2023 Environmental, Social, and Governance Impact Report

July 2024

Contents

About us

Mathematica operates at the intersection of data science, social science, and technology, generating evidence-informed solutions that help our clients and partners see clearly and act quickly.

Mission. Mathematica strives to improve public well-being by bringing the highest standards of quality, objectivity, and excellence to bear on the provision of information collection and analysis to our clients.

Vision. Mathematica is shaping an equitable and just world where evidence drives decisions for global impact.

We are employee-owned through our employee stock ownership plan (ESOP). Our ESOP enables us to be staff-driven in fulfilling our mission. Each employee has the opportunity to share in ownership and contribute to the company's growth and success. The ESOP reflects Mathematica's core values, especially collaboration and collegiality. By working together, we can build on and enhance the financial strength of our organization and our ability to deliver on our mission.

To learn more about our work, our approach, and our employee-owners, visit www.mathematica.org.

About this report

This report covers our impact and commitments in the following areas:

/ Environmental concerns and sustainability

/ Social impact

/ Corporate governance

Reporting year: Calendar year 2023, unless otherwise noted

Currency: U.S. dollars, unless otherwise noted

This Environmental, Social, Governance (ESG) disclosure does not incorporate Mathematica's independently operated subsidiary, EDI Global, which operates in England, Tanzania, Kenya, and Uganda.

Data protection, privacy, and AI

At Mathematica, safeguarding company and client data is a top priority. Our Information Technology (IT) Security, Risk, and Compliance team develops and maintains company policies governing technology, security, privacy, and compliance.

Mathematica policies align with relevant federal frameworks and incorporate the requirements of the National Institute of Standards and Technology (NIST). In addition, our policies also align with common commercial security and privacy frameworks such as those endorsed by the International Standards Organization, the Center for Internet Security, and the Information Systems Audit and Control Association.

Federal Risk and Authorization Management Program (FedRAMP)

Mathematica works with U.S. government agencies to help make digital transformation and data modernization possible. We deliver digital solutions for data analytics, data management, and monitoring and reporting. The Mathematica Cloud Support System (MCSS) is a platform-as-a-service that can serve as the infrastructure for these solutions. The Federal Risk and Authorization Management Program (FedRAMP) provides a standardized approach to security and risk assessment, making it easier for government agencies to adopt secure cloud services. The MCSS was under review to obtain FedRAMP certification in 2023 and was officially FedRAMP certified in 2024.

MCSS is a general support system that provides Mathematica with a centralized place to scale enterprise features and enforce policy across projects that require IT presence in the cloud. MCSS is a management and compliance console and does not produce, store, or transmit federal information. The centralized and preconfigured services offered by MCSS include establishing authorization and network connectivity, common security services, providing usage information, and governance and compliance functions. Using the MCSS's management and compliance support services, application teams outside of the MCSS authorization boundary can instantiate their information systems and related components.

Privacy statement

Mathematica has a privacy statement that demonstrates our commitment to protecting the privacy of visitors to our website. The following discloses our information-gathering and dissemination practices for our site, www.mathematica.org:

Visitors can access most sections of the website without registering or providing any personal information. For visitors who register or otherwise give us personal contact information, we will not provide that information to any other organization or individual without the visitor's express consent. We might sometimes use visitors' internet provider (IP) addresses to help diagnose problems with our server, and we use them, as necessary, to administer our website. We sometimes use cookies (an electronic placeholder on visitors' personal computers) to enable us to send registered visitors information and other content specific to their expressed interests. We also use cookies to save visitors' preferences to be remembered when they return to our site.

Our registration form asks visitors who register to give us contact information (such as name and email address). The information is used to contact the visitor only as requested, for example, if the visitor has signed up to receive email alerts, attend a seminar, or request copies of our publications or reports.

The server that stores personally identifiable information is in a secure environment and our website has security measures in place to protect against the loss, misuse, or alteration of the visitor information under our control. For additional security, only employees who need the information to perform a specific job are granted access to personally identifiable information and we ensure employees are kept up to date on our security and privacy practices.

Incident reporting

Mathematica, like companies all over the world, faces cybersecurity threats. It is of critical importance that all staff report any unusual or suspicious activity that they observe. Our Information Technology Services team has developed a process for managing a wide range of cyber incidents. This process includes review, triage, investigation, and incident resolution. In alignment with the language common in most federal contracts, incidents are declared after initial investigation reveals an actual or potential issue.

Employee training

All Mathematica staff are required to take annual training courses to ensure compliance with both our internal policies and client requirements. Part of our annual compliance training includes a Cybersecurity Awareness Training for all staff to refresh best practices when it comes to safeguarding our internal and external information in a virtual work environment.

All new hires are required to complete our IT Security Foundations training course to learn how to avoid becoming a victim of a cyberattack. This training includes information on strategies malicious actors use to gain access to your system using social engineering, malware, and spyware, as well as basic wireless security best practices, tips for beefing up browser security, and techniques for implementing encryption.

In addition, Mathematica offers a learning catalog for all staff with more than 10,000 training courses across a wide range of subjects, including more than 150 courses pertaining to IT and technological education.

Artificial intelligence

As a company that specializes in data-driven innovation, we are also exploring the benefits of artificial intelligence (AI). At the same time, we remain committed to the highest standards of rigorous research, cybersecurity, and privacy protection. Mathematica believes that good decisions come from evidence. When it comes to AI tools, what the evidence tells us is clear: always exercise the highest degree of caution, and always think critically about AI inputs and outputs.

ESG strategy

In today's dynamic business landscape, ESG considerations play a pivotal role in shaping corporate strategies, risk management frameworks, and sustainability practices worldwide. In 2023, Mathematica created an ESG working group ("ESG Committee") and began defining a formative ESG strategy that builds on and reinforces our commitment to environmental, social, and governance responsibilities, while delivering on emerging stakeholder expectations.

Stakeholder engagement

Mathematica defines stakeholders as individuals and organizations that can affect or be affected by our operations. We assessed our stakeholders using a combination of desktop research, interviews, and surveys to determine the top ESG-related priorities of our employees, executives, industry peers, clients and customers, and key focus areas of established ESG frameworks.

Employees

Mathematica employees were engaged in this assessment through surveys and internal interviews, as our employees have been the primary drivers of our ESG strategy. The survey results demonstrate the high degree of employee interest and expectation for Mathematica to address climate-related challenges. Our employees prioritized workforce health and well-being and data privacy as the highest impact areas for society and for our organization.

Executives

Mathematica executive staff were engaged to help develop our ESG materiality considerations through surveys. Our executive staff believe Mathematica has a unique ability to address high-impact topics such as climate resilience, develop an effective partnership ecosystem to support growth, and leverage existing knowledge to build innovative sustainability offerings.

Industry peers

Mathematica conducted peer benchmarking procedures to identify material ESG topics that our industry peers and competitors believe could have the greatest impact on their respective organizations. Private companies' priorities are generally social in nature, given their shared focus on health, equity, and education. As of 2023, only half of benchmarked peers have published ESG or sustainability reports, as legislation does not require them to do so.

Clients and customers

Mathematica assessed the highest priorities of our clients and customers to identify shared areas of ESG interest where we can deliver impactful results. Our clients have emphasized the importance of data privacy, ethics and compliance, and workforce health and well-being.

ESG frameworks

Mathematica reviewed the top priorities from existing ESG frameworks to assist in our materiality assessment. Established guidance from the Carbon Disclosure Project (CDP), Task Force on Climate-Related Financial Disclosures (TCFD), and the Sustainability Accounting Standards Board (SASB) predominantly focus on emissions and energy-related climate areas.

ESG material issues at Mathematica

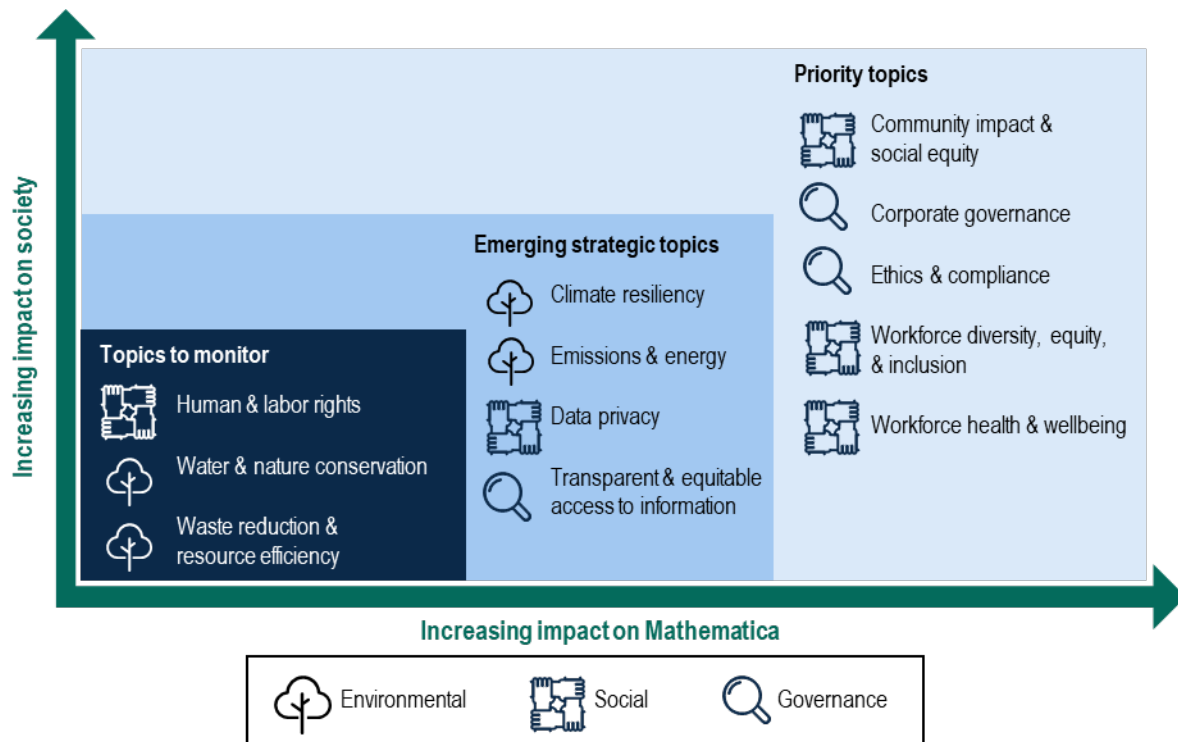Our stakeholders and subject matter experts helped identify 12 priority ESG topics for Mathematica.

Environmental	Social	Governance
• Climate resilience • Waste reduction and resource efficiency • Water and nature conservation • Emissions and energy	• Workforce health and well-being • Workforce DEI • Community impact and social equity • Transparent and equitable access to information • Human and labor rights	• Data privacy • Corporate governance • Ethics and compliance

ESG materiality mapping

We developed a materiality matrix based on the 12 topics identified by our stakeholders and subject matter experts and mapped each topic according to the potential impact on Mathematica and the impact these issues could have on society.

Figure 1. ESG materiality matrix

Priority topics
- Community impact & social equity
- Corporate governance
- Ethics & compliance
- Workforce diversity, equity, & inclusion
- Workforce health & wellbeing

Emerging strategic topics
- Climate resiliency
- Emissions & energy
- Data privacy
- Transparent & equitable access to information

Topics to monitor
- Human & labor rights
- Water & nature conservation
- Waste reduction & resource efficiency

Increasing impact on society

Increasing impact on Mathematica

Environmental   Social   Governance

ESG objectives

As a result of our materiality assessment, the ESG Committee has developed an ESG strategy framework focused on four areas of strategic importance:

/ Innovation

/ Operations

/ People

/ Being a trusted partner

Innovation

We advance public well-being and resiliency by uncovering evidence and insights that lead to better decision making.

Working together with our clients and partners, we bring the latest most efficient and effective solutions to address some of the world's toughest challenges, helping decision makers see clearly and act confidently. To achieve our objectives, our subject matter experts use a variety of approaches to provide services in the following areas:

/ Research and evaluation

/ Advising and consulting

/ Data analytics

/ End-to-end data capabilities including primary data collection

Operations

We do our part to operate responsibly.

Disclosure of our annual global greenhouse gas (GHG) emissions across all scopes will promote transparency in evaluating our progress toward climate-related objectives. Mathematica will use the CDP climate change response, the GHG Protocol, and the recommendations of the TCFD to help measure and evaluate our climate-related risks and opportunities.

People

We engage employees who embody our culture and mission.

Our staff have continued to express interest in our efforts to address climate change and reduce our carbon footprint. Developing guidance for employees to reduce their emissions and energy use when working from home can expand our impact beyond our offices and into our local communities.

Being a trusted partner

We act as a trusted partner by sharing our sustainability story and inspiring others along the way.

Mathematica partners with organizations around the world to develop evidence-based insights to respond to climate-related issues and will continue to seek more climate- and sustainability-related projects.

Environmental

Climate change represents the single most significant public policy challenge of the 21st century. It is a multifaceted, global threat to society that touches on a range of concerns, from the environment and food security to health and economic inequality. In response to employees' interest in engaging in work that addresses climate change, Mathematica launched its climate change practice in 2022. The practice focuses on developing innovative, equitable, and sustainable solutions that seek to reduce GHG emissions and help communities that are disproportionately at risk become more resilient.

Our climate change strategy is built on four pillars:

/ Advancing evidence

/ Thought leadership

/ Competency development

/ Doing our part

Advancing evidence

Mathematica is supporting its clients with reliable and precise evidence to measure the impact of climate policies, maximize investments, and improve public well-being. Mathematica works across many sectors that are key to addressing climate change's impact in an equitable manner, such as urban planning, water, and education. We highlight our expertise in three important areas:

Climate and agriculture

This sector contributes to GHG emissions, but it is also an essential source of rural livelihoods that are threatened by climate change. To support climate-resilient agriculture, we evaluate the impact of climate adaptation interventions, rigorously measure farmer resilience, and have prototyped a resilience platform to support locally led adaptation. To identify solutions that reduce GHG emissions from agriculture, we develop decision support tools that incorporate climate data in forward-looking scenario analyses. For example, under subcontract with ECODIT, Mathematica is leading the development of a carbon calculator for agriculture, forestry, and other land use, to help the U.S. Agency for International Development (USAID) track its progress in reducing carbon emissions from this sector. Intended to be a global public good, the calculator will enable required reporting and monitoring through agency-approved portfolio management systems on standard USAID climate indicators, assist with activity planning, and align with USAID's Climate Strategy. It also will enable reporting, monitoring, and analysis for users external to USAID.

Climate and health

The health sector contributes significantly to GHG emissions. Through innovations that use advanced analytics and dynamic visualizations, we show the relationships between exposure, sensitivity, and capacity, and identify those most at risk for climate-related health issues. This helps clients understand conditions that should trigger emergency warnings and helps communities and health systems bolster climate resilience and health equity. We also provide policy and planning support to help health systems lower the health risks they often generate while improving equity and sustainability. Our ClimaWATCH tool uses advanced analytics and dynamic visualizations to uncover the complex relationships between exposure, sensitivity, and capacity, and to identify those most vulnerable to climate-related health issues. This work helps clients understand the conditions that should trigger emergency warnings to protect vulnerable residents and help communities and health systems bolster their climate resilience.

Climate and energy

Access to sustainable energy enhances economic opportunity, creates so-called green jobs, reduces GHG emissions, and increases resilience to climate change. To support sustainable energy development, we conduct political economy analyses of financial and regulatory landscapes, cost-benefit analyses, case studies, and sustainability assessments. We evaluate energy sector programs to assess the effects of increased power generation from renewable energy sources and incentives for households and businesses to adopt electricity solutions, engage in regulatory reform, and build institutional capacity. We provide data collection and data analytics solutions that help our clients understand energy usage, inform policymaking, and analyze the efficacy of green energy investments. We are currently helping the Millennium Change Corporation study how its investments could lead to more reliable and higher-quality electricity in Benin, Ghana, and Liberia. In previous work, we focused primarily on Tanzania.

Thought leadership

Mathematica applies its expertise at the intersection of data science, social science, and technology to translate big questions about how to address climate change into deep insights that weather the toughest tests. Throughout 2023, we used numerous thought leadership channels to evaluate key climate change topics within our areas of expertise, amplify the voices of on-staff experts, and bring evidence to wider climate change conversations domestically and globally.

Below is an illustrative snapshot of some of the blog posts, podcasts, events and discussions, social media posts, and more that we have published in 2023:

Podcasts

/ Climate Scientist Michael Mann on Preserving "Our Fragile Moment"

/ The Most Important Developments in Evidence and Well-Being in 2023, According to Our Listeners

/ Gayle Smith on the Federal Role in Global Response to Health and Climate Crises

/ Human Services Agencies Can Advance Environmental Justice

Blog posts

/ Building More Resilient and Equitable Communities in the Face of Environmental and Climate Injustice

/ It's Time to Put Health at the Heart of Climate Change and Closely Monitor the Vital Signs

/ Measuring Climate Resilience

/ Universal Electrification in Africa is Possible with the Right Policies

Articles

/ How Does Climate Change Amplify Health Inequities?

/ Human Services' Unique Position: Flexing New Ways to Pursue Environmental Justice

/ Anticipatory Migration Responses to Rural Climate Shocks

Events and discussions

/ Connecting Climate, Health, and Equity at CMS's First-Ever Health Equity Conference

Social media

/ Human Services, Climate Change, and Environmental Justice

Data visualization

/ ClimaWATCH: An Interactive Tool for Climate Vulnerability Assessments

Learn more about our climate change practice and find related publications at https://www.mathematica.org/climate-change.

Competency development

Building internal capacity is just as important as seeking out new opportunities and projects. Under the pillar of competency development, we seek to showcase and expand upon our staff's capabilities and interests in the climate sector.

Since 2020, Mathematica has sought to capture staff's interest in climate change issues. Employees from key focus areas throughout the organization have shared their interests, experiences, and practical skills in addressing climate change issues, underscoring the true cross-cutting nature of our climate change practice.

Over the past year and a half, Mathematica colleagues have collaborated to build and grow our climate practice. We have conducted outreach with dozens of interested parties in the climate change ecosystem (partners, clients, and others key audiences) to inform our strategy, and developed innovative new tools. We also welcomed Tom Bowen as our first director for climate change. With technical experience in resilience and adaptation, Bowen will help shepherd Mathematica's climate strategy, cultivate relationships with clients and partners, and enable us to contribute meaningfully to the evidence base on climate adaptation.

Doing our part

At Mathematica, we want to do our part to contribute to climate change mitigation, adaptation, and resilience. We are always thinking about how we can reduce our carbon footprint.

To contribute to a more sustainable future, Mathematica has committed to having a net zero carbon footprint by 2050 in alignment with President Biden's executive order on federal sustainability. Being conscious of our impact on the planet is not new at Mathematica. We advance toward this goal by ensuring our offices are equipped with the following:

/ LED lighting in communal areas

/ Light sensors in all offices

/ Air filters for heating, ventilation, and air conditioning systems with an optimal Minimum Efficiency Reporting Value rating

In addition, we have equipped multiple offices with the following:

/ Automatic flush toilets, faucets, and soap dispensers

/ Bike racks

/ Rain sensors for irrigation

/ Green cleaning supplies since 2008

A significant number of the company's staff work remotely or in a hybrid manner. As such, we have also developed a series of recommendations to assist these employees in reducing the carbon footprint where they live and work.

To support sustainable practices in everyday life, Mathematica also provides a bicycle commuter benefit, which is a reimbursement of up to $20 per month for certain expenses to employees who use a bicycle regularly for a substantial portion of the travel between their residence and place of employment. Employees can be reimbursed for reasonable expenses incurred during the calendar year for the purchase of a bicycle, bicycle improvements, helmets, repair, and storage. This benefit is entirely funded by Mathematica.

Clean Commute Challenge

In 2023, Mathematica held its annual, volunteer-led, Clean Commute Challenge during National Bike-to-Work Week. This challenge is open to all Mathematica staff and invites participants to walk, bike, roll, or use public transportation to get to work, run errands, or get to other destinations. Our employees made donations to support a raffle for participants. The top 10 commuters who logged the most miles were entered into a raffle for the chance to win one of two $50 REI gift cards, and everyone else who logged miles was entered into a raffle for one of four $25 REI gift cards. As a result of this challenge, 68 participants saved roughly 500 pounds of carbon dioxide.

Recycling at Mathematica

Mathematica is committed to minimizing waste by reducing, reusing, and recycling items used in our standard operations and applying responsible principles in our use of corporate electronics. Our ongoing efforts include using renewable materials in our offices, recycling corporate electronics responsibly, and encouraging staff and stakeholders to reduce, reuse, and recycle when working from home. Mathematica recycles electronics, such as computers, monitors, printers, and other standard office equipment. Since 2018, Mathematica has recycled more than $50,000 in corporate electronic items, with $15,624.60 worth recycled in 2023.

Sustainable Procurement

Mathematica recognizes its responsibility to minimize negative impacts on human health and the environment while supporting a diverse, equitable and vibrant community and economy. We understand certain products and services we acquire could have harmful social, human health, environmental, and economic impacts and that the company should make procurement decisions that reflect our dedication to sustainability whenever possible.

Mathematica's Procurement team employs sustainable procurement best practices and procures goods and services in a manner that combines our obligation to financial responsibility with considerations for social equity, community well-being, and environmental impact. Although it might not always be possible to factor them into every purchase, the Procurement team incorporates and balances the following considerations whenever feasible:

/ **Social and ethical consideration.** Partner with vendors who demonstrate a commitment to DEI, as well as ethical and socially responsible behavior.

/ **Community consideration.** Source goods and services locally to reduce transportation emissions, support local businesses, and strengthen the community's economy.

/ **Environmental consideration.** Prioritize vendors and products that minimize environmental impact and promote sustainability, which includes energy efficiency, waste reduction, responsible sourcing, and eco-friendly packaging.

/ **Transparency.** Maintain transparency in our procurement decisions and processes, including reporting and documentation.

/ **Continuous improvement.** Review and update sustainable procurement practices periodically to ensure alignment with emerging best practices.

2023 Impact Summary

/ Invested $22,084,812 in small and disadvantaged businesses

/ Engaged with 238 suppliers committed to DEI

/ Collaborated with 218 suppliers that follow documented sustainable procurement policies

/ Partnered with 32 suppliers recognized for their sustainability efforts

/ Supported 95 local suppliers in New Jersey and 71 in Washington, DC

/ Procured 318 products from suppliers with sustainability certifications

/ Opted for eco-friendly office supplies like green-labeled pencils, notepads, and binders

/ Utilized janitorial services employing green cleaning supplies and recycled paper products meeting EPA guidelines

/ Acquired Energy Star-certified computers, monitors, and eco-tank printers

/ Recycled 2,697 electronic items including computers, printers, and monitors

/ Reused wireless devices and responsibly recycled those beyond reuse

Next steps:

/ Developing a supplier sustainability code of conduct

/ Additional reporting

/ Promoting internal and external awareness of sustainability initiatives

Social

DEI at Mathematica

Our commitment to DEI is pivotal to our mission of improving public well-being. We believe our research is more credible when it is informed by diverse perspectives and when we take the time to listen to and partner with the communities we serve. At Mathematica, we focus on building a welcoming and supportive culture that is enhanced by the various ethnic backgrounds, cultures, abilities, and experiences of our employees. We work to study and employ equitable evaluation and culturally responsive research practices, and our mission to improve public well-being is strengthened by a greater understanding of issues and challenges facing the communities we serve. Mathematica is committed to the following DEI strategic priorities:

/ Enhancing the candidate and employee experience

/ Evolving organizational culture and climate

/ Embedding DEI into business systems, processes, and practices

/ Infusing DEI principles and practices into business development approach and research work

/ Strengthening staff DEI capabilities to support equity work

/ Supporting equitable opportunities, experiences, and outcomes among staff and partners

/ Advancing organizational external presence, influence, and impact

Figure 2. Mathematica's DEI Guiding Framework
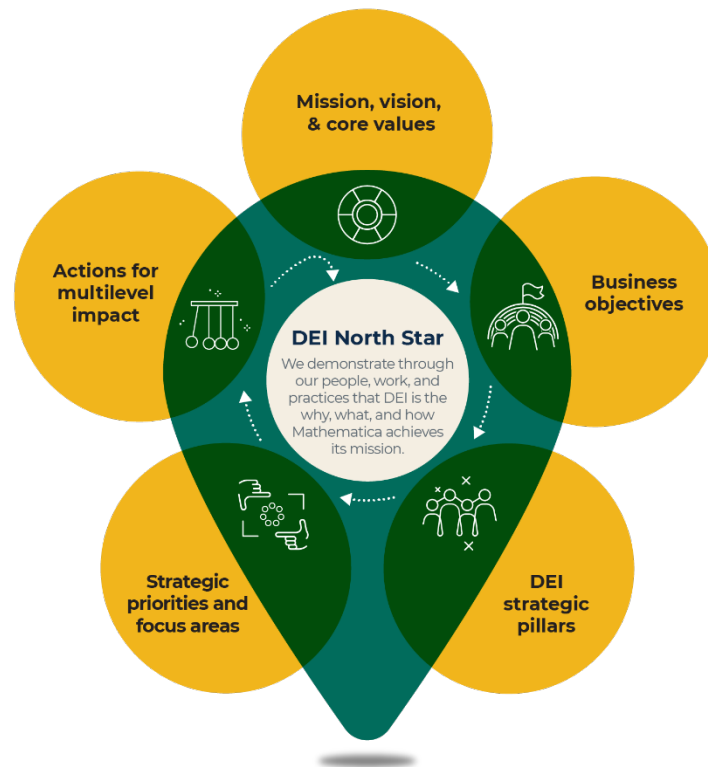
DEI awards and honors

Numerous organizations have honored Mathematica for the work we do, our workplace experience, and our community engagement. We have also been recognized for our commitment to DEI and the individual contributions of our employee-owners to high-quality research and innovative methods across a range of disciplines.

Economic Justice Advocate Award winner

This award recognizes companies that are influencing change, innovation, and standards for excellence. CEO Connection evaluated award-winning companies on board diversity, C-suite diversity, supply chain diversity, workforce diversity, and community engagement.

Best Place to Work for Disability Inclusion

Mathematica earned a score of 100 on the Disability Equality Index®, recognizing it among the "Best Places to Work for Disability Inclusion" by Disability: IN and the American Association of People with Disabilities. For four consecutive years, Mathematica received top marks for having an accessible workplace, inclusive employment practices, a supportive culture and strong leadership, a disability-related employee resource group, and a diversity council to help guide company initiatives.

Equality 100 Award: Leader in LGBTQ+ Workplace Inclusion

For a third year, Mathematica has received a score of 100 on the Human Rights Campaign Foundation's Corporate Equality Index, the nation's foremost benchmarking survey and report measuring corporate policies and practices related to LGBTQ+ workplace equality.

Supporting the community through DEI

Equity is central to our work at Mathematica. We understand that we do not have all the answers, but we know we can attain more equitable outcomes when we include the communities we serve in our work and look to them for guidance. Whether those communities are families with children, Indigenous peoples, Black and Latinx students, or the disability community, we strive to work hand in hand to apply research, analytics, and technology in ways that enhance well-being. We have worked with our partners to evaluate and implement programs that expand equitable access to COVID-19 vaccines, provide better employment opportunities for youth with disabilities, and implement place-based systems change to promote economic and educational opportunities.

Learn more about DEI at Mathematica at https://www.mathematica.org/sp/dei/diversity-equity-and-inclusion-at-mathematica.

Corporate giving

Mathematica is an employee-owned company, so our staff play a direct part in the company's success and direction. This approach also guides our volunteer work and corporate giving. Volunteer committees made up of staff members in each office reach consensus on a charity to support, and these decisions are then backed by senior leaders.

We care about our local neighborhoods and work directly with home-grown and community-based organizations to pursue our mission where we live, helping to improve health and well-being for at-risk families, people experiencing food insecurity, unhoused people, dislocated workers, and vulnerable populations of all ages.

The Charitable Giving Committee is dedicated to supporting and partnering with organizations in areas that align with Mathematica's mission.

Focus areas might include but are not limited to the following:

/ Education

/ Environmental issues

/ Climate change

/ Health

/ Social and human services

/ International initiatives

/ Arts and culture

/ Racial and social justice

/ Evidence-based policymaking

The Charitable Giving Committee donation opportunities support four main strategic giving goals. The list below outlines the goals and types of donations to support each goal:

1. Amplify employees' charitable giving efforts and invite employee nominations for charitable donations and sponsorship opportunities.

2. Advance DEI.

    –   **Employee resource group (ERG)-directed donations.** The committee supports organizations nominated by Mathematica's ERGs and offers donations to vetted organizations that are celebrating or bringing awareness to the committee's focus areas.

    –   **Community-oriented, month-specific donations.** The committee will review a donations calendar at the beginning of the calendar year to identify ERG nominations and month celebrations for the coming year.

3. Support our communities' well-being.

    –   **Current events and disaster relief.** A portion of the committee's budget is dedicated to contributions for natural disasters and other crisis response efforts and current issues.

    –   **Memorial donations.** The Committee honors memorial donations that employees, supervisors, or other Mathematica stakeholders bring to the committee's attention.

4. Build organizational partnerships.

    –   **Corporate sponsorships.** The committee reviews and monitors opportunities for recurring sponsorships with nonprofit partners that are aligned with Mathematica's focus areas.

    –   **Office charities.** Each office location, including a broad work-from-home office "location," will designate an office charity to support, and the committee will allot a set amount per year to each office location.

Learn more about our corporate giving program and local volunteering at
https://www.mathematica.org/about-mathematica/culture.

Employee resource groups

In response to ongoing staff interest and findings from our 2016 diversity and inclusion organizational assessment, the following ERGs have been created:

/ Asian Pacific Islander

/ Black

/ Employees with Disabilities

/ Latinx/Hispanic

/ Parents and Other Caregivers

/ Pride

/ Veterans and Military Community

Membership in each group is voluntary and open to all staff, including employees who identify as a member of the group or as an ally. Mathematica's ERGs are aligned with the company's goals and mission, to help foster an inclusive workplace. They enable employees with a shared aspect of identity to

come together to connect, build relationships, and support one another. In addition, ERGs help initiate or continue company-wide conversations and learning about important topics in diversity and inclusion. The DEI team also partners with ERGs to have community conversations for staff from underrepresented groups. One of the goals is to foster community and relationship building across levels, tenure, location, unit, areas of expertise, and so on.

Affinity groups

In addition to our ERGs, Mathematica has many staff-organized affinity groups that meet regularly to discuss policy directions, review recent articles and books, and brainstorm proposal ideas, project work, business strategy, and related matters of interest.

Climate change

Our climate change affinity group is a volunteer, employee-led sustainability team of colleagues with a shared interest in expanding Mathematica's work in shaping climate policy. The team focuses on actions employees can take. Its mission is to educate staff, and coordinate, share, and participate in sustainability initiatives to reduce the company's carbon footprint. Designated lead representatives from each office meet biweekly to coordinate activities and events to promote more sustainable practices among employees. Monthly, the team hosts events such as sustainability drives, electronic recycling events, bike to work challenges, eating sustainably challenges, and "flip the bins" campaigns, which challenge staff to use only the main trash bins in the office—not those at their desks—to decrease the use of plastic bin liners. In addition, the team circulates a sustainability newsletter to its members and maintains a community page on the company's Viva Engage site, which is an internal social media platform open to all employees.

Affirmative action plan

The Affirmative Action Plan (AAP) is a federal requirement for contractors to develop and implement action plans to ensure diverse candidate pools and analyze current workforce representation and selection decisions to identify and remove any barriers to employment and employee development. An AAP is prepared based on employment data for the previous year and looks forward to what steps the contractor will take over the next year.

Corporate Governance

Since its inception in 1986, Mathematica's board of directors (BOD) has been an inclusive body dedicated to providing governance and oversight that helps inform Mathematica's vision and strategy, as well as the policies, practices, and leadership that propel the organization's success. A leader among its peers in gender and racial and ethnic diversity, the board comprises 11 members representing diverse backgrounds, perspectives, and lived experiences that are integral to advancing Mathematica's mission of improving public well-being. Sixty-four percent of the members of our board are women or people of color. The board shares the deep commitment of the company's employee-owners to shape an equitable and just world where evidence drives decisions for global impact.

Learn more at https://www.mathematica.org/about-mathematica/our-people.

Standing committees of the board

There are several standing committees on the board, including the Audit Committee, Compensation Committee, Nominating and Governance Committee, and several administrative committees.

Internal Shareholder Committee

As an ESOP, being staff driven is a critical core value. Mathematica has an Employee-Shareholders Committee to facilitate interactions between employee-shareholders and the BOD for their mutual benefit.

ESG performance, frameworks, and data matrix

GHG emissions for Scopes 1–3 were calculated in accordance with the GHG Protocol Corporate Accounting and Reporting Standard.

Figure 3. GHG emissions summary 2023

| Scope	Emissions source	Fiscal year 2023
Scope 1	Stationary + mobile combustion; refrigerants under Mathematica's control	105
Scope 2, market-based (MB)	Purchased energy (electricity + cooling + heat)	1,582
Total Scope 1 + 2 (MB)		1,687
Scope 3	Purchased goods and services	15,451
	Capital goods	186
	Fuel-and-energy-related activities	366
	Transportation and distribution	51
	Business travel	439
Total Scope 3		16,493
Total Scope 1+2+3 Emissions (MB)		18,181

Figure 4. GHG Scope 1 and 2 emissions breakdown by year

Scope	Activity type	Year			
		2020	2021	2022	2023
Scope 1	Stationary combustion	<1	<1	<2	<1
	Mobile combustion	0	0	<1	<1
	Scope 1 total	<1	<1	<2	105
Scope 2	Purchased electricity – location-based	1,869	1,831	1,775	1,582
	Scope 2 total – location-based + heat and steam	1,869	1,831	1,775	1,582
Scope 1+2 Total		1,870	1,831	1,775	1,687

Figure 5. Electricity usage by year, in kilowatt-hours
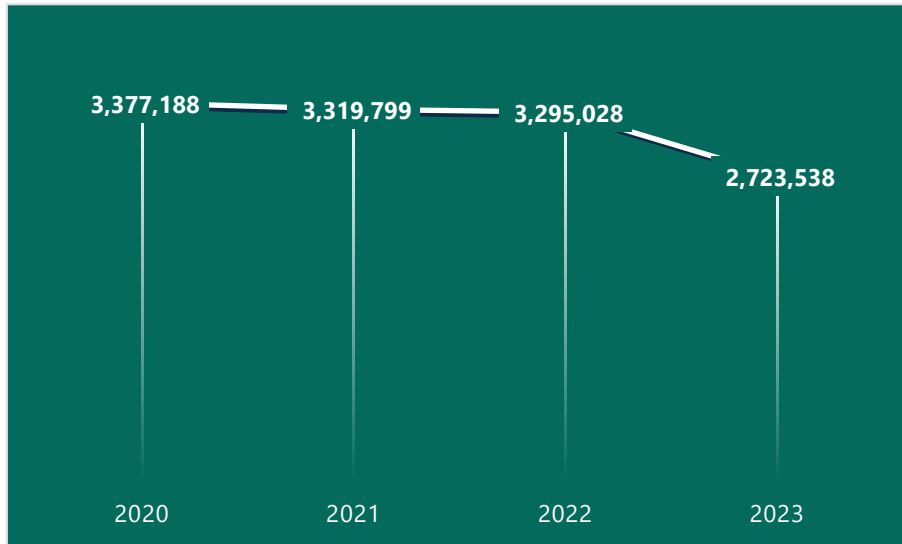
Mathematica saw a substantial decrease in our electricity usage when compared to 2022. The almost 20 percent decrease is largely due to a reduction in office space.

Figure 6. Scope 1 and 2 emissions by location
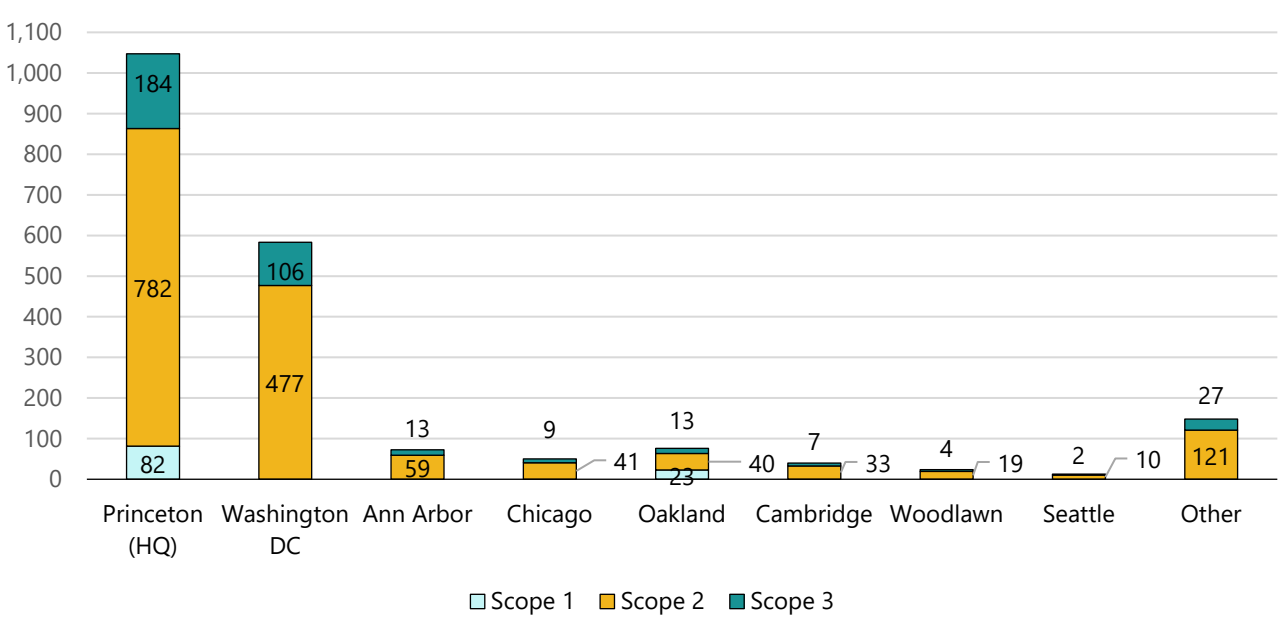
/ Princeton accounts for about 52 percent of total Scope 1 & 2 emissions including our company vehicle

/ Washington, DC accounts for about 28 percent of total Scope 1 and 2 emissions

/ The Other section includes our data centers and shared office spaces.

/ All other sites individually account for less than 10 percent of the total Scope 1 and 2 emissions

Data assurance

Mathematica engaged Apex Companies, LLC (Apex) to provide independent verification on the accuracy of the 2023 GHG emissions data disclosed in this report, and on the underlying systems and processes used to collect, analyze, and review the information. Apex provides limited assurance on our GHG disclosures in accordance with the International Organization for Standardization 14064-3 standard, the World Resources Institute (WRI)/World Business Council for Sustainable Development (WBCSD) Greenhouse Gas Protocol (Scope 1 and Scope 2), and the WRI/WBCSD Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (Scope 3) GHG reporting protocols. Apex concluded that the GHG emission estimates for 2023 are materially correct and that this report has been prepared in accordance with the frameworks mentioned in this paragraph.