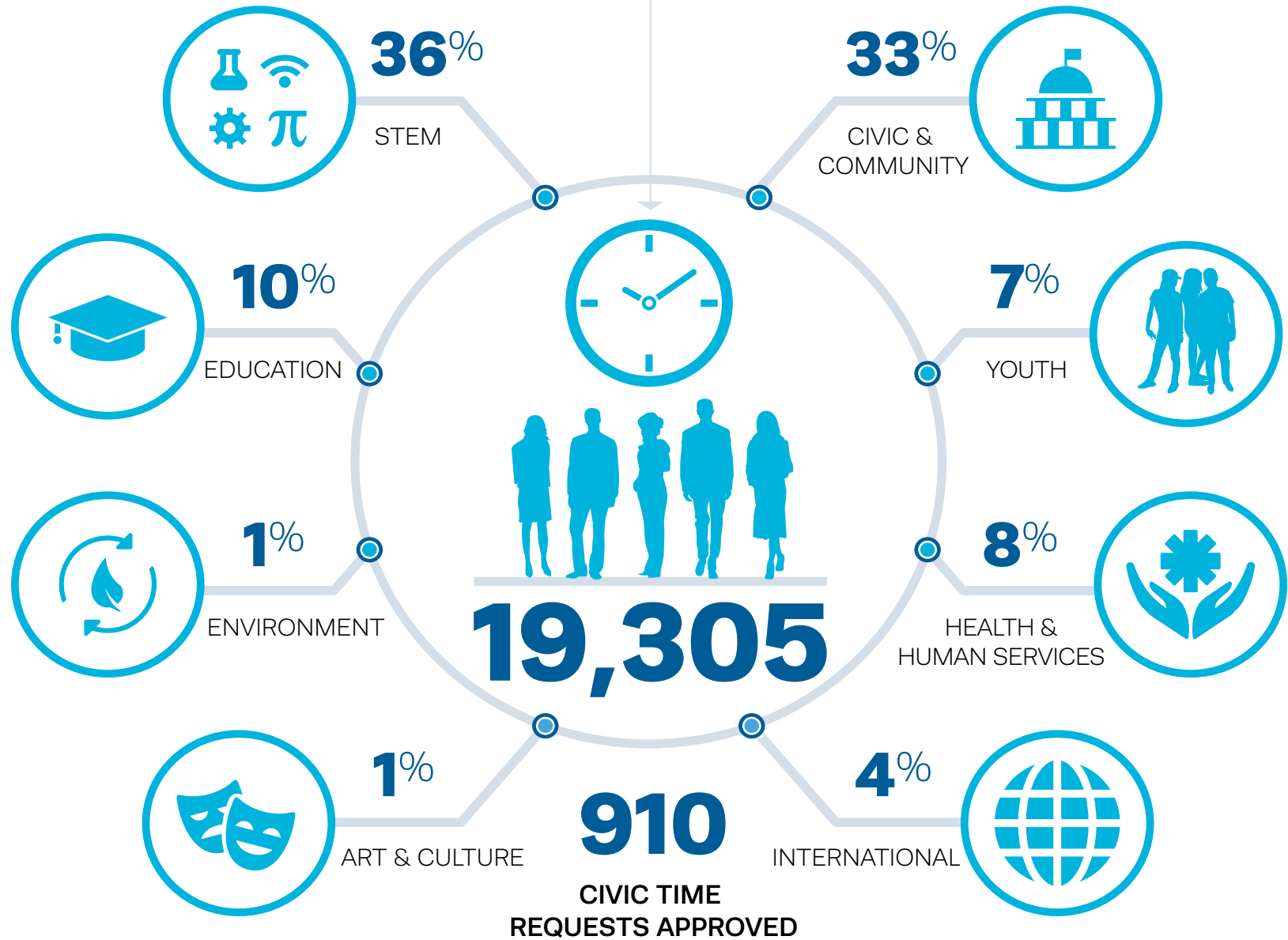


We're  
Partners  
in Our  
Communities



Top left: 5th annual Outside the Box Day. Top right: Annual Take Our Children to Work Day remains one of our most popular STEM events. Bottom: A MITRE department cleans a recently adopted highway near our McLean headquarters.

# 2016 Volunteer Hours



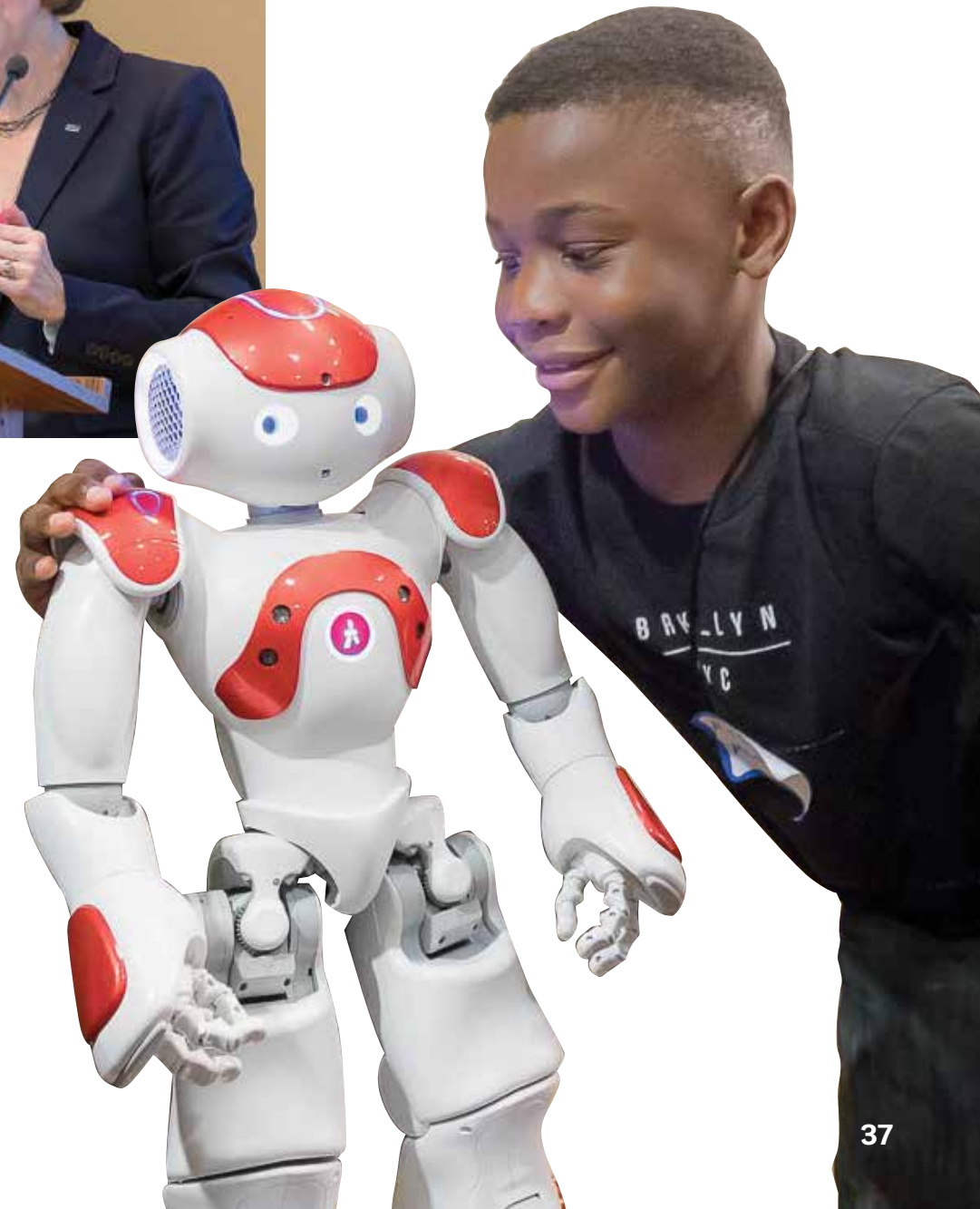


# We're Building Strong Minds and Healthy Habits

Top left: Bedford employees race for the finish in the annual Fun Run/Walk sponsored by MITRE's Embrace Your Health initiative. Bottom left: Since 2006, hundreds of female students have visited MITRE to take part in Young Women in Engineering Day. Bottom right: Employees' families enjoy MITRE's annual Children's Holiday Event.



Right: Deb Schuh kicks off the Society of Women Engineers event in Bedford. Bottom left: Innovation Women's Bobbie Carlton spoke at a MITRE Networking for Professional Women event about getting more women thought leaders to be included as speakers at conferences. Bottom right: Robot "Inno" was a huge hit at Take Our Children to Work Day in Bedford (his partner, "Vate," attended in McLean.)



# Locations

MITRE has two principal locations, in Bedford, Massachusetts, and McLean, Virginia. We also have additional sites across the country and around the world to help us better serve our government sponsors and our local communities.

## Corporate Offices

### MASSACHUSETTS

202 Burlington Road  
Bedford, MA 01730-1420  
(781) 271-2000

### VIRGINIA

7525 Colshire Drive  
McLean, VA 22102-7539  
(703) 983-6000

## Domestic Locations

### ALABAMA

Huntsville  
Montgomery

### ARIZONA

Fort Huachuca

### CALIFORNIA

La Jolla  
Livermore  
Los Angeles  
San Diego

### COLORADO

Boulder  
Colorado Springs

### DISTRICT OF COLUMBIA

Capitol Gallery  
McNally

### FLORIDA

Eglin-Hurlburt AFB  
Key West  
Miami  
Orlando  
Tampa

### GEORGIA

Fort Gordon

### HAWAII

Honolulu

### ILLINOIS

Scott AFB (Shiloh)

### INDIANA

Indianapolis Air Route  
Traffic Control Center

### KANSAS

Fort Leavenworth  
Kansas City Air Route  
Traffic Control Center

### LOUISIANA

Barksdale ASB

### MARYLAND

Aberdeen  
Baltimore  
Fort Meade (Annapolis)  
Lexington Park  
New Carrollton  
Rockville  
Silver Spring  
Suitland

### MICHIGAN

Ann Arbor

### NEBRASKA

Omaha

### NEW JERSEY

Eatontown  
Picatinny  
Princeton

### NEW YORK

Rome

### NORTH CAROLINA

Fort Bragg

### OHIO

Wright-Patterson AFB

### OKLAHOMA

Oklahoma City

### SOUTH CAROLINA

Shaw AFB

### TEXAS

San Antonio  
Fort Hood

### UTAH

Hill AFB

### VERMONT

Burlington

### VIRGINIA

Arlington  
Chantilly  
Charlottesville  
Dahlgren  
Fort Belvoir  
Hampton Roads (Langley AFB)  
Herndon  
MDA/HQCC  
Quantico  
University of Virginia  
Warrenton

### WEST VIRGINIA

Clarksburg

## International Locations

### GERMANY

Ramstein  
Stuttgart  
Wiesbaden

### ITALY

Vicenza

### JAPAN

Tokyo

### NETHERLANDS

The Hague

### SINGAPORE

### UNITED KINGDOM

Bristol  
Molesworth



## Sustainability

The MITRE Corporation is committed to the development of a sustainable environment. The company that printed this report is certified by the Forest Stewardship Council™.

The 2017 CSR Report was printed using paper with 10% post-consumer recycled fiber on McCoy Silk, manufactured by Sappi Fine Paper North America, in the USA.



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# MITRE

[www.mitre.org](http://www.mitre.org)

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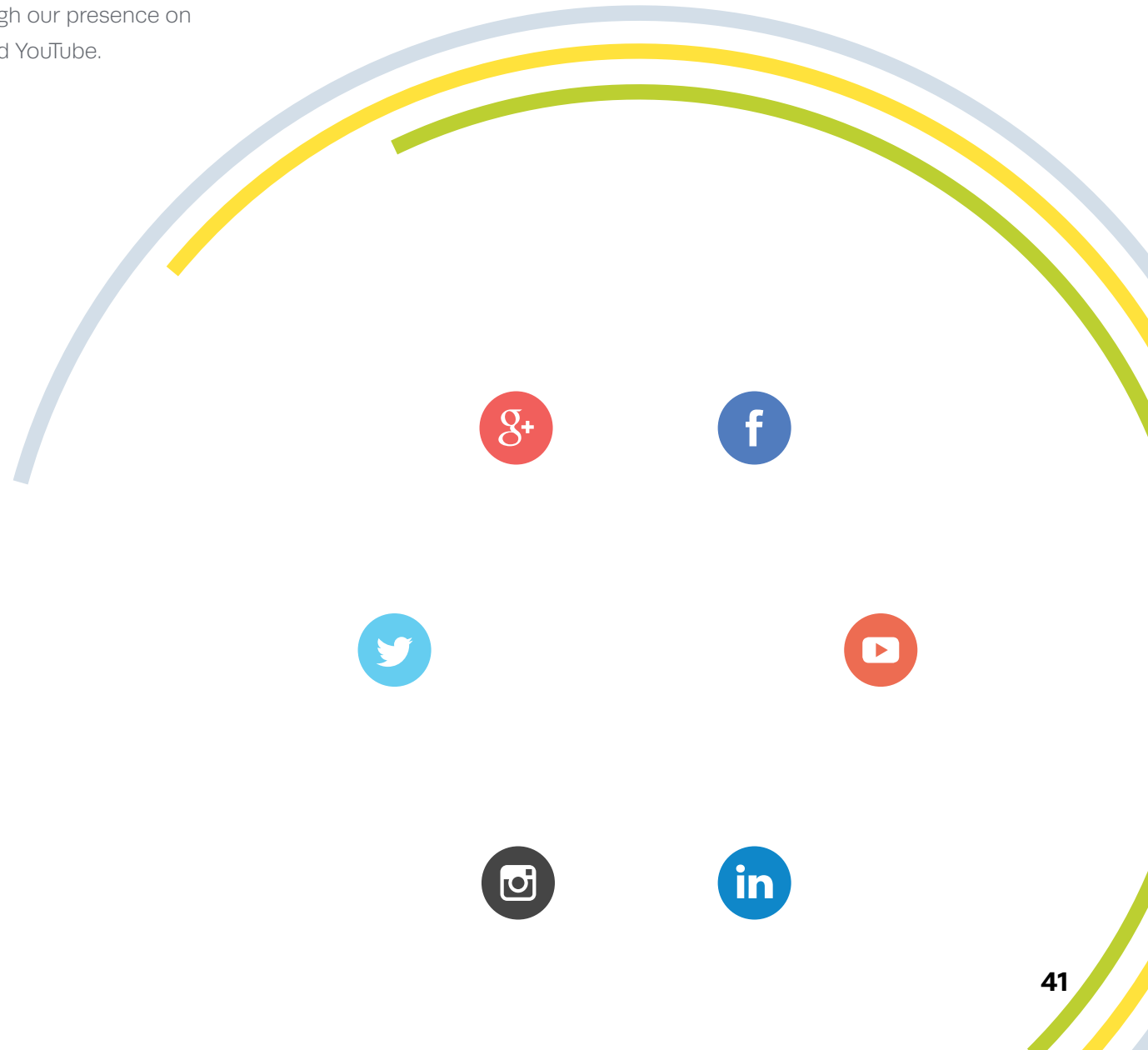


Making meals in  
memory of...

MITRE employees pose for a photo at DC Central Kitchen. Their day-long volunteer efforts helped to make over 5,000 meals for at-risk individuals in DC—chronically homeless people living on the streets, countless adults and children living in DC shelters, transitional homes, and rehabilitation clinics, and children participating in school meal programs. The activity has become an annual tradition in honor of Dr. Carl M. “Max” Hammond, a MITRE employee who perished Sept. 11 on United Airlines Flight 175.

# Connect with us to see the latest on our Corporate Social Responsibility efforts

We share stories about our employees and their volunteer efforts all year long on our own website ([www.mitre.org](http://www.mitre.org)) and through our presence on Facebook, LinkedIn, Twitter, Google+, Instagram, and YouTube.





**MITRE**

[www.mitre.org](http://www.mitre.org)