



2023

Corporate Responsibility and Sustainability Report

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Introduction

About This Report

This 2023 Corporate Responsibility and Sustainability (CRS) Report is the second comprehensive CRS Report submitted by RTI International. This report reflects our commitment to transparency and provides details about our CRS program, priorities and progress in these foundational areas: environment; employees, equity, diversity, inclusion and belonging; clients; community; ethics and governance.

As we developed this report, we studied various disclosure frameworks—including the Sustainability Accounting Standards Board (SASB) and the societal objectives that underpin the United Nations Sustainable Development Goals (SDGs)—and have incorporated them in the report.

Unless otherwise noted, this report covers our fiscal year of October 1, 2022, through September 30, 2023. Exceptions are primarily in the data shown in the Environment section, which is based on calendar year.

Letter from the CEO

For more than 65 years, RTI has helped federal and private sector clients address some of the world's most complex social and scientific challenges. During this time, the world hasn't stood still, yet we have adapted by successfully expanding and targeting our services and capabilities to apply our expertise where it is needed most. This includes conducting life-changing work with respect to the environmental impacts and effects of climate change, global health and education and issues of social justice and equity.

At RTI, our mission is our calling, and we are committed to living it every day, in our work and in our actions. As the climate crisis is both a social and scientific problem, we are evolving to address sustainability on all levels of our work on behalf of clients and the operations of our organization. As many of the negative impacts caused by climate change disproportionately affect the most marginalized communities across the globe, our mission to improve the human condition deeply connects RTI to sustainability. In 2023, we created the RTI Climate Commitment, setting near- and long-term targets toward net-zero greenhouse gas emissions, decreased energy and water use, reduced waste and inefficiencies and more. Environmental considerations will continue to inform our business and research projects, decision-making processes and daily activities.

We have also committed to practicing the principles of equity, diversity, inclusion and belonging in all we do, inside our organization, through our research endeavors and in the broader society in which we live. We continue to confront issues of racial justice and equity, act to eliminate systemic racism and its associated barriers, and enhance our already strong culture at RTI. Our culture of belonging helps us achieve ambitious

goals, deliver greater results for our clients and partners and do our part to create a more just and equitable society. We are diversifying our organization globally, supporting small and diverse businesses in our communities and transforming traditional research practices and mindsets to reimagine and create systems that advance racial equity and social justice.

These goals and achievements depend upon giving our employees the opportunity to develop and grow professionally at RTI. Our employees do their best work when given the flexibility and support to develop their careers while pursuing our mission. We listen to our employees' feedback and provide them with the means to acquire new skills, build expertise, advance along their RTI career journey and develop as leaders. As the world around us changes and societal stresses increase, we focus on our employees' wellbeing and give them the resources, rewards and flexibility they need to help us succeed as individuals and as an organization.

In 2023, we celebrated our 65th anniversary as an organization dedicated to improving the human condition by featuring service to others. Our service mindset is part of our organizational DNA, core to our identity. We carry it with us into our communities. Our community engagement program seeks partnerships with programs that strengthen communities and reduce disparities. At RTI, we and our passionate employees recognize our good fortune and give back to make the world a better place, donating financial resources, giving our time, and lending our expertise to organizations that are making a difference and improving lives.



Tim Gabel

President and Chief Operating Officer

About RTI

RTI International is an independent, nonprofit research institute with integrated expertise across the social and laboratory sciences, engineering and international development. We leverage our multidisciplinary expertise to develop science-based solutions and sustainable programs that positively impact lives and livelihoods and improve the human condition.

As our clients work to address some of the most complex challenges confronting people, communities and nations around the globe, they rely on our objective research and technical insight to inform their policies, practices and programs across several practice areas, including

- Health
- Equity
- International Development
- Education and Workforce Development
- Climate, Energy and Environmental Science
- Justice Research and Policy
- Economics and Innovation
- Military Support
- Food Security and Agriculture

RTI's Global Presence

\$1.2B

Revenue

5,956

Employees

3,832

Projects

1,126

Clients

9

U.S. Offices

9

International Offices

- 4,445 employees in the U.S. and Canada
- 113 in the Latin America and the Caribbean region
- 126 in Europe
- 4 in the Middle East and North Africa region
- 693 in the Africa region
- 575 in the Asia-Pacific region

Our Vision, Mission and Values

Our Vision

We address the world's most critical problems with science-based solutions in pursuit of a better future.

Our Mission

To improve the human condition by turning knowledge into practice.

Our Values

Integrity: We perform with the highest ethical standards of individual and group honesty. We communicate openly and realistically with each other and our clients.

Excellence: We strive to deliver results with exceptional quality and value.

Innovation: We encourage multidisciplinary collaboration, creativity and independent thinking in everything we do.

Respect for the Individual: We treat one another fairly, with dignity and equity. We support each other to develop to our full potential.

Respect for RTI: We recognize that the strength of RTI International lies in our commitment, collectively and individually, to RTI's vision, mission, values, strategies and practices. Our commitment to the institute is the foundation for all other organizational commitments.

Fiscal Responsibility: We operate with financial integrity and transparency. We are accountable for cost competitiveness and continuing financial responsibility.

Objectivity: Our work is independent of undue influences by political, economic or other factors. We maintain the highest level of scientific objectivity in our work.

Honors and Accolades





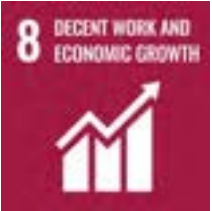












For our 2022-2023 workplace programs and practices, RTI received the following recognition:

- 2022 Ethisphere World's Most Ethical Companies
- 2022-23 Mental Health America Platinum Bell Seal for Workplace Mental Health
- 2023 Newsweek America's Greatest Workplaces
- 2023 Newsweek America's Greatest Workplaces for Parents and Families
- 2022 American Heart Association Silver Recognition for Workforce Well-Being
- 2022 and 2023 Cigna Silver Healthy Workforce Designation
- 2022 Silver and 2023 Gold Military Friendly® Employer
- 2022 Forbes America's Best Mid-Size Employers
- 2022 Forbes Best Employers for Women
- 2022 Disability Equality Index Best Places to Work for Disability Inclusion

UN Sustainable Development Goals

As RTI and our employees pursue our mission, we are mindful that we have a role to play in partnership with countries, communities and stakeholders to co-develop solutions for a more prosperous, equitable and resilient world. Part of the UN's 2030 Agenda for Sustainable Development, the 17 UN Sustainable Development Goals (SDGs) and 169 targets aim to stimulate urgent action in areas of critical importance for humanity and the planet.

RTI supports all 17 SDGs with our partners to provide multi-sectoral, inclusive solutions that lead to sustainable economic growth, good governance, climate resilience, improved food security, quality education and healthcare, environmental protection and greater prosperity.

	<p>End poverty in all its forms everywhere International Development, Food Security and Agriculture</p>		<p>Ensure access to affordable, reliable, sustainable and modern energy for all Energy Research, Energy for Development</p>		<p>Take urgent action to combat climate change and its impacts RTI Center for Climate Solutions, Food Security and Agriculture, Environmental Sciences, Environment</p>
	<p>End hunger, achieve food security and improved nutrition and promote sustainable agriculture Food Security and Agriculture, Global Food Security, Agriculture and Nutrition</p>		<p>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all International Development, Education and Workforce Development, Youth and Economic Opportunity, Innovation Ecosystems</p>		<p>Conserve and sustainably use the oceans, seas and marine resources Environmental Sciences, RTI Center for Climate Solutions, Food Security and Agriculture, Environment</p>
	<p>Ensure healthy lives and promote well-being for all at all ages Health, Environmental Sciences, Water, Global Health, RTI Center for Global Noncommunicable Diseases</p>		<p>Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation International Development, RTI Center for Climate Solutions, Urban Sustainability, Innovation Ecosystems</p>		<p>Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss Environmental Sciences, RTI Center for Climate Solutions, Food Security and Agriculture, Environment</p>
	<p>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all Education and Workforce Development, International Education</p>		<p>Reduce inequality within and among countries International Development, Transformative Research Unit for Equity, Environmental Justice</p>		<p>Access to justice for all, and building effective, accountable institutions at all levels RTI Center for Governance, Justice Research and Policy</p>
	<p>Achieve gender equality and empower all women and girls RTI Global Gender Center, International Development, Transformative Research Unit for Equity, Environmental Justice</p>		<p>Make cities inclusive, safe, resilient and sustainable International Development, Urban Sustainability, Justice Research and Policy</p>		<p>Revitalize the global partnership for sustainable development International Development, Transformative Research Unit for Equity, Innovation Ecosystems</p>
	<p>Ensure availability and sustainable management of water and sanitation for all Water, Food Security and Agriculture, Environmental Sciences, Water, Sanitation and Hygiene (WASH)</p>		<p>Ensure sustainable consumption and production patterns Environmental Sciences, Energy Research, Food Security and Agriculture, Energy for Development</p>		

Environment

Sustaining a Healthier Planet

Human and planetary health are so inextricably connected that climate threats to planetary health pose a significant direct threat to human health. Rising temperatures and drought, for example, increasingly give way to heat-related illness, widespread infectious disease and food and water scarcity.

At RTI, we recognize that we cannot truly improve the human condition without simultaneously acting to protect the planet we share. We're leveraging science and technology to find sustainable solutions and a healthier, more equitable future for all.

Environment

RTI approaches human and environmental threats with a holistic view, creating solutions to address the full spectrum of environmental challenges. We've already made significant progress—since 2008, we've reduced our total greenhouse gas (GHG) emissions by more than 50% and reduced our potable water consumption on Research Triangle Park (RTP) campus by 60%. We still have a lot of work to do—changing our consumption patterns, transitioning to cleaner energy sources, reconnecting with nature, adopting long-term perspectives and fostering global cooperation to achieve sustainable solutions.

In 2023, we created the RTI Climate Commitment, setting near- and long-term targets toward net-zero GHG emissions that are based directly on the Science Based Targets Initiative (SBTi). Building on our ongoing sustainability efforts, we're taking measures to decrease our energy and water use, reduce waste and inefficiencies from across our operations and embrace greener built environments. Our efforts in sustainable space use, energy and climate, water conservation and waste reduction support our duties as responsible stewards of the environment.

Guided by our Environmental, Health, and Safety Policy, we are actively working to limit the environmental footprint of our operations around the world. The policy, set by the RTI Executive Leadership Team, is a mandate to proactively protect the environment by ensuring that we conduct our business in a safe and responsible manner.

Sustainable Spaces

Since 2008, all of RTI's new construction projects have been designed and built to LEED Silver or Gold certification standards. Beginning in 2022, buildings on our RTP campus received GBAC STAR accreditation, which recognizes RTI's effort to maintain a clean and safe environment for our employees, clients and visitors. As we review renewal of our leased spaces, we continue to assess health, safety and sustainability considerations as part of our commitment to deliver the places and spaces where RTI's employees thrive.

RTI has identified our buildings and grounds to be our most significant source of operational environmental impacts, which include greenhouse gas (GHG) emissions and water usage. Our RTP campus in North Carolina accounts for more than 85% of our Scope 1 and 2 GHG emissions. Our RTP campus is also unique in that we wholly own and operate the buildings and grounds on-campus, giving us more leverage to make long-term investments that reduce our impact.

Shaping the Workplace of the Future

Our Workplace of the Future program pushes us to explore how space use and design create a more sustainable and inclusive workplace for our employees in a new era of workplace optionality.

An extension of our responsibility to leverage spaces for sustainable outcomes, employee listening is the first step to our approach—through engagement processes, we use employee feedback to offer variety and choice in the composition of workspace offerings. We intentionally shape spaces on the RTP campus with community, connection and collaboration in mind—recognizing there is a spectrum of employee needs given their unique preferences and projects. We believe respecting these dimensions of employee interactions with physical space provides a thoughtful and future-fit update to aging infrastructure, fosters equity by supporting diverse working styles and cultivates innovation and culture through connectivity.

Our focus on space use also integrates environmental impact considerations. For example, we recently centralized printing and waste collection to reduce our impact on natural resources and increase connective areas across the RTP campus.

We also empowered our employees to decide where they work and contribute their best. By providing remote, hybrid and on-site options, we can deliver on our mission in an agile way, supporting our planning for physical space use and employee retention. Further information on talent outcomes is disclosed in the Employees section of this report.

Campus Sustainability

As owner-operators of our RTP campus, we have an opportunity and responsibility to use our space in regenerative ways for our local environment to encourage sustainable space use and protect biodiversity. We took the following steps to deliver on this responsibility over the past two years:



RTI Apiary

Our RTP campus honeybee hives are part of the regional Honeybee Highway in the Research Triangle and a campus amenity for employees and visitors alike



Autonomous Mowers

Our electric-powered autonomous mowers reduce the emissions associated with traditional gas mowers and require little maintenance; half of this mower fleet is now powered by solar charging stations



Green Roof

Home to native and adaptive plants and a favorite greenspace for our employees, our green roof provides additional cover and food sources for pollinator species



Bluebird Boxes

The 15 bluebird boxes we installed on campus provide shelter for a prolific pollinator and North Carolina native species

The Research Triangle Foundation (RTF), the nonprofit administrator and steward of RTP, is leading a process to develop a long-term vision for the future of the campus, referred to as the RTP 3.0 initiative. As a part of this initiative, RTF has engaged the largest and most active landowners, including RTI International, to guide the development of this vision. This group of property owners serves as a sounding board for critical feedback to shape the elements of the RTP 3.0 framework and implementation plan. RTP 3.0 envisions supporting RTP companies in attracting and retaining talent to drive North Carolina's economic growth while complementing the sustainability ambitions of RTP companies.

Energy and Climate

Our energy management and sustainability teams work to conserve energy and deploy increasingly efficient technology to support our operations, reduce environmental impacts and costs and provide our employees with safe and reliable work environments.

Sustainability and efficiency initiatives driving performance across our main campus in 2022 and 2023 included:

- **Right-sizing HVAC equipment and reprogramming our building controls** to match RTI's evolving use of each building, allowing fans, motors, pumps, compressors and other equipment to run more efficiently at lower speeds and reduced loads
- **Continuing upgrades to LED lighting** throughout our buildings and parking decks. Future lighting upgrades will include energy-conserving occupancy sensors and daylight sensors in key locations
- **Replacing our main water line** to protect our water system, reduce line breaks and minimize water losses
- **Optimizing ventilation and exhaust in lab spaces** to promote indoor air quality while reducing the energy required for heating, cooling and circulation



In 2022, we set an annual facilities optimization goal to decrease energy consumption from electricity and natural gas by 5%, against a 2019 baseline. As a result of our ongoing campus efficiency efforts, we achieved our goal and will continue to drive this effort through our new RTI Climate Commitment.

RTP Campus Energy Use (MMBTU)

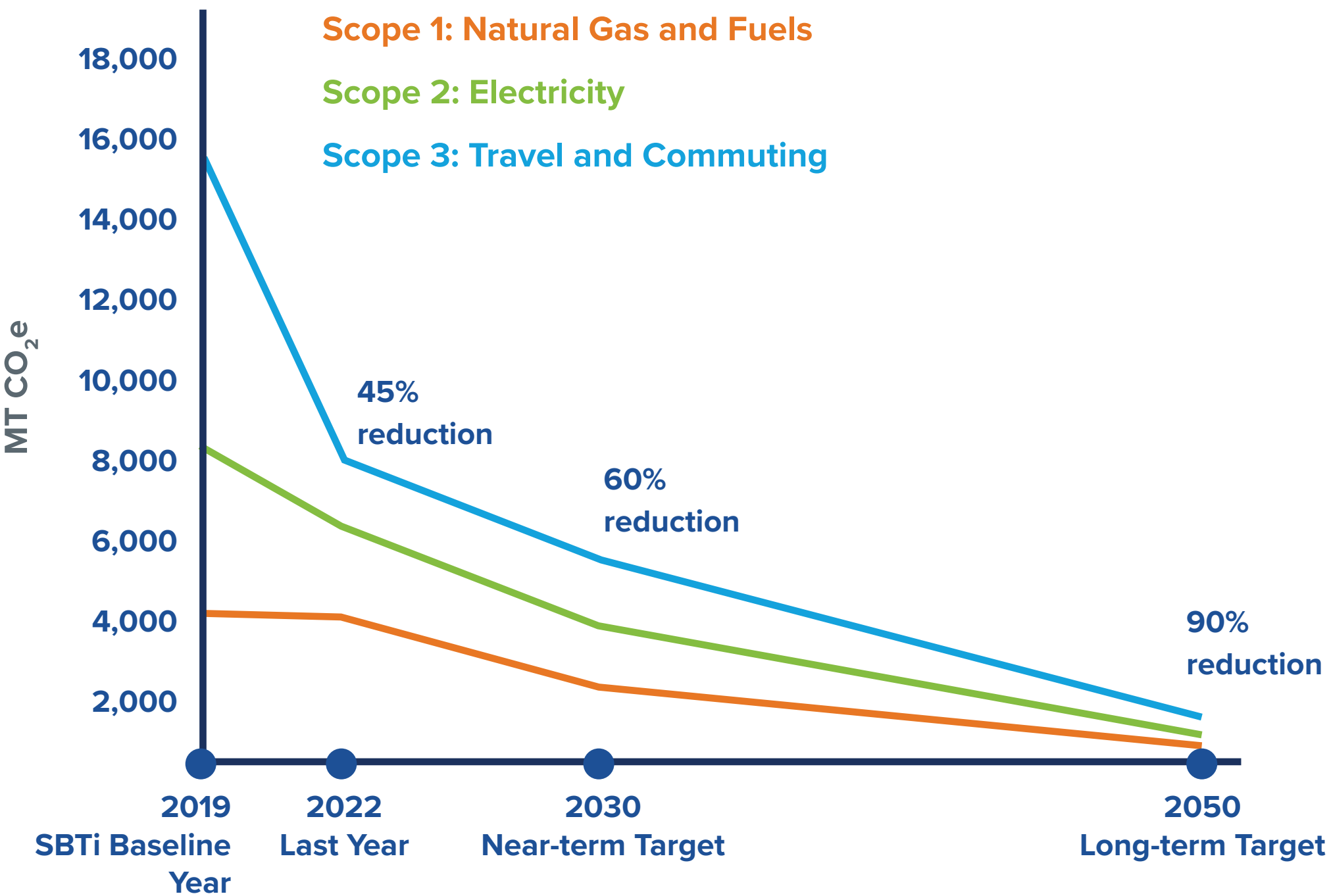
Metric	2019	2020	2021	2022
Electricity	77,590 ¹	67,904 ¹	63,513	64,207
Natural Gas	77,256	74,522	78,684	76,835
Gasoline	990 ²	676 ²	665	739
Diesel	209	137	691	484
Total	156,045	143,239	143,553	142,266

¹Electricity metrics provided in our 2021 report have been re-calculated to include our ETDF building, which is served by a separate meter.

²Gasoline metrics provided in our 2021 report were inadvertently overstated and have been corrected here.

RTI Climate Commitment

Our efficiency and environmental impact efforts are guided by our commitment to reducing our GHG emissions, which we refer to as the RTI Climate Commitment. Building on the goal stated in our 2021 report to develop new climate action targets, we established new baselines and goals to drive performance toward a decarbonized RTI International.



The graphic above illustrates the emissions trajectory required to meet the RTI Climate Commitment's near- and long-term targets, highlighting the intended decarbonization pathway for each scope emissions category.

RTI is committed to reducing our impact on climate and is taking actionable steps to reduce our total greenhouse gas emissions **60% by 2030** from 2019 levels and advancing toward **net zero emissions by 2050**.

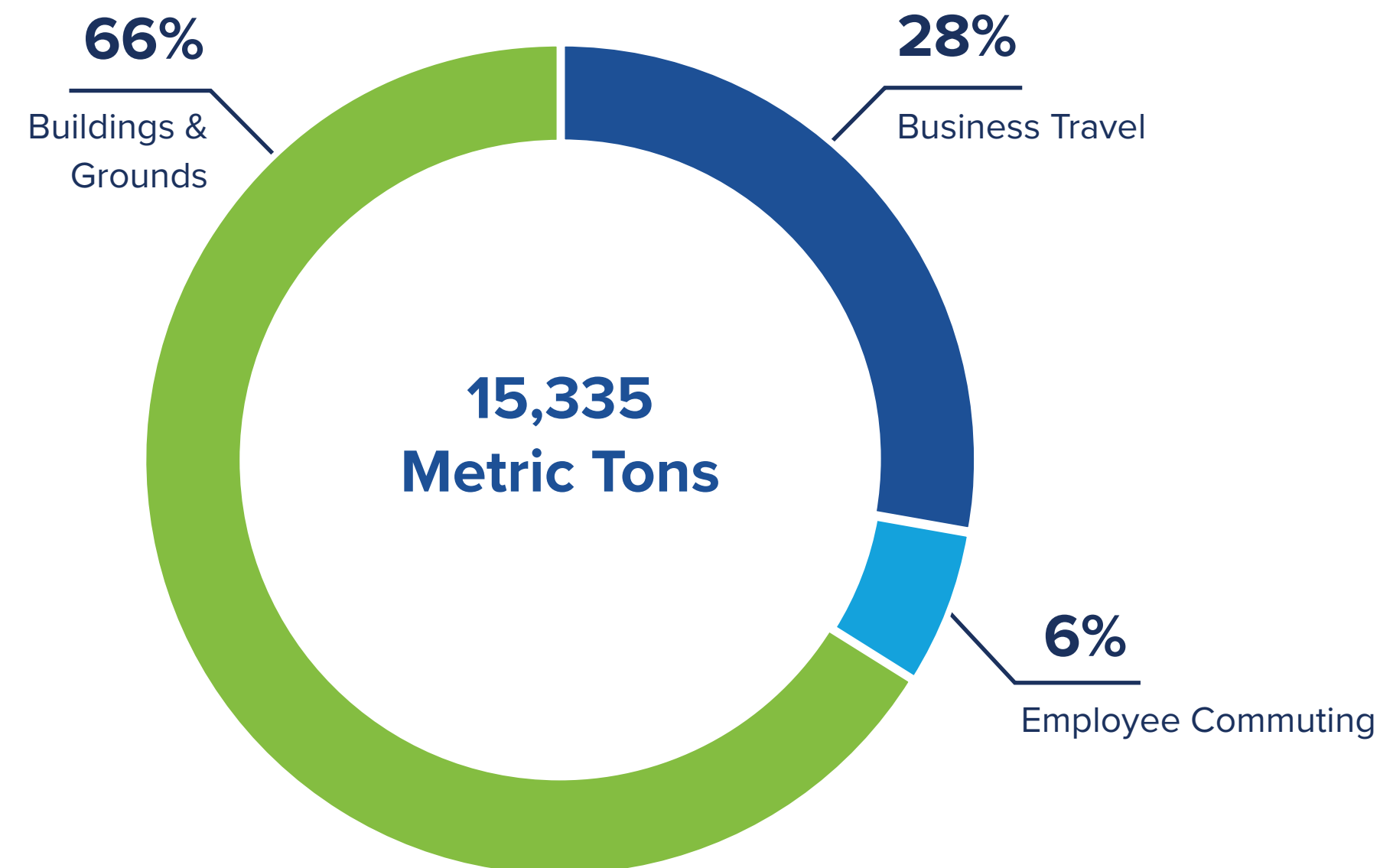
Our science-based targets are aligned with **climate science** and developed using industry-leading tools and resources from the Greenhouse Gas Protocol (GHGP).

Net zero emissions, as defined by the Science Based Targets Initiative, refers to a 90% GHG emissions reduction with direct carbon capture and sequestration contributing the remaining 10%.

GHG Emissions From RTI Operations



RTI's GHG Emissions (2022)



Buildings and Grounds

10,089 MT

RTP Campus **89%**

US Offices **8%**

Int'l Offices **3%**

Project Offices **TBD**

Business Travel

4,285 MT

Plane Flights **62%**

Survey Staff **37%**

Rental Cars **1%**

Rail / Bus **<1%**

Employee Commuting

962 MT

Single Occupancy Vehicles **97%**

Carpool / Vanpool **2%**

Bus / Metro **1%**

GHG Emissions Performance (MTCO₂e)

Metric	2019	2020	2021	2022
Scope 1 emissions	4,438 ¹	4,288 ¹	4,359	3,898
Scope 2 emissions	8,141 ¹	7,289 ¹	6,345	6,191
Scope 3 emissions from commuting	6,193 ²	1,984	624	962
Scope 3 emissions from business travel	9,131	2,159	2,057	4,285
Total GHG emissions	28,023	15,811	13,385	15,335

¹Scope 1 & 2 emissions provided in our 2021 report have been recalculated to include our regional office locations and the ETDF building on main-campus.

²Scope 3 commuting emissions provided in our 2021 report have been recalculated to include our regional office locations.

GHG Emissions Reduction Roadmap

To align with the trajectory set by the RTI Climate Commitment, we have prioritized initiatives and investments within our RTP Campus that will enable us to meet our near- and long-term goals:

Energy Conservation – Educating our employees and creating competitions to conserve energy in our operations

Energy Audits – Identifying efficiency opportunities, setpoint and control adjustments

Energy Retrofits – Upgrading to more efficient HVAC, lighting, envelope and IT equipment

Renewable Energy – On-site and off-site solar energy installations and research into the future use of biofuels

Building Consolidations – RTP campus reconfiguration and building modernizations

Electrification – Converting building HVAC systems from gas to electricity as equipment reaches the end of its useful service life

GHG Reduction Strategies

Energy Conservation

Employee education & competitions

Energy Audits

Setpoint and control adjustments

Energy Retrofits

HVAC, lighting, envelope and GTS upgrades

Renewable Energy

On-site and off-site solar, wind, and biofuels

Building Consolidations

RTI campus reconfiguration & building replacements

Electrification

Convert buildings & plants from gas to electricity

Low

Investment and Impact Continuum

High

Bringing Solar Energy to Campus

With nearly 500 solar panels and 13,700 square feet of parking space, our upcoming solar parking canopy project marks RTI's first installation of on-site solar energy. Construction of the solar parking canopy, scheduled to begin in 2024, reflects our first phase of a wider deployment of renewable energy systems planned for RTI buildings and grounds. This solar parking canopy on our main parking deck will generate energy from sunlight using bifacial solar panels, a recent innovation in the solar industry. Because they have the capacity to absorb light from both front and back sides, these panels can capture light reflecting from the vehicles and the highly-reflective concrete of the parking deck below, resulting in an enhanced power output.

Once in operation, our solar parking canopy is expected to generate 342,000 kWh of clean renewable electricity annually, preventing the emissions of more than 220,000 lbs/yr of carbon equivalent (CO₂e) and supporting our efforts to achieve the climate targets set out in the RTI Climate Commitment. In addition to its carbon benefits, this project comes at a cost benefit to RTI as well, as its energy savings are estimated to pay for the initial investment in solar panels within approximately 10 years.

RTI Center for Climate Solutions

As we accelerate our transition to net-zero emissions, we also continue to grow our positive impact through the work and research we provide for our clients. RTI's [Center for Climate Solutions](#) leverages the Institute's multi-disciplinary backgrounds and expertise to scale-up climate impact and address climate change issues across nearly all sectors. Through applied research, technology development and project implementation, we work with partners and government entities to develop and scale evidence-based solutions, helping communities around the globe mitigate and adapt to the effects of climate change.

Our climate-smart programs are designed to reduce GHG emissions and prioritize renewable energy, while protecting vital natural resources, promoting economic growth and assessing human and environmental health issues related to climate change.



Observer to the Green Climate Fund



Observer to the UNFCCC



AIM4Climate Partner



Member of the Global Alliance for Climate-Smart Agriculture

400+ employees

With climate-related expertise

1,000+ years

Collective climate-related experience in-house



Water Conservation

Since the 2008 launch of our sustainability efforts, we have reduced water consumption by roughly 60% across our RTP campus. We retrofit our facilities with water conserving equipment including dual-flush toilets, low-flow urinals, sink aerators and low-flow shower heads. We also pursue innovative methods to reduce water usage, recycle and use water more efficiently and improve water quality, including the recovery and return of condensate from buildings to our cooling towers.

RTP Campus: Water Consumption

Metric	2019	2020	2021	2022
Water Consumption (Gallons)	15,389,404	11,678,419	11,715,640	13,632,979
Water Intensity (Gallons/Square Foot)	15.48	12.06	12.72	15.64

Nature-based Treatment for RTI Cooling Towers

Recently, we've piloted the use of Sphagnum moss as an alternative to chemical treatment for cooling towers on our RTP campus. Less than two months after the pilot program launched, the treatment successfully improved water quality in our Central Utility Plant (CUP) cooling towers. Notably, the alternative treatment yielded significant improvements in pH, eliminating foaming and enabling a higher conductivity level. This initial pilot is now being expanded to full-scale use on our campus, which we will continue to monitor and fine-tune to reduce RTI's water consumption and save on our operating costs.

RTI Strengthens Water Resilience

At RTI, we believe that achieving a water-secure world is one of the most urgent tasks facing humanity. Water security and access to water, sanitation and hygiene (WASH) services are jeopardized by population growth, urbanization, climate change and increasing demand. We are committed to using our technical and project management expertise, along with cutting-edge technology, to support the sustainable management of this most precious resource, recognizing its critical role in advancing human health, stability and economic growth. RTI partners with governments, communities, the private sector and other sector stakeholders to lead integrated and sustainable programs that cut across the entire water value chain. Our team of experts includes engineers, hydrologists, economists and experts in policy, governance, waste management, WASH and public health.

Louisiana Watershed Initiative:

Using Watershed Models to Reduce Flood Risk and Preserve Oyster Habitats

Our ongoing partnership with the Louisiana Watershed Initiative and The Nature Conservancy uses watershed models to reduce flood risk and protect oyster habitat under these current and future climate scenarios:

The Nature-Based Solutions (NBS) Explorer Tool helps Louisiana watershed managers address an urgent and growing need to integrate nature-based solutions into watershed planning and management. The NBS Explorer Tool helps guide investments by identifying locations where NBS are suitable, feasible and likely to provide co-benefits in addition to flood risk reduction. The NBS Explorer Tool couples RTI's Watershed Flow and Allocation (WaterFALL®) model, which provides hydrologic and water quality metrics, with data from spatial analyses, ecological assessments, and economic valuation studies. RTI produced maps that show opportunities to implement nature-based solutions across the state, under current and future climate and land-use scenarios as well as the tool, which allows users to evaluate individual NBS projects in their municipality/operating area.

Using salinity concentrations as an indicator of oyster health, RTI developed statistical models correlating freshwater inflows to the coastal water modeled by WaterFALL and oyster health at 12 locations in the Gulf of Mexico. RTI and TNC are working with local stakeholders to develop a science-based communication tool to help protect oyster habitat and guide investments in restoration. These models will be available through TNC's Freshwater Network as the OysterFlows app, allowing watershed managers to investigate how upstream water use, water management decisions and climate change are likely to affect eastern oyster (*Crassostrea virginica*) reefs.



Waste Reduction

To reduce waste across our operations, we facilitate campus-wide recycling programs for paper, cardboard, glass, metal, and plastic, as well as large appliances, refrigerants, computers, batteries and printer ink and toner cartridges. We also operate recycling programs in leased domestic buildings.

Printers and Printing

We emphasize the use of outside printing companies certified by the Forest Stewardship Council (FSC), Sustainable Forestry Initiative (SFI) or the Programme for the Endorsement of Forest Certification (PEFC). We print many of our corporate materials on paper that is certified as coming from sustainably managed forests.

Construction Waste Recycling

When we construct, renovate or demolish buildings, we divert as much waste as possible away from landfills, especially to concrete and metal recycling.

Furniture Surplus Program

We ensure that furniture can be stored offsite and requested when needed during office moves and reconfigurations.

Composting Program

We provide dedicated waste bins to compost food scraps, napkins and plant-based food containers in the cafeteria.

Surplus Chemical Program

We recycled more than 12 tons of solvents between 2021 and 2022; recycled solvents enable fuel blending to generate electricity or fuel furnaces.

Electronic Waste

We work with partners to ensure that our electronic equipment has reached the end of its useful life before recycling. Consumer electronics are refurbished and redistributed to local schools and community centers or recycled responsibly. Throughout 2021 and 2022, we coordinated our first regional office electronic waste collection initiatives in Colorado and Kenya.

Smart Packaging

RTI Global Logistics employs smart packaging principles, where the appropriate box size and materials are chosen for each product shipment. In 2022, shipping and receiving documentation became a fully digital process to further minimize material usage.



RTP Campus: Waste Diversion Trends

US Tons	2021	2022
Plastic, aluminum and glass containers collected/recycled	1.27	1.39
Recycled discarded/outdated books, magazines and newsprint	4.56	7.08
Cafeteria compost collected ¹	0	1.86
Recycled corrugated cardboard	19.47	16.99
Metal Scraps, electronics and batteries recycled	81.03	24.27
White paper collected/recycled	0.28	0.43
Recycled Solvent, Biocrude	5.63	6.72

¹Our cafeteria compost program was paused due to the pandemic in 2021 and resumed in Fall 2022, so the data shown only represents four months active (September 2022 to December 2022).

2021 + 2022

105.3 Tons

Metal Scraps, electronics and batteries recycled

36.46 Tons

Recycled corrugated cardboard

12.35 Tons

Recycled Solvent, Biocrude

11.64 Tons

Recycled discarded/outdated books, magazines and newsprint

2.66 Tons

Plastic, aluminum and glass containers collected/recycled

1.86 Tons

Cafeteria compost collected¹

0.71 Tons

White paper collected/recycled

Employees

Making a Difference

RTI employees share a drive to deliver the promise of science for the global good. They're scientists, researchers, engineers and subject matter experts, and they believe that—when put to practice—scientific knowledge can expand our understanding of the world and improve the lives of those who inhabit it.

Empowering our people to improve the human condition requires that we also provide the tools and resources they need to improve or maintain their own health and well-being. In our mission to address the world's critical challenges, we succeed when we listen to and act on the needs of our employees.



The RTI Difference

Ask an RTI employee what they value most about our company culture and their answer will likely be one of four things: our supportive and collegial environment, our mission to improve the human condition, the impact of our work or our focus on and commitment to equity, diversity, inclusion and belonging. We know how they'll answer, because we ask them every year. By listening to our employees' feedback, we learn where we can make a positive impact for them. By putting those learnings into practice, we improve employee experience and foster a culture of action.

As a mission-driven, science-based institution, we are engaged in the continuous pursuit of knowledge that can build a better future. This pursuit of knowledge drives our approach to recruiting, developing, and retaining a global workforce of experts with diverse knowledge and experiences. The RTI Difference is a culture that engages our employees and empowers knowledge activation.

Every day in our laboratories, research facilities and offices around the world, RTI experts bring to work the knowledge gained throughout their careers and put it toward addressing some of the world's most critical problems.

Our Global Workforce*



*As of FY 2023 end

Bridging the Gap Between Science and Practice

Turning knowledge into practice to address the world's most critical problems isn't a mantra—it's what we do at RTI. Among the critical problems our team is tackling is the science-practice gap in scientific research—an issue scholars have declared “a grand challenge in the 21st century.”

A disconnect between scientific knowledge and real-world practice, the science-practice gap prevents science-based solutions from translating into improved outcomes. As the senior director of our Science in the Public Sphere program, Dr. Brian Southwell works on solutions to help bridge that gap. He brings to the challenge an extensive background in communication, psychology and sociology, a PhD and a decades-long fascination with the interplay between what people know and what they do.

“I've always been interested in finding ways to take the observations we've made about how humans interact, apply them to societal well-being and, in turn, improve the human condition.”

Dr. Southwell turns his knowledge into innovative strategies to help bridge the gap between science and practice. Those strategies then help our scientists more effectively disseminate our research knowledge into practice. Together, we're living our mission to improve the human condition.

Recruitment, Retention and Engagement

It takes a village to recruit, hire and engage a new RTI employee. Our Talent Acquisition team facilitates a smooth and effective hiring experience for both the candidate and the hiring manager. To support hiring for retention, our hiring process also accesses the expertise and insights of partners across the institute. Hiring managers, business leaders, proposal leaders and other partners assess our talent needs and advance a recruiting strategy to attract a diverse slate of qualified talent.

Together, they work to foster a sense of belonging for each RTI employee, beginning on their first day at RTI. Our new hire orientation immerses colleagues in RTI's history, culture, policies and practices. Throughout their first year, new hires have opportunities to attend socials, designed to enable them to reconnect with our Talent Acquisition team to share feedback and get advice to help them continue to thrive at RTI.

281 of FY23 hires are “Boomerang” employees, past RTI employees who returned after having pursued other employment opportunities

7.5% average global voluntary turnover over the past year*

*Excludes Data Collection Segment.

Employee Engagement

Since 2017, we have conducted an annual employee survey asking our employees across the globe to provide us feedback on key aspects of the RTI employee experience including engagement, development, leadership and belonging. Key findings from our most recent employee survey in 2023 include:

82%

completion rate

86%

would recommend RTI as a great place to work

88%

are satisfied with RTI as an employer

84%

agree that RTI fosters and environment of equity, diversity, inclusion and belonging

89%

enjoy working at RTI

To further understand dimensions of the employee experience, we analyze survey data at all levels and demographics across the institute. Our Employee Experience and Listening Team communicates results to employees and leadership across the institute, which are incorporated into action planning throughout the organization and used to assess progress toward goals. Findings from employee surveys inform important changes to the employee experience, including expansion of leadership and career development programs and enhancements to employee recognition and rewards programs.

Our quarterly President's Forum supports our efforts to engage and maintain dialogue with our global employees on impactful developments. In these forums, employees can submit questions directly to RTI executives, which are addressed via follow-up if not addressed in the live event. We believe consistent transparency fosters trust and collective ownership of our culture, actions and impact.



Employee Development

Across our institute, we offer wide-ranging opportunities for employees to acquire new skills, build expertise and advance along their RTI career journey. Training and development offerings include

- **Leadership Development**
- **Management Training**
- **Skills Development**
- **Culture of Belonging**
- **Coaching**
- **Mentoring**
- **Online Learning in Multiple Languages**
- **Professional Certifications**
- **Educational Assistance**

Our Develop and Grow talent development framework follows the 70-20-10 learning-by-doing model. To optimize the application and habituation of new skills, participating employees receive opportunities to acquire 70% of new knowledge from on-the-job experiences, 20% from peer interaction and 10% from formal education.

As new and emerging platforms present innovative, accessible opportunities for our employees to learn and develop, we continue to expand our talent management framework to develop our global workforce. For example, we leverage the capabilities of dynamic learning and development technology to provide learning management system eLearning offerings, career exploration matching, skill assessments and mentoring.

In 2023, we refreshed our strategic talent program for high-potential employees and successors. By identifying future staffing needs and the people with the skills and potential to perform in those future roles, we ensure that the workforce we have today will meet RTI's evolving needs for years to come.

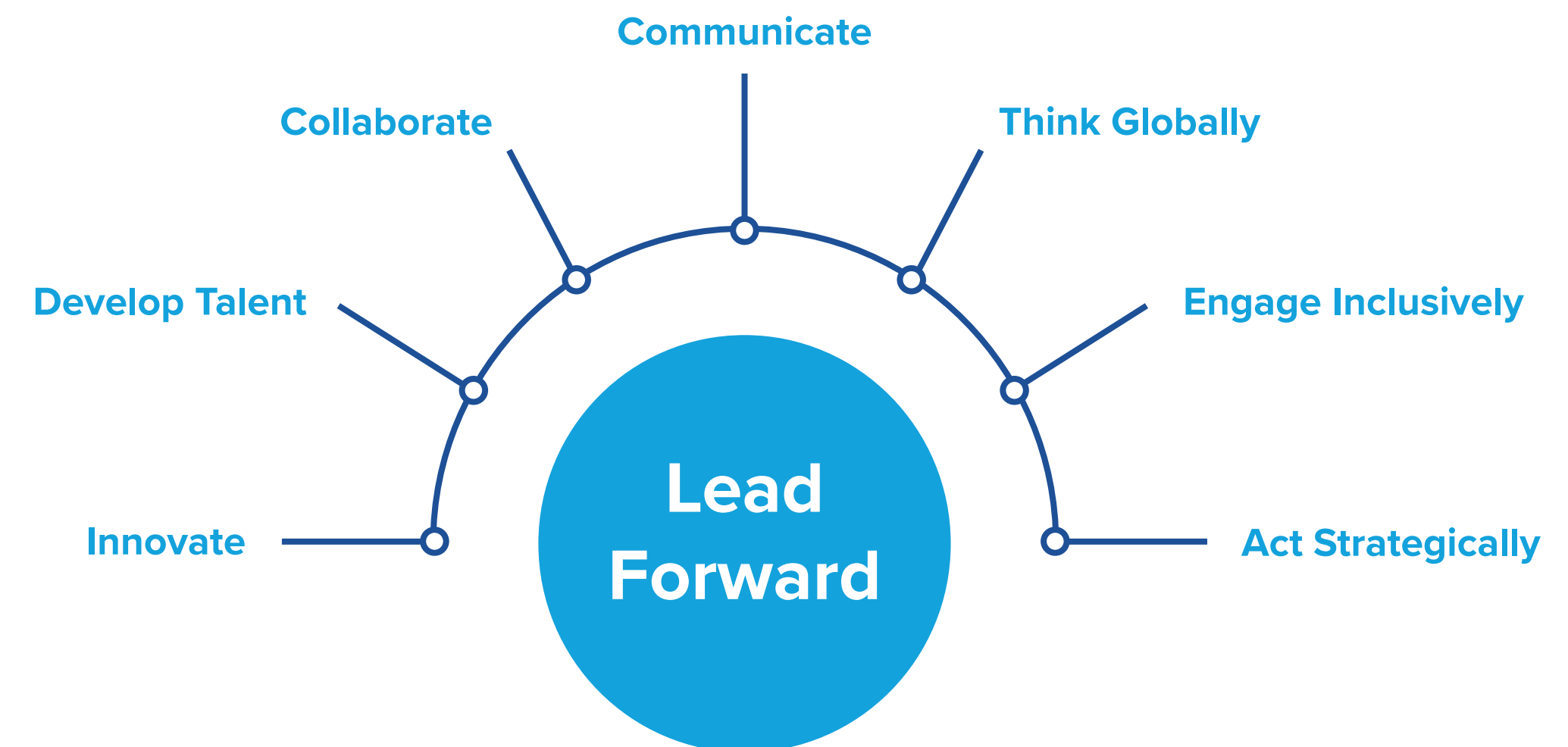
963 employees participated in leadership development

18,860 learning offerings completed in learning management system

Leadership Development

To fulfill our mission requires that we put not only our knowledge but also our values into practice, starting at the top. Our culture values purpose. To foster purpose-driven leadership, we incorporate tenets of purpose into our Lead Forward framework, embedding these key behaviors into our leaders' management approach: innovate, develop talent, collaborate, communicate, think globally, act strategically and engage inclusively.

Lead Forward provides personal and professional development opportunities to encourage all employees to align their own purpose with our shared mission. Leading from the front, leaders model their purposeful behaviors to show their team how their own personal purpose aligns with the organization's purpose, mission and values.



To further cultivate Lead Forward behaviors at RTI, we advanced our leadership development program we call "LEAD" – Leadership Excellence Advancing Development. Throughout 2022 and 2023, we expanded our offerings of LEAD to our employees in Asia and Africa, bringing this progressive leadership development experience to our teams overseas. 190 employees enrolled in LEAD in 2023.

By creating a shared sense of purpose and inspiring every member of our global team to contribute to our shared mission, we move from purpose to performance and, together, close the gap between what we believe and what we do.

Total Rewards

Our employees are passionate about making a positive impact in their communities and around the world. RTI is committed to rewarding their hard work and empowering them to thrive on the job and wherever their passions may lead them. Our core employee benefits include medical coverage, a retirement program and life insurance or a self-funded employee death benefit, length of service awards and other recognition. Total rewards offerings span four categories: work environment, growth and development, compensation and benefits.

To ensure that we continue to empower our employees to provide for themselves and their families, we engage in conversations with our global workforce and learn from employees' real-life experiences. In the U.S., we perform a periodic Total Rewards Survey, gathering insight into their most valued total rewards offerings and most wanted improvements. In other regions where we operate around the world, we gather that insight through focus groups. In 2022, we responded to employee feedback to expand our Short Term Incentive Plan (STIP). No longer reserved for employees in Director-level grades and above, the expanded program supports our Total Rewards objective to achieve equity and goal congruence through incentive plans offered throughout the organization.

By conducting biannual reviews of prevailing benefits in the countries where we operate and tailoring our total rewards strategy for a diverse, global team, we ensure that our offerings remain compelling and competitive and meet our employees' evolving needs—wherever they may live around the globe.

Flexible Work Arrangements

RTI employees value flexibility. To reflect this insight from our Total Rewards Survey, we now allow employees to work in fully remote, in-person or hybrid work environments, as long as the nature of their job enables such flexibility. Implemented in 2022, the policy empowers individuals and teams to choose how to show up to work in the way that best meets their needs. To set employees up to thrive wherever they work, RTI leaders receive hybrid workforce management training. Increased optionality is one way we're building the Workplace of the Future. RTI's U.S. employee base is now 65% teleworkers as compared to prior to the COVID-19 pandemic, when the percentage of teleworkers was 16%. Read more about our Workplace of the Future strategy, described in further detail on page 9 of this report.





Employee Wellbeing

The recent rollout of our automated interactive wellbeing offering reflects RTI's responsiveness to employee feedback and our commitment to supporting individuals' physical, emotional and financial wellbeing. A convenient and accessible resource for information and coaching, the interactive wellbeing tool supplements the extensive mental health resources already available through our health and welfare plans. Another offering, our global Employee Assistance Program (EAP), provides access to an extensive menu of services to support RTI employees and their families.

Mentoring

Though designed to help mentees benefit from RTI's experience and expertise-rich environment, our RTI Mentor program has something to offer mentors, too. Participating mentors report that the program provides a rewarding opportunity to grow their own leadership skills as they share knowledge and provide advice to help a colleague advance along their professional journey.

Our reverse-mentoring opportunity is designed to enable junior staff to showcase and share their talents with senior-level and tenured staff. The program encourages mentees to be creative, innovative and open to new learning opportunities, regardless of their tenure. The RTI Mentor program also:

- Supports and promotes career development
- Broadens connections across the institute
- Provides a trusted space for courageous conversations
- Enhances job satisfaction and employee engagement
- Supports a culture of belonging at RTI

Since the RTI Mentor program's FY 2021 launch, we have facilitated 145 mentor engagements.

Environment, Health and Safety

RTI is committed to proactively protecting the health and safety of our employees, contingent workforce, visitors and neighbors. Guidelines established in our Environment, Health and Safety Policy, published within the appendix of our 2021 ESG Report, ensure that we conduct business in a safe and environmentally responsible manner, implement best practices and make our workplace as safe as possible for our employees and surrounding community.

Key EHS Initiatives

We continue to enhance our Environment, Health and Safety (EHS) program. Our key initiatives added in 2023 include the following:

- 1 RTI Laboratory Safety Committee:** Our EHS and laboratory teams partnered to reinstitute a Laboratory Safety Committee. Coinciding with ongoing research activities, the committee is assigned to reduce hazards in the workplace and to involve laboratory operators so they may take ownership of their safety. Representatives of EHS and laboratory operations make up the Committee, which is led by a designated Committee Chair.
- 2 EHS Training:** Our continuing efforts to migrate from in-person training to digital-based training on RTIUx increased flexibility for employees. The expanded training efforts cover multiple aspects of safety, industrial hygiene, hazardous waste, spill prevention and emergency response. Migration to RTIUx improved tracking and, through automated scheduling, provides a tool for a more efficient assignment process to promote compliance.
- 3 EHS Management Software:** We continued the implementation of our new EHS software suite, including its full electronic lab inspection process. The Laboratory team now uses this platform for streamlined routine safety and hazard inspections, supporting our transition to full integration of standardized EHS inspections and audits, incident reviews, risk assessment and analysis and incident reporting and tracking.





Managing Hazardous Chemicals

Our EHS and research teams collaborate to improve the chemical procurement process to screen for highly hazardous chemicals. The HazChem database allows us to screen for intrinsically highly hazardous chemicals (i.e., chemicals with low personal exposure limits or highly toxic and highly reactive chemicals), and the procurement of these chemicals requires EHS follow-up. We have integrated HazChem with our chemical management system (JAGGAER) for improved database updating and maintenance.

Our EHS team and Laboratory Safety Committee continue to promote laboratory chemical cleanup efforts, especially for peroxide-forming compounds and unneeded or orphaned gas cylinders. Due to the unstable nature of peroxide and the safety risks such compounds pose, we facilitate efficient and safe lab operations by providing researchers with the chemical inventories of peroxide-forming compounds so they can identify and purge any that have expired or are no longer needed. As researchers identify unneeded gas cylinders and lecture bottles for disposal, we coordinate with a local vendor to responsibly dispose of unneeded gas cylinders that are not accepted by the original manufacturer.

Health and Safety Performance

Metric	2018	2019*	2020**	2021**	2022
OSHA Recordable	21	54	14	27	29
Cases involving Days Away, Restricted, or Transferred	5	34	10	21	26
Total Recordable Incident Rate (TRIR)	0.68	1.81	0.42	0.76	0.74
Days Away, Restricted, or Transferred (DART) Rate	0.16	1.14	0.30	0.59	0.67

* Injuries increased due to one-time, large-scale contractor conversion.

**Due to COVID-19, RTI campus and field operations ceased in March of 2020 and were limited to essential projects through end of calendar year 2021.

Equity, Diversity, Inclusion and Belonging

Cultivating Diverse Perspectives

In a culture of belonging, every member of a diverse team feels valued, accepted, needed and safe to share their unique ideas and insights. At RTI, belonging is fundamental to our mission to improve the human condition.

Innovative solutions to the world's critical problems come from people who share a common purpose but have diverse perspectives on how to achieve it. By prioritizing equity, diversity, inclusion and belonging (EDIB), we're breaking down barriers across our global workplace and creating a more just and equitable society in the communities where we work and serve.



The Equity, Diversity, Inclusion and Belonging Continuum

Data is central to our Equity, Diversity, Inclusion and Belonging (EDIB) strategy, both in determining which programs to implement and iterating them for improvement. This sustained, data-driven approach has guided RTI's progress along the EDIB continuum for more than 15 years, beginning with an institute-wide survey to determine improvement areas and develop an initial diversity and inclusion plan. Eight years ago, we entered a more mature phase, with the development of a comprehensive strategy that focuses on these dimensions:

- Our workforce
- Our workplace
- The marketplace we serve
- The communities in which we operate
- The partners and suppliers we engage with

EDIB Structure and Governance Model

The EDIB Council is an umbrella program with the goal of ensuring all RTI employees enjoy equitable and absolute dignity, value and opportunities to thrive. We focus our EDIB efforts in two primary branches: Racial Justice & Equity and our Employee Resource Groups.

Racial Justice & Equity (RJE) advances racial justice and equity by identifying and addressing historic barriers and systemic racism with the expectation that all employees will benefit.

Strategic Engagement and Belonging, in which our Employee Resource Groups (ERGs) operate, fosters connection, authenticity, psychological safety, engagement and belonging.

In 2023, more than 2,200 RTI employees participated in at least one of our 13 ERGs.

Each branch has its own program manager and is overseen by our EDIB Council, focused on cross-institute efforts.

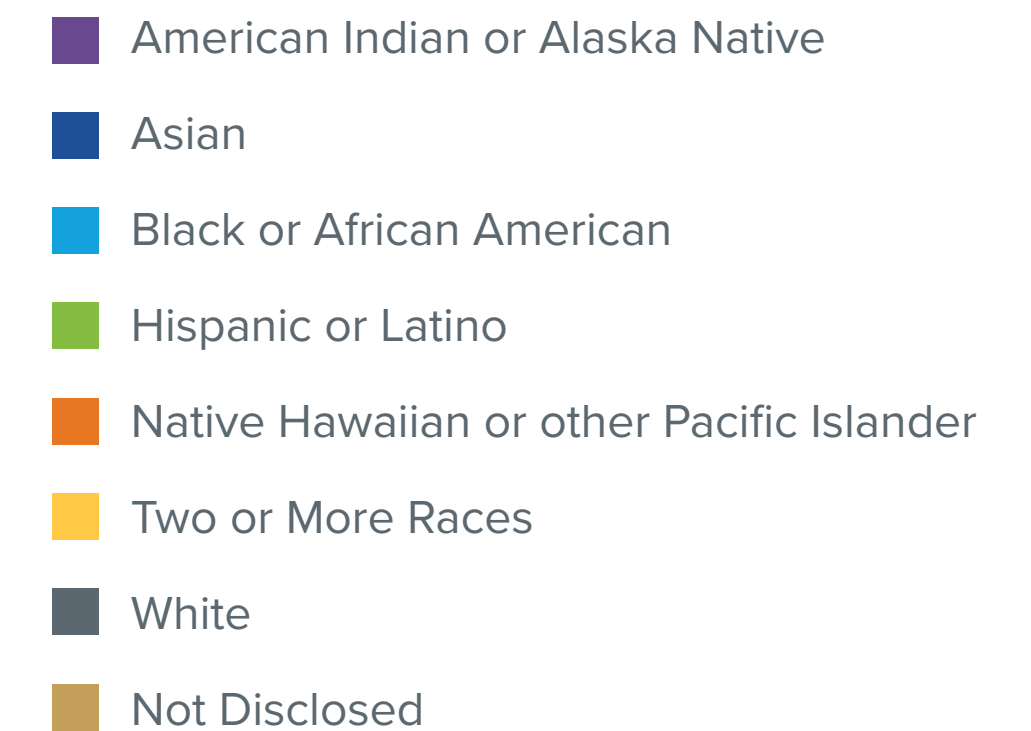
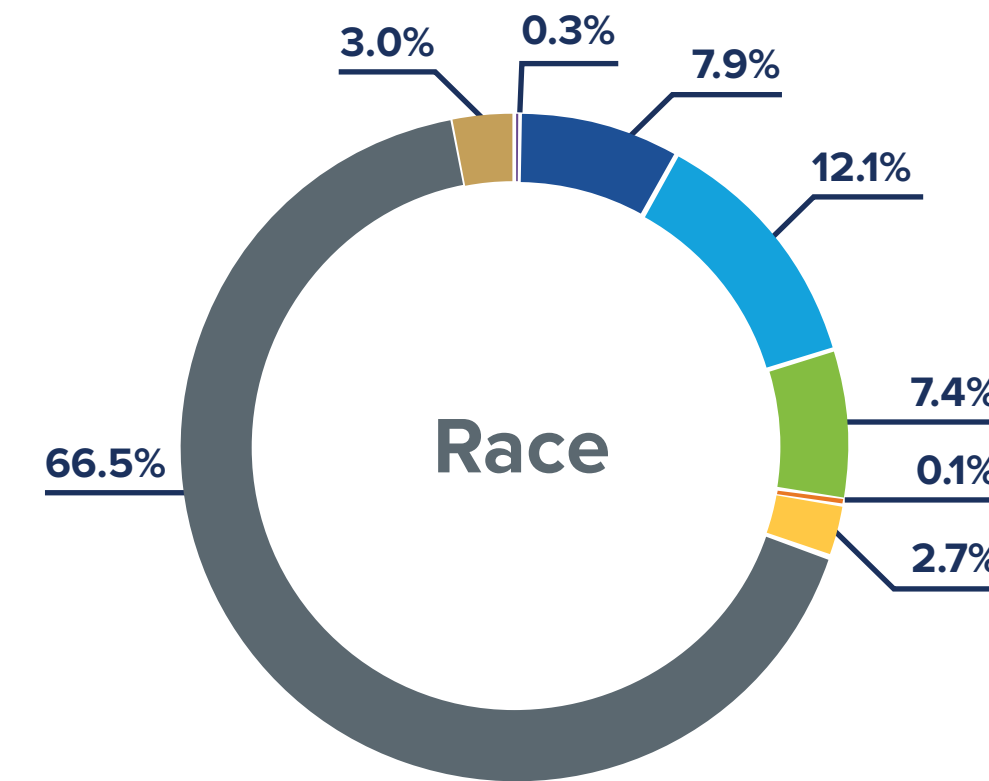
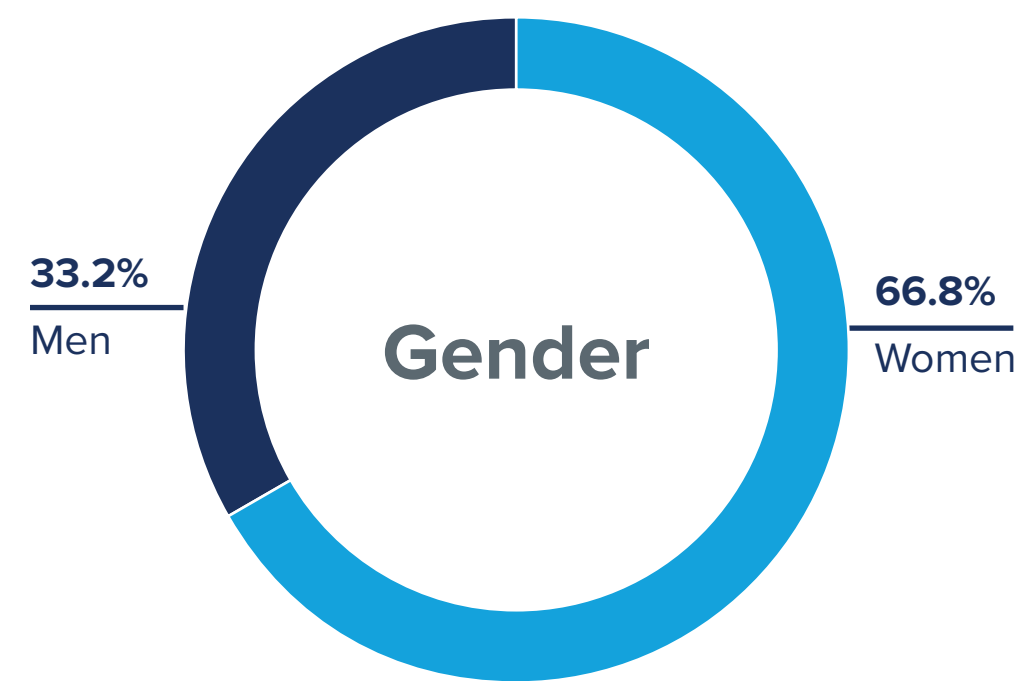
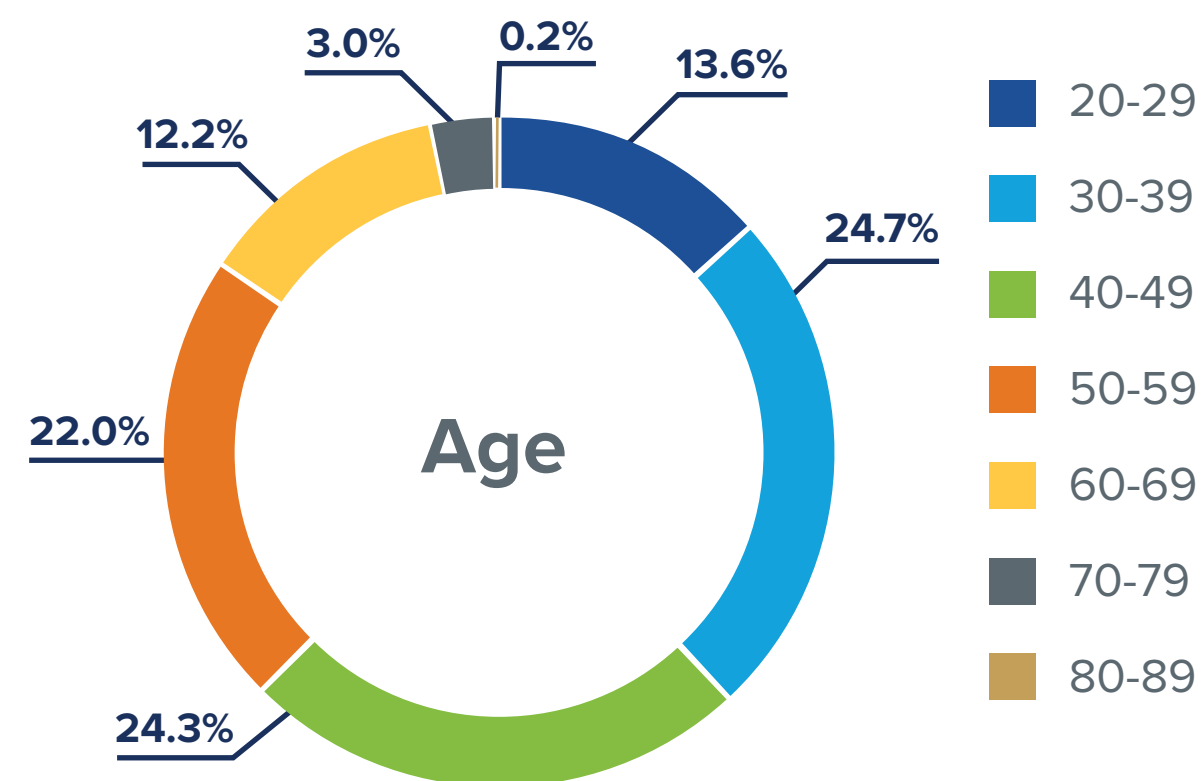


Employee Representation Data

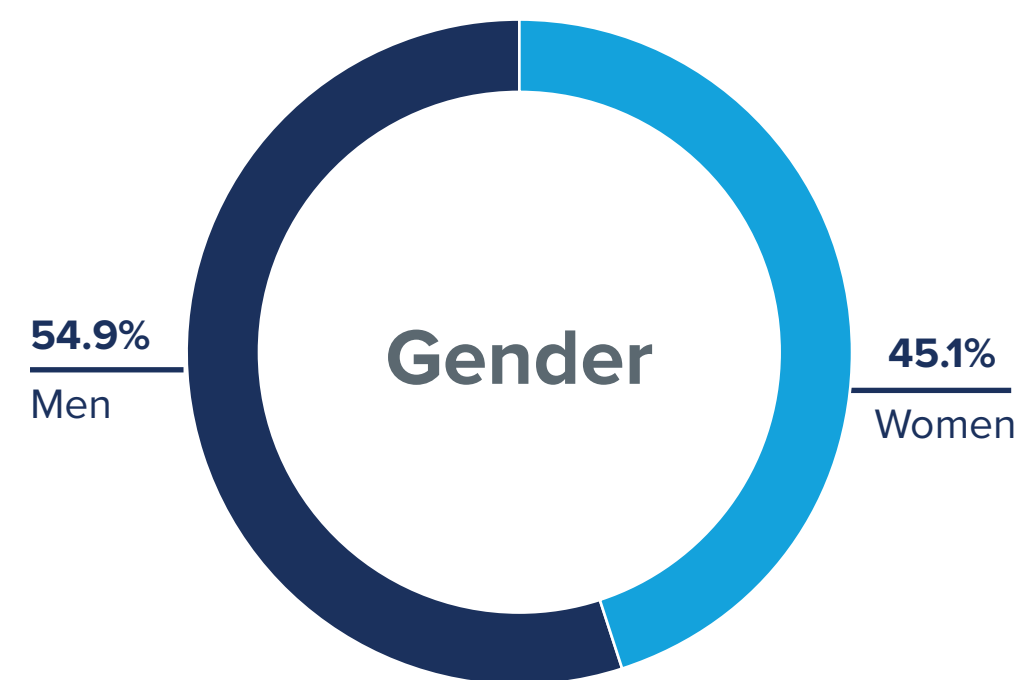
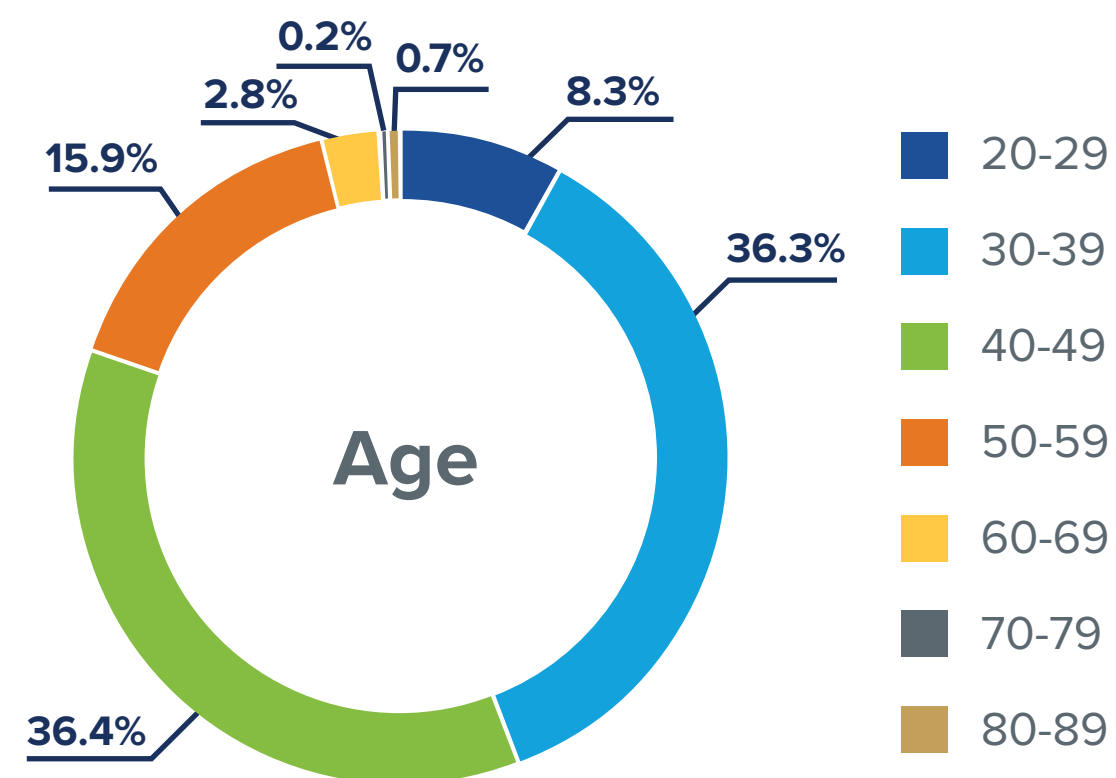
To achieve true EDIB, we continue to take stock of employee representation and take action across our operations. Through our data-driven approach, we assess where our institution is on the EDIB continuum, identify trends, anticipate gaps and determine where to focus our time and resources to make a meaningful impact.

The data below reflects the diversity of our employees based on self-disclosed demographic information as of FY2023 end.

U.S. Workforce



International Workforce



Supporting Small and Diverse Suppliers

Our EDIB strategy fosters partnership with and procurement from diverse businesses. Supplier diversity promotes innovation and creates contracting partnerships that sustain business continuity. And because small and diverse suppliers play a crucial role in their local economies, our investment in their success helps their communities thrive, too.

Supplier DEI Initiative

Launched in 2023, our Supplier DEI Initiative currently covers our Social, Statistical and Environmental Sciences division and RTI's General & Administrative Corporate functions. Procurement functions coordinate with ERGs for their perspectives and collaboration in the process. Through these efforts, we are achieving an increased focus on engagement and increasing our overall spend for new and re-compete business with small and diverse suppliers. Procurement solicitations are posted [online](#), prospective suppliers are encouraged to [learn more about us](#) and reach out with any questions.

Subcontracting Opportunities for Small Businesses

We believe in the potential of small businesses to drive positive change through real economic growth. Our vendor [portal](#) provides a gateway for prospective suppliers and subcontractors, many of whom are owned by women, U.S. military veterans, people of color and members of other communities who face disparity in access to capital, markets and networks.

RTI is committed to being a catalyst for change in the research contracting field by providing more sustainable sourcing opportunities for our valued small and diverse-owned business partners. Our Small Business Subcontracting Plans make up a collective commitment backed by government reviewers and funding agencies.

Building Bridges

Our dedication to small and diverse-owned businesses is reflected in our growing engagement with small, Woman- and Black-owned suppliers/subcontractors over the last 20 years.

The people who manage our supplier diversity and small business subcontracting programs work tirelessly to build bridges and open doors by engaging with the community. RTI also engages directly with small and diverse businesses by sponsoring, supporting and participating in an average of 15 outreach conferences annually. Hosted by agency small business offices or diverse business associations, these events enable us to form partnerships, nurture capabilities and foster collaboration.

Partnering with Veteran-Owned Businesses

Three years after our debut on the data-driven Military Friendly® Supplier Diversity list, our program ranks #4 in the survey's Government and Non-Profit category.

When the Military Friendly® Survey named RTI a Top 10 2022 Military Friendly Supplier Diversity Program, the recognition marked a milestone in our commitment to supporting veteran-owned business.

Our investment in programs that create sustainable, meaningful benefits for the military community helps improve the lives of veterans and their families. Our Military Friendly supplier diversity program also creates opportunities for RTI to build relationships with individual entrepreneurs within the military community. Although attributes fostered during military service—such as discipline, perseverance, leadership and the ability to work under high-stress situations—translate well into the world of business, veterans transitioning from the military to the private sector too often remain an untapped resource. To ensure that our supplier diversity program provides equal opportunities to the military community, we work to improve our understanding of how veterans' unique skills and experiences translate to the landscape in which RTI and our clients operate. Together, RTI and our veteran-owned suppliers are putting knowledge into practice to advance our mission.

Clients

Supporting Our Clients

We work with both public- and private sector clients seeking science-based solutions to some of the world's most complex issues. As these clients work to solve challenges confronting individuals, communities and nations around the globe, they turn to us for an objective, multidisciplinary approach, scaled to fit their project needs.

Though our structure is nimble and our approach flexible, our commitment to scientific rigor, project management excellence, quality assurance and integrity is unwavering. Together, RTI and our clients develop sustainable programs that positively impact lives and livelihoods and improve the human condition.

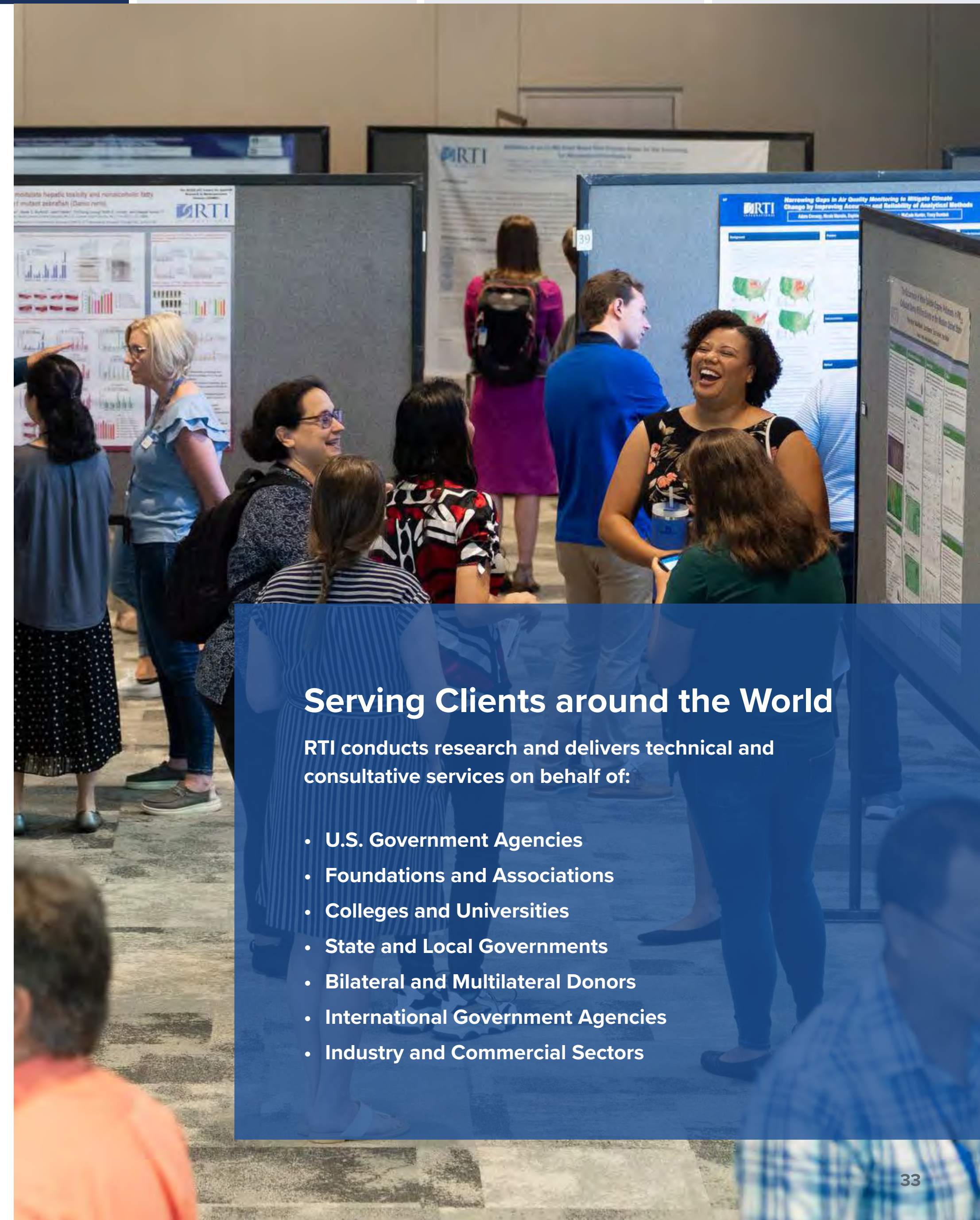
Commitment to Quality

Our clients trust RTI to conduct research and deliver technical services with consistency, excellence and adherence to quality standards. Our quality framework provides assurance that their trust is wisely placed and continually earned.

Our Quality Framework

Our commitment to excellence extends throughout our business systems and processes. Under our quality framework, RTI research groups and business units must:

- ✓ **Conduct projects in compliance with applicable regulations and guidelines, applying quality assurance practices commensurate with project scope and risk**
- ✓ **Develop and maintain group quality manuals and procedures that are specific to the nature of research and technical work performed within units and centers, as well as consistent with overriding institutional RTI policies and procedures and the Corporate Quality Manual**
- ✓ **Provide employee training and educational opportunities in quality management and best business practices**
- ✓ **Establish annual quality objectives that meet internal goals and external client objectives**
- ✓ **Cooperate with periodic quality and compliance audits; audits are based on requirements defined in the applicable quality management system (QMS) and assess compliance with internal codes, policies and procedures, as well as applicable external quality and regulatory requirements**



Serving Clients around the World

RTI conducts research and delivers technical and consultative services on behalf of:

- U.S. Government Agencies
- Foundations and Associations
- Colleges and Universities
- State and Local Governments
- Bilateral and Multilateral Donors
- International Government Agencies
- Industry and Commercial Sectors



Our Quality Policy

In the execution and delivery of research, development and technical services for our clients, RTI strives to consistently deliver exceptional value and quality that meets or exceeds client expectations and satisfies the highest standards of professional performance and scientific integrity. RTI Policies and Procedures articulate the expected actions and mechanisms for adhering to our standards in the performance of activities and assigned duties.

RTI's Corporate Quality Manual aligns our approach to quality with our mission, vision, values and strategic goals. As the basis of RTI's quality management system, the manual provides the overarching quality management framework demanded by a diverse research organization with disparate technical disciplines, clients, contractual mechanisms and legal and regulatory requirements. Founded on employee involvement and a commitment to continuous improvement and quality assurance, the quality processes outlined in the manual are reviewed routinely and updated annually.



Aligning Internal Processes to Strict Quality Management Standards

Where strategically appropriate, our individual divisions and practice areas may obtain explicit certification or express process alignment with various recognized quality management standards. RTI's Social, Statistical and Environmental Sciences (SSES) Technology Practice Area, for example, maintains a formalized operational system to document processes, procedures and responsibilities for achieving its quality objectives.

The Technology Quality Management System (TQMS) is a formal system that documents processes, procedures and responsibilities for achieving quality policies and objectives and is certified to the ISO-9001:2015 standard. The system is also appraised at CMMI V2.0, for Development, with a Maturity Level 3 rating (CMMIDEV/3). The SSES Quality Office supports regular internal audits of the TQMS to ensure alignment and continued recertification.

Continuous Improvement

At RTI, we're on a continuous journey of improvement, aiming toward excellence. The responsibility for looking for opportunities to improve the quality of processes is shared throughout RTI business units. Every day, everyone everywhere must make a deliberate decision to invest and focus on getting better.

Corporate Regulatory Compliance (CRC) and our business units establish and measure progress towards annual quality goals to ensure the operational activities for which they have oversight continually meet the expectations set forth in the Corporate Quality Manual. The goals measured throughout the year are reviewed by the Quality Leadership Team.

To keep quality top of mind, we promote awareness and understanding of the impact each employee, team and business unit can have on the improved quality of our operations. We collaborate to share our experiences, successes and challenges and to identify quality goals for the coming years. Our annual National Quality Week events bring together staff across all business units and offices to share case studies and align problem-solving skills through comprehensive quality management training and organizational activities.

Research Integrity

The cutting-edge, science-based solutions we develop with our clients can only address societal needs if society trusts the science and its ability to improve the human condition.

Through decades of demonstrating ethical behaviors in our research, RTI and our team have built a reputation for integrity. To foster research integrity and maintain the public trust in our science-based solutions, RTI provides a clear framework of scientific and ethical principles of conduct for generating, gathering and reporting our research data. Our employees are expected to conduct research within this framework while fostering a research environment that promotes honesty and integrity and does not tolerate research misconduct.

By the very nature of research, however, the boundaries between misconduct, honest error and scientific disagreement are not always clear-cut, and researchers may face challenges in determining the appropriate course of action in complex situations. Our Policies, Procedures and Guiding Principles define the conduct that constitutes research misconduct and describes RTI's procedures for investigating and reporting such allegations. The Research Integrity Officer, in consultation with the Office of Compliance and Ethics and Office of Corporate Counsel, ensure compliance with additional federal agency procedures, if applicable. By providing a clear distinction between misconduct, honest error and scientific disagreement, our conduct policy fosters a more ethical and productive research environment in which researchers feel secure to explore new methodologies and engage in groundbreaking research.



Client Listening Program

We believe that effective listening can transform client relationships into lasting partnerships. Through our Client Listening Program (CLP), RTI deepens relationships by making clients feel valued and heard by a trusted partner who understands their goals and challenges.

Listening to Learn, Learning to Listen

When we implemented our first multi-domain client service review in 2006, our initial approach was to solicit direct feedback from clients through biannual web-based feedback requests. While the feedback proved useful, the process placed a greater burden on our clients and lacked a mechanism for client follow-up. The FY2020 launch of our Client Listening Program provided a more efficient, effective and actionable feedback tool for RTI and our clients.

First, we listen. Project leaders request ongoing feedback on active projects during key project milestones to learn how RTI can improve the outcomes for our clients. These quick surveys ensure a low burden for our clients while generating valuable feedback to support continued project improvement. We learn by reviewing all completed surveys, which can yield candid and actionable information about our performance on a variety of project milestones, including proposals, project kick-offs, invoicing, events, deliverables and close-outs, in addition to general check-ins on satisfaction. Then, we act. By leveraging our partnerships, the CLP delivers valuable client feedback we need to continually improve our operations, business practices, client relationships and outcomes.

Client Listening Program

with regular check-ins



Across FY2020–FY2023, we achieved a 41% overall response rate, with 97% of client responses at a rating of “Met Expectations” or higher, and most of those responses above “Met Expectations.” We initiated 3,252 client surveys, representing 68% of RTI projects.

Our CLP learnings provide a powerful tool for continuous improvement. Client-centric efforts informed by CLP data include

- Linking CLP data to other client data within RTI's client relationship management system to support a holistic view of client needs and areas of improvement related to client experience
- Integrating CLP with client satisfaction standards and quality metrics supporting effective and efficient project management with a focus on client-centricity
- Gaining actionable insights via reporting on feedback scores and comments. Using standardized client-focused reports helps inform client managers, business development staff and strategic account executives. Managers and project leaders analyze these results to develop actionable insights for client-focused continuous process improvements

Client Listening Program (FY2020-2023)

3,252

surveys sent to RTI clients

41%

response rate

68%

of projects that have sent a survey

97%

at "Met Expectations" or above

70%

above "Met Expectations"



Recognizing Excellence

Excellence in Client Experience Award: 2022 and 2023

The [Excellence in Client Experience Award](#) recognizes professional services organizations who consistently excel at aligning with expectations and delivering experiences clients would highly recommend to others. Organizations are evaluated based on client outcomes (e.g., Net Promoter Score, frequency of exceptional service) and engagement factors (e.g., depth of client base surveyed, responding to feedback).

Client Experience Excellence Award: 2023

The purpose of measuring impact is to connect RTI's client feedback to other client data, thereby supporting a holistic view of client needs as well as identifying areas of improvement related to our clients' experience. Our CLP's recent work in this area—entitled "Moving from Measuring Compliance to Measuring and Amplifying Impact"—received the 2023 Client Experience Excellence (CX-cellence) Award. The award recognizes exceptional client experience delivered by professional service organizations.

RTI's Commitment to Open Science

At RTI, we believe that open access sharing of scientific research can be a powerful tool for improving the human condition and creating a more equitable, inclusive world. To celebrate 2023 as the federal government's [Year of Open Science](#), we present a year of highlights demonstrating our commitment to sharing our research and practical knowledge to advance open, equitable and secure science.

Making Research Available to All

- RTI encourages research staff to share knowledge through Open Access channels. By publishing through publicly accessible platforms such as Open Access journals, RTI Press and preprint repositories, we help increase the discoverability, reach and impact of RTI's research and support more purposeful equity and inclusion.
- [RTI Press](#) has shared research through peer-reviewed, Open Access publications since 2007. We publish on a broad range of topics reflecting RTI's multidisciplinary research, expertise in social and laboratory sciences and extensive international activities. Our publications inform national and international research, scientific discussions and policy debates.
- Open-source tools created by RTI [data scientists](#) make large data sets easier to manage. To learn more about [gobbi](#), [SMART](#), [Harness-Vue](#) and other RTI Open-Source tools that address our partners' needs, read the Open-Source Tools section on our [Open Science Initiative Webpage](#).

Respecting Diverse Cultures and Promoting Equity

- RTI is committed to being at the forefront of the call to action on racial justice and equity. We established the [Transformative Research Unit for Equity](#) (TRUE) to turn practice into impact through transformative research that leverages power, influence and resources to advance equity. TRUE researchers have made their research open through [RTI Press publications](#).
- Developed by RTI researchers with support from the National Institutes of Health (NIH), the [All of Us Researcher Academy](#) provides training, technical assistance and peer-to-peer learning for health researchers at Minority Serving Institutions, including Historically Black Colleges and Universities (HBCUs).
- RTI researchers work to respect diverse cultures throughout the research life cycle, for example, by [reflecting cultural norms of communication in survey research](#).



Fostering Collaborations

To promote open science, RTI researchers collaborate with clients across a broad scope, including these and others highlighted on our [Open Science Initiative Webpage](#).

- In 2023, NIH adopted a new policy to promote the sharing of scientific data. As part of the NIH HEAL Data Stewardship Group, RTI ensures that NIH HEAL data are Findable, Accessible, Interoperable and Reusable (FAIR) by developing processes for data harmonization, data storage, metadata collection and sharing within a federated data ecosystem.
- To help improve early grade reading, RTI continues to support the work of bilateral and multilateral donors, such as the U.S. Agency for International Development (USAID), The World Bank, UK Aid and others. To support this work and improve upon paper forms of assessment, RTI developed Tangerine, a mobile assessment and coaching tool. [Open source for all users, Tangerine is a first-of-its-kind software application optimized for offline data collection on low-cost Android tablets](#). Originally designed to record data from early grade reading and mathematics assessments and enhance coaching feedback for teachers, students and school administrators, the Tangerine app has also been adopted in health and other sectors.

Ensuring Reproducibility

- RTI adopted [DMPTool](#) for researchers to prepare data management and sharing plans that meet funders' expectations and facilitate open data.
- [RTI Fellows](#) and our Scientific Stature Services team advance Open Science at RTI through a series of roundtables to introduce key topics and prompt researchers to explore them through the lens of their respective fields and funders. In 2022-2023, Fellows hosted roundtables on protocol papers, data management and sharing plans and Open Access publishing.
- As good stewards of research funding and as providers of credible information for policy decision-making, RTI researchers embrace [reproducible research](#). For example, the authors of the highly collaborative publication [Monthly excess mortality across counties in the United States during the COVID-19 pandemic, March 2020 to February 2022](#) hosted a [living repository of data and code](#) to enable replication of the results in the paper.

For more information about our Open Science Initiative, including examples of our efforts and collaborations, read our [Open Science Initiative Webpage](#).



Community

Giving Back

We believe community engagement has the power to bring sustainable solutions to social challenges. Wherever we live and work, we give back to our communities through partnerships and programs that strengthen the health of communities and promote the well-being of all.

As collaborators, mentors, sponsors and volunteers, RTI and our employees leverage our expertise and resources to advance the greater good, help people achieve their potential and—in meaningful, measurable ways—improve the human condition.



Community

Our community engagement initiatives prioritize areas of need where we can use our resources and expertise to improve the human condition. To align our social impact efforts to our mission, we invest in programs and partnerships along four community affairs pillars: Sponsoring, Volunteering, Charitable Giving and Educating.

Charitable Giving and Community Partnerships

Taking a grassroots approach to philanthropy, our Community Partnership Program is driven by the nominations and priorities of our employees and Employee Resource Groups (ERGs) across the globe. Through the program, RTI and our employees support nonprofit partners whose efforts provide direct services to people in need and promote health, education, equity and environmental sustainability in the communities where we live and work.

We partner with nonprofits and universities to expand access to Science, Technology, Engineering and Math (STEM) education within our communities. In 2023, we sponsored the North Carolina Science Festival in its efforts to promote science for all through a positive environment that inspires children to pursue science-related careers. We also sponsored the North Carolina Section of the American Chemical Society's SERMACS 2023 Chemistry Convention focused on highlighting innovation and equity, diversity, inclusion and belonging in the modern chemical sciences.

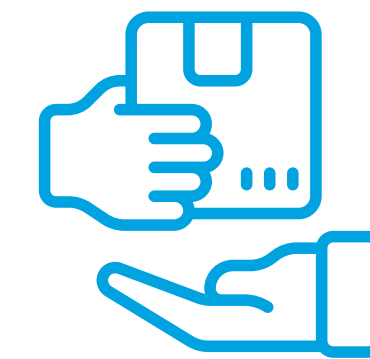


Sponsoring



Volunteering

RTI Community
Affairs Program



Charitable Giving



Educating



United Way

Our ongoing support for the United Way helps United Way agencies meet critical needs in communities surrounding our U.S. regional office locations.

In 2022 and 2023, we sponsored the United Way's Band Together Mighty Giveback, raising funds and awareness for United Way agencies' efforts to address hunger and homelessness in the Triangle region.

RTI has received the United Way Spirit of North Carolina Award and the United Way of the Greater Triangle Chairman's Award for Employee Education and Volunteerism, a reflection of our efforts supporting local communities.

In 2023, RTI marked its 65th anniversary by celebrating the institute's people, history and impact on improving the human condition. In addition to hosting events for all employees to connect, the institute provided volunteer opportunities to give back to local communities through multiple charitable organizations around the globe. Among these in 2023 included tree planting in the Philippines, delivering sewing machines to a public health initiative in Uganda and a meal packaging event for a variety of community programs in North Carolina. RTI donated a total of \$25,450 on our Day of Giving while 280 employees and 10 community partners participated in our global volunteer initiatives.

Philanthropy and Volunteerism

FY 2022

6,048

total annual volunteer hours*

*As reported through our Community Partnerships Program, December 2020-November 2021.

\$999,640

total spend on charitable giving
(excludes employee donations)

\$424,322

in employee giving to the American Red Cross,
UN HCR, Project CURE and United Way

FY 2023

7,215

total annual volunteer hours*

*As reported through our Community Partnerships Program, December 2020-November 2021.

\$1,757,750

total spend on charitable giving
(excludes employee donations)

\$396,460

in employee giving to the American Red Cross,
UN HCR, Project CURE and United Way

Community Partnerships Program

FY 2022

72 organizations supported for a total of \$265,000 including \$22,500 to our Africa, Asia, and Latin America and Caribbean offices in support of 15 organizations and \$28,750 to seven Employee Resource Groups in support of eight organizations. Key categories included basic needs, children and health programs.

FY 2023

72 organizations supported for a total of \$275,000 including \$67,000 to our Africa, Asia, and Latin America and Caribbean offices in support of 16 organizations and \$33,000 to seven Employee Resource Groups in support of nine organizations. Key categories included basic needs, children and equity programs.

Natural Disasters and Humanitarian Crises

FY 2022

UNITED STATES

\$41,320

donated to the American Red Cross in support of relief response to wildfires in U.S. Western states and flooding and tornadoes in Kentucky

RTI employees donated **\$6,320** of this total as part of match campaigns

UKRAINE

\$100,000

donated to UNHCR and Project C.U.R.E.

RTI employees also donated **\$58,500** as part of match campaigns

FY 2023

UNITED STATES

\$91,118

donated to the American Red Cross to support relief response to Hurricanes Ian and Fiona and Maui wildfires

RTI employees donated **\$16,118** of this total as part of match campaigns

TURKEY AND SYRIA

\$62,418

donated to International Federation of Red Cross and Red Crescent Societies (IFRC) and Action Against Hunger to support relief response to regional earthquake

RTI employees also donated **\$32,418** as part of match campaigns

Fostering a Culture of Compassion

During times of disaster and crisis, our employees' compassion for people who are in need reaches throughout our communities and around the globe. In FY 2022-2023, RTI and our employees donated to relief response to wildfires, natural disasters, humanitarian crisis and global conflict.

In Ukraine, where RTI employees were among those impacted by the outbreak of war, our immediate charitable giving response included donations to aid organizations on the ground and direct support for our RTI colleagues living in Ukraine. We also worked with RTI's subject matter experts to publish [research](#), [studies](#) and [blog posts](#) on Ukraine's civil society and potential avenues for reconstruction of the country.

University Collaborations

Collaboration with universities is a strategic tool that accelerates impact, innovation and financial strength across RTI and distinguishes RTI from our competitors. By extending our capabilities, these collaborations enable us to more effectively meet client needs while advancing science, driving growth and influencing outcomes across the globe.

The University Collaboration Office (UCO) at RTI serves as a catalyst and hub for outreach at the university level. The UCO team administers:



Bilateral and multilateral partnerships, such as Forethought: RTI's \$5M+ Research Collaboration Challenge



The RTI Internship Program, which provides multidisciplinary research and learning opportunities



Employee training and educational opportunities in quality management and business best practices



Engagement with key networks, such as the University-Industry Demonstration Partnership (UIDP); Government-University-Industry Roundtable (GUIRR), convened by the National Academies of Sciences, Engineering and Medicine; National Association of Colleges and Employers (NACE) and North Carolina Research Alliance

READDI Forethought

Forethought: The RTI \$5M+ Research Collaboration Challenge was designed to create new and strengthen existing partnerships among the research institutions in the Research Triangle region.

Chosen as the inaugural awardee, the READDI (Rapidly Emerging Antiviral Drug Development Initiative) Forethought team brings together a coalition of researchers from the University of North Carolina at Chapel Hill, Duke University, North Carolina Central University, North Carolina State University and RTI. Team members apply their respective expertise in virology, medicinal chemistry, biological screening and artificial intelligence to develop innovative methods to help solve the world's most critical problems.

The team is working to identify novel druggable targets for new broad-spectrum antivirals—research that has the potential to develop the drugs we need to be prepared for future pandemics and have significant impacts on global health.



RTI Internship Program

The RTI Internship Program provides meaningful, impactful research and learning experiences for undergraduate and graduate students and recent degree recipients. Our comprehensive and cohesive program strengthens university collaborations, mentors our future workforce and advances the development of interns across a broad spectrum of scientific disciplines.

In 2022, we conducted an equity analysis of our internship program, which indicated that academic credit-only (unpaid) internships may create inequitable challenges for historically marginalized students. We found this to be in contrast with our Equity, Diversity, Inclusion and Belonging (EDIB) commitments and enacted a new policy in 2023 that requires all U.S. domestic interns to receive compensation, either by an hourly rate or through an academic stipend.

RTI's annual Outstanding Mentor Awards provide an opportunity for interns to recognize RTI employees who have mentored, guided, motivated and inspired them during their internship term. The awards promote excellence and encourage a culture of mentorship throughout the institute.

RTI University Scholars Program

The RTI University Scholars Program provides support for senior academic researchers to spend scholarly leave time at RTI International to actively collaborate with our experts and is open to faculty from Duke University and the University of North Carolina's 16 university campuses. The program is designed to drive growth, foster collaboration, build scientific stature and catalyze opportunities for future externally funded joint projects.

Since its inception, the RTI University Scholars Program has appointed 39 senior academic researchers to the RTI University Scholars Program.

The 2022-2023 RTI University Scholars Program prioritized projects related to agriculture and food security, climate change, environmental health and sciences, energy, drug discovery, economic development, global health, immunization and infectious diseases, innovation and technology.

Governance and Ethics

Operating Responsibly

Our commitment to business ethics and compliance, data privacy and security and strong corporate governance begins with our Board of Governors and Corporate Officers and informs our everyday actions at every level of our organization.

Whether we're collaborating with our clients, interacting with our colleagues or engaging in our communities, our ethical behavior and integrity as individuals enhance our reputation as an organization, enabling RTI to conduct rigorous, objective research to address the world's most critical problems.

Corporate Governance

As our highest level of oversight, our Board of Governors sets strict ethical standards, guides our business strategy and supports a culture of integrity and ethics throughout the organization.

The Board's diverse composition consists of at least 15, but not more than 17, Governors who represent the business and scientific communities and share a commitment to our stringent ethical standards. At present, 17 Governors sit on the Board, which meets at least bimonthly to formulate policy that aligns with our mission and values.

The Board's Governance and Nominating Committee proposes candidates for election to the Board of Governors. The election of Governors is the responsibility of the Members of the Corporation, the nonprofit equivalent of stockholders. The four-member body representing Duke University and The University of North Carolina meets annually.

Board Composition Metrics



Independence

94% (16 of 17)



Gender Diversity

35% (6 of 17)



Racial/Ethnic Diversity

24% (4 of 17)

Average Age

66.5

Average Tenure

8.4 years

Corporate Responsibility and Sustainability (CRS) Management and Oversight

Our Corporate Responsibility and Sustainability Team (CRS-T) coordinates RTI's internal CRS activities and institutional communications and documentation.

Composed of representatives from each major Business Unit—Treasury, Global Real Estate, Human Resources, Compliance, Communications and Enterprise Risk Management—the CRS also assists the Executive Leadership Team with CRS recommendations and operationalization of ELT direction.

The CRS Steering Committee, comprised of three ELT members—RTI's General Counsel, Chief Human Resources Officer and Chief Financial Officer—oversees the CRS-T and reports back to the Audit Committee or the full Board, as required.

Standing Committees

Strong, engaged Governors are vital to effectively fulfilling the oversight and governance functions of the standing committees of our Board of Governors. Based on the recommendation of the Chair of the Board, sitting Governors elect standing committee composition and leadership annually by majority vote. The President of the Corporation also serves as a non-voting, ex-officio member of all standing committees.

Seven standing Board committees:

- 1 | The **Executive Committee** is chaired by the Chair of the Board of Governors and exercises all powers and authority of the Board. The committee's actions are subsequently reviewed and ratified by the Board of Governors.
- 2 | The **Audit Committee** reviews and monitors RTI's financial reporting process and internal controls, internal and independent audit reports, and other legal, regulatory, ethics and financial reporting. The committee meets at least quarterly and receives quarterly CRS-related risk and compliance updates from RTI's Enterprise Risk Management team.
- 3 | The **Compensation and Strategic Talent Committee** reviews and recommends, for approval by the Board of Governors, employee benefit plans and all compensation paid to RTI's Governors, officers, executives and employees.
- 4 | The **Governance and Nominating Committee** reviews RTI's Charter, Bylaws and all aspects of RTI's governance. This committee also develops criteria for reviewing the performance of Governors and conducts evaluations of the Board of Governors annually, Board Committees biannually and individual Governors every three years. Meeting at least once annually, this committee is also responsible for recruiting and developing a slate of candidates for election to the Board of Governors.
- 5 | The **Knox Award Committee** meets at least annually to review nominations and select recipients of the Margaret Elliott Knox Excellence Awards. The Knox Excellence Awards are employee awards that signify professional excellence.
- 6 | The **Finance Committee** meets at least quarterly to assist the Board of Governors in fulfilling its corporate finance oversight responsibilities. As appropriate in its judgment, and subject to specific delegation by the Board, this committee assists the Board by reviewing our organization's operating budget, capital investments, cash management strategy, use of debt, merger and acquisition strategy and banking relationships.
- 7 | The **University Research Collaboration Committee** assists the Board with promoting research collaboration among RTI and Duke University, the University of North Carolina at Chapel Hill, North Carolina State University and other constituent institutions of The University of North Carolina. Meeting at least quarterly, this committee helps select institutions identify, pursue and fund new collaborative research opportunities with RTI.

Ethics and Integrity

Integrity is ingrained into our values and essential to our mission to improve the human condition. The ethical and business standards and procedures set forth in our [Code of Conduct](#) are supported by our comprehensive compliance and ethics program, designed to reinforce a culture of integrity, promote compliance and encourage zero tolerance for corruption and unethical behavior. The program features employee compliance training and regular evaluation and monitoring of compliance program effectiveness. We also promote a clearly defined reporting process for complaints and concerns, corrective disciplinary action for non-compliance and procedures for the investigation and remediation of problems.

RTI's reputation is built on the foundational principles—*integrity, purpose, accountability, responsibility and excellence*—encoded in the strands of our DNA.

Operating independently as a complement to our Human Resources function, RTI's Employee Relations Center is designed to support functional and healthy work relationships among RTI employees and stakeholders. The center assists employees by mediating difficult employee relations matters as a neutral party and helping to resolve escalated conflicts among stakeholders.



Managing Risk and Compliance

Reporting directly to the CEO, President and Board of Governors, the Executive Vice President, General Counsel and Corporate Secretary oversees the officers and functions of Compliance, Ethics and Enterprise Risk Management. RTI's Audit Committee plays a key role in oversight of these functions and is updated regularly on each of these functions. The Risk and Compliance Officer, Chief Information Security Officer, Ethics Officer and General Counsel each provide a quarterly ethics and compliance update to the Audit Committee. The General Counsel provides a monthly update to the full Board. Most of our Board's non-employee Governors have prior direct and indirect experience overseeing ethics and compliance programs.

Anti-Corruption Policy

RTI complies with the U.S. Foreign Corrupt Practices Act of 1977 (FCPA) and applicable anti-corruption laws of other countries. The FCPA prohibits U.S. companies, such as RTI and its subsidiaries, business divisions, employees, agents and representatives, from bribing foreign officials to obtain or retain business.

Our Code of Conduct requires compliance with all applicable laws and specifically prohibits certain payments to foreign and domestic government officials. To promote FCPA compliance, RTI's Office of Corporate Counsel has developed anti-corruption guidelines for our employees and contractors. Failure to follow internal policies and guidelines results in disciplinary action.

Whistleblowing Policy and Investigations

RTI aims to maintain a workplace where employees are free to raise concerns regarding our business practices without fear of retaliation. Our internal policies are designed to protect those who raise good faith concerns regarding suspected violations of law or RTI policy; to facilitate cooperation in any inquiry or investigation by internal or external resources, or by any court or government agency; and to protect individuals who take such action from retaliation or any threat of retaliation by any other employee or agent of RTI. RTI employees and any third-party doing business or in any relationship with RTI are required to report any incidents of suspected fraud, theft, or corruption.

Fostering a Culture of Compliance

RTI recognizes that the decision to report a concern is not always easy. To empower our employees to speak up without hesitancy, we have implemented the following safeguards.

Confidentiality

Our commitment to confidentiality means that the Ethics Office treats investigations as confidential. Information related to investigations is disclosed strictly on a need-to-know basis, as determined by the Ethics Office.

No Retaliation

RTI has zero tolerance for retaliation against any party for reporting, in good faith, suspected violations or for participating in an investigation. Any concerns regarding potential or actual retaliation should be reported. Submitted allegations of retaliation will be reviewed and addressed. Employees, regardless of seniority or status, who take part in retaliatory activities will be subject to disciplinary action up to and including termination of employment.



Ethics Training

To support our employees in living the values of our Code of Conduct and related ethics policies, RTI requires our employees to complete ethics trainings. RTI conducts several ethics training courses, including annual Code of Conduct training and anti-trafficking training, and other courses required periodically such as anti-harassment and gender inequity trainings, all of which ensure that integrity is embedded into RTI's culture.

Protecting Human Rights

RTI is committed to conducting business in a manner that respects and supports the rights inherent to all human beings, as detailed in the Universal Declaration of Human Rights. We also adhere to the principles detailed in the United Nations Guiding Principles on Business and Human Rights, the International Labor Organization's Declaration on Fundamental Principles and Rights at Work, and the United Nations Global Compact. RTI also has a zero-tolerance policy for child exploitation, neglect, and abuse, as well as zero tolerance for any form of slavery or human trafficking or any trafficking-related activities. To ensure we achieve this commitment, we have adopted a [Declaration on Human Rights Policy](#). Please see RTI's [Anti-Trafficking Compliance Plan](#) for more details on our program. Training on these policies is integrated into our annual ethics training.

We are committed to respecting and supporting the rights inherent to all human beings and expect employees, vendors, suppliers and business partners who work with us to show the highest respect for individual human rights.

The Human Rights Policy is overseen by Risk & Compliance. Where human rights violations within a country are reported or suspected, staff are required to contact the Ethics Office. For assistance in assessing business activities, partners and clients for such risks, and developing an appropriate risk mitigation approach, staff are encouraged to contact Enterprise Risk Management. Additional risk assessment guidelines are also in place for teams pursuing work in areas of conflict or regions classified as high-risk for human rights violations.

Supply Chain Management

As an international research institute, RTI procures many different goods and services to support our business. The relationship between RTI and our suppliers is built on mutual trust, integrity and a commitment to providing our customers with outstanding service and performance. We actively seek suppliers who are committed to growing their relationships and focused on their customers, and we expect our suppliers to deliver high-quality service, demonstrate technical knowledge and make continuous improvements. In return, we provide the support, information and resources to help our suppliers satisfy these expectations and jointly achieve our goal of mutual customer satisfaction. Suppliers must comply with our Code of Conduct.

Supplier screening is a key component of our risk management strategy. We screen new suppliers for labor practices and human rights performance through two third-party screening tools and an in-house questionnaire. After the screening process, we utilize our supplier agreements to ensure continued compliance with our high standards of supplier responsibility. These agreements include Federal and customer-specific environmental, social and ethical requirements.

We monitor suppliers for any adverse changes in their financial, operational and regulatory status, including Occupational Safety and Health Administration (OSHA) and Environmental Protection Agency (EPA) violations and Office of Foreign Assets Control (OFAC), Foreign Corrupt Practices Act (FCPA), and Excluded Parties List System (EPLS) listings.

Data Security and Privacy

Our teams, vendors and partners play key roles in securing our network and safeguarding the confidentiality, integrity and accessibility of RTI and client information. Our Chief Information Security Officer leads RTI's data security efforts, and RTI's Global Privacy Officer leads privacy efforts, both supported by our Global Technology Solutions (GTS) division.

Ensuring Data Security

We have a number of regularly renewed certifications that signify the quality of our data security standards and processes. GTS is ISO/IEC 27001:2013 certified; our Information Security Management System (ISMS) has received third-party accreditation from the International Standards Organization. GTS has also received an Authority to Operate under the National Institute of Standards and Technology (NIST) SP 800-53r5 for Federal Information Processing Standards (FIPS) Low and FIPS Moderate classifications assessed by an accredited FedRAMP Third Party Assessment Organization. To support our government clients such as the Department of Defense, GTS has also implemented security controls as defined in NIST SP 800-171.

We are prepared for a wide variety of contingencies. RTI's Business Continuity Plan includes processes that protect RTI's information assets and ensure the continuous operation of IT services in the event of hardware failures or disruptions, such as those caused by ice storms and hurricanes or due to cyber events such as those caused by malware. These processes also enable RTI to recover from a disaster, such as the complete loss of a computing facility.

RTI's Office of the Chief Information Security Officer (OCISO) implements security measures to help protect RTI and client data from security breaches and attacks on our computer networks and systems. We have put into place a plan and associated runbooks that document the formal process to detect, analyze, contain, eradicate and recover from security events, incidents and breaches. If we determine an event is a breach, RTI's Global Privacy Officer enacts the breach notification runbook. In addition, RTI has a separate breach notification policy as required by Health Insurance Portability and Accountability Act (HIPAA). These teams have continuous monitoring capabilities to ensure that all security controls are regularly monitored and reported on. Our monitoring capabilities include, but are not limited to, regular vulnerability scanning, automated audit log monitoring of security events, intrusion detection and prevention measures, data loss prevention measures and periodic control auditing.

As part of the continuous process to improve cybersecurity, we are currently maturing our Multi-Factor Authentication (MFA) solution. The new solution will allow RTI to move closer to our goal of a Zero Trust security architecture.

RTI has processes in place to ensure that our vendors and third-party partners meet our high standards of data security. Our strategy reduces risk while working to achieve greater levels of collaboration in delivering competitive advantages to RTI. We use a cyber risk assessment process to identify, prioritize, and assess vendors and partners of information systems, components, and services. After the initial screening process, vendors and partners are routinely assessed based on the criticality of their service or product using audits, test results or other forms of evaluations to confirm they minimize introducing risk.

Our employees, partners, vendors and other stakeholders can access our data protection requirements at any time through our publicly available [Information Security Policy](#) on our website.





Protecting Privacy

Because protecting privacy is fundamental to RTI's core value of Respect for the Individual, we continuously evaluate our privacy program and develop new tools and technologies to safeguard the information individuals have entrusted to us.

Our privacy program is overseen by our Global Privacy Officer, a Certified Information Privacy Professional, under the direction of the Office of Corporate Counsel. Our Data Governance Committee (DGC) enacts appropriate controls, policies, procedures and processes that guide our use of data.

RTI's policy on data use agreements outlines the process for sharing data, the review process and use, transmission, storage and destruction of data. In addition to data protection policies covering personally identifiable information and protected health information, RTI has policies on external privacy, cookie consents, and information security. Our internal policies and procedures for the storage and protection of employee information, research respondent information and confidential business information comply with HIPAA and General Data Protection Regulation (GDPR) guidelines. These procedures include how to address security incidents and breaches.

Our privacy program aligns with the National Institute for Standardization and Technology (NIST) Privacy Framework. We engage several third-party assessors to review our compliance with the NIST Privacy Framework, among other key regulatory requirements such as HIPAA and GDPR. We conduct a risk assessment annually and a third-party HIPAA audit every three years.

Data Security and Privacy Training

In support of RTI's policies and procedures, RTI's employees undergo mandatory annual Information Security Awareness training and Privacy Awareness training. As required by contract, RTI also provides additional breach notification training, HIPAA training, Controlled Unclassified Information (CUI) training and training on the GDPR to appropriate staff. The OCISO also publishes tips providing awareness and guidance relating to current cyber threats, assisting RTI staff to stay "cyber-safe" when working.

We require our employees and contractors to take annual training on information security and privacy practices to reinforce their understanding of their role in protecting data and the appropriate actions to take to report security events.

This year, we commemorated Data Privacy Day through our participation in the National Cybersecurity Alliance Stay Safe Online campaign. Our Global Privacy Officer conducted a lunch-and-learn to reinforce that data protection is the shared responsibility of every member of the RTI team.

Appendix



SASB Index

Topic	Metric	Code	RTI Disclosure
Data Security	Description of approach to identifying and addressing data security risks	SV-PS-230a.1	Governance, pg. 53
	Description of policies and practices relating to collection, usage, and retention of customer information	SV-PS-230a.2	Governance, pg. 54
	(1) Number of data breaches, (2) percentage involving customers' confidential business information (CBI) or personally identifiable information (PII), and (3) number of customers affected	SV-PS-230a.3	Not reported.
Workforce Diversity & Engagement	Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees	SV-PS-330a.1	EDIB, pg. 30
	(1) Voluntary and (2) involuntary turnover rate for employees	SV-PS-330a.2	Employees, pg. 22
	Employee engagement as a percentage	SV-PS-330a.3	Employees, pg. 22
Professional Integrity	Description of approach to ensuring professional integrity	SV-PS-510a.1	Our expectations for ethics and responsible conduct for our staff are outlined in Governance, pg. 50. Our commitment to professional integrity in our work is detailed in Clients, pgs. 33-35.
	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	SV-PS-510a.2	\$0

Reporting Boundary and Scope

In the Environment section of our report, we have established our operational boundaries to include our main campus in Research Triangle Park (RTP) along with our domestic and international regional offices. We also include the GHG emissions associated with our employee commuting and business travel by RTI employees, as detailed further in the next appendix. These boundaries represent our primary business activities and account for the most significant sources of emissions in our corporate footprint. We utilize normalization factors that apply to the metric being reported for our RTP campus or other business activities.

Metric	2022	2021	2020	2019
RTI-owned space	871,836	920,839	968,691	994,262
RTP Employees	1,412	1,973	2,048	1,987
Total Employees	5,960	5,893	5,868	5,748



Environmental Reporting Methodology Notes

Energy Use Data

RTI's global facilities, both owned and leased, total over 1.1 million square feet. Our RTP campus accounted for approximately 870,000 square feet at the end of 2022, and is the most energy-intensive space in our corporate footprint, as it is used for laboratory, research, and data center. The electricity and natural gas consumed by our RTP campus is directly metered by our local utility companies. We also capture the amount of gasoline utilized for RTI fleet vehicles and the diesel used in backup power generation. Gasoline and diesel energy consumption is included in our facility energy data and Scope 1 emissions reporting; however, the amount is insignificant, accounting for less than 1% of our GHG emissions.

Greenhouse Gas (GHG) Emissions

RTI is committed to relevance, completeness, consistency, transparency, and accuracy in reporting our GHG inventory and environmental footprint, and intentionally reviewing our methodology each report cycle for continuous improvement. For our GHG inventory, we followed The Greenhouse Gas Protocol Corporate Accounting Reporting Standard Revised Edition 2009. In 2021, we conducted a screening analysis to better understand the significance of emissions from activities outside of our main RTP campus. This includes the Scope 1 and 2 emissions associated with our domestic and international regional offices and RTI's primary sources of Scope 3 emissions.

Scope 1 and 2 Emissions

The GHG emissions associated with our RTP campus and our leased regional offices (both domestic and international) are included in our Scope 1 and 2 emissions reporting. For leased properties, we use a combination of utility meter data from landlords and US EPA estimates where meter data is unavailable. RTI's leased space is approximately 20% of RTI's total space but is estimated to be less than 12% of our total facility emissions.

Scope 3 Emissions

Our reported Scope 3 emissions includes both employee commuting and business travel. For employee commuting, we include estimates of the commuting to and from our RTP campus as well as our domestic regional offices. Commuting to and from international regional offices is currently excluded due to the lack of available commuting surveys in those locations. For business travel, we include the airline, rail, and rental car travel booked through our centralized travel program. This data includes business travel by all RTI employees, including those based in domestic and international locations outside our RTP campus. We also include the emissions associated with business travel by our national network of survey and data collection staff. Approximately 4 million vehicle miles were logged in 2022 for field data collection, which represented 10% of our total GHG emissions.

Scope 3 Emissions Boundary

RTI will continue to evaluate future sources of Scope 3 emissions that may represent significant sources of emissions within our overall inventory. At this time, we believe that Upstream Transportation & Distribution and Waste Generation in Operations, including Hazardous Waste, are additional relevant categories. Waste generation data is being compiled and evaluated as of 2023, and will be included in future disclosures if determined to be significant.

