BATTELLE

ENVIRONMENTAL, SOCIAL AND GOVERNANCE
REPORT 2024

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LETTER FROM THE CEO

At Battelle, we are committed to making a positive impact on the world through our scientific discoveries and innovative solutions. We believe in conducting our operations in a responsible and balanced manner, with a focus on environmental sustainability, social responsibility, and robust governance.

Our founding mission of using science to benefit humanity aligns with the principles of Environmental, Social, and Governance (ESG). We are dedicated to reducing our carbon footprint, enhancing the sustainability of our operations, and fostering a more inclusive and equitable workplace. These efforts, among others, will enable us to:

- Uphold our core mission of applying science and technology to create a safer and healthier world.
- Exceed the expectations of our employees by demonstrating our commitment to a workplace that values diversity, equity, inclusion and environmental consciousness.
- Stay abreast of regulatory pressures to meet sustainability requirements.

- Respond to the evolving requirements of our customers who are increasingly prioritizing environmental sustainability and cultural diversity.
- Expand the impact of our philanthropic investments in education and the well-being of the communities where our employees live and work.

These activities are designed to enhance transparency and foster trust among our employees, partners, customers, suppliers and community stakeholders.

In 2022, we published an overview of our ESG efforts and this past year we created a comprehensive, formal report that includes data from every aspect of our operations. This 2023 report provides specific information regarding:

ENVIRONMENT

Our operational improvements, including our greenhouse gas emissions, recycling initiatives, and hazardous waste disposal practices. We also highlight our innovative research and development work aimed at advancing and protecting the environment for the long-term future.

I'm particularly inspired by our partnership with the Department of Energy to help create a hydrogen hub and a direct air capture hub. Read more on .

SOCIAL

Our support and the resources we provide for our workforce to enable our employees to excel in an organization that is inclusive and equitable and that is dedicated to fostering their professional growth and prioritizing their safety.

We extend our social impact to communities across the country, especially in the areas of STEM education programming and our applied science and technology public health offerings. In fiscal year 2023, Battelle STEM education programming reached 1.76 million students, a 25% increase from the previous year. Read more on .

GOVERNANCE

Our comprehensive corporate governance practices that ensure that we are meeting and exceeding ethical standards and regulatory obligations across the organization from data security to board governance, including our perfect score on the Department of Defense Joint Surveillance Voluntary Assessment Program. Read more on .

Our programs and initiatives highlighted in this report move us forward and help document our progress. Our founder, Gordon Battelle, had a vision of making the world a better place for everyone through the application of science. This 2023 report is presented with the goal of informing and educating our stakeholders and affirming that we are continuously building upon Gordon's vision and honoring his legacy.

- Lou Von Thaer, President & CEO, Battelle

2023 ESG HIGHLIGHTS

ENVIRONMENT

ENERGY

Since fiscal year 2021, energy efficiency improvements including equipment upgrades and facility space reductions have led to an 11.3%[1] reduction in our overall energy intensity.

WASTE

We continue to make progress toward our goal of diverting 75% of general solid waste by 2035, and in fiscal year 2023, we diverted 46%[1] of our annual general solid waste excluding construction projects.

WATER

We work to monitor and improve our management of water. From fiscal year 2021 through fiscal year 2023, we reduced water use by 10%.[1]

SOCIAL

DIVERSITY

We have increased our racial and ethnic representation among all employees over the past three fiscal years by 2% from 17% to 19% developing more diverse future leaders.

INCLUSION

We received a top score of 100 in each of the past two years from the Human Rights Campaign Foundation's Corporate Equality Index for support of LGBTQ+ workplace equality.

STEM EDUCATION AND PHILANTHROPY

Our science, technology, engineering and math (STEM) education and philanthropy efforts reached 1.76 million students in fiscal year 2023[2], a 25% increase from the previous year.

GOVERNANCE

SUPPLIER DIVERSITY

Our amount of funds spent with diverse-owned vendors has been approximately 40-50% of our total supplier spend over the past two years. In addition, we were awarded the Champion of Veteran Enterprise Award from the National Veteran Small Business Coalition.

CYBERSECURITY

We completed the Cybersecurity and Infrastructure Security Agency's 2.0 program requirements for the Cybersecurity Maturity Model Certification, aligned with the National Institute of Standards and Technology (NIST) cybersecurity standards.

We also received a perfect score on the Defense Industrial Base Cybersecurity Assessment Center's Joint Surveillance Voluntary Assessment Program demonstrating cybersecurity maturity as a trusted contractor for the Department of Defense (DOD).

[1]Reported data covers our Columbus, Ohio, headquarters; West Jefferson, Ohio, research facility; and the Battelle Eastern Science and Technology (BEST) Center.
[2]This data includes Battelle-managed national laboratories.

FORTUNE — Change the World List — PFAS Annihilator™, Fortune Magazine.

FAST COMPANY — World Changing Ideas Award — Water (finalist), Fast Company.

FAST COMPANY — Best Workplace for Innovators — Nonprofits (finalist), Fast Company.

EQUALITY 100 — Equality 100 Award: Leader in LGBTQ+ Workplace Inclusion, Human Rights Campaign Foundation.

NVSBC — Champion of Veteran Enterprise Award, National Veteran Small Business Coalition.

TOP WORK PLACES 2023 — Top Workplaces 2023, Columbus CEO Magazine.

COLUMBUS BUSINESS FIRST — Corporate Citizenship and Vanguard Award, Columbus Business First.

C-Suite — Most Admired Executives, Columbus Business First C-Suite Awards.

S&P Global — A+ issuer credit rating from S&P Global Ratings as of October 2023

Innovations in climate resilience conference

Our reputation and standing with the federal government and other businesses allows us the unique opportunity to bring together many stakeholders for a distinctive, curated technical discussion on climate resilience. In March 2023, our second annual Innovations in Climate Resilience Conference drew nearly 300 participants from government, the private sector and academia to share breakthroughs and solution-focused action plans to mitigate the effects of climate change.

> " Innovation and discovering solutions is our mission. Our DNA is to focus on applied science around what is causing the climate to change. [It's about asking,] 'What can we do about it'? We are developing solutions to push the whole community forward. "
>
> **- Mike Janus, general manager of Battelle's Environment and Infrastructure business unit**

The third annual iteration of the conference, ICR24, will be held April 22-24, 2024, in Washington D.C., with the theme "Solutions for Scaling Change," highlighting the urgency and growing need for innovations at scale to meet the monumental task of addressing climate change.

ABOUT BATTELLE

At Battelle, we apply science and technology to solve what matters most. Since our founding in 1929, we have served the national security, health and energy industries to make the world a better place. As an independent, nonprofit charitable trust, we drive positive change through our applied research and technology work, and through our philanthropic investments in STEM education and other charitable causes that strengthen the communities where our employees work and live.

In fiscal year 2023, our consolidated revenue was $12.4 billion, with over $11 billion of that revenue coming from funding directed to the operation of national laboratories, which have their own environmental, social and governance (ESG) structures. This report covers Battelle corporate operations and its Applied Science and Technology group with revenues of $960 million.

OUR MISSION

The foundation of our organization's vision and mission can be traced back to the work of steel industrialist Gordon Battelle. In his 1923 Last Will & Testament, Gordon Battelle stated:

" Translate scientific discovery and technology advances into societal benefits ... for the purpose of education in connection with and the encouragement of creative and research work in the making of discoveries and inventions ... to do the greatest good for humanity... "

OUR VALUES

Our values comprise the attitudes, characteristics and behaviors that guide our decision-making and actions, enabling us to be our best. They signify how we work with one another and with clients, and they help ensure that we're all working toward the same goal and purpose. Our values include:

• Unity.
• Creativity.
• Collaboration.
• Excellence.
• Appreciation.

OUR CORE CAPABILITIES

At major technology centers across the United States, Battelle applies science and technology across disciplines including:

• Biology.
• Chemistry.
• Engineering.
• Materials science.
• Cyber innovations.
• Data analytics.
• Product development.
• Environmental sciences.
• Large systems integration.

ABOUT THIS REPORT

The information presented in this report represents key sustainability initiatives Battelle has implemented and/or completed to date. The results of Battelle's materiality assessment, performed through engagement with internal and external stakeholders, have informed the selection of the topics.

This report was prepared in accordance with the Global Reporting Initiative (GRI) standards framework and the Sustainability Accounting Standards Board (SASB) industry standards for Professional and Commercial Services. Performance data included within this report is current as of September 30, 2023, unless otherwise stated. Data within this report does not apply to Battelle's national laboratory management and operations, which are governed through their own ESG structures.

TRANSPARENCY

We demonstrate our commitment to ethical business conduct to all our stakeholders through financial transparency. Battelle's tax filings, including our Form 990 disclosures from the previous three years, are available on our website. In addition, our commitment to maintaining good credit has been recognized by S&P Global Ratings with an A+ issuer credit rating, as of October 2023.

OUR APPROACH TO ESG

Our founding mission of using science to do the greatest good for humanity is aligned with ESG principles. Within Battelle, our efforts to make our operations more sustainable and create a more inclusive workplace helps us to:

- Reaffirm our core mission of using science and technology to make the world safer and healthier.

- Exceed employee expectations regarding our commitment to a workplace that is diverse, inclusive, equitable and environmentally conscious.

- Keep pace with regulatory pressure to meet sustainability goals.

- Respond to customer requirements to improve our environmental stewardship and cultural diversity.

Taken together, the results of these activities are intended to bring more transparency and trust as we work with our employees, partners, customers and community stakeholders.

STAKEHOLDER ENGAGEMENT

In fiscal year 2022, we conducted a formal ESG materiality assessment to understand the ESG topics that are a priority to our stakeholders and that pose the greatest risks or opportunities to our business. Our materiality assessment incorporated feedback from employees, senior leadership and government partners as well as an analysis of internal and external topics, peer and industry performance, and alignment with our business priorities. From that assessment, we identified our priority ESG-related topics and now measure goals and progress made with senior level oversight.

ESG GOVERNANCE

We advance our ESG strategy through sound policies, leadership and oversight. Our board of directors receives annual updates on the progress of our ESG strategy and topic-specific updates quarterly, either with the full board or to the board's committees that have oversight into key aspects of our ESG strategy and topic areas including the Human Resources, Compensation and Governance Committee, Science & Technology and Community Benefit Committee and Audit Committee. Regular oversight of ESG is delegated to the president and chief executive officer (CEO) and members of the Senior Leadership Team (SLT). SLT members are responsible for developing Battelle policies, procedures, systems, organizational structure and management oversight for ESG topic areas relevant to their functional expertise.

We formalized a cross-functional ESG advisory board in fiscal year 2022 that reports to the senior vice president (SVP) of Marketing and Communications, who is a member of the SLT, and provides high-level ESG direction across the organization. We also created two feedback groups 1) employees interested in ESG efforts; and 2) a knowledge group of scientists and engineers with deep technical expertise in relevant ESG areas. These groups of Battelle leaders and subject matter experts help inform our current and projected ESG policies and procedures. See Our ESG Governance Model on the next page.

OUR ESG GOVERNANCE MODEL

BATTELLE BOARD OF DIRECTORS

HR, Compensation & Governance Committee	Audit Committee	Science, Tech & Community Benefit Committee
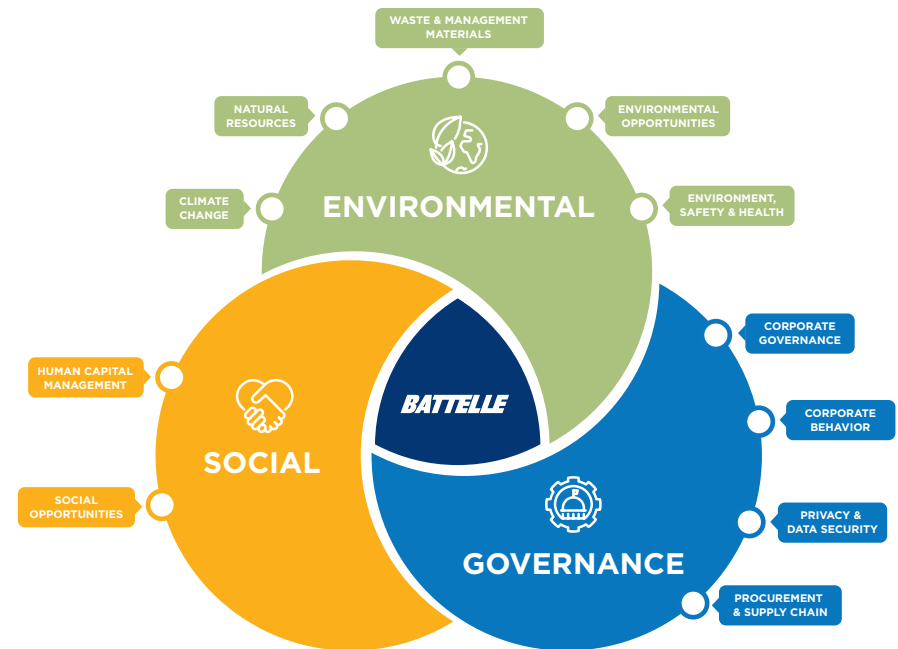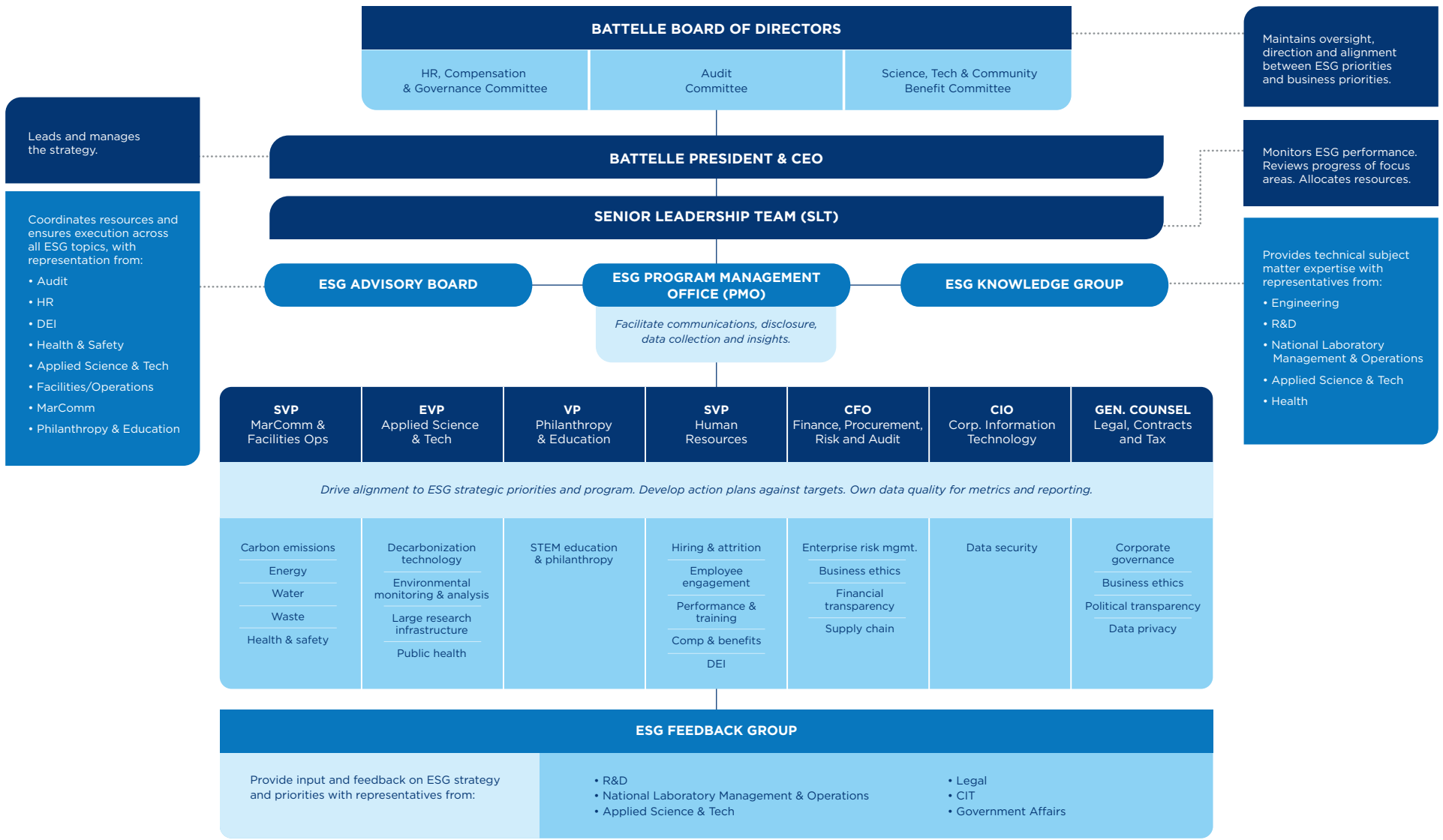
Maintains oversight, direction and alignment between ESG priorities and business priorities.

Leads and manages the strategy.

BATTELLE PRESIDENT & CEO

Monitors ESG performance. Reviews progress of focus areas. Allocates resources.

SENIOR LEADERSHIP TEAM (SLT)

Coordinates resources and ensures execution across all ESG topics, with representation from:
- Audit
- HR
- DEI
- Health & Safety
- Applied Science & Tech
- Facilities/Operations
- MarComm
- Philanthropy & Education

ESG ADVISORY BOARD

ESG PROGRAM MANAGEMENT OFFICE (PMO)

Facilitate communications, disclosure, data collection and insights.

ESG KNOWLEDGE GROUP

Provides technical subject matter expertise with representatives from:
- Engineering
- R&D
- National Laboratory Management & Operations
- Applied Science & Tech
- Health

SVP MarComm & Facilities Ops	**EVP** Applied Science & Tech	**VP** Philanthropy & Education	**SVP** Human Resources	**CFO** Finance, Procurement, Risk and Audit	**CIO** Corp. Information Technology	**GEN. COUNSEL** Legal, Contracts and Tax

Drive alignment to ESG strategic priorities and program. Develop action plans against targets. Own data quality for metrics and reporting.

Carbon emissions	Decarbonization technology	STEM education & philanthropy	Hiring & attrition	Enterprise risk mgmt.	Data security	Corporate governance
Energy	Environmental monitoring & analysis		Employee engagement	Business ethics		Business ethics
Water	Large research infrastructure		Performance & training	Financial transparency		Political transparency
Waste	Public health		Comp & benefits	Supply chain		Data privacy
Health & safety			DEI			

ESG FEEDBACK GROUP

Provide input and feedback on ESG strategy and priorities with representatives from:

- R&D
- National Laboratory Management & Operations
- Applied Science & Tech

- Legal
- CIT
- Government Affairs

BATTELLE

ENVIRONMENT

The loss of biodiversity, resource contamination and climate change are complex global problems that we have a unique opportunity to help solve.

We develop innovative and sustainable solutions for our clients to address global challenges while promoting responsible consumption of resources in operating our business. We also comply with all applicable environmental laws and regulations and incorporate leading practices such as greenhouse gas (GHG) reduction measures, efficient use of resources, and minimizing waste generation in our operations.

Applying science to environmental challenges

Our environmental footprint

Employee health and safety

APPLYING SCIENCE TO ENVIRONMENTAL CHALLENGES

Battelle builds upon its decades of multidisciplinary scientific expertise to create discoveries for positive environmental impact. From safely eliminating "forever chemicals" to helping bring a national network of hydrogen infrastructure to scale, our work involves addressing global environmental issues that pose some of the most urgent needs facing today's world. We study and monitor ecological trends, model how to safely reduce atmospheric carbon, research the most effective ways to eliminate dangerous environmental pollutants and examine ways to reuse our Earth's precious resources.

Supporting climate and environmental resilience

We help our clients assess environmental conditions and develop strategies for addressing the risks posed by climate change through our market-based solutions including:

- **Aquatic environments** where we work with public and private organizations to understand aquatic and terrestrial ecosystems so that decision-makers can implement policies for streams, rivers and lakes amid climate change and shifting patterns of human activity.

- **Air quality** where we provide government agencies and private businesses the solutions they need to address air quality concerns, from program design and management to quality assurance.

- **Crop protection** where we help maintain food supplies across the globe. We offer agricultural crop science services and solutions to global companies covering safety testing, precision application technologies, agrochemical formulation challenges and other aspects of farming operations, ensuring they operate safely and productively.

Emerging decarbonization services

We support a variety of projects that address urgent issues related to climate change and biodiversity. These efforts include targeted technologies aimed at solving specific problems such as the prevention and removal of atmospheric carbon dioxide (CO_2) as well as broader areas of innovation around emerging technologies supporting our transition to a clean energy future.

CARBON CAPTURE AND SEQUESTRATION

Climate change is driving a rapid rise in temperatures worldwide, increasing sea levels, changing weather patterns and threatening biodiversity. Preventing carbon dioxide from entering the atmosphere and removing existing atmospheric CO_2 is essential to fighting the climate crisis. Battelle has three decades of experience with geologic carbon dioxide storage, engaging in projects worldwide to safely sequester CO_2.

> " We have a multidisciplinary team of subsurface geotechnical experts, engineers, project managers and other CO_2 storage specialists who have safely executed more than 100 carbon capture and storage projects. Our projects, while primarily throughout all regions of North America, also include international collaborative efforts and have incorporated unique public-private partnerships. "
>
> **- Neeraj Gupta, Ph.D., senior technical leader**

CLEAN TECHNOLOGY HUBS

We are managing the development of new technology hubs to accelerate innovation on key technologies related to the transition to cleaner energy sources.

We were selected by the Department of Energy (DOE) in August 2023 along with our clean technology partners to pursue the development of the Project Cypress Direct Air Capture (DAC) Hub located in Southwest Louisiana to remove CO_2 from the atmosphere and safely store it underground.

> " Project Cypress is the start of a new industry and places the United States in world leadership position. This hub will not only address excess legacy carbon dioxide in Southwest Louisiana, it will be a model for further development in the U.S. and a positive force in the local community. "
>
> **- Shawn Bennett, Division Manager**

The DOE also chose a Battelle-led consortium in October 2023 to begin planning the early steps for the Appalachian Regional Clean Hydrogen Hub in West Virginia, Ohio and Pennsylvania, increasing the integration of renewable energy into the power grid. This project is in the early stages of negotiation, and decisions on a final award are expected in the first half of 2024.

Large research infrastructure

We are always working to build partnerships to support additional research, both in the lab and in the field, targeting environmental sustainability throughout the world. Our employees lend their expertise to a wide variety of important environmental projects and initiatives.

ENVIRONMENTAL MONITORING AND ANALYSIS: NATIONAL ECOLOGICAL OBSERVATORY NETWORK (NEON)

Battelle has operated NEON on behalf of the National Science Foundation (NSF) since 2016. NEON provides the global scientific community with open-source ecological data from land, atmospheric, aquatic and remote sensing systems across the U.S., making it the only continental-scale observatory in the world. Observatory sensor data, which is used by federal agencies such as The National Aeronautics and Space Administration (NASA) and National Oceanic and Atmospheric Administration (NOAA), in addition to the ecological academic research community, makes NEON a critical asset for ecology and climate science. The observatory provides access to more than 400,000 samples and specimens collected by ecologists at 81 field sites, including additional sites in Alaska, Hawaii and Puerto Rico.

A 30-year project, NEON supports our understanding of how the environment is changing by providing open data for scientists to track ecological processes across large geographic spaces and over long periods of time. The data generated supports policymakers, researchers, educators and others in making land use decisions by updating climate models and educating the next generation of scientists. NEON's 180 data products have served as the basis for more than 600 scientific papers and been cited in more than 17,000 other papers.

RECENT NEON-SUPPORTED RESEARCH HIGHLIGHTS

- **Monitoring carbon release associated with wildfires.**
  Fire ecologist Dr. Jennifer Balch of the University of Colorado Boulder uses NEON infrastructure and data to study how forests recover after wildfires as well as their contribution to carbon levels in the atmosphere.

- **Studying the evolutionary impact of hurricanes on fish.**
  Researchers from Pace University have leveraged data from a pair of aquatic field sites in Puerto Rico to observe the impact of recent hurricanes on the ecological evolution of four fish species.

- **Observing the impact of climate change on ground beetles.**
  While studying 136 species of ground beetles across a variety of habitats in the continental United States, Hawaii and Puerto Rico, researchers from Penn State University identified a direct correlation between climate change and decreased beetle populations, particularly among nonflying, less mobile species.

- **Analyzing tick-borne pathogens.**
  Using NEON's data on tick abundance, diversity and pathogen infection, a team of researchers is working to understand how tick dynamics and pathogen prevalence may shift in connection with changes related to climate and land use.

POLAR RESEARCH INFRASTRUCTURE: ARCTIC GATEWAY

Since 2020, we have managed the Arctic Research Support and Logistic Services (ARSLS) project for the NSF. The project provides crucial support for NSF-funded researchers working in Alaska, Canada, Greenland and other Arctic areas. Services include supporting scientific research in these challenging environments by providing or arranging for local guides, remote communications equipment, snowmobiles, Arctic vessels and other shared logistical resources.

These services make it easier for researchers to study the rapidly changing environment in this remote and harsh landscape. This research is vital for understanding how the polar region is changing over time and the impact of changes to the Arctic environment on other parts of the world.

Research and development-enabled products and technology

—

" It was a milestone year for us. Not only did we launch a new company to take our PFAS Annihilator to the commercial market, we continue our research into technology that keeps us on the leading edge of PFAS assessment, characterization, remediation, and destruction. Addressing the global concern of forever chemicals also serves Battelle's larger mission of using science for societal benefit and returning profits to support STEM education. "

- Amy Dindal, PFAS program manager

ELIMINATING PFAS

When years of scientific research results in deployable technological development, the impact is profound. Our work to understand and destroy per- and polyfluoroalkyl substances (PFAS) clearly demonstrates the power of Battelle's ability to harness expertise across all business units and scientific disciplines to develop innovative solutions.

A vast number of manufacturers across industries have used PFAS compounds in the production of ubiquitous items ranging from product coatings, packaging and firefighting foam. Known as "forever chemicals," PFAS degrade slowly in the environment and, because of this, can be found in our water, soil and food systems. We began researching ways to detect and destroy PFAS well before they were suspected of being serious health threats.

Our technology and services help government agencies and businesses identify PFAS contamination, assess the environmental impact and track the chemicals to their source by:

• Creating PFAS Annihilator™, a leading product capable of destroying PFAS by breaking them down into benign materials. This technology helped Battelle launch a new company, Revive Environmental.

• Developing active and passive monitoring systems that identify and measure PFAS contamination in the air, soil and water.

  - Battelle PFAS Insight™ that eliminates opportunities for cross-contamination in equipment to deliver more accurate test results.

  - Battelle PFAS Predict™ that helps determine if contamination is stable or moving to help develop the best remediation plan.

UPCYCLING: FINDING CREATIVE SOLUTIONS FOR PLASTIC

Plastic manufacturing is a major source of CO_2 emissions worldwide. Battelle currently is researching new ways to recycle plastics for new uses, a process known as upcycling. We combine chemical, biological and materials science with system engineering to break plastic down into its original molecular components. Our processes and hardware allow this material to be used in the production of new items without generating the emissions associated with new plastic manufacturing.

UPCYCLING: CREATING PRODUCTS OUT OF WASTE

Military forward operating bases produce tons of waste. The Defense Advanced Research Projects Agency (DARPA) ReSource program aims to turn that waste into lubricants and other valuable products. Now in the third phase, Battelle is one of several organizations to lead part of the program that is one step closer to making this version of a circular economy a reality.

Three years later, the project has moved from bench-scale feasibility studies using limited materials to one-kilogram demonstrations using a broader range of inputs, thanks to the focused efforts and breakthroughs made by dozens of researchers at Battelle.

ENHANCING CIRCULARITY FOR SOLAR TECHNOLOGY

We are leading a solar technology circularity project with the NSF to address solar panel waste, currently estimated to be near 9.8 million metric tons between 2030 and 2060[3]. To address the material recovery solutions for this circularity challenge, our program has three key initiatives:

1. The creation of groundbreaking technologies for material condition assessment.
2. The ability to sort through solar products at their end of life, aimed at boosting reuse and repair.
3. The development of silicon upcycling technology to support photovoltaic recycling.

Our ultimate goal is to enhance material recovery through an end-of-life management model to facilitate decision-making in a reverse supply chain that promotes a viable circular economy and reduces economic and environmental strain.

PREPARING FOR A GEOTHERMAL ENERGY FUTURE

We are part of a team working on an underground field laboratory program called Utah FORGE to accelerate enhanced geothermal systems technologies. We measure and analyze geothermal stresses placed on the Earth's crust through machine learning analysis, fracture test measurement and modeling, ensuring the continued development of safe and efficient geothermal energy for a more sustainable future.

[3] Source: Photovoltaic waste assessment of major photovoltaic installations in the United States of America.
Renewable Energy, Volume 11, pp. 1188-1200, April 2019.

Emerging innovation

EXTRACTING RARE EARTH ELEMENTS FROM MINING OPERATIONS

Our partnership with the DOE and West Virginia University is pioneering a method to extract and separate rare earth elements and critical minerals from acid mine drainage and coal waste. This method and technology advancement provides new opportunities for rare earth element material reuse in products ranging from smartphones to U.S. missile guidance systems, effectively reducing the need for new materials sourced from the environment.

REPURPOSING RARE EARTH ELEMENTS FOR REUSE

To reduce supply chain vulnerability, the Department of Defense (DOD) has interest in the development of environmentally friendly methods that enable rare earth element repurposing within the U.S. DARPA launched the Environmental Microbes as a BioEngineering Resource program to develop novel, bio-based technologies for the separation, purification and conversion of rare earth elements into manufacturing-ready forms. The four-year program includes phases for developing microorganisms and biomolecules suitable for separating rare earth elements, improving the efficiency of the separation process using actual source materials, and executing a pilot-scale biomining demonstration.

ADDRESSING INVASIVE SPECIES CONTRIBUTING TO ALGAL BLOOMS

Climate change drives ecological changes that can lead to the establishment of invasive species and as climate change progresses, the rise of invasive species is likely to become a more frequent challenge.

Invasive species, including biofouling algal blooms like Didymosphenia geminata (DidyG) and other algal diatoms, can get transported to new locations by attaching to ship hulls and become pests in new algaculture systems. By attaching to ship hulls, algal diatoms also make the process of shipping, a major contributor to global carbon dioxide emissions, worse by decreasing fuel efficiency.

To help solve this challenge, Battelle is running an Independent Research and Development (IRAD) program to improve material innovation and resilience through biocidal treatments to address algal diatoms for fuels, food and custom chemicals.
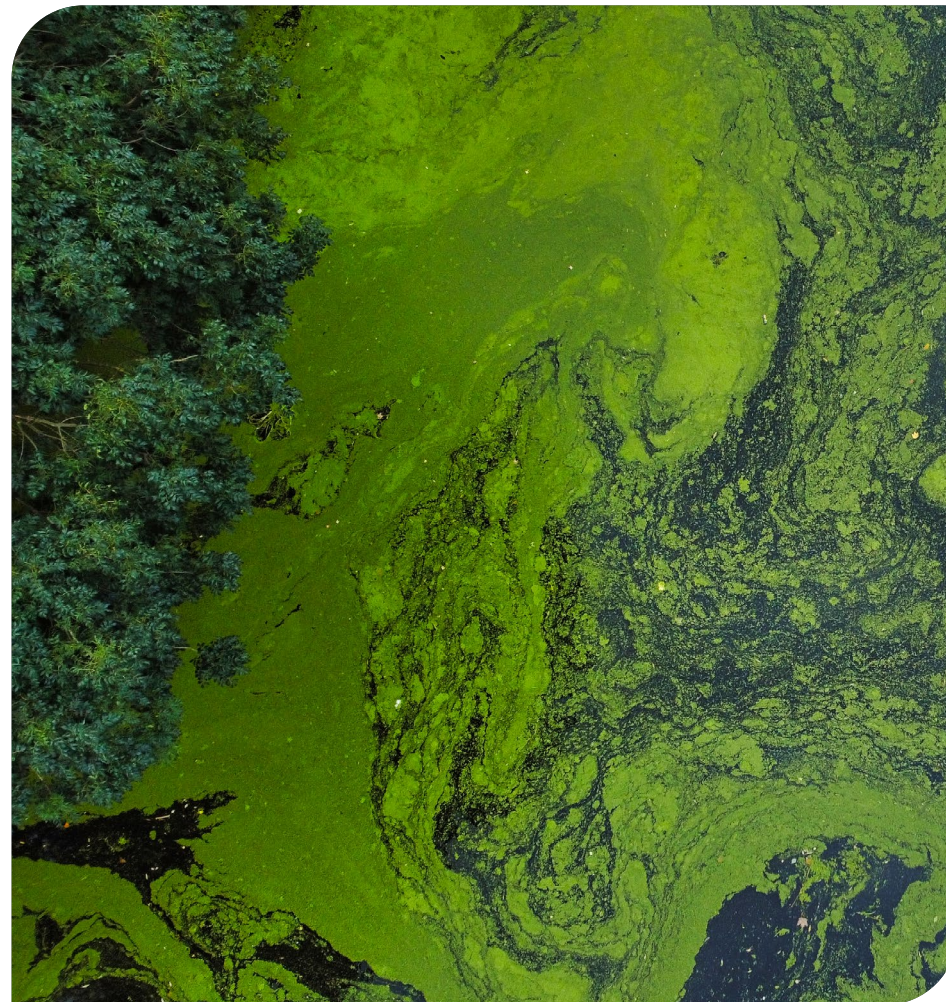
OUR ENVIRONMENTAL FOOTPRINT

Managing our facilities and business operations sustainably is a responsibility we take seriously. We continually seek ways to reduce our impact on the environment and create more efficient operations. We evaluate and measure our greenhouse gas and other emissions, energy use, water use and nonhazardous and hazardous waste to identify new opportunities to reduce our environmental footprint.

Carbon emissions

Most of our carbon footprint comes from research operations at three Battelle-owned facilities. Since 2011, we have tracked our Scope 1 and Scope 2 greenhouse gas (GHG) emissions at our Columbus and West Jefferson, Ohio, campuses and our Aberdeen, Maryland, facilities. In that time, the GHG emissions have decreased by a cumulative 35%. Increased efficiencies from improved facility infrastructure and reduced operating space account for 15% of this reduction, with the remainder due to power grid improvements.
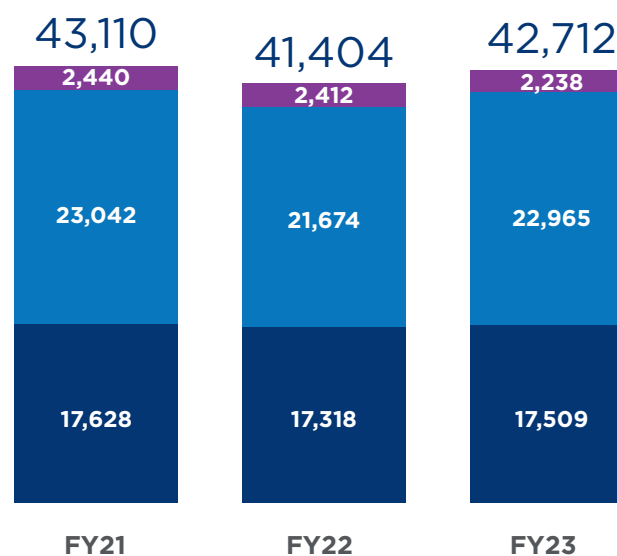
We also lease facilities at other locations and have a management role at eight national laboratories on behalf of the DOE and Department of Homeland Security (DHS). For the purposes of this report, the footprint of the locations in which Battelle leases a facility on behalf of our contractual agreement with our clients (direct to contract leases) is not included.

We are focused on reducing GHG emissions in our facilities by 50% by fiscal year 2035. Our fiscal year 2015 baseline for this goal is consistent with guidance from the Science-Based Targets initiative (SBTi) and reflects the facility space reduction projects that began in fiscal year 2014. Our goal will be achieved through a reduction in square footage and improvements to our facilities through the modernization of buildings, systems and industrial controls.

Large construction projects such as new buildings and major renovations include a sustainability review to identify opportunities to incorporate best practice energy-efficient design strategies. Dedicated sustainability projects to reduce energy use and minimize the impact of our facilities are also developed. Some key initiatives include:

- Replacing older fluorescent lighting with LEDs.
- Implementing real-time metering of electricity and natural gas consumption.
- Implementing energy-efficient control strategies for our building automation system to reduce the energy consumption of the HVAC systems.

GREENHOUSE GAS (GHG) EMISSIONS (METRIC TONS CO_2E) [4]

	FY21	FY22	FY23
Total	43,110	41,404	42,712
Scope 2, Leased facilities	2,440	2,412	2,238
Scope 2, Owned facilities	23,042	21,674	22,965
Scope 1	17,628	17,318	17,509

■ Scope 1   ■ Scope 2, Owned facilities (Location based)
■ Scope 2, Leased facilities (Location based)

In fiscal year 2023, we saw a slight increase in our GHG emissions, driven by increases in the emission rate from the electric grid as well as our Scope 1 aviation fuel usage and fuel oil purchases. For additional details on our Scope 1 and Scope 2 emissions, please see the data tables in the appendix.

[4] Scope 1 emissions are calculated using emission factors from version 4.1 of the GHG Protocol tool for stationary combustion. The gases included in the calculation are CO2, CH4 and N2O. Battelle has estimated energy usage for leased facilities using published values for average energy consumption per square foot of floor area provided by the Energy Information Administration's Commercial Building Energy Consumption Survey (CBECS). Scope 2 emissions are calculated using EPA output emissions factors by activity type. The gases included in the calculation are CO2, CH4 and N2O.

Energy management

We are committed to monitoring and improving our energy management. Electricity, natural gas and fuel oil usage within our buildings account for 93% of our energy consumption, with jet fuel and fleet vehicles making up the remaining portion of the total. Since fiscal year 2021, we have seen an increase in our aircraft fuel consumption as we have emerged from the COVID-19 pandemic. However, significant reductions in the amount of research space Battelle occupies and energy efficiency improvements within our owned facilities, such as replacements of older equipment and adjustments to HVAC operations for spaces with reduced use, have led to an 11.3% reduction in our overall energy intensity.[5] We carefully monitor these sources of energy consumption and continue to explore ways to mitigate increases as our business grows.

For additional details on our energy usage, please see the data tables in the appendix.

ANNUAL ENERGY USAGE VS. ENERGY INTENSITY

Legend:
- Total energy* (kBtu)
- Energy intensity (kBtu / sq ft)

	FY21	FY22	FY23
Energy intensity (kBtu / sq ft)	256	231	227
Total energy* (kBtu)	500,917	459,042	470,501
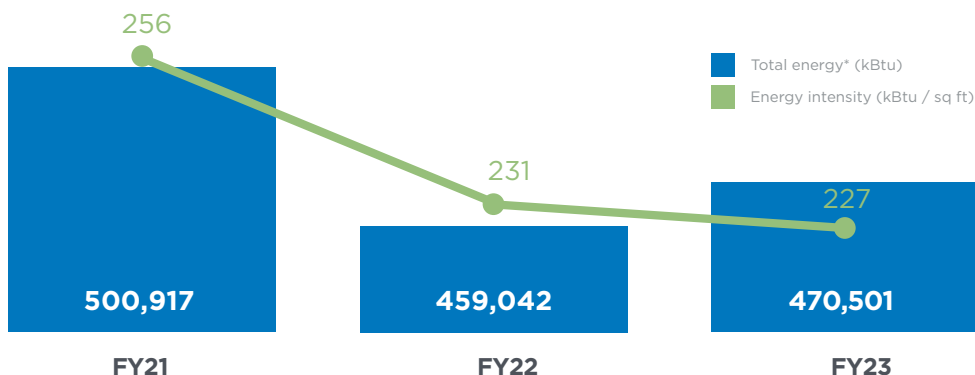
* in thousands

[5] Energy intensity is reported in kBtu per area of owned facility. The energy included in the ratio is from electricity and natural gas, the energy sources used on site to operate the facilities. Fuel oil is also used occasionally to operate the facilities; however, Battelle does not currently have a means of tracking when fuel oil is consumed. Current fuel oil consumption is based on when fuel oil is purchased. The fuel oil purchased in fiscal year 2023 is only 1.4% of the total site energy consumption and would have a negligible impact on the energy intensity ratio.

REDUCING FUTURE ENERGY USE

Battelle is laying the groundwork for future energy savings by earmarking $1 million for capital construction projects, implementing enhanced energy efficiency strategies and purchasing energy-saving equipment. This comes in addition to several recent projects that will reduce energy use in the years ahead:

- We began early planning to increase the efficiency and reliability of the chilled water infrastructure at the King Avenue location by replacing equipment, piping and controls. We are expecting the design and construction to begin in fiscal year 2024.

- We began design for a major renovation at the West Jefferson campus in fiscal year 2023 to reduce energy and increase safety by installing new air handlers with energy recovery, new laboratory air valves, a new exhaust system and updated controls.

- We are in the process of updating our building automation system (BAS) infrastructure at both the King Avenue and West Jefferson locations. Modern BAS systems will enable implementation of advanced monitoring and control strategies in future fiscal years to reduce the energy use of the HVAC systems.

- We started the design phase of a project, in fiscal year 2023, to update a 25-year-old pneumatic laboratory air flow control system on the King Avenue campus, which will enable more flexibility in air flow requirements and allow for the use of new air flow strategies that reduce energy use. As part of the design phase, a cross-functional team from our Facilities, Environment, Safety and Health, and Applied Science and Technology groups completed a laboratory ventilation risk assessment of approximately 60 laboratory spaces in accordance with guidelines published by the International Institute for Sustainable Laboratories.

- We have implemented an energy assessment procedure for laboratory space that becomes vacant so we can minimize energy use when the space is unoccupied.

Waste and materials management

Given the scale and scope of our operations, our waste and hazardous materials management program has a robust approach to safe and effective disposal and treatment.

GENERAL SOLID WASTE MANAGEMENT

We continue to make progress toward our goal of diverting 75% of general solid waste away from landfill by 2035 through improved tracking of construction waste, setting standards for construction waste diversion and composting.

For fiscal year 2023, we diverted 1,147.8 tons tons of material from landfill. An improvement we are working toward to track progress against the landfill diversion goal is understanding the quantity of material that goes to landfill from our construction projects. In fiscal year 2023, we worked with our vendor for our on-site construction dumpster used for small renovations to implement LEED waste reporting and found that 41% of the construction materials were diverted from landfill. To track our total waste diversion rate more accurately, we will require contractors on large construction

projects to follow the requirements of the LEED construction waste management credit, which requires waste stream reporting and a waste diversion rate of at least 50% of nonhazardous waste from landfill or incineration facilities.

We also implemented composting for the King Avenue location's cafeteria kitchen food and packaging waste in fiscal year 2023. The amount of food material diverted from landfill is estimated to be 100-300 pounds per week. Quarterly reports to track the compost more accurately will be available starting in fiscal year 2024. For additional details on our waste management, please see the data tables in the appendix.

FY23 GENERAL SOLID WASTE BY TREATMENT [6] (TONS)

LANDFILL - GENERAL
300.9 TONS
21%

RECYCLING - GENERAL
255.0 TONS
18%

RECYCLING - CONSTRUCTION
891.2 TONS
61%

COMPOSTED
1.6 TONS
<1%
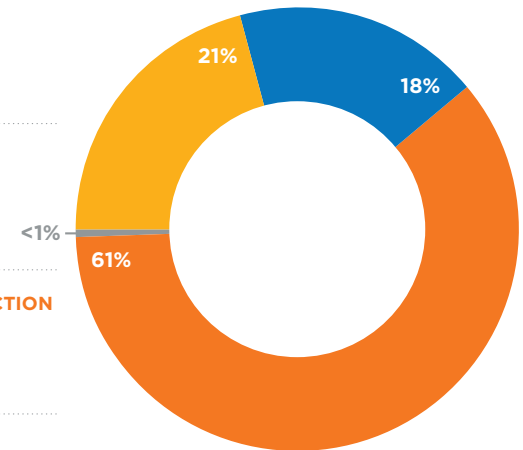
RECYCLING AT BATTELLE

· We diverted 46% of our annual general solid waste excluding construction projects totaling 255 tons of material.

· We recycled 891.2 tons of concrete and asphalt from capital construction projects in fiscal year 2023.

· We diverted 5,363 cubic feet of insulation from landfill through reuse of existing insulation with a new roof.

[6] Reported data covers waste at our Columbus, Ohio, headquarters; West Jefferson, Ohio, research facility; and the Battelle Eastern Science and Technology (BEST) Center.

REGULATED WASTE MANAGEMENT

Given the scale, scope and complexity of Battelle's research and facility operations, the safe and compliant management of chemicals, material and laboratory waste is of the utmost importance. Battelle maintains robust and effective controls to ensure the safe storage and disposal of all regulated wastes. It starts with a state-of-the-art chemical inventory program, where incoming chemical containers are individually affixed with a unique bar code. This allows for effective and efficient tracking of individual chemical containers in real time throughout their life cycle and through disposal.

All regulated wastes are collected, processed and managed by Battelle's Hazardous Waste Operations organization, which is equipped with purpose-built waste management facilities and equipment, and staffed by highly trained and qualified individuals with decades of waste management experience.

Battelle tracks regulated wastes in the following categories:

· **Low-level radiological waste** is generated in laboratories dedicated to radiological research. The waste is collected and centrally stored in approved facilities prior to off-site disposal through a licensed contractor with specialty disposal capabilities.

· **Nonhazardous regulated laboratory waste** consists of discarded personal protective equipment, nonrecyclable plastic and glassware, disposable wipes and similar single-use materials. These materials are disposed off-site at local permitted waste management facilities.

· **Infectious waste** consists of discarded animal bedding and tissue. It is collected and placed into refrigerated storage prior to being sent off-site for thermal inactivation and disposal.

· **Hazardous waste** is stored in centrally located waste management units until transported off-site for appropriate treatment.

· **Environmental remediation waste** is generated during site cleanup activities related to legacy operations.

Fiscal year 2023 was highlighted by our team's efforts in managing the safe storage, transportation and responsible disposal of:

· Approximately 50.6 tons of hazardous waste, reflecting a 28% increase year over year. This increase is solely related to an ongoing campaign to reduce overall operational risk by the proper disposal of unneeded and/or expired laboratory chemicals.

· Approximately 1,317 tons of nonhazardous, lead-impacted soils, which was part of a multiyear cleanup of a shooting range on an adjoining property that Battelle acquired in 2011 to address staff safety concerns. The project was conducted under the Voluntary Action Program of the Ohio Environmental Protection Agency.

· Approximately 218 tons of concrete coated with regulated concentrations of asbestos and polychlorinated biphenyls generated during the demolition of an obsolete energetics chamber.

For additional details on our waste management, please see the data tables in the appendix.

FY23 REGULATED WASTE BY TREATMENT
(TONS)[7]
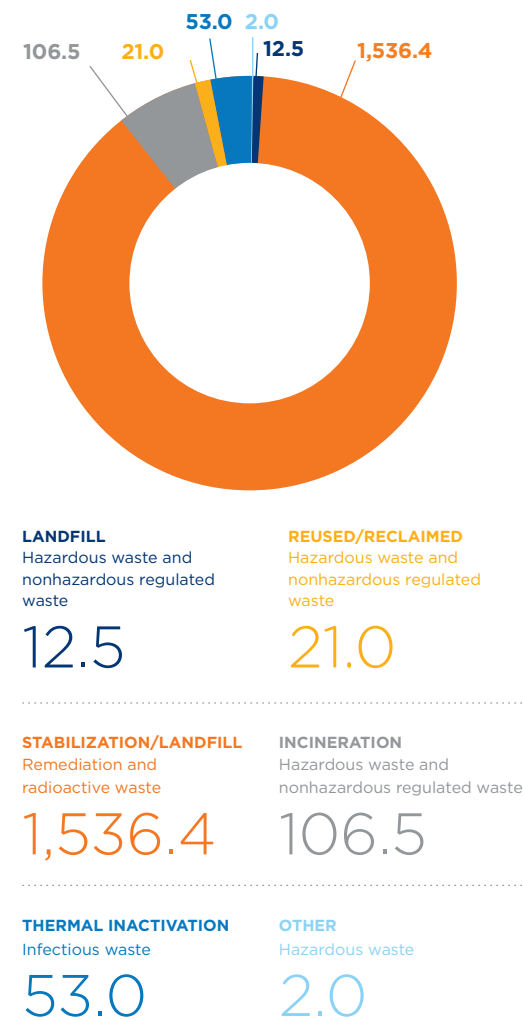
106.5   21.0   53.0   2.0   12.5   1,536.4

LANDFILL
Hazardous waste and nonhazardous regulated waste

12.5

REUSED/RECLAIMED
Hazardous waste and nonhazardous regulated waste

21.0

STABILIZATION/LANDFILL
Remediation and radioactive waste

1,536.4

INCINERATION
Hazardous waste and nonhazardous regulated waste

106.5

THERMAL INACTIVATION
Infectious waste

53.0

OTHER
Hazardous waste

2.0

[7] Reported data covers waste at our Columbus, Ohio, headquarters; West Jefferson, Ohio, research facility; and the Battelle Eastern Science and Technology (BEST) Center.

Our waste operations organization periodically conducts reviews of our waste vendors. During these reviews, small teams are dispatched to conduct on-site inspections to ensure our waste is being properly handled and disposed. As part of the assessment process, we evaluate the vendor's current compliance status through a review of the U.S. Environmental Protection Agency's Enforcement and Compliance History database and their current financial condition by reviewing their Dunn & Bradstreet profile and rating.

We monitor and manage our day-to-day operations closely for both reportable and nonreportable spills. In fiscal year 2023, we had eight nonreportable spills and no reportable spills.

ANNUAL SPILL DATA [8]

	FY21	FY22	FY23
NONREPORTABLE SPILLS	11	7	8
REPORTABLE SPILLS	0	0	0

[8] Our nonreportable spills consisted of small volumes (< 5 gallons) of hydraulic oil, diesel fuel, gasoline, ethylene glycol and other common materials that were captured and contained. Reportable spills are defined as environmental releases subject to federal, state or local regulatory reporting requirements.

Climate change risk management

In addition to our efforts to combat climate change through scientific innovation and improvements in our business operations, we continually monitor for risks to our business and operations to promote resilience and business continuity. While we do not expect that the impacts of climate change pose any physical risks to our operations, we will develop appropriate mitigation plans if necessary.

Water management

We monitor our water use, working to improve our management of this vital resource. From fiscal year 2021 through fiscal year 2023, we had a 10% water use reduction due in part to reductions in the amount of utilized research space. In our occupied spaces, we have committed to the installation of low-flow and water-efficient fixtures when upgrading or installing new fixtures.

At our West Jefferson, Ohio, and Norwell, Massachusetts, facilities, we have initiated a best-in-class practice of issuing internal permits for wastewater discharge to ensure Battelle does not introduce pollutants that would interfere with the operation of publicly owned treatment facilities.

ANNUAL WATER CONSUMPTION
Total water consumption from all areas (megaliters) [9]

227.1	224.6	206.5
FY21	FY22	FY23
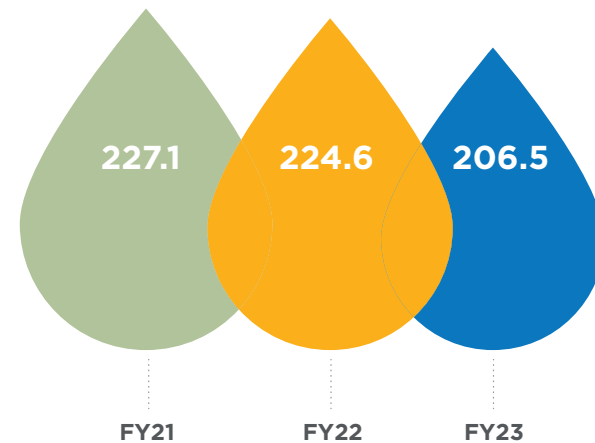
[9] Reported data covers water use at our Columbus, Ohio, headquarters; West Jefferson, Ohio, research facility; and the Battelle Eastern Science and Technology (BEST) Center.

EMPLOYEE HEALTH AND SAFETY

We are committed to supporting the health and well-being of our people in our facilities and beyond the workplace. Our Environment, Safety and Health team operates proactive programs and initiatives throughout the organization to safeguard our employees from laboratory risks or other occupational hazards.

Chemical and biological safety

Our work often is based in research involving biologics and chemicals. We protect our workforce and the communities in which we operate through policies, procedures and robust safety programming.

We require formal planning, rigorous processes and stringent management procedures prior to the use of hazardous chemicals or biological materials, and we have safety, health and emergency response representatives readily available to answer technical questions about lab safety. We also provide personal protective equipment and require its use during any operations that involve hazardous research materials.

All employees who work with biological materials complete our mandatory Biosafety Bootcamp. This weeklong, intensive on-site training course covers the basics of biosafety and working in high-containment areas. The information employees learn in this course is critical for maintaining a safe operating environment in our high-containment labs.

Occupational health and safety management system

Safety is integrated into our operations through the conduct of program- and task-specific hazard analysis that evaluates operational risks and implements appropriate engineering and administrative control strategies to address and mitigate risk. Our safety program is modeled on the Voluntary Protection Program (VPP), an Occupational Safety and Health Administration (OSHA) cooperative program that focuses on hazard prevention and control, worksite analysis, and effective training as well as management commitment and employee involvement. Multiple facilities have achieved the highly coveted VPP Star status. Our staff also serve as special government employees supporting OSHA evaluations of other VPP sites.

Our occupational health medical surveillance program covers all employees engaged in activities that pose a risk of injury or illness. Employees in this program must complete an ergonomics and exposure assessment form outlining their duties and identifying potential occupational hazards and exposures. This form also informs safety training requirements, industrial hygiene monitoring efforts, and the application of appropriate engineering and administrative controls.

We offer multiple pathways for reporting concerns, including access to management, or safety and health representatives, a web-based incident reporting tool and a 24-hour ethics hotline where issues can be raised anonymously. Our management oversight and reporting teams include:

- The Facilities and Support Operations team, which oversees the safety of our operations.

- The Health Services team, which provides screenings, pre-work consultations, and if needed, treatment or medical referrals to employees injured at work.

- The Emergency Operations team, which conducts regular situation-based drills in partnership with local first responders to build capabilities should an incident occur.

We strongly encourage the reporting of all near misses, occupational injuries, illnesses, work-related hazards and other conditions. We thoroughly investigate all incidents to fully understand the underlying causes and implement appropriate corrective and preventative measures. Our health and safety policies protect any employee who reports hazards or hazardous conditions from retaliation.

We evaluate our safety performance against applicable and relevant benchmarks, including the most current injury and illness rates for scientific research and development companies reported annually by the Bureau of Labor and Statistics, the DOE and the DHS national laboratories, which have similar risk profiles. Our health and safety management system covers all Battelle staff and operations regardless of location, excluding the national laboratories that we operate on behalf of the DOE and DHS. We expect all Battelle staff members working at client sites to follow our safety requirements as well as any safety requirements of the client site. For additional details on our workforce health and safety metrics, please see the data tables in the appendix.

WORKFORCE HEALTH AND SAFETY METRICS [10]

	FY21	FY22	FY23
TOTAL RECORDABLE INCIDENT RATE (TRIR)	2.07 [11]	0.77	1.02
FATALITY RATE	0.00	0.00	0.00
DAYS AWAY, RESTRICTED, OR TRANSFERRED (DART) RATE	1.06	0.29	0.40

[10] Note: All rates inclusive of contractors working under direct Battelle supervision. TRIR calculated by the (Number of OSHA recordable incidents) X 200,000 / (Total number of hours worked)

[11] Higher than usual TRIR in FY21 due to COVID-related illness and increased laboratory volume due to the pandemic

BATTELLE

SOCIAL

It takes talented people to develop and deploy innovative technologies and solutions to benefit the world. At Battelle, we are committed to attracting, training and retaining some of the brightest science, engineering, technology and business minds in the world by intentionally building a workforce from a wide range of backgrounds and experiences. We also take care of our workforce by ensuring their health and safety as well as the strength of our communities' public health through research solutions.

We also invest in our communities through STEM education programs and activities and provide philanthropic support to help prepare the next generation of bright minds to solve tomorrow's challenges and support our local communities.

Human capital management

Diversity, equity and inclusion

Solving societal challenges

HUMAN CAPITAL MANAGEMENT

Our success at innovating and advancing technology depends on our ability to have the best and most engaged talent in the industry. We call our employees Solvers, and they are the key to our success. A diverse employee base is a strength that helps us solve real world problems, and we are expanding efforts to reach top scientists and engineers, with an emphasis on diversity of skills, backgrounds and perspectives.

Engaged employees working to their fullest potential make it possible for us to solve what matters most to humanity through science and technology. When our people thrive, Battelle thrives — and the world becomes a better place.

Employee engagement and retention

At the beginning of our employees' careers at Battelle, we intentionally create a professional environment centered on integrity and respect. Our organization-wide values and practices are supported by programs and initiatives highlighted throughout this report and reinforced through policies including our Code of Conduct, ethics and compliance, diversity, equity and inclusion (DE&I), anti-harassment, cybersecurity, learning and development, and safety.

Our Mission First Behaviors in Action program offers curated sessions targeted to the needs of groups and teams within our organization and is grounded in the principles of unity, collaboration, inclusion and accountability that form the foundation of Battelle's culture. This program also includes modules designed to enhance employees' capability to address conflicts and resolve communication barriers productively and authentically.

To better understand how employees feel about working at Battelle, we track employee sentiment through an annual culture survey. We measure more than a dozen attributes including trust, flexibility, appreciation and teamwork. The results of this survey help the SLT determine areas to prioritize throughout the organization. We have built-in accountability mechanisms for these efforts through improvement goals that are tied to individual business leaders.

FISCAL YEAR 2023 ANNUAL CULTURE SURVEY HIGHLIGHTS

In fiscal year 2023, the annual culture survey results showed improvement in all top-level performance categories also known as the essential dimensions of our annual Corporate Culture Profile Survey. All the essential dimensions were above the level at which they would be considered a notable concern — above a score of 65 out of 100.

The essential dimensions measure our culture's health. Year over year, we have steadily improved our customer and quality focus; our orientation toward performance; our ability to be agile, innovative, and growth oriented; and our continued growth in collaboration and trust among colleagues.

ESSENTIAL DIMENSIONS OF A HEALTHY CULTURE

CUSTOMER AND QUALITY FOCUS

FY21	79
FY22	80
FY23	85

AGILITY/INNOVATION/GROWTH

FY21	71
FY22	70
FY23	77

PERFORMANCE ORIENTATION

FY21	77
FY22	77
FY23	81

COLLABORATION AND TRUST

FY21	67
FY22	67
FY23	74

Performance management, learning and development

We are committed to helping our employees develop the skills they need to remain engaged in solving the world's biggest challenges as they advance their careers.

....

" At Battelle, we believe the best solutions are created when we focus on safety first and enable teams made of the world's brightest minds to do what they do best: solve. Our policies, practices and programs are designed to help our Solvers excel in their careers, feel pride in all their accomplishments and inspire the next generation of Solvers. "

- Chris Fugarino, Director of Talent Strategy and Enablement

Our Career Enablement program helps employees understand their roles in the organization and assess and determine what skills they need to develop for the next phase of their careers. The program includes a series of curated events for employees to learn more about career paths at Battelle and increase transparency around compensation design and philosophy.

We also offer employees ongoing role-specific training through Udacity and LinkedIn Learning along with regular targeted learning opportunities on culture and DE&I-related content.

ENCOURAGING HIGH PERFORMANCE

We strongly encourage ongoing career discussions, proactive career development and internal mobility. We offer formal and informal opportunities for professional and personal growth while exposing employees to diverse perspectives and new ways of thinking. Our annual process for encouraging high performance includes the following:

• Managers and employees hold midyear and end-of-year performance review conversations to discuss performance feedback and goals. Managers receive tools, resources and training on the process as well as how to mitigate forms of implicit bias.

• Employees receive an annual performance rating and compensation adjustment, which is reviewed internally and externally for reasonableness and equity.

• Managers attend performance rating and talent calibration sessions led by HR to ensure there is equity in performance ratings and to highlight the talents and skills of employees across the organization.

• Employees are asked to sign a form at the end of the performance review discussion to confirm they have completed their review.

Our goal is to create an environment where all employees and managers exchange information that results in understanding and continuous improvement through effective performance discussions.

EMPLOYEE LEARNING AND DEVELOPMENT HIGHLIGHTS

We offer a variety of programs so our Solvers can continue learning and growing throughout their careers at Battelle. Through these programs, employees are able to apply their innovative thinking to new challenges:

• Our Science and Technology Engagement Partnership (STEP) program offers employees opportunities to broaden their experience and gain a more comprehensive view of our business by tackling challenges outside of their typical areas of focus.

• Battelle Innovation Gathering (BIG) offers employees a unique opportunity to submit innovation ideas for competition.

  - Our Emerging Scientists and Engineers Council solicits innovation grant proposals from employees for ideas to solve a particular challenge. Winning proposals receive grants to put their proposals into action.

Hiring and employee attraction

We are committed to recruiting applicants who are best qualified for the positions available. Our recruitment and selection practices comply with all applicable employment laws, and we are committed to providing equal employment opportunities to all applicants and employees. We do this by:

- Posting positions for an appropriate length of time for applicants to find and respond to open positions.

- Identifying both requirements and desired skills and experiences of qualified applicants.

- Advertising positions internally and externally across a range of channels.

- Ensuring the data we request from applicants complies with state and federal standards, and supports our commitment to workplace diversity and inclusion.

Compensation and benefits

As part of our effort to attract and retain the brightest science, engineering, technology and business minds in the world, we offer competitive compensation and a total rewards package.

We offer numerous benefits intended to support the overall well-being of our employees and their families. These include:

- Medical and prescription drug benefits, including healthcare navigation and telehealth providers at no cost for employees enrolled in the medical plan.
- Access to group accident and basic life insurance.
- Short-term disability coverage.
- Retirement savings plan with above-market company match.
- Emergency travel assistance (personal travel and business)
- Emergency financial assistance.
- Always Giving, our charitable giving matching program.

- Generous paid time off policies, including:
  - Up to four weeks of 100% paid parental leave offered to parents, including adoptive parents.
  - Up to $30,000 (lifetime maximum) for fertility services.
  - Paid military leave.
  - Eight paid holidays.
  - Jury duty leave.
  - Bereavement leave.
- Access to assistance programs that support health, family, finances and wellness, including:
  - Employee assistance program.
  - InShape, our comprehensive wellness program supporting physical, mental, emotional and financial fitness.
  - Physical well-being incentives rewarding employees and their partners with medical premium credits upon completion of healthy activities.

- Tuition reimbursement.
- Public Service Loan Forgiveness program.
- Backup child care and dependent adult care solutions.
- Adoption assistance, including $5,000 per child, for up to three children.
- Voluntary supplementary benefits such as vision insurance, dental insurance, optional additional life insurance, accidental injury insurance, accidental death and dismemberment insurance, critical illness insurance, identity protection, legal benefits plans, long-term disability insurance, adoption assistance, pet insurance, and a savings program covering pet-related expenses and services.

DIVERSITY, EQUITY AND INCLUSION

Diversity

Our commitment to diversity starts at the top of our organization with our board of directors, SLT recruitment and succession planning (See the Corporate governance and risk management section for more information).

As a federal contractor, Battelle is required to develop affirmative action plans that outline steps to recruit and advance minorities, women, individuals with disabilities and protected veterans. We continue to advance our DE&I strategy and reporting with increased transparency and accountability including the release of our fiscal year 2023 workforce representation metrics and trends over the past three fiscal years:

• We have increased representation of people of color among all employees by 2% from 17% in fiscal year 2021 to 19% in fiscal year 2023. Among individual contributors, the increase was from 17% to 20% over the same timeframe, positioning us to identify and develop future leaders.

• We have also increased representation of people of color from 9% in fiscal year 2021 to 11% in fiscal year 2023 among leaders including directors, vice presidents and the SLT. With continued focus on growth in this area, we plan to see additional increases in the years to come.

ALL EMPLOYEES

GENDER REPRESENTATION

	MALE	NOT DECLARED	FEMALE
FY21	63%		37%
FY22	62%		38%
FY23	63%	<1%	37%

RACE/ETHNICITY REPRESENTATION

	WHITE	NOT DECLARED	PEOPLE OF COLOR
FY21	82%	1%	17%
FY22	81%	1%	18%
FY23	80%	1%	19%
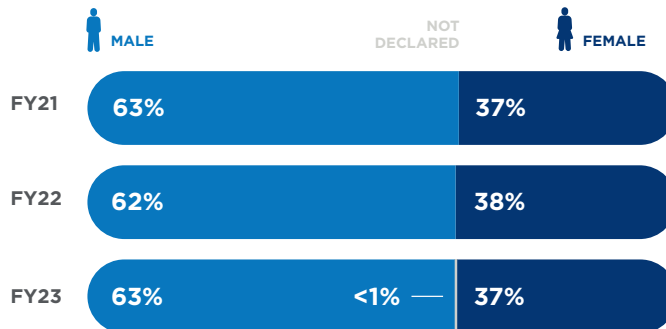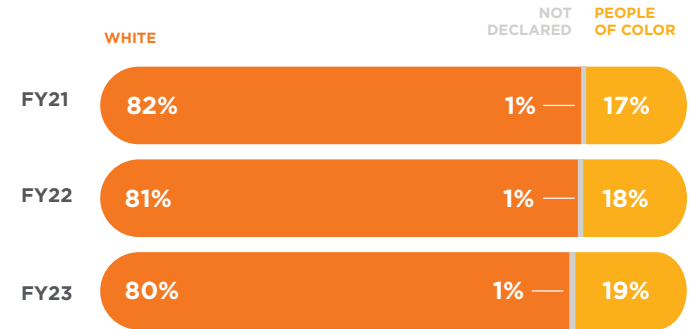
Equity

—

Equitable policies, practices, systems and structures enable us to better serve our communities. We are working to create a workplace in which all our employees are empowered to bring their thoughts and ideas to the table. We strive to level the playing field by removing barriers that limit access to opportunity.

FAIR AND EQUITABLE HIRING

Our workforce delivers innovative solutions and is rich in diversity of thought, experience and culture. To ensure equity in our hiring process, we have implemented the following practices including:

• The formation of a cross-functional team with members from HR and within the business who work to mitigate bias in recruiting.

• The adoption of an inclusive interview guide and other tools from subject matter experts, DE&I communities of practice, and developed by the Talent Acquisition team for hiring managers.

• The support of sponsorships and participation in career fairs for women, racially and ethnically diverse talent, and military and veteran talent.

• The implementation of cultural competence learning opportunities for members of the HR team and business leaders.

PAY EQUITY

We are committed to maintaining pay equity for all employees through an annual pay equity analysis in partnership with an independent, third-party consultant related to women and minorities, ensuring we continue to compensate our employees fairly and equitably.

• In fiscal year 2023, we conducted two pay equity analyses.

• We held three sessions designed to help employees better understand their compensation, including transparency regarding pay structures and the Battelle job framework.

• We conducted a detailed analysis of roles compared with market indexes to inform pay rate increases, where determined appropriate.

SUPPORTING AND ADVANCING BLACK AND AFRICAN AMERICAN TALENT

In 2020, we began an internal networking partnership program called Close the Gap to bring people of color into difficult-to-access networks with Battelle senior leaders. We have completed our third cohort of the program and have seen the networks leveraged to support positive outcomes. An example of this occurred when Battelle supported COVID-19 testing in schools for K-12 students. Leaders were asked if they knew anyone whose goals were aligned with this project work, and many sponsored and advocated for members of their Close the Gap network, leading to a more diverse working group that more closely represented the communities served by the program.

This program complements our external work with historically Black colleges and universities (HBCUs). In 2021 Battelle formed an HBCU Consortium to deepen our relationship with the faculty, staff, students and alumni from HBCUs through partnerships and investments that enabled students from Bowie State University and Morgan State University to engage in research opportunities as they transitioned from the classroom to full-time employment. We expanded the program in 2023 with the addition of Howard University. These opportunities have evolved to include joint seminars and mentorship programming. The Consortium also will include participation in thesis committees, research collaborations and employment at Battelle.

Since the HBCU Consortium began, we have hosted 27 students, retained six students for internships lasting more than one semester and hired two individuals into full-time positions.

Our 2023 survey of interns from HBCUs indicates strong, positive impact, with 100% of respondents saying they:

• Feel better prepared to enter the world of work after this experience.

• Had a mentor or someone who served as a resource for their development and projects.

• Their supervisor was available and accessible when they had questions.

• Were provided with feedback on their performance.

• Had co-workers who treated them with respect.

Inclusion and belonging

Our culture of inclusion creates a safe environment for employees to solve some of the world's most complex problems. When our employees, clients and stakeholders feel a sense of belonging as their authentic selves, we create a work environment that attracts talented people, nurtures their careers, helps them succeed and keeps them engaged.

In fiscal year 2023, we launched the Solver Allyship series aimed at supporting inclusion and belonging for diverse communities at Battelle. This series provides a shared understanding of allyship and skills development opportunities to build a well-informed network of allies. We also offer leadership-focused training programs targeted at mitigating unconscious bias.

In our annual culture survey, we also saw a steady increase in questions for DE&I and employee belonging including senior leaders modeling inclusive behavior, incubating new ideas across diverse talent and valuing unique contributions from employees. We strive to be an inclusive culture for all employees and value the annual feedback received across all essential dimensions of our annual Corporate Culture Profile Survey. (See the Employee engagement and retention section to read more about the annual culture survey.)

" At Battelle, we believe that inclusion drives innovation. Our focus on diversity, equity and inclusion is not about checking boxes but ensuring that our organization is reflective of our communities, customers and client groups so our solutions can positively impact everyone, not in spite of our differences but because of them. "

- Storm Woods, vice president, Diversity, Equity & Inclusion

ANNUAL CULTURE SURVEY: DEI

OUR SENIOR LEADERS ROLE MODEL INCLUSIVE BEHAVIOR

FY21	74
FY22	75
FY23	79

WE LEVERAGE DIVERSE TALENT TO INCUBATE NEW IDEAS

FY21	71
FY22	74
FY23	77

PEOPLE ARE VALUED FOR THEIR UNIQUE CONTRIBUTIONS

FY21	72
FY22	73
FY23	77

EQUALITY 100
Leader in LGBTQ+ Workplace Inclusion
HUMAN RIGHTS CAMPAIGN 2023 2024

CORPORATE EQUALITY INDEX — EQUITY 100 AWARD: LEADER IN LGBTQ+ WORKPLACE INCLUSION

We received a top score of 100 from the Human Rights Campaign Foundation for both the 2022 and the 2023-2024 Corporate Equality Index. The most recent survey included significant strengthening of the criteria, and we leveraged the best and most promising practices to adapt by updating employee learning, enhancing benefits offerings and continuing our partnerships with organizations that serve members of the LGBTQ+ community and their families.

• The index measures corporate policies and practices related to LGBTQ+ workplace equality.

• The index rates companies on detailed criteria across four pillars:

  - Nondiscrimination policies across business entities.

  - Equitable benefits for LGBTQ+ workers and their families.

  - Supporting an inclusive culture.

  - Corporate social responsibility.

" Our score on the Corporate Equality Index is not merely a badge to wear. The score is a highly regarded recognition of our team's dedication to fostering diversity, equity, and inclusivity, and most importantly, a demonstration of the power of diverse perspectives in action. The initiatives leading toward Battelle's Equality 100 Award are driven by intersectional groups of passionate employees across the business and deeply committed leaders striving for a better workplace for all. However, while we are honored by the perfect score, the pursuit of diversity, equity, and inclusivity is an ongoing process, a constant endeavor to improve every day. This achievement doesn't indicate we've reached our goals, rather, it inspires us to set new ones. "

- Lori Boldman, president of the Battelle PRISM Employee Resource Group and Test Engineer

EMPLOYEE RESOURCE GROUPS AND PARTNERSHIPS

We are proud to have a dedicated Affinity Board that offers insight and recommendations to our SLT on advancing strategies that promote employee engagement, develop supportive leaders, and encourage a diverse and inclusive workforce. The Affinity Board works closely with our employee resource groups (ERGs) to ensure alignment on the recruitment, engagement and retention of high-performing and diverse talent.

We also offer a variety of executive-sponsored and employee-led ERGs to help connect employees with the resources they need to grow and thrive. Our ERGs provide inclusive opportunities for employees to develop their leadership skills and receive meaningful organizational support:

- **African American & Black Leadership Excellence** is committed to making Battelle an employer of choice for Black and African American employees by supporting the engagement and professional development of talent. The group supports the HBCU Consortium program by connecting interns to mentors that help them navigate the complexities of cultural differences and shifting from academic to professional environments.

- **Embrace** celebrates communities of racial and ethnic diversity. It hosts many celebrations and learning sessions, including a Spanish language class developed and facilitated by the ERG's leadership team.

- **Valor** engages military service professionals, veterans, family and friends. The group leads Battelle's efforts for Honor Flight, an annual program escorting and welcoming veterans to Washington, D.C., to visit the memorials and monuments dedicated to their service and sacrifice.

- **Women's Network** supports the professional development and mentorship of women. The group has partnered with the Association for Women in Science to ensure that all women Solvers at Battelle have a membership for continued development and networking.

- **NextGen** engages early career professionals and those seeking networking opportunities. It encourages employees to get involved in the communities where they live and work. In 2023, NextGen raised more than $70,000 to support causes that matter most to our employees.

- **Prism** supports our lesbian, gay, bisexual, transgender, and queer employees, and their families and allies. The Prism leadership team helps shape the employee experience at Battelle by partnering across the business to ensure that policies, procedures and physical spaces are conducive to physical and psychological safety while enabling employees to bring their full, authentic selves to work.

As previously mentioned, we also have an Emerging Scientists and Engineers Council that connects emerging scientists and engineers to networking opportunities to learn about research and other work taking place across the organization. The council is a resource to help earlier career individuals discover new opportunities and ensure that Battelle is a place where one can grow their careers while discovering their passions.

DE&I PARTNERSHIPS WITH NATIONAL LABORATORIES

Battelle's DE&I Community of Practice is a working group that connects Chief Diversity Officers to share best practices and tools designed to collectively advance DE&I at Battelle and Battelle-managed national laboratories, including:

- Brookhaven National Lab.

- Idaho National Lab.

- Lawrence Livermore National Lab.

- Los Alamos National Lab.

- National Biodefense Analysis and Countermeasures Center.

- National Renewable Energy Lab.

- Oak Ridge National Lab.

- Pacific Northwest National Lab.

- Savannah River National Lab.

SOLVING SOCIETAL CHALLENGES

Health

We work diligently to find solutions to some of the world's most pressing health challenges and provide insights for making informed program and policy decisions on a broad range of issues from health preparedness to infectious disease prevention. Battelle's team of health professionals work at advancing science to protect against public health threats, support quality patient care, drive health equity and improve health outcomes. Our research has been the foundation for program development and public policy for organizations such as the Centers for Disease Control and Prevention, Centers for Medicare and Medicaid Services (CMS) and the EPA.

Our solutions include:

- **Therapeutics, prophylaxis and diagnostics** that help clients deliver lifesaving diagnostic and therapeutic solutions.

- **Epidemiology and surveillance** that brings predictive analytics for public health at the intersection of science, technology and policy.

- **Biosecurity and pandemic preparedness** to conduct secure, state-of-the-art research, development, testing and evaluation that is critical to national security, economic strength and the well-being of people.

- **Healthcare quality** to help improve the performance and promote patient equity of health systems, small and large.

- **Medical countermeasures** to provide high-quality life science research supporting FDA-regulated countermeasures in response to potential public health emergencies.

- **Artificial intelligence and machine learning** to drive breakthroughs and innovation in health and biomedical research.

PARTNERSHIP FOR QUALITY MEASUREMENT

Battelle is a CMS-certified consensus-based entity. As a consensus-based entity (CBE), Battelle synthesizes evidence and convenes key stakeholders to make recommendations focused on improving performance within the healthcare system through clinical quality and cost/resource use measures. Maintaining these measures through transparent, periodic and consensus-based reviews is critical for ensuring healthcare quality performance can not only be measured but can also be improved upon. In 2023, the CMS awarded Battelle the National Consensus Development and Strategic Planning for Health Care Quality Measurement contract.

STEM education and philanthropy

We invest in STEM education to advance future research and development talent needed for solving the problems of tomorrow. We also provide philanthropic support in our local communities to support other essential needs.

The vision of our founder, Gordon Battelle, calls on us to make charitable distributions that will do the greatest good for humanity. Battelle distributes at least 20% of its net income every year to qualified charitable causes, at least 62% if which is made in central Ohio for the benefit of central Ohio. For the third year in a row, Battelle has funded new STEM education experiences through the Ohio STEM Learning Network STEM Classroom Grants. In Ohio specifically, we were able to support 160 schools in 130 public school districts across 60 counties. The funding covers 233 grants and will reach more than 68,000 students.

Since 2006, we have engaged in partnerships and launched networks to amplify effective educational practices and build a professional community for STEM educators across the nation.

Our philanthropic spend of $22.3 million in fiscal year 2023 is our second largest on record, trailing only fiscal year 2022, which benefited from several one-time earnings from special-contract wins. Overall, our STEM education and philanthropy efforts and outreach from Battelle-managed national laboratories reached 1.76 million students in fiscal year 2023 alone, a 25% increase from the previous year. This is in line with our commitment to deliver quality STEM education experiences to 1 million students every year.

MEASURING OUR COMMUNITY IMPACT

- ■ **TOTAL $ IN ORGANIZATION CHARITABLE CONTRIBUTIONS NATIONWIDE** (OUTSIDE OHIO)
- ■ **TOTAL $ IN ORGANIZATION CHARITABLE CONTRIBUTIONS OHIO**
- ■ **TOTAL $ IN EMPLOYEE CHARITABLE CONTRIBUTIONS***

	FY21	FY22	FY23
Total	$18.2M	$27.5M	$22.3M
Nationwide	$3.4M	$4.8M	$5.4M
Ohio	$14.8M	$22.7M	$16.9M
Employee	$950k	$1.5M	$1.5M
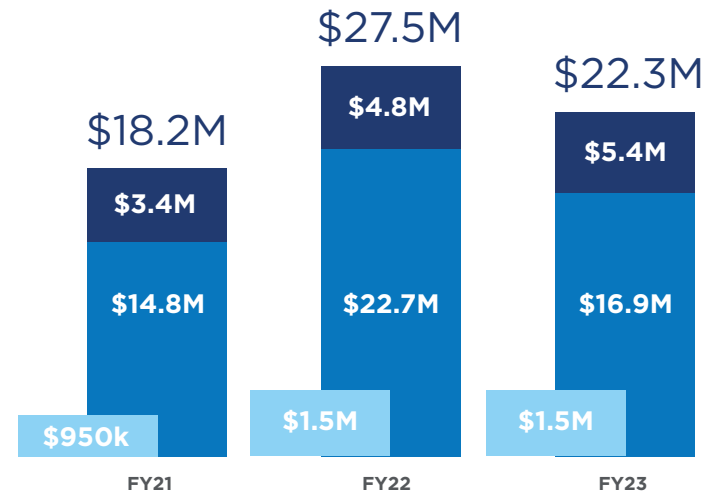
*We match employee gifts dollar for dollar, doubling the impact of our employee giving.

GRANTS ISSUED

FY21	FY22	FY23
175	357	471

STUDENTS IMPACTED[12]

FY21	FY22	FY23
833k	1.4M	1.76M
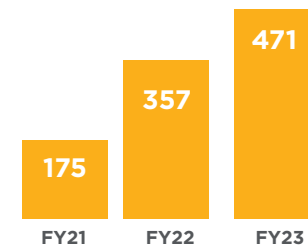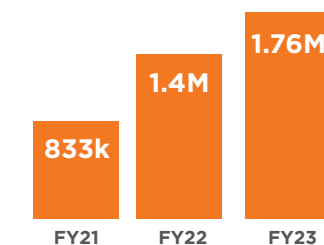
[12] This data includes Battelle-managed national laboratories.

STEM EDUCATION

We regularly review contracts for educational grants against our mission, business development strategy and for their potential impact in promoting STEM education. To nurture the next generation of STEM talent, we engage with a broad range of educational stakeholders in various ways.

• Battelle Education, our mission-oriented nonprofit organization, amplifies STEM education best practices across the U.S. through grant funding as well as public-private partnerships with educators such as the Ohio STEM Learning Network and Tennessee STEM Innovation Network. These networks are supported by state funding and work closely with their local state Departments of Education.

• STEMx network, managed by Battelle, is a national coalition of state STEM leaders that provides opportunities and solutions for addressing common obstacles confronted by STEM educators.

BATTELLE DONATION FUNDS PORTABLE INNOVATION LABS FOR SCHOOLS

In fiscal year 2023, Battelle granted The PAST Foundation $1 million to fund its Portable Innovation Labs (PILs), which provide schools an opportunity to borrow STEM equipment and resources that are difficult to acquire due to cost and storage challenges. These resources provide tools for students to engage in new experiences and to explore future STEM career pathways.

PILs were piloted in four school districts in Central Ohio in the 2022-2023 school year, and the pilot program demonstrated that educators in the region wanted access to equipment for their students. The project was scaled across the region with over 20 educational content options ranging from 3D printing to robotics. The labs can be borrowed for two to three weeks to allow educators flexibility to work the labs into their curricula.

Battelle's initial donation made it possible for schools in Central Ohio to participate at no cost in the lending program. This program is in its early stages of scale but has tremendous potential to bring new learning opportunities to students across the state of Ohio.

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"For many years, The PAST Foundation has enjoyed a remarkable relationship with Battelle and collectively, we want to change the narrative so that all students have the opportunity to pursue STEM experiences. Developing a STEM Identity is the cornerstone of this program and we know the greatest impact begins with younger students. With Battelle's support, we will assist schools in nurturing their students' STEM identities with our PILs by providing the necessary tools for engaging in meaningful hands-on activities. Our PILs provide schools with opportunities to create student experiences that they may otherwise not be able to afford or have available to them."

- **Dr. Annalies Corbin,**
  President & CEO of the PAST Foundation

PHILANTHROPY

> " In fiscal year 2023, we were able to make several transformational gifts that really underscored Battelle's commitment to education in our communities. This level of impact is a direct result of our employee's hard work from departments ranging from treasury and contracts to scientists and researchers. Every employee at Battelle can be proud to know they are impacting millions of students. "

- Leslie Vesha, Manager of Philanthropy

Our long history of philanthropic giving includes funds for STEM education, essential social services and other programming to improve the communities where our employees live and work.

Our Philanthropy team regularly identifies and evaluates nonprofit partners who best align with our charitable giving strategy, advancing suggested recipients to Battelle's Distribution Committee for approval. The Science & Technology and Community Benefit Committee of the Board of Directors approves proposals for any grants in excess of $500,000 to a single recipient.

As part of our additional review process, we partner with the Columbus Foundation for due diligence of all grants made, and we provide additional reporting of all grants equal to or greater than $25,000 to the Ohio Attorney General annually. We also support our employees through dollar-for-dollar matching of their charitable contributions to nonprofits, doubling the impact of their giving and through our Team Battelle program, which encourages employees to organize volunteer-driven programs and activities in their communities. We also work with our Pacific Northwest National Laboratory and Savannah River National Laboratory partners to fund grants within their local communities.

BATTELLE ─────────────────────────

GOVERNANCE
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We manage our operations with the highest degree of integrity. Our governance functions provide a consistent framework that holds us to the highest ethical standards and helps us manage enterprise risks.

Our governance functions ensure ethical interactions both among our employees, clients and communities. They also ensure that our corporate practices support our goals and commitments regarding diversity and ethical behavior.

Corporate governance and risk management
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Business ethics and compliance
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Data security and privacy
─────────────────────────

Procurement and supply chain practices

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CORPORATE GOVERNANCE AND RISK MANAGEMENT

Our board of directors bears the ultimate fiduciary responsibility for the management and operation of the organization. They bring experience from a wide range of sectors aligned with our mission and strategy and serve as a resource for the President and CEO and SLT.

The board has appointed three committees that meet quarterly with management:

- Human Resources, Compensation and Governance.
- Science & Technology and Community Benefit.
- Audit.

See the ESG governance section to read more about the board's roles and responsibilities.

We follow practices and policies that are designed to provide strong governance oversight. Our board of directors is expected to comply with Battelle's Code of Conduct, including a Conflicts of Interest Policy in connection with the work they do for Battelle and must disclose affiliations that could pose a conflict.

Directors serve one-year terms and are generally elected every November. Directors must retire at age 72. Our board regularly assesses its performance as a board and as individual directors.

Our board oversees Battelle's strategy and delegates the execution of strategy to the SLT. The SLT presides over a policy and procedure infrastructure that enable Battelle's strategy and operations, including Battelle's authorities to operate that define management's decision-making authorities throughout the organization.

Battelle's commitment to diversity starts at the top of our organization with the recruiting and succession planning practices of our board of directors and SLT.

Lou Von Thaer
President & CEO

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Leadership diversity representation (FY23)

BOARD OF DIRECTORS

GENDER

MALE
67%

FEMALE
33%

**RACE/
ETHNICITY**

WHITE
78%

PEOPLE OF COLOR
22%

SENIOR LEADERSHIP TEAM

GENDER

MALE
73%

FEMALE
27%

**RACE/
ETHNICITY**

WHITE
91%

PEOPLE OF COLOR
9%

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Enterprise risk management

Battelle recognizes the importance of ensuring the continuity of our business by identifying and addressing the risks most relevant to our organization.

Our employees provide feedback on potential areas of risk through an annual survey and facilitated meetings. In addition, every two years, Battelle convenes stakeholders from various parts of the business to brainstorm areas of risk that might not have been previously considered.

We manage risk on an enterprise and project level, and every project involving a government customer has a risk management process tailored to its needs.

Our overall approach to risk management is robust, and we are focused on resiliency so that we are as prepared as possible for risks should they arise. We have the following institutionalized risk management structures in place including:

- Our **chief risk officer** who is responsible for identifying key enterprise risks, works with the SLT to mitigate potential threats and reports to the board of directors' Audit Committee on a quarterly basis.

- Our **chief audit executive** (CAE) who is responsible for the internal audit function at Battelle, which conducted a combined total of 15 audits, consulting engagements, self-assessments, and ethics investigations in fiscal year 2023 spanning across risks that are most relevant to our organization. The CAE also works closely with Battelle's Audit Committee chair to provide transparency into the effectiveness of Battelle's internal controls systems.

- Our **chief financial officer** (CFO) who works closely with the risk and audit functions to ensure alignment across the accounting and financial reporting processes.

- Our **board of directors** with an **Audit Committee** that is responsible for oversight of our organization's enterprise risk management process. The committee receives updates on the top 10 enterprise risks at each Audit Committee meeting and performs a thorough review of key risks at every meeting.

- Our **Enterprise Risk Management Working Group** reviews risk priorities quarterly and reprioritizes top risks as needed. Every identified risk is assigned to one or more SLT members for the development of risk management action plans. These plans are reviewed with the Audit Committee quarterly.

See our ESG governance section for additional information.

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BUSINESS ETHICS AND COMPLIANCE

Our actions conform with the highest ethical standards and follow all domestic and foreign legal requirements.

Our ethics hotline and website allow individuals to report concerns through a third party and anonymously if desired, so the concern can be thoroughly investigated by our Investigation Oversight Committee (IOC). The IOC, a partnership between our Legal, Human Resource and Internal Audit teams, shares quarterly updates with the number of and nature of employee-initiated complaints, including those made through the ethic hotline with the SLT and Audit Committee while maintaining the anonymity of individuals. In addition, we have a protocol in place where the chief audit executive has a direct line of communication with the Audit Committee chair when a concern with immediate notification is required.

We maintain a formal Code of Conduct, which is shared with all employees and describes the standards of behavior we expect from employees. Other documented policies include:

• A no-retaliation policy that ensures individuals may raise good-faith concerns without fear of retribution.

• Scientific integrity through anti-plagiarism tools and a zero-tolerance policy for scientific misconduct.

• Safeguards that protect the rights, welfare, health, safety and privacy of persons who volunteer to serve as human subjects in research.

• Protections against conflicts of interest, including clear rules regarding gifts and gratuities.

• A research and scientific activities policy that requires all scientific activities undertaken are consistent with Battelle's mission, comply with all legal requirements of such activities and are completed in accordance with ethical standards.[13]

Anti-corruption and bribery

Battelle maintains strong policies and procedures that prohibit the giving, receiving or soliciting of bribes, kickbacks or other compensation in relation to employment. We also have enacted robust protections against conflicts of interest, including clear rules regarding gifts and gratuities. Employees participate in mandatory annual training related to ethics, conflicts of interest and compliance to reinforce our expectations.

Political contributions

As a 501(c)(3), Battelle does not participate in political activities and does not engage in corporate political contributions or in lobbying efforts related to ballot issues. We have no direct engagement in political lobbying efforts; however, we do engage in lobbying and education efforts if they are related to important areas of the business, and we disclose those details in our Form 990.

[13] Battelle is prohibited by law from undertaking certain activities, including the practice of medicine, offering legal advice or providing certain engineering services. Employees engaged in research and scientific activities must undertake those activities consistent with Battelle policies and procedures. Specified research and scientific activities must be reviewed and approved by a cognizant oversight board or committee before the onset of the activities.

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Human rights

We maintain policies that help protect human rights throughout the organization including through our suppliers. Discrimination, forced labor, slavery, human trafficking and other human rights violations are prohibited. Employees participate in mandatory annual training on our Code of Conduct, which clearly details our position as well as our expectations within our own operations and our supply chain. Our Supplier Code of Conduct contains ethical standards, which all suppliers must verify compliance annually. Examples include a prohibition against the use of forced or child labor with a requirement to find an alternate supplier if a Battelle vendor discloses that its products contain a conflict mineral. See the Business ethics and compliance section for more information on relevant policies.

Use of human subjects in research

We are committed to safeguarding the rights, welfare, health, safety and privacy of people who volunteer to serve as human subjects in research.

Battelle maintains a human subjects research policy, and all volunteers must provide their informed consent to take part in our research. We demonstrate our ethical commitment to protect human subjects through a Federal wide Assurance (FWA) issued by the Department of Health and Human Services (HHS). Our Battelle Institutional Review Board (IRB), a committee tasked to protect human subjects in research, must review, approve and oversee the conduct of all research protocols that solicit the participation of human subjects.

Battelle researchers are committed to managing human subjects research in accordance with established ethical standards, federal and other regulatory requirements, and institutional procedures. All Battelle staff members engaged in human subjects research complete initial and refresher training courses. Research data or specimens that could be associated with a human subject's identity is secured so that it may be accessed only by those with the proper permissions.

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Ethical use of animal models

We take the welfare and the ethical use of animal models in our work seriously, and we maintain an animal welfare policy that governs required and regulated research conduct. Our primary use of animal models is to gain insights into aspects of human diseases and to evaluate new treatments that can have a positive impact on human health, and often animal health. Animal models also help us understand exposure to chemical and environmental hazards.

We adhere to the Animal Rule, a regulatory pathway used to support approval of drugs and licensure of biological products when human efficacy studies are not ethical and field trials to study the effectiveness of drugs or biological products are not feasible. In addition, we are committed to:

• Using the smallest number of animals necessary to generate scientifically valid results.

• Employing procedures and techniques that assure animals the most comfort and cause the least amount of pain and distress possible.

• Avoiding use of animals if there are other nonanimal models that will yield comparable results.

• Ensuring that veterinary care is continually available.

• Training all employees involved with animals about humane treatment and the ethical issues involved in using animals for research.

• Providing staff with multiple methods for anonymously reporting any concerns around the treatment of animals.

ANIMAL WELFARE OVERSIGHT

Our care for animals used in scientific research is overseen by several governmental and regulatory bodies, including a dedicated Battelle committee:

• U.S. Department of Agriculture (USDA)-registered research facility since 1967.

• Public Health Service (PHS) Office of Laboratory Animal Welfare (OLAW)-assured institution.

• American Association for Accreditation of Laboratory Animal Care (AAALAC) international accreditation since 1978.

• Battelle's Institutional Animal Care and Use Committee (IACUC).

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DATA SECURITY AND PRIVACY

Data Security

Protecting the data entrusted to us is crucial for the health of our organization, the welfare of our partners and clients, and, in some cases, the security of our nation. We continuously and proactively assess the potential vulnerabilities of our records and IT systems so that any potential threats can be identified and addressed.

Battelle developed a cybersecurity framework derived from the NIST Cybersecurity Framework (CSF) and industry best practice to address data security risks to manage data security and associated risks through a measured, process-driven approach. The framework is organized into five components: identity, protect, detect, respond and recover. We also maintain a robust set of data security policies formalizing the organizational approach to data security, which include:

• Corporate information security policy.

• Incident response policy.

• Privacy policy.

• Acceptable use policy.

Battelle also conducts continuous security assessments and monitoring within the corporate environment and in partnership with third parties. These are inclusive of but not limited to threat hunting and vulnerability scanning.

Employees receive annual cybersecurity training and education on how they can help safeguard our systems and keep unapproved parties from accessing data. System users, including contractors and visitors, are required to follow the security measures we have put in place to keep data secure. Any known or suspected security breach must be reported immediately and, in the case of classified information, to the appropriate U.S. government entity so that we can respond promptly to the potential compromise.

In fiscal year 2023, we completed the Cybersecurity and Infrastructure Security Agency's 2.0 program requirements for the Cybersecurity Maturity Model Certification aligned with the NIST cybersecurity standards. We also received a perfect score on the Defense Industrial Base Cybersecurity Assessment Center's Joint Surveillance Voluntary Assessment Program demonstrating cybersecurity maturity as a trusted contractor for the DOD.

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Data privacy

The protection of internal, restricted and controlled information is crucial to ensuring that data remains only with those who should have access. We have established a data classification system and guidelines that govern the use of the organization and third-party data in our possession.

Employees participate in mandatory annual data privacy training and education to learn how different kinds of information should be handled so that it is not improperly disseminated or misused. Any access to data by unauthorized parties must be reported immediately for investigation and prompt response.

RESPONSIBLE USE OF AI

In fiscal year 2023, we released a policy on the responsible use of artificial intelligence (AI) to create guidelines and standard use cases for teams and functions throughout the organization.

....

❝ While Battelle has used AI and machine learning for many years, the advancement and access allowed by generative AI has driven us to take a new, deep look at policies and company mandates around AI. ❞

- Mike Haney, chief information officer

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PROCUREMENT AND SUPPLY CHAIN PRACTICES

Procurement and supplier diversity

Suppliers provide us with the materials and services we need to pursue our work, and a diverse and resilient supply chain is crucial to our work — creating innovations that improve the world.

" Supplier diversity is an important part of our procurement strategy, and we are continually advancing our supplier partnerships to stay on the cutting edge of what's possible. Our partners' capabilities and technical knowledge provide top solutions and helps further Battelle's efforts to solve the country's most difficult challenges together. 〞

- Ed McFarland, Vice President of Procurement and Supplier Diversity

Business and workforce diversity are key components of our focus on ESG. Our Office of Supplier Diversity is committed to partnering with small and diverse businesses with the expertise to help us develop breakthrough solutions, including:

- Small and disadvantaged businesses.
- Women-owned businesses.
- Minority-owned/Native American-owned businesses.
- Veteran and service-disabled veteran-owned businesses.
- HUBZone businesses.
- LGBTQ+ -owned businesses.

In an effort to continue expanding our supplier diversity program, we attend key industry events to continue identifying new supplier partnerships. Over the past two years, our amount of funds spent with diverse-owned vendors has been approximately 40-50% of our total supplier spend. In addition, one proof of Battelle's success is our award as the Champion of Veteran Enterprise Award from the National Veteran Small Business Coalition this past year.

SUPPLIER PARTNERSHIP

In 2023, we formed Chugach Battelle Applied Solutions, a mentor-protégé partnership with Chugach Dynamic Solutions, an Alaska Native corporation. This partnership brings together both companies' expertise to provide expanded offerings to new and existing federal customers.

- Chugach brings expertise in application development, network planning, engineering and implementation, command center design and video system configuration, and information assurance for federal customers including the U.S. Navy, U.S. Coast Guard, and NASA.

- Battelle provides professional engineering, research, development, test and evaluation to support the nation's critical and research infrastructure needs.

The joint venture will help federal customers achieve small-business goals while also supporting Chugach as it expands its own footprint.

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New supplier onboarding and screening of environmental or social criteria

All vendors are subject to Battelle's Supplier Code of Conduct and Compliance, which contains ethics expectations, anti-bribery and corruption clauses, and prohibitions against human rights violations such as the use of compulsory and child labor. During the procurement process, all suppliers from the United States are required to fill out documentation verifying compliance with the code as well as undergo screening against the Office of Foreign Assets Control (OFAC) list of debarred entities. Suppliers are required to verify compliance with the code on an ongoing basis.

Performance monitoring

Battelle identifies the most critical suppliers for monitoring on an ongoing basis. Live monitoring is conducted through Dunn & Bradstreet Risk Analytics as well as through Screenport for OFAC debarment. If a supplier is identified to be at risk for a particular issue, the Procurement team places all payment and purchase orders on hold for that supplier until an investigation has concluded.

INTELLEGES RECOGNIZED AS SUPPLIER OF THE YEAR BY BATTELLE

Intelleges, a B2B SaaS platform with over 22 years of experience in the aerospace and defense sector, automates data and document collection for contractors and suppliers, helping them better understand and illuminate their supply chain while they navigate through the ever-changing demands of government, research and nonprofit entities. In 2021, Battelle first engaged Intelleges to streamline its manual supplier forms collection process and improve compliance with Federal Acquisition Regulation requirements. From there, the relationship grew and evolved.

Through its automation, Intelleges provided Battelle with improved efficiency, reduced cycle times, and streamlined vendor onboarding. Additionally, Intelleges platform assisted with Buy American Act and on-time delivery processes. The Intelleges platform also gathered information from procurement personnel and created vendor profiles, assisting Battelle personnel in assessing supply chain risks and opportunities.

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FORWARD-LOOKING STATEMENT

We view ESG as a long-term priority and are committed to building an ongoing management strategy that aligns with current and future stakeholder expectations and business imperatives. This work includes refreshing an ESG materiality analysis periodically to identify and prioritize the relevant ESG issues with the greatest impact on our business, formalizing internal committees and working groups, and implementing organization wide ESG goals intended to measure targets and improve our performance.

We welcome feedback on our efforts to date. Please contact us at solutions@battelle.org with any questions.

BATTELLE

APPENDIX

Appendix: ESG data

Appendix: Disclosure indexes

ENVIRONMENT

GHG emissions	FY21	FY22	FY23
Scope 1 & Scope 2 GHG emissions, total (MT CO$_2$e)	43,110	41,404	42,712

Scope 1 GHG emissions by source (MT CO$_2$e)	FY21	FY22	FY23
Facilities (utility bills)	16,364	14,351	14,020
Refrigerants	74	1,343	581
Fuel oil	0	0	462
Aviation fuel	1,104	1,537	2,360
Gasoline (estimated)	87	87	87
Scope 1 GHG emissions, total (MT CO$_2$e)[14]	17,628	17,318	17,509

Scope 2 GHG emissions, total (MT CO$_2$e)	FY21	FY22	FY23
Location based, owned facilities[15]	23,042	21,674	22,965
Location based, leased facilities (estimated)[16]	2,440	2,412	2,238

[14] Scope 1 emissions are calculated using emission factors from version 4.1 of the GHG Protocol tool for stationary combustion. The gases included in the calculation are CO2, CH4 and N2O. Reported data covers our Columbus, Ohio, headquarters; West Jefferson, Ohio, research facility; and the Battelle Eastern Science and Technology (BEST) Cente

[15] Scope 2 emissions for owned facilities are calculated using EPA eGRID output emission rates. The gases included in the calculation are CO2, CH4 and N2O. Reported data covers our Columbus, Ohio, headquarters; West Jefferson, Ohio, research facility; and the Battelle Eastern Science and Technology (BEST) Center.

[16] Battelle has estimated electricity and natural gas consumption using published values for average energy consumption per square foot of floor area provided by the U.S. Energy Information Administration's Commercial Building Energy Consumption Survey (CBECS). Scope 2 emissions are calculated using EPA output emissions factors by activity type. The gases included in the calculation are CO2, CH4 and N2O.

ENVIRONMENT

Energy use	FY21	FY22	FY23
Total purchased energy consumption inside the organization (kBtu)[17]	500,917,506	459,042,228	470,501,404

Purchased energy use by type (kBtu)	FY21	FY22	FY23
Electricity	177,599,220	167,190,665	166,844,218
Natural gas	306,267,646	268,601,243	262,390,114
Fuel oil	0	0	6,249,551
Jet fuel	15,800,640	22,000,320	33,767,520
Gasoline (estimated)	1,250,000	1,250,000	1,250,000
Total purchased energy[17]	500,917,506	459,042,228	470,501,404

Energy intensity	FY21	FY22	FY23
Total owned facility area (ft²)	1,888,282	1,888,282	1,888,282
Energy intensity ratio (kbtu/sq. ft.)[18]	256	231	227

% of energy from renewable vs. nonrenewable energy sources	FY21	FY22	FY23
% renewable	2.3	2.4	2.5
% nonrenewable	97.7	97.6	97.5

[17] Reported data covers our Columbus, Ohio, headquarters; West Jefferson, Ohio, research facility; and the Battelle Eastern Science and Technology (BEST) Center.

[18] Energy intensity is reported in kBtu per area of owned facility. The energy included in the ratio is from electricity and natural gas, the energy sources used on site to operate the facilities. Fuel oil is also used occasionally to operate the facilities; however, Battelle does not currently have a means of tracking when fuel oil is consumed. Current fuel oil consumption is based on when fuel oil is purchased. The fuel oil purchased in fiscal year 2023 is only 1.4% of the total site energy consumption and would have a negligible impact on the energy intensity ratio.

ENVIRONMENT

Annual spill data[19]	FY21	FY22	FY23
Nonreportable spills	11	7	8
Reportable spills	0	0	0

Water consumption	FY21	FY22	FY23
Total water consumption from all areas in megaliters[20]	227.1	224.6	206.5

General solid waste by treatment	FY21	FY22	FY23
Recycled	Not available	264.5 tons	255.0 tons
Composted (estimated)	Not available	Not available	1.6 tons
Landfill	Not available	271.5 tons	300.9 tons
Construction projects recycling	Not available	1,143.3 tons	891.2 tons
Total[20]	Not available	**1,679.3 tons**	**1,448.7 tons**

[19] Our nonreportable spills consisted of small volumes (< 5 gallons) of hydraulic oil, diesel fuel, gasoline, ethylene glycol and other common materials that were captured and contained. Reportable spills are defined as environmental releases subject to federal, state or local regulatory reporting requirements.

[20] Reported data covers our Columbus, Ohio, headquarters; West Jefferson, Ohio, research facility; and the Battelle Eastern Science and Technology (BEST) Center.

ENVIRONMENT

Regulated waste by treatment	FY21	FY22	FY23
Landfill — nonhazardous regulated waste	Not available	Not available	12.4 tons
Landfill — hazardous waste	Not available	Not available	0.1 tons
Stabilization/landfill — radioactive waste	Not available	Not available	1.4 tons
Stabilization/landfill — remediation waste	Not available	Not available	1,535.0 tons[22]
Incineration — nonhazardous regulated waste	Not available	Not available	68.5 tons
Incineration — hazardous waste (without energy recovery)	Not available	Not available	38.0 tons
Reused/reclaimed — hazardous waste	Not available	Not available	10.6 tons
Reused/reclaimed — nonhazardous regulated waste	Not available	Not available	10.4 tons
Thermal inactivation — infectious waste (without energy recovery)	Not available	Not available	53.0 tons
Other — hazardous waste	Not available	Not available	2.0 tons[23]
Total[21]	**Not available**	**Not available**	**1,731.4 tons**

[21] Reported data covers our Columbus, Ohio, headquarters; West Jefferson, Ohio, research facility; and the Battelle Eastern Science and Technology (BEST) Center.

[22] Includes 1,317 tons of nonhazardous, lead-impacted soil related to Big Darby Shooting Range remediation project and 218 tons of PCB- and asbestos-contaminated concrete from JS-7 energetics containment demolition.

[23] Waste manifest did not specify disposal method.

ENVIRONMENT

Workforce health and safety[24]	FY21	FY22	FY23
Number and rate of fatalities as a result of work-related injury	0; 0.00	0; 0.00	0; 0.00
Number and rate of high-consequence work-related injuries (excluding fatalities) — defined as Days Away, Restricted and Transferred (DART) cases	42; 1.06	11; 0.29	15; 0.40
Number and rate of recordable work-related injuries — defined as total recordable incident rate (TRIR)	82; 2.07[25]	29; 0.77	38; 1.02
Main types of work-related injury	Contact with object	Injury by animal	Contact with object
Number of hours worked	7,936,167	7,487,000	7,472,500

Work-related ill health	FY21	FY22	FY23
Number of fatalities as a result of work-related ill health	0; 0.00	0; 0.00	0; 0.00

[24] All rates inclusive of contractors working under direct Battelle supervision. TRIR calculated by the number of OSHA recordable incidents x 200,000 / total number of hours worked

[25] Higher-than-usual TRIR in FY20 and FY21 due to COVID-related illness and increased laboratory volume due to the pandemic

SOCIAL

HEADCOUNT & GENDER DIVERSITY REPRESENTATION (%)

	FY21			FY22			FY23		
	Full time	**Part time**	**Temporary/ contingent**	**Full time**	**Part time**	**Temporary/ contingent**	**Full time**	**Part time**	**Temporary/ contingent**
Male	65%	20%	45%	64%	35%	52%	64%	43%	53%
Female	35%	80%	55%	36%	65%	48%	36%	57%	47%
Not declared	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total headcount[26]	3,318	50	395	3,389	57	258	3,456	67	267

[26] Workforce representation percentages do not include the Board of Directors

SOCIAL

HEADCOUNT & RACE/ETHNICITY REPRESENTATION (%)

	FY21			FY22			FY23		
	Full time	Part time	Temporary/ contingent	Full time	Part time	Temporary/ contingent	Full time	Part time	Temporary/ contingent
White	83%	90%	73%	81%	86%	77%	80%	90%	75%
People of Color	16%	10%	25%	18%	14%	22%	19%	10%	22%
Asian	5%	6%	7%	5%	9%	6%	5%	4%	7%
Black/African American	5%	0%	8%	6%	2%	7%	6%	3%	4%
Indigenous American/ Alaskan	0%	0%	0%	0%	0%	0%	0%	0%	1%
Hispanic/ Latino	4%	4%	7%	5%	4%	5%	5%	3%	6%
Native Hawaiian/ Pacific	0%	0%	0%	0%	0%	0%	0%	0%	0%
Two or more	1%	0%	3%	2%	0%	3%	2%	0%	4%
Not applicable/ not provided/ no data available	1%	0%	1%	1%	0%	2%	1%	0%	3%
Total headcount[27]	3,318	50	395	3,389	57	258	3,456	67	267

[27] Workforce representation percentages do not include the Board of Directors

SOCIAL

GENDER (%) BY JOB CATEGORY

	FY21			FY22			FY23		
	Male	Female	Not declared	Male	Female	Not declared	Male	Female	Not Declared
Board	67%	33%	0%	70%	30%	0%	67%	33%	0%
SLT	80%	20%	0%	73%	27%	0%	73%	27%	0%
VP+	92%	8%	0%	83%	17%	0%	73%	27%	0%
Directors	63%	38%	0%	58%	42%	0%	62%	38%	0%
Managers	64%	36%	0%	64%	36%	0%	63%	37%	0%
Individual Contributors	65%	35%	0%	64%	36%	0%	64%	36%	0%
Part time	42%	58%	0%	49%	51%	0%	51%	49%	0%
Total[28]	62%	38%	0%	62%	38%	0%	63%	37%	0%

[28] Workforce representation percentages do not include the Board of Directors

SOCIAL

REPRESENTATION BY JOB LEVEL AND RACE AND ETHNICITY (ALL)

FY21									
Job category	White	People of Color	Asian	Black/ African American	Indigenous American/ Alaskan	Hispanic/ Latino	Native Hawaiian/ Pacific	Two or more	Not Provided/ No Data Available
Board	78%	22%	0%	22%	0%	0%	0%	0%	0%
SLT	90%	10%	0%	10%	0%	0%	0%	0%	0%
VP+	93%	7%	7%	0%	0%	0%	0%	0%	0%
Directors	91%	9%	3%	3%	0%	3%	0%	0%	0%
Managers	90%	10%	3%	4%	0%	3%	0%	1%	0%
Individual contributors	81%	18%	6%	6%	0%	5%	0%	1%	1%
Total[29]	82%	17%	5%	6%	0%	4%	0%	1%	1%

FY22									
Job category	White	People of Color	Asian	Black/ African American	Indigenous American/ Alaskan	Hispanic/ Latino	Native Hawaiian/ Pacific	Two or more	Not Provided/ No Data Available
Board	80%	20%	0%	20%	0%	0%	0%	0%	0%
SLT	91%	9%	0%	9%	0%	0%	0%	0%	0%
VP+	100%	0%	0%	0%	0%	0%	0%	0%	0%
Directors	83%	17%	0%	11%	0%	3%	0%	3%	0%
Managers	89%	11%	3%	5%	1%	2%	0%	1%	0%
Individual contributors	80%	19%	6%	6%	0%	5%	0%	2%	1%
Total[29]	81%	18%	6%	6%	0%	5%	0%	2%	1%

[29] Workforce representation percentages do not include the Board of Directors

SOCIAL

REPRESENTATION BY JOB LEVEL AND RACE AND ETHNICITY (ALL) continued

FY23									
Job category	White	People of Color	Asian	Black/ African American	Indigenous American/ Alaskan	Hispanic/ Latino	Native Hawaiian/ Pacific	Two or more	Not Provided/ No Data Available
Board	**78%**	**22%**	0%	22%	0%	0%	0%	0%	0%
SLT	**91%**	**9%**	0%	9%	0%	0%	0%	0%	0%
VP+	**94%**	**0%**	0%	0%	0%	0%	0%	0%	6%
Directors	**82%**	**18%**	0%	12%	0%	0%	0%	6%	0%
Managers	**90%**	**10%**	4%	3%	1%	3%	0%	0%	0%
Individual contributors	**79%**	**20%**	6%	6%	0%	5%	0%	2%	1%
Total[29]	**80%**	**19%**	**5%**	**6%**	**0%**	**5%**	**0%**	**2%**	**1%**

[29] Workforce representation percentages do not include the Board of Directors

SOCIAL

HIRING RATES BY GENDER (ALL)

	FY21	FY22	FY23
	Hire rate	Hire rate	Hire rate
Male	55.5%	57.0%	57.8%
Female	44.4%	43.0%	42.1%
Not declared	0.1%	0.0%	0.1%
Total[30]	100%	100%	100%

HIRING RATES BY RACE/ETHNICITY (ALL)

	FY21	FY22	FY23
	Hire rate	Hire rate	Hire rate
White	72.0%	73.8%	70.4%
Asian	5.8%	7.6%	7.2%
Black/African American	9.3%	6.6%	8.5%
Indigenous American/ Alaskan	0.5%	0.4%	0.4%
Hispanic/Latino	6.7%	7.0%	6.1%
Native Hawaiian/Pacific	0.1%	0.0%	0.3%
Two or more	3.9%	3.7%	5.0%
Not Applicable/not provided/ no data available	1.7%	0.9%	2.1%
Total[30]	100%	100%	100%

[30] Some totals may not add up to 100% due to rounding.

SOCIAL

PARTICIPATION IN RETIREMENT PLANS (%)

	FY21	FY22	FY23
Average employee deferrals[31]			
• Percentage of salary contributed by employee or employer	10.8%	10.7%	10.7%
Level of participation in retirement plans[31]			
• such as participation in mandatory or voluntary schemes	82%	80%	81%

[31] Based on employee contributions and deferral alone.

COMMUNITY IMPACT

	FY21	FY22	FY23
Total $ in organization charitable contributions nationwide	$18.2M	$27.5M	$22.3M
Total $ in organization charitable contributions, Ohio	$14.8M	$22.7M	$16.9M
Total $ in employee charitable contributions[32]	$950K	$1.5M	$1.5M
Impact metrics (grants)	175	357	471
Students impacted[33]	833,324 students	1.4M students	1.76M students

[32] We match employee gifts dollar for dollar, doubling the impact of our employee giving.

[33] This data includes Battelle-managed national laboratories.

PARENTAL LEAVE

	FY21		FY22		FY23	
	Male	Female	Male	Female	Male	Female
Number of employees entitled to parental leave	All employees are eligible for parental leave. Temporary employees and Fringe B employees are not eligible. This is offered to both birth and non-birth parents, adoption and birth are supported. 4 weeks paid at 100%.					
Total number of employees that took parental leave	27	13	68	24	80	26

GOVERNANCE

DATA SECURITY AND PRIVACY

Disclosure	FY21	FY22	FY23
Number of data breaches	0	0	0
Percentage involving customers' confidential business information (CBI) or personally identifiable information (PII)	-	-	-
Number of customers affected by data breaches	0	0	0
Total number of substantiated complaints received concerning breaches of customer privacy, categorized by: • Complaints received from outside parties and substantiated by the organization • Complaints from regulatory bodies	0	0	0
Total number of identified leaks, thefts or losses of customer data	0	0	0

SUPPLIER DIVERSITY

Disclosure	FY21	FY22	FY23
Tier 1 diverse supplier spend in the U.S. (millions)	Not available[34]	$181.5[35]	$145.8

[34] Comparable data from FY21 is not available due to an ERP systems change.

[35] The FY22 diverse supplier spend includes several, one-time contract wins from businesses spun-off by Battelle.

APPENDIX: DISCLOSURE INDEXES

SASB INDEX

INDUSTRY: PROFESSIONAL AND COMMERCIAL SERVICES

Sustainability Accounting Standards Board (SASB) is an independent standards-setting organization dedicated to improving the effectiveness and comparability of corporate disclosure on ESG factors. The tables below summarize how our existing reporting aligns with the recommended metrics for the Professional and Commercial Services Standard, and where this information can be found in this report.

TABLE 1. SUSTAINABILITY DISCLOSURE TOPICS AND METRICS

SASB Code	Metric	ESG report section(s)/disclosure	Additional references
DATA SECURITY			
SV-PS-230a.1	Description of approach to identifying and addressing data security risks	See Data Security and Privacy, pp. 44	
SV-PS-230a.2	Description of policies and practices relating to collection, usage and retention of customer information	See Data Security and Privacy, pp. 44	
SV-PS-230a.3	1) Number of data breaches, 2) percentage involving customers' confidential business information (CBI) or personally identifiable information (PII), 3) number of customers affected	See Performance data tables, pp. 62	

APPENDIX: DISCLOSURE INDEXES

SASB INDEX

TABLE 1. SUSTAINABILITY DISCLOSURE TOPICS AND METRICS (CONTINUED)

SASB Code	Metric	ESG report section(s)/disclosure	Additional references
WORKFORCE DIVERSITY AND ENGAGEMENT			
SV-PS-330a.1	Percentage of gender and racial/ethnic group representation for 1) executive management and 2) all other employees	See Performance data tables, pp. 55-59	
SV-PS-330a.2	(1) Voluntary and 2) involuntary turnover rate for employees	Not discussed	
SV-PS-330a.3	Employee engagement as a percentage	See Employee engagement and retention, pp. 25.	
PROFESSIONAL INTEGRITY			
SV-PS-510a.1	Description of approach to ensuring professional integrity	See Business ethics and compliance, pp. 41-43	
SV-PS-510a.2	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	Not discussed	

TABLE 2. ACTIVITY METRICS

SASB Code	Metric	ESG report section(s)/disclosure	Additional references
WORKFORCE DIVERSITY AND ENGAGEMENT			
SV-PS-000.A	Number of employees by 1) full time and part time, 2) temporary and 3) contract	See Performance data tables, pp. 55-56	
SV-PS-000.B	Employee hours worked; percentage billable	Not discussed	

APPENDIX: DISCLOSURE INDEXES

GLOBAL REPORTING INITIATIVE (GRI) INDEX

The GRI Standards represent global best practices for reporting publicly on a range of economic, environmental and social impacts. The tables on the next pages summarize where responses to the GRI disclosures can be found throughout this report.

Statement of use	Battelle Memorial Institute has reported the information cited in this GRI content index for the period 10/1/2022 to 09/30/2023 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	N/A

APPENDIX: DISCLOSURE INDEXES

GENERAL DISCLOSURES

Disclosure	Disclosure title	ESG report section(s)/disclosure	Additional references
GRI 2.1: THE ORGANIZATION AND ITS REPORTING PRACTICES			
2-1	Organizational details	See About Battelle, pp. 6-7	See 2021 Form 990.
2-2	Entities included in the organization's sustainability reporting	See About Battelle, pp. 7	
2-3	Reporting period, frequency and contact point	See About this report, pp. 6 Please contact us at solutions@battelle.org with any questions.	
2-4	Restatements of information	Data presented represents information available as of September 30, 2023, including certain estimates and assumptions. Historical estimates may periodically be subject to revision due to data source restatements and updates to methodology.	
2-5	External assurance	This report is not externally assured. We are considering external assurance for certain data in future reports.	
GRI 2.2: ACTIVITIES AND WORKERS			
2-6	Activities, value chain and other business relationships	See About Battelle, pp. 6-7	
2-7	Employees	See Performance data tables, pp. 55-60	
2-8	Workers who are not employees	See Performance data tables, pp. 55-60	

APPENDIX: DISCLOSURE INDEXES

GENERAL DISCLOSURES

Disclosure	Disclosure title	ESG report section(s)/disclosure	Additional references
GRI 2.3: CORPORATE GOVERNANCE			
2-9	Governance structure and composition	See Corporate governance and risk management, pp. 38-39	See Board of directors.
2-10	Nomination and selection of the highest governance body	See Corporate governance and risk management, pp. 38	
2-11	Chair of the highest governance body	See Corporate governance and risk management, pp. 38 Battelle's board chair is an independent director and is not a senior executive in the organization.	See Board of directors.
2-12	Role of the highest governance body in overseeing the management of impacts	See Corporate governance and risk management, pp. 38, 40	
2-13	Delegation of responsibility for managing impacts	See Corporate governance and risk management, pp. 38, 40	
2-14	Role of the highest governance body in sustainability reporting	See Our approach to ESG, pp. 7	
2-15	Conflicts of interest	See Corporate governance and risk management, pp. 38	
2-16	Communication of critical concerns	See Business ethics and compliance, pp. 41-43	
2-17	Collective knowledge of the highest governance body	See Corporate governance and risk management, pp. 38	See Board of directors.
2-18	Evaluation of the performance of the highest governance body	See Corporate governance and risk management, pp. 38	
2-19	Remuneration policies		See 2021 Form 990.
2-20	Process to determine remuneration		See 2021 Form 990.
2-21	Annual total compensation ratio		See 2021 Form 990.

APPENDIX: DISCLOSURE INDEXES

GENERAL DISCLOSURES

Disclosure	Disclosure title	ESG report section(s)/disclosure	Additional references
GRI 2.4: STRATEGIES, POLICIES AND PRACTICES			
2-22	Statement on sustainable development strategy	See Our approach to ESG, pp. 7	
2-23	Policy commitments	See Business ethics and compliance, pp. 41-43	
2-24	Embedding policy commitments	See Business ethics and compliance, pp. 41-43	
2-25	Processes to remediate negative impacts	See Business ethics and compliance, pp. 41-43	
2-26	Mechanisms for seeking advice and raising concerns	See Business ethics and compliance, pp. 41-43	
2-27	Compliance with laws and regulations	See Business ethics and compliance, pp. 41-43	
2-28	Membership associations	Not discussed	
GRI 2.5 STAKEHOLDER ENGAGEMENT			
2-29	Approach to stakeholder engagement	See Our approach to ESG, pp. 7	
2-30	Collective bargaining agreements	Not discussed	

APPENDIX: DISCLOSURE INDEXES

MATERIAL TOPIC SPECIFIC DISCLOSURES

Disclosure	Disclosure title	ESG report section(s)/disclosure	Additional references
GRI 3: MATERIAL TOPICS			
3-1	Process to determine material topics	See Our approach to ESG, pp. 7	
3-2	List of material topics	See Our approach to ESG, pp. 7	
GRI 201: ECONOMIC PERFORMANCE			
3-3	Management of material topics	See About Battelle, pp. 6	
201-1	Direct economic value generated and distributed	See About Battelle, pp. 6	See 2021 Form 990.
201-2	Financial implications and other risks and opportunities due to climate change	See Climate change risk management, pp. 21	
201-3	Defined benefit plan obligations and other retirement plans	See Compensation and benefits, pp. 28 See Performance data tables, pp. 61	
GRI 202: MARKET PRESENCE			
3-3	Management of material topics	See About Battelle, pp. 7	
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Not discussed	
202-2	Proportion of senior management hired from the local community	Battelle has a legal requirement to have the CEO and a few key members of the senior management team to be in Central Ohio. Annually, the HR and legal team ensure compliance with this legal requirement and attest compliance with them to the state AG.	

APPENDIX: DISCLOSURE INDEXES

MATERIAL TOPIC SPECIFIC DISCLOSURES

Disclosure	Disclosure title	ESG report section(s)/disclosure	Additional references
GRI 203: INDIRECT ECONOMIC IMPACT 2016			
3-3	Management of material topics	See Solving societal challenges, pp. 33	
203-1	Infrastructure investments and services supported	Not applicable	
203-2	Significant indirect economic impacts	See STEM education and philanthropy, pp. 33-36	
GRI 204: PROCUREMENT PRACTICES			
3-3	Management of material topics	See Procurement and supply chain practices, pp. 46-47	
204-1	Proportion of spending on local suppliers	See Performance data tables, pp. 62	
GRI 205: ANTI-CORRUPTION			
3-3	Management of material topics	See Anti-corruption and bribery, pp. 41	
205-1	Operations assessed for risks related to corruption	Not discussed	
205-2	Communication and training about anti-corruption policies and procedures	See Anti-corruption and bribery, pp. 41	
205-3	Confirmed incidents of corruption and actions taken	Not discussed	
GRI 206: ANTI-COMPETITIVE BEHAVIOR			
3-3	Management of material topics	See Business ethics and compliance, pp. 41	
206-1	Legal actions for anti-competitive behavior, anti-trust and monopoly practices	Not discussed	

APPENDIX: DISCLOSURE INDEXES

MATERIAL TOPIC SPECIFIC DISCLOSURES

Disclosure	Disclosure title	ESG report section(s)/disclosure	Additional references
GRI 207: TAX			
3-3	Management of material topics	See Transparency, pp. 6	
207-1	Approach to tax	Battelle is a registered 501(c)(3) nonprofit organization.	See 2021 Form 990.
207-2	Tax governance, control and risk management	Not applicable	
207-3	Stakeholder engagement and management of concerns related to tax	Not applicable	
207-4	Country-by-country reporting		See 2021 Form 990.
GRI 301: MATERIALS			
3-3	Management of material topics	Not applicable	
301-1	Materials used by weight or volume	Not applicable	
301-2	Recycled input materials used	Not applicable	
301-3	Reclaimed products and their packaging materials	Not applicable	

APPENDIX: DISCLOSURE INDEXES

MATERIAL TOPIC SPECIFIC DISCLOSURES

Disclosure	Disclosure title	ESG report section(s)/disclosure	Additional references
GRI 302: ENERGY			
3-3	Management of material topics	See Energy management, pp. 18	
302-1	Energy consumption within the organization	See Energy management, pp. 18 See Performance data tables, pp. 51	
302-2	Energy consumption outside of the organization	Not discussed	
302-3	Energy intensity	See Energy management, pp. 18 See Performance data tables, pp. 51	
302-4	Reduction of energy consumption	See Energy management, pp. 18 See Performance data tables, pp. 50-51	
302-5	Reductions in energy requirements of products and services	Not discussed	
GRI 303: WATER AND EFFLUENTS			
3-3	Management of material topics	See Water management, pp. 21	
303-1	Interactions with water as a shared resource	See Water management, pp. 21	
303-2	Management of water discharge-related impacts	Not discussed	
303-3	Water withdrawal	See Water management, pp. 21	
303-4	Water discharge	Not discussed	
303-5	Water consumption	See Water management, pp. 21 See Performance data tables, pp. 53	

APPENDIX: DISCLOSURE INDEXES

MATERIAL TOPIC SPECIFIC DISCLOSURES

Disclosure	Disclosure title	ESG report section(s)/disclosure	Additional references
GRI 304: BIODIVERSITY			
3-3	Management of material topics	Not applicable	
304-1	Operational sites owned, leased, managed in or adjacent to protected areas and areas of high biodiversity value outside protected areas	Not applicable	
304-2	Significant impacts of activities, products and services on biodiversity	Not applicable	
304-3	Habitats protected or restored	Not applicable	
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Not applicable	
GRI 305: EMISSIONS			
3-3	Management of material topics	See Carbon emissions, pp. 17	
305-1	Direct (Scope 1) GHG emissions	See Carbon emissions, pp. 17 See Performance data tables, pp. 50	
305-2	Energy indirect (Scope 2) GHG emissions	See Carbon emissions, pp. 17 See Performance data tables, pp. 50	
305-3	Other indirect (Scope 3) GHG emissions	Not discussed	
305-4	GHG emissions intensity	Not discussed	
305-5	Reduction of GHG emissions	See Carbon emissions, pp. 17 See Performance data tables, pp. 50-51	
305-6	Emissions of ozone-depleting substances (ODS)	Not discussed	
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx) and other significant air emissions	Not discussed	

APPENDIX: DISCLOSURE INDEXES

MATERIAL TOPIC SPECIFIC DISCLOSURES

Disclosure	Disclosure title	ESG report section(s)/disclosure	Additional references
GRI 306: WASTE			
3-3	Management of material topics	See Waste and materials management, pp. 19-21	
306-1	Waste generation and significant waste-related impacts	See Waste and materials management, pp. 19-21 See Performance data tables, pp. 52-53	
306-2	Management of significant waste-related impacts	See Waste and materials management, pp. 19-21 See Performance data tables, pp. 52-53	
306-3	Waste generated	See Waste and materials management, pp. 19-21 See Performance data tables, pp. 52-53	
306-4	Waste diverted from disposal	See Waste and materials management, pp. 19-21 See Waste and materials management, pp. 19-21	
306-5	Waste directed to disposal	See Waste and materials management, pp. 19-21 See Performance data tables, pp. 52-53	
GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT			
3-3	Management of material topics	See Procurement and supply chain practices, pp. 46-47	
308-1	New suppliers that were screened using environmental criteria	See New supplier onboarding and screening of environmental or social criteria, pp. 47	
308-2	Negative environmental impacts in the supply chain and actions taken	Not discussed	

APPENDIX: DISCLOSURE INDEXES

MATERIAL TOPIC SPECIFIC DISCLOSURES

Disclosure	Disclosure title	ESG report section(s)/disclosure	Additional references
GRI 401: EMPLOYMENT			
3-3	Management of material topics	See Human capital, pp. 25	
401-1	New employee hires and employee turnover	See Human capital, pp. 27 See Performance data tables, pp. 60	
401-2	Benefits for full-time employees	See Compensation and benefits, pp. 28	
401-3	Parental leave	See Compensation and benefits, pp. 28 See Performance data tables, pp. 61	
GRI 402: LABOR, MANAGEMENT RELATIONS			
3-3	Management of material topics	Not discussed	
402-1	Notice periods for operational changes	Not discussed	
GRI 403: OCCUPATIONAL HEALTH AND SAFETY			
3-3	Management of material topics	See Employee health and safety, pp. 22-23	
403-1	Occupational health and safety management system	See Employee health and safety, pp. 22-23	
403-2	Hazard identification, risk assessment and incident investigation	See Employee health and safety, pp. 22-23	
403-3	Occupational health services	See Employee health and safety, pp. 22-23	
403-4	Worker participation, consultation and communication on occupational health and safety	See Employee health and safety, pp. 22-23	
403-5	Worker training on occupational health and safety	See Employee health and safety, pp. 22-23	
403-6	Promotion of worker health	See Employee health and safety, pp. 22-23	

APPENDIX: DISCLOSURE INDEXES

MATERIAL TOPIC SPECIFIC DISCLOSURES

Disclosure	Disclosure title	ESG report section(s)/disclosure	Additional references
GRI 403: OCCUPATIONAL HEALTH AND SAFETY			
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	See Employee health and safety, pp. 22-23	
403-8	Workers covered by an occupational health and safety management system	See Employee health and safety, pp. 22-23	
403-9	Work-related injuries	See Employee health and safety, pp. 22-23 See Performance data tables, pp. 54	
403-10	Work-related ill health	See Performance data tables, pp. 54 See Performance data tables, pp. 54	
GRI 404: TRAINING AND EDUCATION			
3-3	Management of material topics	See Performance management, learning and development, pp. 26	
404-1	Average hours of training per year per employee	Not discussed	
404-2	Programs for upgrading employee skills and transition assistance programs	See Performance management, learning and development, pp. 26	
404-3	Percentage of employees receiving regular performance and career development reviews	See Performance management, learning and development, pp. 26	
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY			
3-3	Management of material topics	See Diversity, equity and inclusion, pp. 29-32	
405-1	Diversity of governance bodies and employees	See Corporate governance and risk management, pp. 38-39	
405-2	Ratio of basic salary and remuneration of women to men	Not discussed	

APPENDIX: DISCLOSURE INDEXES

MATERIAL TOPIC SPECIFIC DISCLOSURES

Disclosure	Disclosure title	ESG report section(s)/disclosure	Additional references
GRI 406: NONDISCRIMINATION			
3-3	Management of material topics	See Business ethics and compliance, pp. 41-43	
406-1	Incidents of discrimination and corrective actions taken	Not discussed	
GRI 408: CHILD LABOR			
3-3	Management of material topics	See Human rights, pp. 42	
408-1	Operations and suppliers at significant risk for incidents of child labor	Not applicable	
GRI 409: FORCED OR COMPULSORY LABOR			
3-3	Management of material topics	See Human rights, pp. 42	
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Not applicable	
GRI 410: SECURITY PRACTICES			
3-3	Management of material topics	Not applicable	
410-1	Security personnel trained in human rights policies or procedures	Not applicable	
GRI 411: RIGHTS OF INDIGENOUS PEOPLES			
3-3	Management of material topics	See Human rights, pp. 42	
411-1	Incidents of violations involving rights of Indigenous peoples	Not applicable	

APPENDIX: DISCLOSURE INDEXES

MATERIAL TOPIC SPECIFIC DISCLOSURES

Disclosure	Disclosure title	ESG report section(s)/disclosure	Additional references
GRI 413: LOCAL COMMUNITIES			
3-3	Management of material topics	See STEM education and philanthropy, pp. 34-36	
413-1	Operations with local community engagement, impact assessments and development programs	See STEM education and philanthropy, pp. 34-36	
413-2	Operations with significant actual and potential negative impacts on local communities	See STEM education and philanthropy, pp. 34-36	
GRI 414: SUPPLIER SOCIAL ASSESSMENT			
3-3	Management of material topics	See Procurement and supply chain practices, pp. 46-47	
414-1	New suppliers that were screened using social criteria	See New supplier onboarding and screening of environmental or social criteria, pp. 47	
414-2	Negative social impacts in the supply chain and actions taken	Not discussed	
GRI 415: PUBLIC POLICY			
3-3	Management of material topics	See Political contributions, pp. 41	
415-1	Political contributions		See 2021 Form 990.
GRI 416: CUSTOMER HEALTH AND SAFETY			
3-3	Management of material topics	Not applicable	
416-1	Assessment of the health and safety impacts of product and service categories	Not applicable	
416-2	Incidents of noncompliance concerning the health and safety impacts of products and services	Not applicable	

APPENDIX: DISCLOSURE INDEXES

MATERIAL TOPIC SPECIFIC DISCLOSURES

Disclosure	Disclosure title	ESG report section(s)/disclosure	Additional references
GRI 417: MARKETING AND LABELING			
3-3	Management of material topics	Not applicable	
417-1	Requirements for product and service information and labeling	Not applicable	
417-2	Incidents of noncompliance concerning product and service information and labeling	Not applicable	
417-3	Incidents of noncompliance concerning marketing communications	Not applicable	
GRI 418: CUSTOMER PRIVACY			
3-3	Management of material topics	See Data security and privacy, pp. 44-45	
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	See Data security and privacy, pp. 44-45 See Data security and privacy, pp. 44-45	