MITRE is a not-for-profit corporation that has one core business—to operate federally funded research and development centers (FFRDCs).

- National Security Engineering Center
- Center for Advanced Aviation System Development
- Center for Enterprise Modernization
- Homeland Security Systems Engineering and Development Institute
- Judiciary Engineering and Modernization Center
- CMS Alliance to Modernize Healthcare
- National Cybersecurity FFRDC
Social responsibility is an integral part of MITRE’s culture and corporate identity.”

Alfred Grasso
President and Chief Executive Officer
# Table of Contents

## Science, Technology, Engineering, and Math Initiatives
- Young Women and Engineering
- Helping High School Students Find a Passion for Technology
- An Online Cyber Competition

## Support to Men and Women in Uniform
- "I Was Really Hoping I’d Be Able to Find a Place Here."
- A Clothing Drive That Never Ended

## Managing Our Environmental Footprint
- Our Green Buildings

## Support to Our Local Communities
- Rolling Up Their Sleeves
Diversity and Inclusion
Nurturing Under-Represented Engineering Students
A Conference Dedicated to Women's Leadership

Wellness
Promoting a Culture of Health and Wellness

Ethics
An Award-Winning Ethics Program

Awards and Recognition

Locations
MITRE has an outstanding reputation for the work we perform for our sponsors in the federal government. We share examples of this work each spring when we publish our Annual Report. This Corporate Social Responsibility Report tells a different story. It’s the story of the way we contribute to the communities in which we live and work.

At MITRE, social responsibility is an integral part of our culture and corporate identity. Throughout the year, our employees are working in their communities. They might be building a robot with elementary school students to help inspire them to pursue a science, technology, engineering, and math (STEM) career. They might be teaching a returning veteran how to write a résumé to prepare for a new career. They might be installing drywall to help repair the house of a disadvantaged neighbor in their community.

In 2014, for example, MITRE employees volunteered more than 11,500 hours. These hours were primarily spent in several specific types of activities: promoting STEM, supporting our men and women in uniform, and contributing to our local communities.

We take great pride in the generosity of our employees, and we want to encourage this spirit of giving. To meet civic commitments that require an absence during regular workday hours, our employees may apply for paid time off. We also encourage our employees to pursue wellness as part of their daily activities and offer flexible hours to help accommodate the demands of their personal lives.

In the following pages, each of the voices you hear—a student, a GEM fellow, a veteran, a disadvantaged homeowner, and a prospective young woman engineer—confirms that MITRE is making a difference. In the same way that we are committed to the highest standard of ethics in our role as an operator of federally funded research and development centers, we are equally committed to social responsibility and the communities in which we live.
SCIENCE, TECHNOLOGY, ENGINEERING, AND MATH INITIATIVES

We are deeply committed to advancing STEM education in the United States. We believe increasing the number of people with STEM expertise will help our nation continue to be innovative and maintain global competitiveness.
Young Women and Engineering

Since 2006, hundreds of female students have visited MITRE to learn about engineering during “Young Women in Engineering Day.” It’s an opportunity for students to soak up the collective wisdom of highly accomplished women engineers at MITRE who talk to them about their work both individually and in groups. The agenda always includes a keynote presentation, panel discussions, workshops, demonstrations, and a group mentoring session. “I didn’t know there were so many different kinds of engineers, that you could move around between fields, and that engineers from the different fields collaborate so closely,” said one recent participant.

Designed to help close the gender gap in the enrollment of pre-engineering and information technology courses, the day-long event strives to introduce middle and high school girls to engineering careers. “Visiting MITRE helped me gain insight into what engineers do,” said one teenage girl.

For many of the girls who attend the event, it’s an experience that opens up new possibilities they perhaps hadn’t even considered. “I was feeling really lost about an engineering path, but the MITRE women told us it’s okay not to know yet,” said one student. “In fact, they said it’s a good idea to explore for a while, which is really reassuring.”

“The students came away from MITRE’s Take Our Children to Work Day event amazed and inspired.”

Amy Burk, school-based technology specialist at Westgate Elementary in McLean, Va.
Helping High School Students Find a Passion for Technology

Julio thought he might one day become a doctor. Now he’s so inspired by technology that he teaches himself coding at night and wants to pursue a career in computer science. Milagros didn’t know that Python referred to a programming language. Now she’s so tech savvy that classmates seek her help whenever they have a computer problem.

The two students were among eight high-schoolers who spent the 2014-2015 academic year at MITRE under a part-time work-study program. A cornerstone of our STEM (science, technology, engineering, and math) initiative, the program was launched in 2008 with Notre Dame Cristo Rey High School. Located in Lawrence, Mass., the Catholic college preparatory high school serves disadvantaged students who live in areas where they might not otherwise be on track for post-secondary education. A total of 24 students have now participated in the program.

By working five days each month, the interns offset much of their tuition costs. Though Julio and Milagros were thrilled to discover a passion for technology, they are also quick to point out other benefits of the work-study program—especially the relationships they developed with mentors and colleagues.

As the program enters a new phase, plans call for the introduction of new technical specialties, including cybersecurity, mechanical engineering, and human systems integration. In the near future, the program hopes to accept as many as 20 students a year.
As a college student, Bethany Griswold participated twice in an online cyber competition known as Capture the Flag. To train for the 24-hour challenge, she spent several months participating in real-world cyber scenarios to prepare for an around-the-clock competition in which she tested her skills against several hundred of her peers.

MITRE hosts Capture the Flag annually in partnership with International Information System Security Certification Consortium, Inc., a not-for-profit consortium that educates and certifies security professionals and offers scholarships, training, and exam vouchers to top students and teams that compete in Capture the Flag. The students also receive early consideration for MITRE’s Industry Partner Cyber Internship program.

“The goal of Capture the Flag is to cultivate excitement about cybersecurity through an engaging and fun challenge,” says Dr. Bob Cherinka, a department head and project lead for Capture the Flag who works at MITRE’s Tampa, Fla., site. “The competition helps build a pool of talented early-career candidates in cybersecurity.”

In 2014, 330 students from seven high school and 59 college teams from around the country competed in Capture the Flag. More than $10,000 in scholarships was awarded, and more than 50 students were considered for internships with MITRE or with our partners.

Now a full-time MITRE employee, Bethany Griswold knows firsthand the value of the online cyber competition. “Capture the Flag is really what got me interested in cybersecurity,” she says.
SUPPORT TO MEN AND WOMEN IN UNIFORM

The men and women in uniform who dedicate their lives to defending our country deserve our support not only while they serve our country but afterward as well.

Navy veteran Paul Hurley works at MITRE after participating in our Veterans Employment Training program.
For combat veterans, entering the job market often poses several challenges—learning new job skills, competing for scarce openings, and more. Even proper business attire can be a challenge.

In 2004, the late Bob Shepherd of MITRE learned that veterans were often in need of professional clothing. He shared this information with his co-workers, which led to a clothing drive for suits, ties, shirts, dress shoes, and other accessories. This grassroots effort evolved into an ongoing initiative known as Suits for Vets.

Today, Suits for Vets includes partnerships with Walter Reed National Military Medical Center and Jos. A. Bank Clothiers, a national retailer that provides a sizable discount to veterans. MITRE employees and other friends have donated over $100,000 to outfit more than 210 severely wounded veterans who have gone on to college or new careers. Many have expressed their appreciation. “It wasn’t easy trading in my muddy combat boots and dirty Army uniform for a clean sports coat and crisp pressed slacks,” wrote one participant. “But that’s what I wore for my job interview, and they must have liked my appearance, because I was hired!”

“I Was Really Hoping I’d Be Able to Find a Place Here.”

A Clothing Drive That Never Ended
MANAGING OUR ENVIRONMENTAL FOOTPRINT

In our commitment to the wise use of natural resources and environmentally friendly practices, we want to serve as an example for other corporations and encourage them to adopt green technology.
MITRE works daily to manage our impact on the environment. Our dedication to the LEED (Leadership in Energy and Environmental Design) certification program—a nationally accepted green building standard—especially reflects this commitment. In fact, 25 percent of MITRE’s real estate portfolio will be LEED certified by 2016.

Since embarking on a campus modernization project more than a decade ago, each of our new buildings features a state-of-the-art heating and cooling system, energy-efficient lighting that adjusts for natural light levels, and water-saving fixtures. Solar panels generate electricity that blends with the building’s power supply. We also use environmentally friendly low volatile organic compound paint. To the greatest extent possible, we strive to use locally sourced sustainable building materials. During construction, special attention is paid to the volume of waste material recycled. Our newest office building, scheduled for completion in 2016, will even include a cistern to capture rain water that will be filtered and used by the building’s chillers, which reduces demand on the municipal water supply.

By maximizing efficiencies, reducing consumption and waste, and improving our conservation of water and energy, we serve as good stewards of both our natural and financial resources.
SUPPORT TO OUR LOCAL COMMUNITIES

MITRE has locations in more than 70 communities around the world. Being a good neighbor in our communities is an important part of our corporate culture.
Melinda Smith (not her real name) is a single mother of two teenagers who lives in Howard County, Md. Last April, a team of 10 volunteers from MITRE’s Fort Meade site arrived at Smith’s three-bedroom condominium to restore her home to its former glory.

This was the fourth year in a row that MITRE volunteers rolled up their sleeves and grabbed their own toolboxes to provide needed home repairs to a disadvantaged homeowner. “The idea is to help the homeowners stay in their own homes by making repairs that will keep them safe, warm, and dry,” says Harry Perper, a co-captain of the MITRE team.

The event is sponsored by Rebuilding Together Howard County. MITRE’s financial partner in this endeavor is First Potomac Realty Investment, LP, which donates funds each year to defray the cost of the materials needed for the repairs.

At the end of the day, the condo boasted a repaired window, a new closet door, a new basement window well cover, a freshly painted stairwell and bedroom, a rerouted drain hose, and repairs to water-damaged walls. “I cannot express how happy you have made my entire family,” wrote Smith in a note to the Rebuilding Together team. “Thank you so much for all you did for us.”
We believe the best and most innovative solutions result when teams with diverse skills, experiences, and perspectives collaborate. Accordingly, we are committed to fostering a culture of diversity and inclusion.
This year, MITRE welcomed three new GEM fellows—Sylmarie Davila-Montero, Britney Johnson, and Damian Miralles—as part of our program in collaboration with the National GEM Consortium. All three are currently working on a master’s degree or doctorate.

Founded in 1976, GEM is a non-profit that works to promote the participation of under-represented groups in science, technology, engineering, and math (STEM). GEM partners with corporations and universities to offer students the opportunity to attain graduate degrees through paid internships and full tuition assistance.

MITRE has a long history with GEM. Its precursor was a program set up for MITRE by the dean of engineering at Howard University to provide better access to graduate training among minority engineers. Over the past 29 years, more than 70 GEM fellows have interned at MITRE. In addition, 12 former fellows have been hired by MITRE. President and CEO Alfred Grasso formerly served as president of GEM’s Board of Directors.

“It has been an incredible experience,” says Damian Miralles, who is currently helping to implement our Precision Time Protocol laboratory. “MITRE has been a home for this short period, and I am really excited for the challenges that I have faced and for the pleasure of knowing such great co-workers and mentors.”
A Conference Dedicated to Women’s Leadership

Every spring MITRE hosts a Women’s Leadership Conference. The all-day event features presentations, panel discussions, and networking opportunities. Guest speakers have included high-ranking members of government, best-selling authors, and others speaking about leadership and motivational workplace topics.

While senior women leaders from across the company participate in the conference, MITRE Vice President Julie Gravallese notes, “It’s really intended as a forum to inspire and motivate the entire female staff at MITRE.” As one participant described her experience at a past conference: “It was exciting to see so many women together, networking and talking.”

The event was born after several women at MITRE heard a presentation describing a women’s leadership conference as “a best practice.” They wanted to create a venue at MITRE where women could network, share lessons learned, discuss leadership, and really get to know each other. After formally proposing the idea to company officers, they received funding.

This year’s fourth annual conference attracted nearly 500 participants—there was so much demand, it even had a waiting list. For the first time, participants shared their thoughts by tweeting (using the hashtag “#MITREwomen”), and it is clear from the conversation that the conference continues to gain momentum. As one tweet proclaimed: “What a great day of inspiration!”
“It’s really intended as a forum to inspire and motivate the entire female staff at MITRE.”

Julie Gravaliese, Vice President and Chief Human Resources Officer (photo on opposite page).
WELLNESS

Ready, set, go! Our comprehensive wellness program encourages employees to make fitness part of their daily routine.
Promoting a Culture of Health and Wellness

Three members of MITRE’s Colorado Springs site—Suzanne Beers, Kevin Grimm, and Dave Mulligan—work as part of a team supporting space and missile defense programs for the Department of Defense. The trio also has something else in common: competing in dozens of marathons, triathlons, and other running events.

These elite runners set an example of fitness for hundreds of others at MITRE who put on their running shoes every year to participate in the company’s “Run/Walk for Fun!” event. The motto of the race—*Move at the pace that suits you*—makes it clear that the goal is to cross the finish line and have a good time getting there; the race has inspired our employees to cross the finish line for almost a decade.

Our emphasis on health and wellness has been recognized by others. The American Heart Association named MITRE as a gold-level fit-friendly worksite. We also received a gold-level award from ComPsych™ Corporation for our promotion of a culture of health and wellness.

What motivates our employees in their pursuit of fitness? Kevin Grimm sums it up perfectly: “Looking good and having so much fun—now, who can resist that?”
ETHICS

Our Ethics and Compliance Program establishes standards of conduct and guides employees on their importance and application.
As an operator of federally funded research and development centers, MITRE consistently demonstrates a commitment to ethics. To reinforce this commitment, we have established a number of initiatives to promote a culture based on the highest ethical standards.

In addition to MITRE’s Code of Ethics, Conduct, and Values, which is distributed to all employees and posted in every conference room, our Organization Policies & Procedures manual provides guidance for employees in conducting the corporation’s business and in carrying out their responsibilities. Employees also have several options for confidentially reporting security violations, fraud, abuse, or waste.

Our legal division regularly offers ethics training in a variety of formats, including a video series in which a fictional employee faces an ethical dilemma. “We wanted to make it relevant and engaging for employees,” says Sozeen Mondlin, associate general counsel and executive director of compliance. “We didn’t want people to say, ‘Oh no—not ethics and compliance training again.’ ”

The video series was recognized in the “Employee Communications” and “Training” categories by the 32nd annual Telly Awards, which honors film and video productions. More important, the series has been equally popular with MITRE employees.
AWARDS AND RECOGNITION

We are proud that the commitment of our employees to their local communities has been recognized by others.

We measure our social responsibility initiatives by the impact they have on our communities, our environment, and our employees. It’s an added bonus whenever 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.

Women of Color Awards
Career Achievement in Industry—October 2015
Special Recognition—October 2015
Technology All-Star—October 2015
Rising Star—October 2015

Top 100 CIO Leaders in STEM by STEMconnector—July 2015


24th Annual Woman Engineer Top 50 Employer List—April 2015

America’s Best Employers by Forbes—April 2015

Top STEM Companies for Women 2015—March 2015

Massachusetts ECO Award for Environmentally Friendly Efforts—March 2015
MITRE has taken a sustainable approach to upgrading facilities. During a recent campus modernization project, architectural plans called for saving healthy plantings like this maple tree.
LOCATIONS

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
Los Angeles
San Diego
Vandenberg AFB

COLORADO
Boulder
Colorado Springs

DISTRICT OF COLUMBIA

FLORIDA
Eglin-Hurlburt
Key West
Miami
Orlando
Tampa

GEORGIA
Fort Gordon

HAWAII
Honolulu

ILLINOIS
Scott AFB

INDIANA
Indianapolis Air Route
Traffic Control Center

KANSAS
Fort Leavenworth
Kansas City Air Route
Traffic Control Center

MARYLAND
Aberdeen
Baltimore
Fort Meade (Annapolis)
Lexington Park
Rockville
Silver Spring
Rockledge
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
West Fort Hood

VERMONT
Burlington

VIRGINIA
Arlington
Chantilly
Charlottesville
Clarendon
Dahlgren
Fairfax
Fort Belvoir
Hampton Roads (Langley AFB)
Herndon
Quantico
Walney
Warrenton

WASHINGTON
Seattle

WEST VIRGINIA
Clarksburg

International Locations

BELGIUM
Brussels

GERMANY
Darmstadt
Ramstein
Stuttgart
Wiesbaden

ITALY
Vicenza

JAPAN
Tokyo

NETHERLANDS
The Hague

SINGAPORE

UNITED KINGDOM
Molesworth
Sustainability

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Produced by MITRE Corporate Communications and Public Affairs.
-7% in GREENHOUSE GAS emissions per employee from FY10 to FY14.

-45% reduction in sheets of PAPER USED per person at the Bedford and McLean campuses from FY10 to FY14.

23.3% combined increase WASTE DIVERTED at the Bedford and McLean campuses from FY10 to FY14.

-2.8% combined drop in total KWH USAGE at the Bedford and McLean campuses from FY10 to FY14.

12% of MITRE’s real estate portfolio is LEED CERTIFIED. When the MITRE 4 building is complete, over 25% of the portfolio will be LEED CERTIFIED.
MITRE 2015 Corporate Social Responsibility Report