



Mission Impact Report 2022

**GRI
Index**





KATHLEEN L. FLANAGAN

As CEO, I'm often asked what sets Abt Global apart. It's our will to adapt. For almost 60 years, Abt has tackled society's toughest, most entrenched problems. Doing that has always meant taking intentional risks and bold steps to align our business with the social and environmental progress we and our clients believe is imperative.

We know we can't create change for people or the planet without embracing change ourselves—evolving Abt's solutions and expertise to respond to the challenges people in communities around the world face every day. In the early 1980s that meant standing up an unrivaled research practice to support fundamental shifts in U.S. government programming and funding. In 2023, it means ambitious changes to amplify and accelerate our impact worldwide:

- Because nothing threatens human health now more than climate change, we launched Abt's Climate Office, led by Chief Climate Officer Eric Reading. This positions our world-class climate, environment, and energy experts to integrate climate solutions portfolio-wide, helping all clients assess and mitigate risks, confront inequities, and strengthen resilience to climate shocks.
- And, knowing the world's problems aren't siloed, we've transformed how we connect Abt's expertise—in health, housing, economic growth, environment, governance, and more—to the digital, data, research, equity, and program design and implementation solutions needed for today's connected challenges. With the introduction of our new Solutions Organization, our teams are primed to innovate together to deliver the next generation tools, systems, and support our clients and partners need.

With our clients, we tackled inequities in health, housing policy, education, and workforce and economic development—in the United States and around the world. We published important research on structural racism in medicine and America’s healthcare system, and expanded services that prevent families from entering the U.S. child welfare system. We worked with Latin American governments to integrate migrants into existing health systems—protecting, and planning for, refugees’ right to health care.

We delivered on these and so many other commitments in a disrupted world. COVID-19 exacerbated inequities everywhere. It has also created opportunities and fundamentally changed how we operate and serve our clients. We’re equipping the CDC with critical COVID-19 data and analyses to guide decision-makers and the American public, while never letting up on other project goals—like successfully reaching 35 million people with life-saving malaria services. We also seized opportunities for meaningful, systemic change. In Timor-Leste, for example, we used Abt’s approach for distributing pandemic funds as a model to reform other social assistance programs.

The greatest challenge we all face, threatening decades of social progress, is climate change. We’ve set and exceeded ambitious goals for cutting Abt’s carbon footprint and we aim to decarbonize fully by 2050. We’re integrating climate mitigation and adaptation strategies into our programs around the world, too. This year, we protected Tribal lands and livelihoods in North America, catalyzed nearly \$8 billion in clean energy investment in the Mekong Delta, helped Massachusetts reform industrial emissions-permitting, and we were selected to modernize Mongolia’s electricity sector.

Abt’s mission has never been more important, the issues we face as a society more urgent. We are deeply proud of our work and impact. We are equally proud of how we got here and the organization we strive to be, inside and out.



Kathleen L. Flanagan

Our Mission Impact Measurement and Management Approach

We are a mission-driven organization focused on *improving the quality of life and economic well-being of people worldwide*. Key to advancing this mission, is the ability to systematically measure the broad impacts we generate across our diverse portfolio.

We define Abt Mission Impact as changes for people, organizations, systems, and the planet that promote equitable progress towards our Mission.

We recognize that impact is complex. The pathways leading to Mission Impact are interconnected, dynamic, and embedded within local and global contexts. At Abt Global, we adopt a systems perspective to capture these dynamics and to better understand when, how, and under what circumstances we generate mission impact. We also acknowledge that the degree to which impact is meaningful can vary and we aim to create impact that is important for those who experience it. This involves a commitment to cultural humility in how we engage in our communities and conduct our work.

Our definition includes several dimensions that prioritize impacts that are purposive, meaningful, equitable, and sustainable. These dimensions leverage and expand upon impact management norms and best practices generated through extensive global stakeholder consultations, such as those led by Impact Management Project's Community of Practice.

Mission Impact Dimensions





We advance our mission and create impact through Our Work—the products and services we offer our clients; Our People and Operations—how we operate our company; and Our Communities—the way we engage with communities in which we operate.

Across each, we operationalize our mission through five mission impact goals to measurably distill our impact around the world: Good Health, Economic Security, Effective Governance, Equity and Inclusion, and Thriving Environment.

In addition to reporting on our own mission impact goals, we adhere to international frameworks such as the Global Reporting Initiative (GRI), and deeply committed to advancing the United Nations Sustainable Development Goals (SDGs). A note on reporting time frames: This report spans multiple time frames depending on the topic in focus. This includes the 2021 calendar year, Abt’s 2022 fiscal year (April 2021 to March 2022), and our clients’ fiscal year designations. All relevant timeframes are noted throughout the report.

Our Work

Today's crises cross borders. So do our solutions. We intentionally cross boundaries and disciplines to ask unconventional questions and pioneer thoughtful, expansive change. From informing local housing policy in the U.S., to evaluating COVID vaccine effectiveness and deepening resilience of health systems worldwide, to catalyzing billions of dollars towards clean energy—Abt is leading complex programs and major research in more than 50 countries around the world.

Explore Our Work



GOOD HEALTH

Advancing Public Health

The U.S. Centers for Disease Control and Prevention (CDC) has a broad and complex public health mandate. What may seem like disparate health issues are connected in ways that are not always apparent. While COVID-19 is an infectious disease, for example, it has connections with non-infectious diseases like diabetes and the opioid epidemic. Indeed, as the COVID-19 pandemic worsened, the resulting mental health crisis contributed to a record 107,000 drug overdoses in the U.S. in 2021. Meanwhile, diabetes accounted for more than 100,000 deaths in 2021 and contributed to COVID-19 mortality, since diabetes makes COVID-19 patients more vulnerable to severe health outcomes.

As CDC tackles its public health mission, Abt Global equips the agency with tools and data to inform decision making and drive public awareness and behavior change. We've helped CDC understand COVID-19 from its start and have provided strategic support for years on a wide range of issues, from HIV to opioids to diabetes.

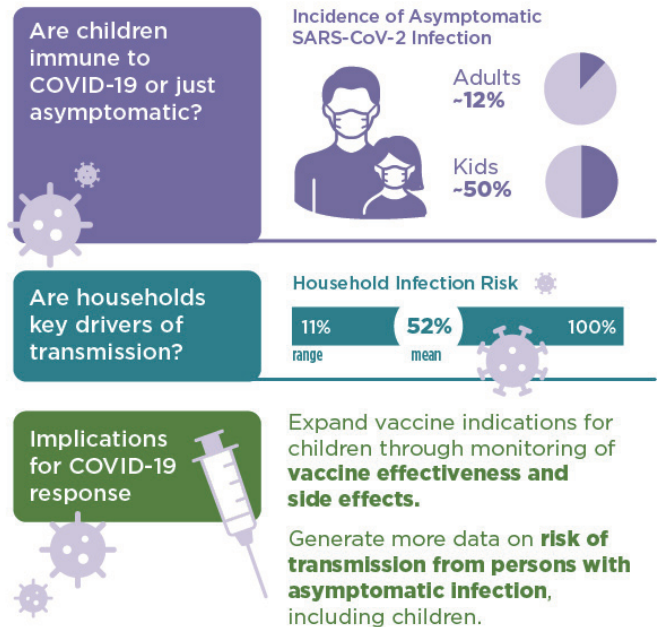


We helped draft opioid prescribing guidelines, collected data showing COVID-19 vaccine effectiveness, developed communications about Zika, and increased awareness of prediabetes risk. We provide CDC this critical support because we share a mission: saving lives and protecting the public's health.

Real-time COVID-19 data power CDC insights

Our COVID-19 studies differ from the more common ones that use electronic medical records (EMR). The EMR studies include only people with symptoms who seek medical care. Our studies require participants to submit nasal swabs weekly, regardless of symptoms, and we analyzed a total of 250,000 swabs. That enabled us to, for example, capture mild or asymptomatic cases in children and conclude they were as vulnerable to COVID-19 as adults and play a role in transmission. Our data, which includes more than two billion data points, influence assessments of everything from vaccine effectiveness to disease transmission.

Using real-time data to answer critical questions



Opioid prescribing guidelines improve prescription practices

COVID-19's links to a rise in mental health issues in the U.S. may be a contributing factor to the increase in opioid overdose deaths in the country. Abt has been at the forefront of CDC's response to the opioid epidemic, from helping develop the 2016 Opioid Prescribing Guideline to supporting its implementation with quality improvement measures. We helped develop clinical decision support tools and facilitated learning collaboratives among those implementing the Guideline. We also evaluated the Guideline's effect on key outcomes.

The Guideline played a key role in improving opioid prescription practices and has the potential to reduce deaths from prescribed opioids. Abt is currently partnering with CDC experts to evaluate the effect of implementing guidelines policies in health systems and examine opioid use disorder assessment and treatment.

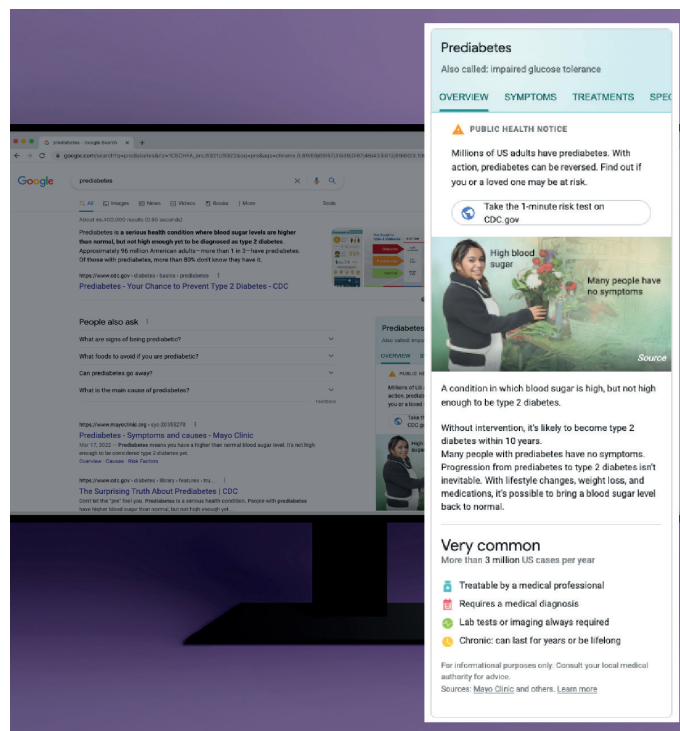


As the epidemic evolves, Abt will continue to support CDC as it provides ongoing support to health systems and communities to mitigate harm from the opioid crisis.

Digital ads drive diabetes awareness and prevention

Patients with diabetes are among the highest-risk groups for severe COVID-19. Nearly one third of the U.S. population—one hundred million people—have prediabetes (high blood sugar levels). This chronic health challenge is prevalent in all segments of society. CDC’s priority is prevention, and a key program is the National Diabetes Prevention Program’s Lifestyle Change Program.

Delivering information to influence behavior change is key to affecting people’s lifestyles and preventing or managing chronic disease. Abt reaches people when they are most open to changing behavior, such as when they search online for diabetes information. Abt modified diabetes-related Google Health Cards, which pop up during online searches for diabetes or prediabetes. The modified cards “nudge” the person to a brief test on www.CDC.gov that assesses prediabetes risk. Over the four months following our modifications in 2018, average daily page views rose by 185 percent on CDC’s prediabetes web page and 276 percent on CDC’s Type 2 diabetes web page. The Health Cards continue to reach an estimated 17,500 users a day searching for Type 2 diabetes information and 98,000 searching for prediabetes.



CDC’s holistic view toward pandemics and epidemics is sound given how interrelated health challenges can be: reducing COVID-19 cases could decrease behavioral health disorders and drug overdoses, while curbing diabetes could lower COVID-19 deaths. Abt will continue to provide the information CDC needs to make public-health decisions that improve health outcomes in these and other critical areas.

PROJECT: Support Development of Opioid Prescribing Guidelines; Building a Behaviorally-Optimized Health Card for Type 2 Diabetes Prevention and the National Diabetes Prevention Program; Coronavirus Household Evaluation and Respiratory Testing (C-HEART)

CLIENT: U.S. Centers for Disease Control and Prevention (CDC)



Improving Delivery of Healthcare Services in the U.S.

Health disparities are endemic in the United States. Differential care received through the healthcare system plays a significant role, from prenatal services to infant nutrition to heart health later in life. Addressing structural inequities in the healthcare system can not only improve a person's near-term health, but also have positive ripple effects in families for generations to come and through entire communities. At Abt, we deliver technical assistance (TA) and training to healthcare professionals to improve their delivery of healthcare services.



The TA and training we provide promotes infrastructure improvements and practices that alert providers to unconscious biases so they can deliver equitable care for all patients. We are providing TA and training to more than 200 hospitals around the country on two topics: breastfeeding support and cardiac rehabilitation. The hospitals were selected based on patients they serve: large numbers of Medicaid patients and patients of color who experience lower rates of cardiac rehabilitation participation and lower breastfeeding rates.

EMPower Best Practices uses TA and skills-based competency training to improve evidence-based maternity care practices that enhance infant nutrition. We developed a virtual, culturally competent, interactive training program for frontline maternity care staff that complies with guidance from World Health Organization and the Baby Friendly Hospital Initiative.



We also provide TA during training and for up to 18 months post-training as facilities implement new policies and practices. Over the next three years, we will train as many as 10,000 staff representing at least 80 percent of maternity care staff at these facilities.

As part of this work, we included a health equity component in the required training materials for all hospital trainers and staff. Before developing the materials, we met with health equity experts to gather feedback on barriers and equitable practices in the healthcare setting. Health equity experts also reviewed the materials before use, and the scenarios we used in training materials reflected patients' racial, cultural, socioeconomic, and geographic diversity. We included a "reflections workbook or journal" for hospital staff to respond to tough questions in their equity journey. We also included quality improvement measures by race so that hospital staff can track their progress on key outcome measures and understand if they are closing the health equity gap at their facility.

AHRQ's TAKEheart Initiative helps hospitals and health systems increase cardiac rehabilitation (CR) referrals, enrollment, and retention for eligible patients. We provide training and TA to promote hospital staff adoption of two evidence-based strategies: automatic referrals through electronic health records and care-coordination support to connect patients to CR programs and other resources.



Abt has recruited over 100 hospitals and health systems to participate in a 10-module virtual training series, which Abt created. The initiative aimed to develop, implement, and evaluate the evidence-based strategies. We also recruited a learning community of more than 750 individuals, from cardiologists to rehabilitation specialists, interested in increasing referrals, enrollment, and retention in CR at their facility. TAKEheart used expert-led affinity group webinars coupled with peer-to-peer sharing. Topics included encouraging women to participate in cardiac rehabilitation (a 2020 study of Medicare patients shows women participate at a rate of 34 percent less than men), patient ambassador programs to encourage CR participation by people of color, and culturally competent approaches to identify barriers to CR in underrepresented populations.

Our work takes us to the frontlines of health delivery—and we will continue to focus on helping healthcare providers deliver these services equitably to improve health outcomes for all.

PROJECT: EMPOWER Best Practices; TAKEheart
CLIENT: U.S. Centers for Disease Control and Prevention (CDC); U.S. Agency for Healthcare Research and Quality (AHRQ)



Improving Health Systems Resilience Around the World

Lack of access to affordable, high-quality health services is an issue across the globe, especially for people who are poor or socially marginalized. Problems are most severe in countries with weak health systems hampered by insufficient funding for health services, inadequate systems for ensuring quality, and inattention to equity in access. The inevitable result: poor health outcomes, inequity, and difficulty dealing with a pandemic such as COVID-19.

The Abt-led Local Health System Sustainability Project (LHSS) collaborates with local partners to address these issues. It works with ministries of health and other local institutions to co-develop the policies, financing mechanisms, capacity, digital infrastructure, and service delivery mechanisms required for well-functioning health care systems. Funded by the U.S. Agency for International Development (USAID), LHSS assisted 21 low- and middle-income countries in fiscal 2021 in reducing financial barriers to care, ensuring equitable access to essential health services, and improving the quality of health services.

Resilience

In health systems, resilience is the ability to pivot and respond in the face of new health shocks and is a crucial ingredient in long-term health system strength. That's why when LHSS was asked to support emergency responses to COVID-19 in Central Asia, the Middle East, and Latin America, it developed solutions and surge support that would leave health systems better prepared for the next health emergency.



When LHSS works with countries to build resilience, the types of assistance vary with a country's needs. We supported USAID's investment in the lab infrastructure for RT-PCR, genomic sequencing, and mass spectrometry across Central Asia, where these technologies can help detect and combat COVID-19, genomic variations, antimicrobial resistance, and other pathogens. In Colombia, we helped develop ways for subnational governments to surge human resources in emergencies. We supported Jordan's Ministry of Health in developing a database of private-sector providers willing to deliver COVID-19 care at public sector hospitals during peak demand and strengthened quality improvement approaches to critical care. The goal: use COVID-19 challenges to imagine more resilient national health systems in the future.

Quality care

As well as improving quality of services in-country, we also have worked with USAID on global approaches. A survey of 39 USAID priority countries examined their governance mechanisms for improving quality of care. National health leaders feel confident about using quality improvement methods, interventions, and indicators. The survey also found high levels of national leadership commitment and stakeholder engagement. But leaders face challenges in nurturing a culture of continuous quality improvement. Many countries lack reliable health management information and data systems. And they haven't fully integrated the private and public health sectors or aligned standards and approaches for national, regional, and local providers.

In the Dominican Republic, LHSS collaborated with the Servicio Nacional de Salud (National Health Service) to promote high-quality clinical care and treatment for critically ill COVID-19 patients, including pediatric cases. We worked with the Servicio Nacional de Salud to develop standard operating procedures that meet national and World Health Organization guidelines. We also co-developed critical care training for health workers. The Servicio Nacional de Salud adopted the procedures and training curriculum, and LHSS has coordinated training for 1,640 health workers and trainers.



Health resources

Countries face rising demand for health services, extra pressure from COVID-19, and often reduced external funding. So LHSS helps national governments strengthen domestic financing for health and increase efficiency. Among the approaches: transferring funding for HIV and TB treatment from donor sources to the national social health insurance program and introducing new medicine procurement processes—tactics used in Vietnam. In Colombia, we help partners integrate migrants into national health systems, thereby enabling them to use routine primary health care services rather than costly emergency services. We are helping Cambodia fund half of HIV programs through domestic sources by 2023 by strengthening resource allocation and budget execution. We also supported restructuring the hospital nurse workforce in Kyrgyz Republic, resulting in better care for COVID-19 patients with the same number of nurses—thereby sparing the country costly increases in the size of the workforce. And LHSS's malaria control work is finding ways that countries can increase private sector investments to accelerate progress against this deadly disease.

Workforce Restructuring Leads to Improved Efficiency and Better Quality of Care in Kyrgyz Republic

Traditional Nurse Model



Directed by a Physician

Responsible for **30-40 patients**

Universal Nurse Model

Workforce Restructuring



Independent nursing diagnosis when appropriate

Responsible for **< 11 patients**



Kyrgyz Republic



SCAN TO WATCH VIDEO

PROJECT: Local Health System Sustainability Project
CLIENT: U.S. Agency for International Development (USAID)



Strengthening Public-Private Health Sector Integration for Better Care

Two decades ago, donor investments in health care in low- and middle-income countries focused primarily on government-run public health systems. The private health sector was an afterthought.

But in 2004, the Abt-led Private Sector Partnerships-One project, funded by the U.S. Agency for International Development (USAID), began to drive a shift in how donors and governments understood the private health sector. We recognized that government efforts alone were unlikely to achieve desired improvements in health outcomes. Even with donor support, the public sector lacked the resources to serve their entire populations. In addition, women, men, and children of all backgrounds already sought care from private drug shops, pharmacies, clinics, and hospitals. For example, recent analysis showed that 42 percent of caregivers in 24 USAID priority countries used private providers for care for sick children, and 35 percent of family planning users in 36 USAID priority countries went to the private sector for contraceptives.

Through three successive USAID-funded global efforts, culminating in the Sustaining Health Outcomes through the Private Sector (SHOPS) Plus project, Abt helped stakeholders in 65 countries work with the private sector to increase access to quality, affordable healthcare. Over time, this work evolved from strengthening approaches within the private sector, to building bridges and partnerships between the public and private sectors, and finally to integrating public and private efforts for coordinated, cohesive, and effective action.

Data and evidence informed these efforts. If governments knew where private providers were located and which services clients preferred to access from private outlets, then they could better target their scarce resources to serve those most in need. That's why Abt pioneered efforts to learn more about the private health sector and developed the Private Sector Assessment (PSA). PSAs build understanding of the size and scope of the private health sector. They highlight which types of services people seek from private providers and why, and what kinds of barriers private providers face to grow their practice and contributions to community health. The analysis enables policymakers to strengthen health systems based on the opportunities contained within their country contexts.



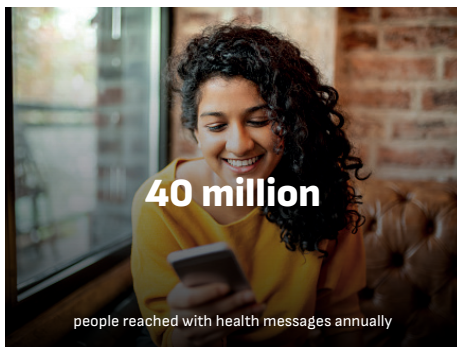
Consider Tanzania. In 2012, the health ministry was interested in public-private partnerships but lacked strategic insights to guide their plans. Abt led a PSA that helped stakeholders develop action plans in specific health areas. These plans shaped the next 10 years of donor and government investments. For example, to address HIV, SHOPS Plus supported policy changes that enabled the private sector to help introduce HIV self-testing into the country and private nurse-midwives to offer lifesaving antiretroviral therapy. To advance child health, we strengthened the ability of 1,300 accredited drug-dispensing outlets to serve as critical sources of treatments for diarrheal infections and fever. And to strengthen family planning (FP), we helped public and private suppliers share data to illustrate where subsidies could promote equitable access. In total, in Tanzania alone, our work helped revise 26 policies and supported private outlets to deliver almost 18,000 priority health services and over 400,000 priority health products.

In Senegal, the Ministry of Health had a similar objective. The public sector provided most health care services but knew it was neither efficient nor effective. SHOPS Plus conducted a private provider census to understand their geographic distribution, current contributions, needs, and challenges. This information helped the Ministry comprehensively integrate the private sector into the country's drive toward universal health coverage and address targeted gaps in the healthcare system. Through clinical, financial, and policy support, SHOPS Plus helped private providers deliver 440,233 couple years of contraceptive protection; reached 3,190,737 people with healthy-behavior messages; and sold 621,543 long-lasting insecticide-treated nets to protect against malaria.

Nigeria has a large and active private health sector. It provides 61 percent of FP services. But more was needed to reach national goals: in 2018, only 12 percent of married women used modern contraceptives, well below the 36 percent commitment the government made as part of the global FP2020 Partnership. For the private sector, this meant increasing the range of methods that women could affordably access at private facilities. SHOPS Plus helped federal and state ministries of health and provider associations strengthen clinical skills and broker partnerships that increased access to quality, affordable family planning commodities. This work helped 931 public and private FP providers reach over 135,000 new users of family planning.



SHOPS Plus has improved health outcomes for millions of people, including...



PROJECT: Sustaining Health Outcomes through the Private Sector (SHOPS) Plus

CLIENT: U.S. Agency for International Development (USAID)



SUDAN: TACKLING NEGLECTED TROPICAL DISEASE

Neglected tropical diseases (NTDs) cause serious illness to more than one billion of the world's poorest people. These diseases disable and disfigure people, cause serious stigma, ruin lives, and kill. Outside low- and middle-income countries, their names are little known: schistosomiasis, onchocerciasis, lymphatic filariasis, and visceral leishmaniasis. But their impact is devastating. Helping governments strengthen their health systems to control and eliminate these diseases is a public health priority.

In Sudan, Abt worked with the government to build a new Master Plan for the 15 NTDs causing illness and death in the country. Working with a multitude of stakeholders and ministries, we helped to bring together evidence-based findings and merge strategic directions to build the new approach for NTDs. The process included rigorous review and quality-assurance of data on the current epidemiological status for each disease. That wasn't always easy. Sudan had to triangulate available data, which was imperfect, to make the best estimates of the current situation.

Through multiple rounds of stakeholder consultation for process-planning, technical work, consensus-building, and final review, stakeholders analysed systemic impediments and devised solutions to overcome them. Sudan adopted a clearer and more intuitive framework than the detailed and quite complex guidance that the World Health Organization (WHO) had issued. While simpler than the WHO approach, the strategy the government adopted and launched in September 2021 embraced cross-cutting aspects such as integration, health system capacity, and inter-sectoral collaboration. The goal of the strategic framework is: accelerate to control, eliminate, and eradicate NTDs as public health threats in Sudan by 2030.



PROJECT: Accelerating the Sustainable Control and Elimination of Neglected Tropical Diseases (ASCEND)

CLIENT: U.K. Foreign, Commonwealth and Development Office (FCDO)

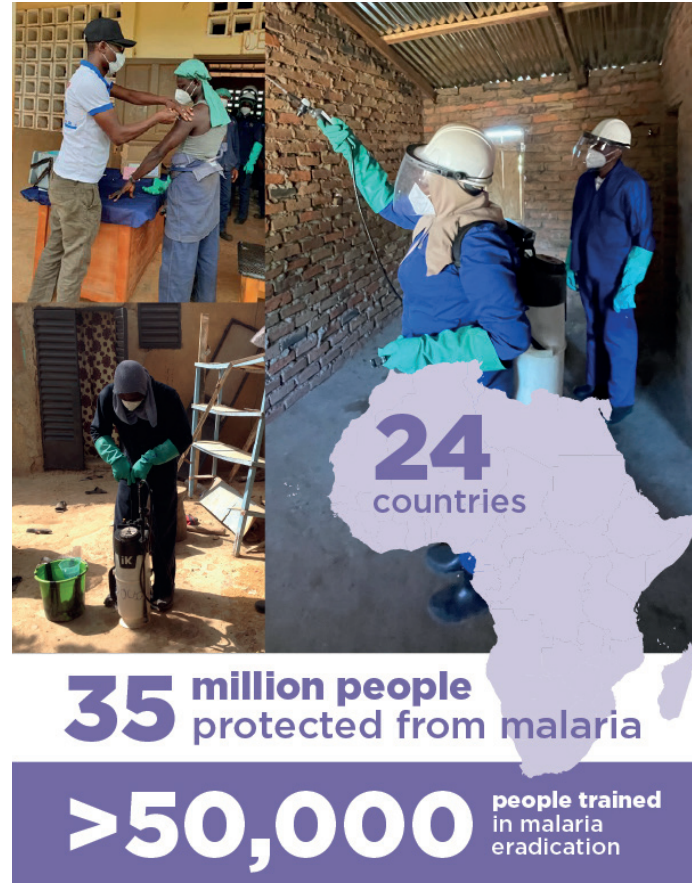


Maintaining Momentum for Malaria Eradication

When the COVID-19 pandemic hit, governments and the World Health Organization deemed malaria services essential so that preventable cases wouldn't add to the burden on hospitals of COVID-19 cases.

Despite government lockdowns and supply-chain disruptions, the U.S. President's Malaria Initiative (PMI) VectorLink Project continued operations such as indoor residual spraying, distribution of insecticide-treated nets, and entomological research. In 2021, the project completed its campaigns on time and protected 35 million people in 24 African countries, Colombia, and Cambodia.

To achieve its goals, PMI VectorLink had to overcome a major challenge: protecting its workforce from COVID-19. The project quickly put new measures in place, such as adjusting spray procedures to maintain social distancing. But many country staffers risked contracting COVID-19 when they left work. It was critical to vaccinate as many as possible—and that meant overcoming wariness about injections.



In Mozambique, the national COVID-19 awareness team showed seasonal workers daily Ministry of Health statistics on the number of infections and deaths and explained how vaccination could help. The information persuaded 1,496 seasonal workers to get vaccinated. In Zambia, Nchelenge District Public Health Officer Kadolo Muntanga spoke to prospective spray operators on Kilwa and Chisenga islands about COVID-19 prevention. All 59 seasonal workers chose to be vaccinated with vaccines that PMI VectorLink boats brought to the islands. "In situations of disease outbreaks, sending health staff from the mainland to the two islands is a logistical challenge and expensive," said Muntanga. "We are grateful to VectorLink for partnering with the district on last-mile delivery of COVID-19 vaccines."

PROJECT: U.S. President's Malaria Initiative (PMI) VectorLink
CLIENT: U.S. Agency for International Development (USAID)



Economic Security

Advancing Local Housing Solutions in the U.S.

Despite its importance, local housing policy in the U.S. has historically received far less attention than federal housing policy (which involves federal support for home mortgages, tax credits, and large housing subsidy programs). But as housing affordability and homelessness reach crisis proportions, the policies set by local officials will be critical to implementing effective solutions. For example, city zoning codes influence the overall supply of housing by specifying how many homes developers can build on a lot. Cities and counties use tactics ranging from tax abatements to general obligation bonds to promote affordable housing.

Until recently, local policymakers lacked guidance on how to navigate the complex array of local housing policy options. Abt Global and the NYU Furman Center sought to address this gap by creating LocalHousingSolutions.org. The website, launched in 2018, provides in-depth guidance on how to develop strategies to enhance housing affordability and foster inclusive communities. These original videos illustrate the content available on the website.

Driving Awareness about Affordable Housing Policy



SCAN TO
WATCH VIDEO

The website built on the work of the National Community of Practice on Local Housing Policy, a two-year process Abt and NYU initiated in 2015. A 14-member group of experts, with funding from the John D. and Catherine T. MacArthur Foundation and the Ford Foundation, met intensively over two years to develop a framework to help local officials make sense of scores of local housing policies.

Local Housing Solutions Policy Framework and Housing Needs Assessment Tool

The screenshot displays the website's interface. On the left, a teal house-shaped graphic contains four numbered pillars: I. Create and preserve dedicated affordable housing units; II. Align housing supply with market and neighborhood housing conditions; III. Help households access and afford private-market homes; IV. Protect against displacement and poor housing conditions. Below these is a 'Complementary policies' section. On the right, the 'Housing Needs Assessment' tool is shown, featuring a bar chart titled 'Homeownership Rate by Race/Ethnicity' and several smaller data visualizations. A QR code and a red button labeled 'SCAN TO VIEW GRAPHIC' are positioned at the bottom left of the screenshot.

Click on the Policy Framework on the left to explore local housing policies in greater detail. Click over the tiles on the visualizations available through the Housing Needs Assessment tool. Click on The Housing Needs Assessment where you can retrieve data on housing needs for any community in the U.S. These data help policy makers identify relevant targets, and identify relevant policies to help them meet their objectives and targets.

Today, LocalHousingSolutions.org is the leading source of information on local housing policy in the U.S., with local officials across the country using it to learn about housing policy options and develop strategies. In a six-month period ending March 31, 2022, the site had 102,919 users who viewed 184,828 pages. The site contains in-depth briefs discussing more than 90 local housing policies, briefs on how to develop a local housing strategy, and a housing needs assessment tool. It also has case studies on everything from Boulder County’s regional housing partnership and addressing legacy resident displacement in Atlanta, to building wealth for renters in Cincinnati and eliminating single-family zoning in Minneapolis.

Among the many topic-specific briefs, the site examines how state policies constrain local housing options; some states preempt local officials from adopting policies such as inclusionary zoning or refuse to authorize its use. The site also discusses how to engage community members for input and feedback on a city’s housing strategy.



In addition to creating a peer network for large cities, Abt and NYU also collaborated on the Local Housing Solutions Institute, an in-person week-long peer training in Montana for interagency housing policy teams from four cities.

While access to actionable information is critical, just as important is the formation of peer networks for lesson sharing, co-creation, and momentum generation. Abt, NYU, and Bloomberg Associates used funding from Bloomberg Philanthropies to facilitate a peer network of 10 large cities that met monthly to share information on addressing racial equity and responding to the COVID-19 pandemic. In designing their own emergency rental assistance programs to help families affected by COVID-19, for example, many participating cities benefited from the lessons learned from San Antonio's early pilot program. San Antonio used grassroots organizations and churches to conduct outreach to qualifying families and resolved legal questions about how to serve immigrant families in need. In addition, working groups met to discuss housing stability, housing preservation and production, and homelessness.

Though the funding for the peer network ended after 2021, the relationships have endured. City officials continue to seek each other out for assistance and contact Abt and NYU with information requests. We direct the officials to colleagues in other cities who can help, increasing the chances that this mutual aid network of practitioners can help each other develop effective local housing policies for their cities and residents.

PROJECT: Robert Wood Johnson Housing Lab II

CLIENT: Robert Wood Johnson Foundation



Uncovering Career Trajectories that Pay Off

Many employment and training programs focus not just on how to help individuals get a job, but on how to help them enter occupations with higher pay. In recent years, policymakers, practitioners, and funders have promoted “career pathways” programs that combine training with a range of supports to enable workers to progress along a series of education and training steps in an industry or sector. Career pathways approaches have become an important strategy to help workers in lower-wage jobs advance economically.

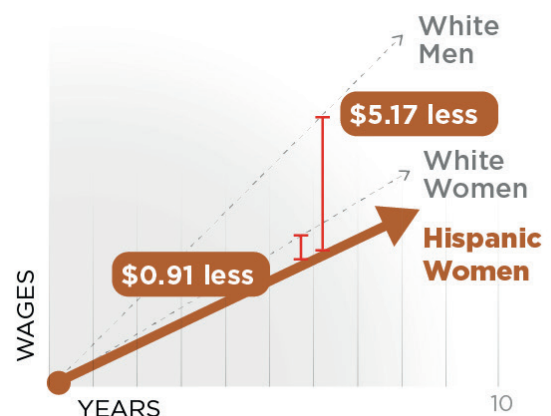
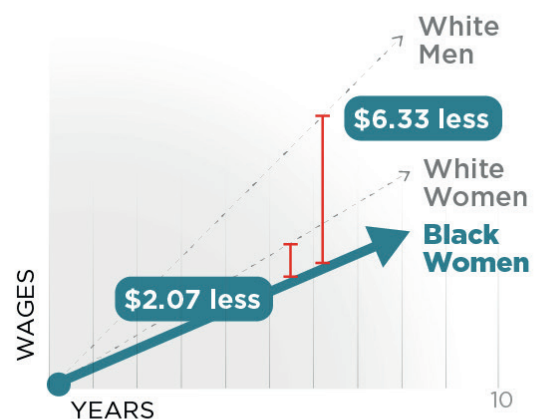
The U.S. Department of Labor (DOL) sponsored the Descriptive and Analytical Career Pathways Project, which conducted several studies to build the evidence base in the career pathways field and inform career pathways systems and program development. The project’s findings suggest a need to focus more explicitly on supporting participants’ occupational advancement and on addressing barriers that hold back earnings growth, particularly for women workers and workers of color.

For the project, the Abt team systematically reviewed findings from 46 evaluations of career pathways programs—the largest such analysis on the topic. We found that, although programs on average increased educational progress and employment in targeted occupational sectors such as healthcare and information technology, they did not consistently increase earnings, particularly over the long run.

Another study in the project examined career trajectories and occupational transitions of workers entering “mid-level” occupations, which require preparation beyond a high school degree but not a four-year college degree. We compiled data from national surveys on over 20,000 workers’ careers for up to 10 years. We supplemented that with information on workers’ occupational transitions based on data culled from over 128 million unique resumes and online job profiles.

We then used the data to identify occupations that served as launchpads for subsequent wage growth for workers; the skill requirements associated with these launchpad occupations; and to what extent wage growth varied for workers of different genders and races.

Women experienced less wage growth than men despite being more likely to earn additional postsecondary degrees.

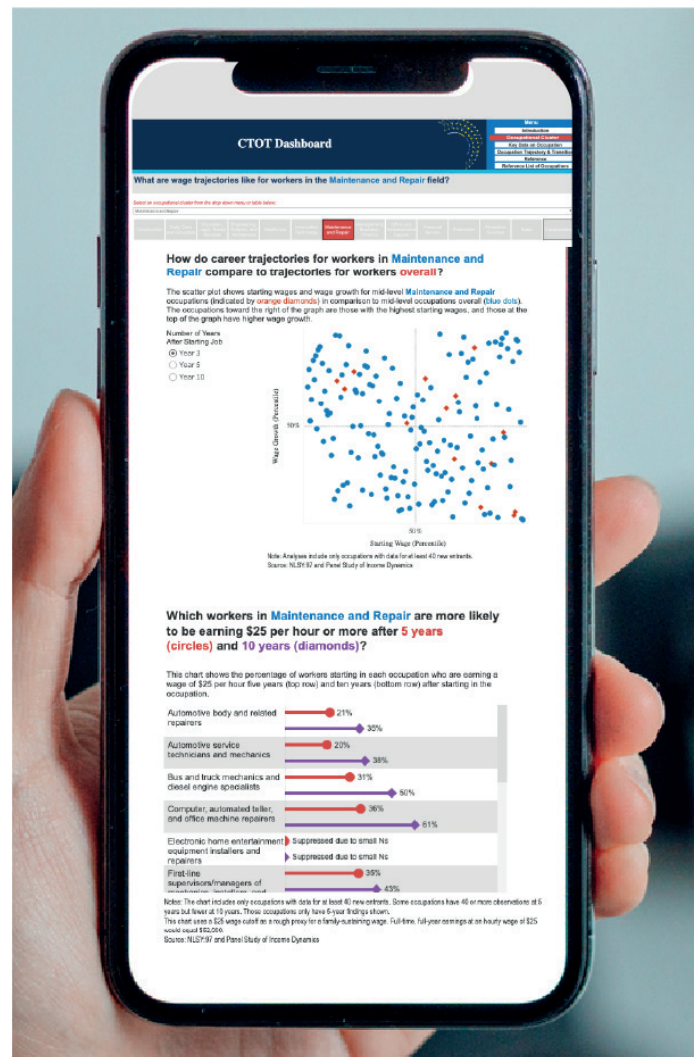


This study found considerable variation in wage growth based on occupation and found that occupations emphasizing skills such as problem-solving and communication pay more over time than occupations that don't.

Some of the most notable findings were around large disparities in wage growth by race and gender, among workers who started in the same occupations at similar wages. Black women, Hispanic women, white women, Black men, and Hispanic men all experienced lower wage growth than did white men. Black women and Hispanic women experienced the lowest wage growth.

The study team developed an interactive dashboard that helps practitioners and employees identify occupational paths that could produce higher earnings. The dashboard relies on the rich data our analyses produced on what happens to workers after they enter a given occupation, including occupational transitions that tend to lead to wage growth. It was the first time a project funded by DOL's Chief Evaluation Office used a public dashboard to disseminate findings.

The study highlights the need for policymakers, practitioners, and employers to identify, raise awareness of, and address barriers to career advancement, particularly for women and workers of color. Employment and training programs could also equip program participants with resources to navigate barriers that may affect wage growth and support their career advancement. Though getting a good job is an important start for all workers, supporting workers along a career pathway includes recognizing that experiences may differ for workers by race and gender—and responding accordingly.



PROJECT: Career Trajectories and Occupational Transitions Study

CLIENT: U.S. Department of Labor (DOL)



Partnering with the Private Sector to Transform Cambodia’s Horticulture Sector

Agriculture has long played a prominent role in Cambodia’s economy, especially in rural areas. It employs a third of Cambodia’s workforce, but the sector has not kept pace with growth in other sectors. The U.S. Agency for International Development (USAID) recognized that diversifying away from traditional crops like rice and toward high-value horticulture crops could help foster more resilient, inclusive, and competitive markets with the potential to significantly increase incomes.

Traditionally, government- and donor-funded programs focused on building farm-level horticulture production capacity and increasing yields. These programs had relative success, but in 2016, imports still dominated fruit and vegetable sales, accounting for 70 percent of the market.

When USAID engaged Abt in 2017 to implement the Feed the Future Cambodia Harvest II project, the project took a different approach. It shifted away from concentrating on helping producers directly and instead took a “buyer-led approach,” aiming for more sustainable changes in the sector. The idea was to put buyers into more direct contact with producers, helping them work with producers to understand and respond to market demand. The buyers and producers agreed on goals and formed commercial partnerships to achieve them. The partnerships sometimes expanded to include input suppliers and financial institutions. As connections between commercial partners led to improved practices and increased sales, Harvest II was able to leverage these relationships to systematically target market opportunities and constraints and support system-level change.

Then the COVID-19 pandemic hit, significantly disrupting the Cambodian economy and restricting imports. Amid the significant challenges that emerged, the economic dislocations led to an explosion of innovation as entrepreneurs seized on the chance to address the sudden drop in imported goods. This required stronger business relationships, market knowledge, and higher-quality products for both local consumption and export. The Harvest II team facilitated the business ties, skill building, and improved practices that market actors were increasingly eager to acquire.



Source: Harvest II, USAID



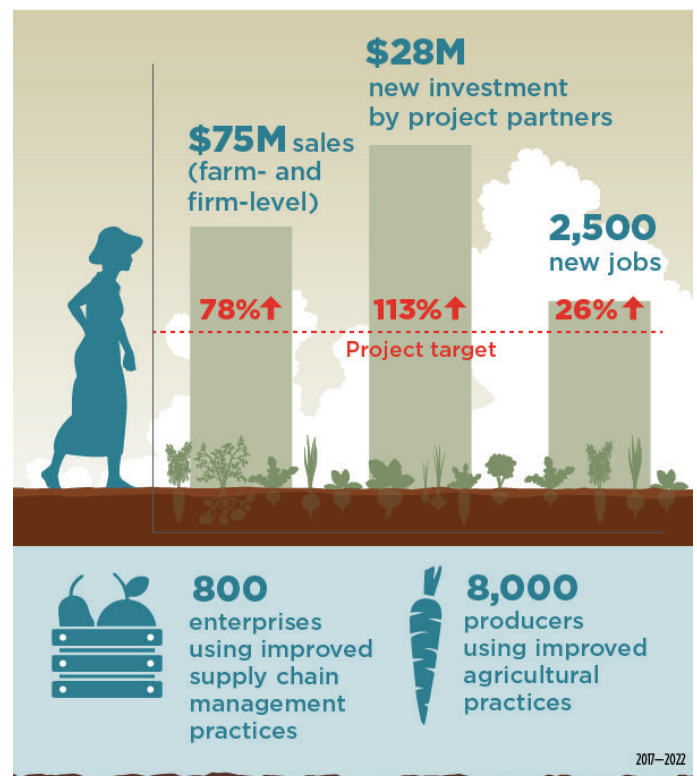
**SCAN ME TO
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As this \$21.2-million project comes to a close, it has documented \$75 million in farm- and firm-level sales (78 percent above the project’s target); \$28 million in new investment by project partners (113 percent above the target); and 2,500 new jobs (26 percent above the target). Almost 800 enterprises have adopted improved supply chain management practices while over 8,000 producers have adopted improved agricultural practices. Project partners have registered 140 new products, disseminated climate-smart technologies, and expanded various digital technologies. More broadly, Harvest II has achieved three significant advances in the horticulture market system:

- Supply chains have become more competitive and efficient. Buyers are investing in their supply networks by providing producers with training, technical and financial assistance, and access to a more secure market
- Strengthened supply chains have given rise to more differentiated and value-added products. Increased business profitability enables processors to invest in factories and machinery to process higher-end items while providing support to suppliers to deliver high-quality fruits and vegetables.
- New and more competitively produced products are enabling agribusinesses’ expansion into new markets in Cambodia and internationally.

Market actors are more interconnected and better prepared to create value than ever before. Businesses now supply modern retail outlets with high-quality fruits, vegetables, and processed products that adhere to strict quality assurance standards. As a result, on- and off-farm incomes for participants have increased and become more predictable, and prospects for market expansion are growing.

Harvest II provided some key lessons for such projects going forward. Buyers offer an efficient entry point to the market system. And market-systems-thinking enables market players to see the benefits of new technologies and business models—and how collaboration can create benefits for all.



PROJECT: Feed the Future Cambodia Harvest II
CLIENT: U.S. Agency for International Development (USAID)

Catalyzing Finance for Women-Owned Enterprises

Few investors were putting money into women-owned or -led small and medium enterprises when the Abt Australia-led Investing in Women project started in 2016. A key reason is implicit and explicit bias in the investment community. Over the next few years, that gender financing gap changed significantly. Seed funding of AUD 29 million from Investing in Women (IW), an initiative of the Australian Government, has mobilized more than AUD 485 million to finance 71 women's enterprises throughout Southeast Asia. The funding has supported over 4,379 full-time, quality jobs in industries such as agribusiness, organic agriculture and food security, ethical fashion, e-learning, medical healthcare, fintech, logistics, manufacturing, and artificial intelligence.

Seed funding of AUD 29 million has...



The economic fallout from the COVID-19 pandemic threatened this progress and fragile gains to gender equality. To respond to the crisis, IW pivoted its investing work to establish the Responsive Interventions Supporting Entrepreneurs (RISE) Fund. So far exceeding AUD 9 million in size, the RISE Fund combines public, private, and philanthropic resources to become the world's first blended-finance facility to offset COVID-19 impacts on women's SMEs and provide much-needed liquidity in a capital-constrained market in emerging economies.

Deployed through IW investing partners, the RISE Fund operated through two stages. The first, an Emergency Relief Facility provided grants and investment capital for up to six months to cash-crunched but otherwise stable SMEs in our portfolio. The capital infusion enabled women's SMEs to meet their non-discretionary expenses, such as payroll and rent. The second, a Resilience Facility, allowed IW to ramp up investing activities in the immediate post-COVID recovery. Through the Resilience Facility, IW investing partners provided funding for 18 women's SMEs in Southeast Asia. The Macquarie Group Foundation, the corporate philanthropy arm of a global leader in infrastructure asset management, also joined this initiative, contributing AUD 1.3 million to establish the Macquarie Investing in Women RISE Fund in the Philippines.



One of the women-owned enterprises supported by the RISE Fund is a private Vietnamese hospital chain that was hit hard when the pandemic reduced patient traffic and increased operating costs. However, the business was otherwise a stable investment; the private healthcare sector is likely to bounce back because its services are essential, and Vietnam’s public healthcare system has limited capacity. Additionally, demographic shifts and future economic growth are likely to boost demand for private healthcare services. Capital injection from IW enabled the hospital to cover operating costs, like salaries and pharmacy supplies. The financing helped establish a satellite hospital in Sa Dec, a city in Dong Thap province—growing the hospital chain’s geographical presence to better reach the Mekong Delta’s large, underserved population of 17.5 million people (20 percent of Vietnam’s population).

RISE has had significant impact in multiple ways, including effects on SMEs’ supply chains and end customers. For example, six SMEs provided more than 15,000 farmers access to markets, productivity-improvement services, and stable income for farming households throughout the pandemic. Two SMEs used technology to make education more accessible by providing financing to 881 students and training and placing 1,500 students in information technology roles.



Many of these women’s SMEs operate in male-dominated industries with implicit and explicit biases against women. Roadblocks preventing women from achieving their entrepreneurial potential have roots in social norms, attitudes, and customary practices that prescribe how much capital, time, and autonomy women can devote to entrepreneurial activities. Their business performance during a period of economic distress is changing the perception of women’s roles in the economy. These efforts demonstrate how women can help Southeast Asian nations reach their economic growth potential. At Abt, we care deeply about building back more equitably and changing social behavior to strengthen resilience to future shocks—investment for gender outcomes will be integral to making this a reality.

PROJECT: Investing in Women

CLIENT: Australia Department of Foreign Affairs and Trade (DFAT)



Effective Governance

Expanding Access to Legal Identity

In Indonesia, legal identity documents have been a major stumbling block in getting people who are poor or living in vulnerable conditions the government services they need. Without such vital records, government officials “were practically guesstimating” for years about how much to budget for public assistance and who should get it, says Samuel Waromi, head of the Waroser village in Aceh. And those families that did get a document used it “to wrap fried food because they thought it was unimportant,” notes Uswatun Khairat, a Gampong (village) registration officer. This meant that people couldn’t show their eligibility for aid.



SCAN TO
WATCH VIDEO

This situation has changed in seven provinces thanks to the Abt-led and Australia-funded KOMPAK project. Its cross-cutting work for select provincial, district, and village governments in Indonesia helps them develop accurate budgets, plan for services, and implement service delivery. The project also facilitates access to basic services and economic opportunities for people in need. The governance interventions at national and sub-national government levels included improved financial management systems and village information systems that identify marginalized groups. An important programmatic benefit was improved capabilities to respond to the COVID-19 pandemic. The bottom line: from 2015 to 2021, KOMPAK contributed to improvements in key outcomes in 24 districts across Indonesia, including a decrease in the poverty rate and in the Gender Inequality Index, and an increase in the Human Development Index.

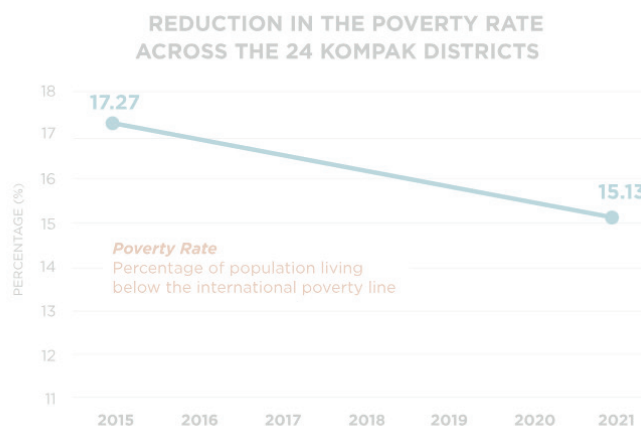
The village information systems, Sistem Informasi Desa, helped village governments budget and plan more accurately, because they knew the number of people who require assistance in their jurisdictions. Village cadres interview every family in every targeted village to get data. The improved information enables officials to offer aid to those most in need. “There is housing assistance for the underprivileged, wells built for those who do not have one just yet, and assistance in installing electrical connections,” says Erik Piterson Ladaw, a Waroser cadre. “The program was a match made in heaven for me.”

After identifying the target population, KOMPAK worked to get people to register to obtain legal identity papers by alerting them that they need the documents to get assistance from anti-poverty programs, such as the Family Hope Program and Non-Cash Food Assistance Program. KOMPAK also went door-to-door to help people process the documents. “Birth certificate ownership coverage in the Bireuen District has increased from 45 percent in 2017 to 89 percent in 2021, which is higher than the national target,” notes Mursyidi, head of the Simpang Mamplam District.



Access to the services is another matter, however, especially if families must spend money and time away from work to reach a distant government office. To tackle that problem, KOMPAK helped PEKKA, the Women-Headed Household Empowerment Foundation, organize an information and consultation service clinic in a community hall in the Trenggalek Sub-district. The clinic brought the community everything from population-administration services to health checks. By day’s end, the clinic had processed 125 identity-document cases (resolving 100 percent of them), 125 health cases, 97 social-issue cases, and 29 education cases. The district government also collected comprehensive data on residents’ problems, which will serve as benchmarks to improve policies.

Marmi, a farmworker and mother of two, was thrilled that she didn’t have to make multiple trips to the district office 27 km from her home to get her national identity card—at a cost of about half her monthly income. “I am overjoyed because I can finally obtain my [identity card] without having to spend a single rupiah,” she says.



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VIEW GRAPHIC**



NEPAL: EVIDENCE-BASED COORDINATION TO DRIVE IMPACT



IMPACT HIGHLIGHT

The British Government has a clear objective in Nepal: supporting efforts to improve the well-being of marginalized citizens. The UK Foreign, Commonwealth and Development Office (FCDO) has a portfolio of programs aligned with five strategic goals: Open Societies, Stability and Security, Inclusive Growth, Climate and Resilience, and Support to Women and Girls. The portfolio relies on a data-driven management approach to optimize effectiveness.

That's where the Abt Britain-led Portfolio Monitoring, Evaluation and Learning program (PMEL) comes in. It helps the British Embassy in Kathmandu make evidence-based, timely, and strategic management decisions by bringing together evidence and lessons from across its program portfolio. PMEL supports efforts to improve coherence and make judgments about program synergies, transferability, and cumulative effects. PMEL also strengthens information use through shared indicators for portfolio-level tracking. Some examples of the work that PMEL has done: The Embassy's Gender Team will use PMEL's analysis as a basis to complete its first gender equality and social inclusion (GESI) audit. PMEL analyzed the breadth and depth of GESI mainstreaming in Embassy programs using various gender equality and women's empowerment frameworks. In addition, our analysis of technical assistance using our Systems Change Diagnostic tool sparked debate about the ways projects are delivered. The tool assessed the spread and intent of technical assistance across the Embassy's portfolio and whether it creates system change with the Government of Nepal.



Building on the Pandemic Response for Lasting Social Protection

For the last decade, the majority of the population of Timor-Leste relied on agriculture and the informal economy for income, but 40 percent of households lived below the poverty line and a similar proportion lived precariously just above it. When the first case of COVID-19 was confirmed in Timor-Leste in March 2020, the government declared a state of emergency to prevent the spread of the virus, imposing a significant burden on an economy already weakened by political instability.

To combat the risk of growing poverty, the government of Timor-Leste launched an emergency cash transfer program for households, with an emphasis on providing assistance to rural women and children. The Ministry of Social Solidarity and Inclusion (MSSI) took the lead and engaged the Abt Australia-led Partnership for Human Development (PHD) to complement its limited resources and lack of strong systems to administer the program.

PHD was a logical choice. Since 2019 it had focused on a package of reforms for Bolsa da Mãe, the government's cash transfer program for families. Embedded in the Ministry, PHD technical teams had worked with senior officials behind the scenes, providing policy, systems, and legislative support to build trust in the ministry's management capabilities by increasing transparency and strengthening program governance.



When the pandemic hit, PHD partnered with MSSI to provide analysis to defend MSSI's case for distributing the emergency funds. MSSI asked PHD to help draft legislation and develop detailed systems for the program, from beneficiary identification, registration, and payments to public health measures to minimize COVID-19 transmission risk on payment day. To enhance payment distribution-tracking, PHD partnered with a local technology company, Catalpa International, to develop a real-time information management system to track payments and ensure transparency.

Despite the obstacles that the pandemic posed, the program succeeded on many levels. Preliminary data show that 299,808 households in 452 villages received nearly \$60 million in payments in five weeks—a major achievement. A survey showed that 95 percent of beneficiaries would buy food with the funds, and 99 percent of respondents were satisfied or very satisfied with the process. MSSl Vice–Minister Signi Verdial expressed how critical PHD’s support has been to government efforts: “PHD have done a great job in helping MSSl deliver the emergency payments.”

MSSl’s success with the emergency program paved the way for a push to expand Bolsa da Mãe further—something advocates for women have sought for nearly a decade. The Prime Minister asked MSSl to present detailed plans for Bolsa da Mãe reform. After PHD delivered more than 20 policy briefs, Bolsa da Mãe’s budget nearly doubled—from \$7.1 million in 2021 to \$13.1 in 2022. It will provide monthly payments and nutrition and hygiene counselling to reduce poverty and malnutrition for pregnant women and young children.

Abt’s innovative design of the COVID–19 household payment, its procedures, and its implementation built the trust of parliament in MSSl. The significant improvements in quality and accessible service delivery demonstrated a model that MSSl can replicate in other social protection programs, including Bolsa da Mãe. Abt Australia has built on the initiative’s success to influence government investment levels in the larger reform effort.



PROJECT: Australia Timor–Leste Partnership for Human Development (PHD)

CLIENT: Australia Department for Foreign Assistance and Trade (DFAT)



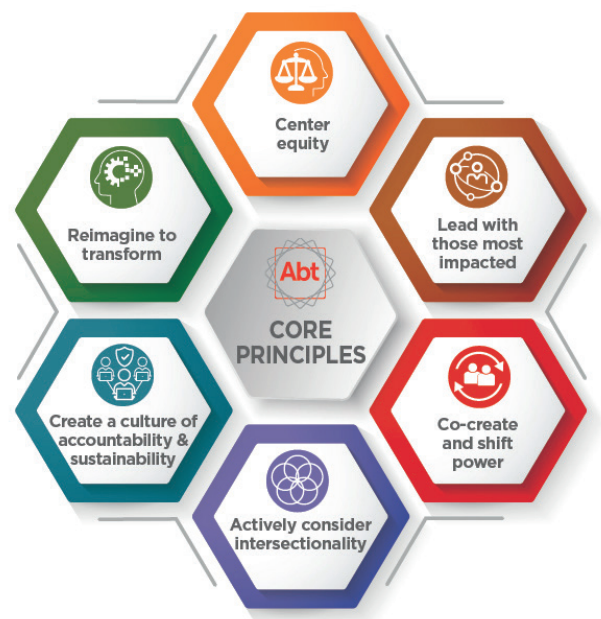
Equity & Inclusion

At Abt, we recognize that the health and well-being of individuals, families, and communities are shaped by a multitude of structural and systemic factors and historical inequities—this is why we aim to put equity at the center of our work around the world.

We are focused on integrating equity into our projects in technical assistance, implementation, and research, monitoring, and evaluation. We also strive to apply an intersectional lens. People’s intersecting identities—such as their race, ethnicity, gender, sexual orientation, socioeconomic status, ability status, and migration background—greatly affect their lived experiences and the challenges they face to achieving full social, economic, and political participation and well-being.

Our strategies, projects, and programs aim to work closely with the people most impacted by the issues we analyze and help them address—partnering with them as leaders and decision makers. Abt’s ultimate vision for our work on equity is to shift power dynamics, reduce exclusion and discrimination, and ensure that the autonomy, voice, and resources of people who have been marginalized or excluded lead the work.

Equity is a learning journey. We are challenging our clients, partners, and peers to embark on and sustain this journey with us.



Expanding Equitable Access to Services

Structural and systemic inequities hinder the ability of individuals, families, and communities to access and fully benefit from essential services like health care. This undermines their health status and well-being. Analyzing the sources of these inequities is a critical step in addressing them. But analysis by itself is not enough: Equity work requires planning, implementing, and monitoring programs in a way that provides tailored support so that all people can achieve their best life outcomes.

Understanding Health Equity and Racism in the United States

Abt works to advance health equity in countries around the world, including the United States, where there is a large and growing body of evidence that racism is built into medicine, healthcare, and the structures that support these sectors.

In 2021, the U.S. Preventive Services Task Force (USPSTF), Kaiser Permanente Center for Health Research, and Abt presented the findings of a study in the *Journal of the American Medical Association*, with the objectives of articulating the definitional and conceptual issues around racism and health inequity and describing how racism and health inequities are currently addressed in preventive health. Key findings are summarized in the excerpt below:



“Race as a social category does not have biological underpinnings but has biological consequences through racism. Racism is complex and pervasive, operates at multiple interrelated levels, and exerts negative effects on other social determinants and health and well-being through multiple pathways. In its reports, the USPSTF has addressed racial and ethnic disparities, but not racism explicitly. The systematic reviews to support the USPSTF include interventions that may mitigate health disparities through cultural tailoring of behavioral interventions, but reviews have not explicitly addressed other commonly studied interventions to increase the uptake of preventive services or foster the implementation of preventive services. Many organizations have issued recent statements and commitments around racism in health care, but few have provided substantive guidance on operational steps to address the effects of racism. Where guidance is unavailable regarding the proposed actions, it is principally because work to achieve them is in very early stages.”

PROJECT: Scientific Resource Center to Support the United States Preventive Services Task Force (USPSTF)

CLIENT: Agency for Healthcare Research and Quality (AHRQ)



Increasing Access to Healthcare for Migrants in Latin America and the Caribbean

The Latin America and Caribbean (LAC) region has experienced unprecedented migration flows over the last decade. Migrants fleeing hardship in Venezuela, Haiti, El Salvador, Guatemala, and Honduras need access to essential services like health care when in transit as well as in their host communities. Many also have specific needs, such as women migrants, who are often exposed to additional risks of violence and exploitation. While emergency humanitarian assistance can help, the best way for overwhelmed host countries to ensure that these new members of society have sustained access to essential health services is to have a long-term strategy—one that integrates migrants into existing health systems.



Leading the USAID-funded Local Health System Sustainability Project (LHSS), Abt and partners are supporting national governments in developing and implementing system-strengthening strategies to respond to migration in Colombia, Peru, and elsewhere in the LAC region. These systems-strengthening approaches not only recognize health care as a human right, but also, evidence suggests, result in more cost-effective care than emergency health services in the long run.

Colombia currently hosts approximately 1.8 million Venezuelans who have left their country due to the socioeconomic and political crisis. Although many of these migrants are eligible to receive health care through Colombia's national health insurance system, they face barriers to access, including lack of information about their rights and how to enroll in the system. Abt is supporting the Colombian Ministry of Health's efforts to enroll Venezuelan migrants in Colombia's public health insurance. The LHSS team analyzed key barriers to migrant enrollment and strengthened municipal health authorities' capacities to develop effective strategies to enroll migrants. For example, with LHSS support, municipalities are conducting enrollment days where migrants receive help filling out enrollment forms. To promote awareness and trust, LHSS has mobilized community-based organizations to spread the word about the enrollment campaigns and provide information on the enrollment process. Through LHSS support and more than 200 enrollment events, 82,000 migrants were able to enroll in the national health insurance system as of May 25, 2022.

PROJECT: Local Health System Sustainability Project
CLIENT: U.S. Agency for International Development (USAID)



Expanding Preventive Services to Improve Child and Family Well-being

After criminal justice, child welfare may be the most inequitable system in the U.S. Black children, for example, account for 15 percent of the child population but 25 percent of children in foster care, a 64 percent discrepancy. A large part of this is because Black families lack access to preventive services like prenatal care, home visiting, family resource centers, and supportive housing and experience higher levels of targeted surveillance.



Solutions require a shift away from a child welfare system focused on reacting to mistreatment and removing children from their homes. Instead, the system must focus on prevention, including advocating for or supporting community conditions that can promote well-being, and providing services so families don't enter the system in the first place.

The change in approach, especially for young children, requires addressing the links among racial inequity, education, poverty, health and housing disparities, and involvement with the child welfare system—and recognizing their lasting, harmful effects on children's lives.

Casey Family Programs, a pioneer in this area, engaged Abt to support its Thriving Families Safer Children initiative, which promotes the well-being of children, families, and communities. Abt provided strategic advisory services and developed innovative digital tools and engagement to inform a road map for creating a child and family well-being system focused on the needs of young children, prenatal to age three.

Abt's Accelerated Automated Search used artificial intelligence for a literature search to comb through 30,000 peer-reviewed papers to determine what we know about what is needed to build a transformative, well-coordinated system that ensures access to meaningful preventive services. The answer: precious little.

So, in New Hampshire, Abt adapted a mapping methodology used to calculate access to healthcare to instead calculate access to childcare services. It turned out they were located conveniently for employees but not families, creating childcare deserts. The mapping methods can scale nationally to improve access to preventive services.

The search is on for human-centered solutions focused on children and their families, from mobile services to provider incentives to move closer to clients. Local schools during downtimes could provide services in underserved communities. The transformation is critical—and one that can change the trajectory of families for generations.



PROJECT: Building a 21st Century Road Map to Child Welfare Transformation

CLIENT: Casey Family Programs



Providing preventive supports—and addressing social determinants of well-being focused on improved community conditions—can change the trajectory of a generation of BIPOC children and their families.

Advancing Gender Equality and the Empowerment of Women and Girls

As workers, farmers, business owners, community leaders, policymakers, caregivers, and consumers, women are pivotal actors in communities and economies around the world. Their empowerment is key to sustainable economic growth and more equitable progress. Yet there are many challenges to women’s social, economic, and political participation. Women face wage gaps, difficulty in accessing finance, discriminatory laws and policies, and gender or cultural norms that limit educational or career opportunities. Additional obstacles include household responsibilities and unpaid work, inadequate care infrastructure, gender-based violence (GBV), lack of sexual and reproductive health services and rights, and disproportionate vulnerability to shocks. Certain groups of women are affected disproportionately by these inequalities due to the intersections of gender with ethnicity, race, class, ability, and other identity markers. Abt’s programs strive to work across challenges to gender equality while taking into account these intersections.

Supporting Private Sector Coalitions to Advance Workplace Gender Equality

In the workplace, women face significant barriers stemming from implicit and explicit biases in the labor market—including in recruitment, promotion, and compensation. The COVID-19 pandemic compounded many of these challenges, including by disproportionately increasing women’s household and caregiving responsibilities compared with that of male colleagues. The pandemic-related economic slowdown also triggered gender equality to fall among governments’ and employers’ lists of priorities.

Leading businesses have significant power to effect change and influence society toward gender equality. And there are significant business benefits to doing so, such as increased staff motivation, better talent management, higher productivity and performance, and improved reputation.

The Abt Australia-led Investing in Women project works on women’s economic empowerment in Southeast Asia by improving gender equality in the workplace, increasing access to finance for women-owned or -led small and medium enterprises, and influencing harmful social gender norms.

To advance workplace gender equality, we take a locally-led and responsive approach to develop business coalitions (BCs) that work with influential businesses to shift workplace cultures, practices, and policy barriers in the region.



The coalitions have taken different forms in different countries, depending on what local businesses and other interested stakeholders thought would be most effective given local needs and contexts. For example, in Vietnam we consulted with local partners and together concluded the best approach would be to establish a BC as a social enterprise. In the Philippines, there was already an NGO focused on women’s leadership in business, so we leveraged the idea of a BC to help strengthen the NGO’s work in this space.



Each BC offers several key services to its business members and other firms: workplace gender equality assessments, employee perception surveys, training, and policy consulting. Investing in Women helps the BCs develop and adapt recognized tools and services to the needs of local businesses. For example, Investing in Women worked with the BCs to adapt a toolkit developed by Australia’s Workplace Gender Equality Agency to better suit the Southeast Asian market.

This has become the “Gender Equality Assessment, Results, and Strategies” (GEARS) and is delivered by all the BCs to help companies understand where they should take action for better outcomes on workplace gender equality.

As a result of its locally led approach, Investing in Women has helped the private sector in Southeast Asia build four thriving entities. Collectively, the BCs now have 105 member companies with an employee base of over 900,000 in the four countries. BC membership requires companies commit to and take action to advance gender equality in the workplace. And the BCs continue to grow, attracting new members and selling workplace gender equality services to non-member companies as well.

PROJECT: Investing in Women

CLIENT: Australia Department of Foreign Affairs and Trade (DFAT)



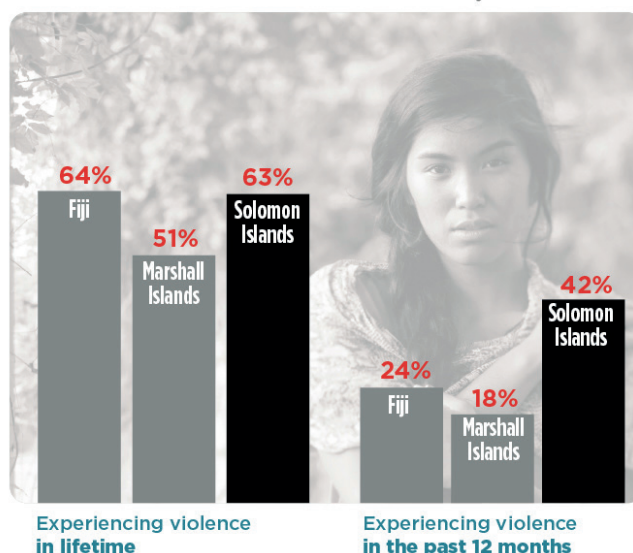
Quantifying the Economic Impact of Gender-Based Violence

Globally, one in three women experience gender-based violence (GBV) in their lifetime. This can significantly hinder their full social, economic, and political participation. One in four have experienced violence specifically at the hands of their intimate partners. The impact of intimate partner violence (IPV) ripples beyond the survivor. The severe emotional and financial costs range from medical expenses and loss of income to taxpayer costs for health, justice, and law enforcement services and the cost of intergenerational trauma from secondary exposure to IPV.

The Pacific Island region has some of the highest rates of IPV. In the Solomon Islands and Fiji, more than 60 percent of women who have ever been married or had long-term partners (“ever-partnered women”) report having experienced physical or sexual partner violence, while in the Republic of Marshall Islands more than 50 percent report having done so.

Abt Australia partnered with UN Women to conduct a study analyzing the cost of IPV to the economies of these three Pacific Island countries. This was the first GBV costing study that has been linked to their budget processes. We then worked with government ministries, non-governmental organizations, and others to apply the study’s insights to their work. The combination of rigorous research, capacity building, and technical assistance has helped ensure our research findings turn into meaningful action.

Percent of Ever-Partnered Women Affected by Violence





In addition to using a globally recognized methodology to calculate the cost of IPV to the economies of the Solomon Islands, Fiji, and the Republic of Marshall Islands, Abt developed a set of activities and corresponding costing model required to implement national legislation that aims to prevent and respond to IPV in education, health, sports, and governance. This was the first time such a package of activities and costing effort had been developed as a way of practically guiding the implementation of relevant national legislation in the three countries. Abt also developed and delivered a capacity-building package on gender-responsive budgeting, which is influencing budgetary processes in the three countries.

Overall, Abt trained more than 60 government and non-government participants from the Republic of Marshall Islands and Solomon Islands. And we engaged over 30 government and non-government organizations working in GBV and finance in all three countries to advocate for a greater budgetary allocation to preventing and responding to IPV. For many participants, this was the first time they'd had support for addressing GBV through budgetary processes.

PROJECT: Costing the impact of intimate partner violence and the resources required to address it: A multi-country research study in Fiji, Solomon Islands, and the Republic of the Marshall Islands

CLIENT: United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)



Raising Awareness of Intimate Partner Violence in India

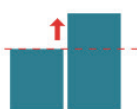
More than 640 million women globally have experienced violence at the hands of an intimate partner, and IPV cases increased dramatically during the COVID-19 pandemic, as victims were forced to stay at home with their partners during public health-mandated lockdowns. As in many other countries, the incidence of IPV in India was also exacerbated by COVID-19. The National Family Health Survey for 2015–2016 found that nearly 33 percent of married women aged 15 to 49 had experienced some form of spousal violence. Within two weeks of the 2020 COVID-19 lockdown, domestic violence complaints doubled.

Funded by the U.S. Agency for International Development (USAID), the Abt-led Sustaining Health Outcomes through the Private Sector Plus (SHOPS Plus) program launched a campaign that, for the first time in India, focused on the link between IPV and family planning (FP). The campaign helped increase knowledge of what constitutes IPV among women, helped women understand that denial of contraception is a form of violence, and expanded women’s access to FP information.

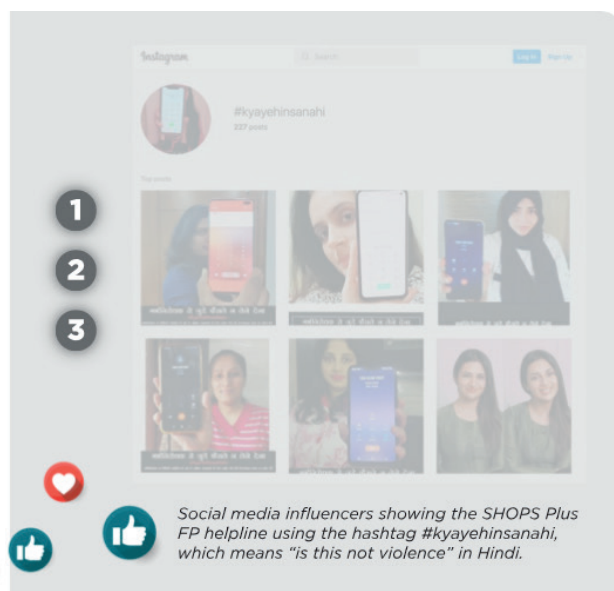
Highlighting the link between intimate partner violence and family planning through social media



Momspresso collaborated with **213 influencers** with fanbases between **2,000 and 100,000 followers**



Campaign achieved a **↑40% higher engagement** than Momspresso’s average.



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The digital campaign partnered with social media influencers, health professionals, and private sector company Momspresso, a popular online platform with an audience of 30 million users and content in 10 languages. Television actor Divyanka Tripathi launched the campaign through an Instagram video reaching 16 million followers.

The campaign significantly increased awareness of IPV among those exposed to it. The percentage of women exposed to the campaign who consider denying use of contraception by a male partner as a form of domestic violence rose from 31 percent pre-campaign to 57 percent post campaign.

PROJECT: Sustaining Health Outcomes through the Private Sector (SHOPS) Plus

CLIENT: U.S. Agency for International Development (USAID)

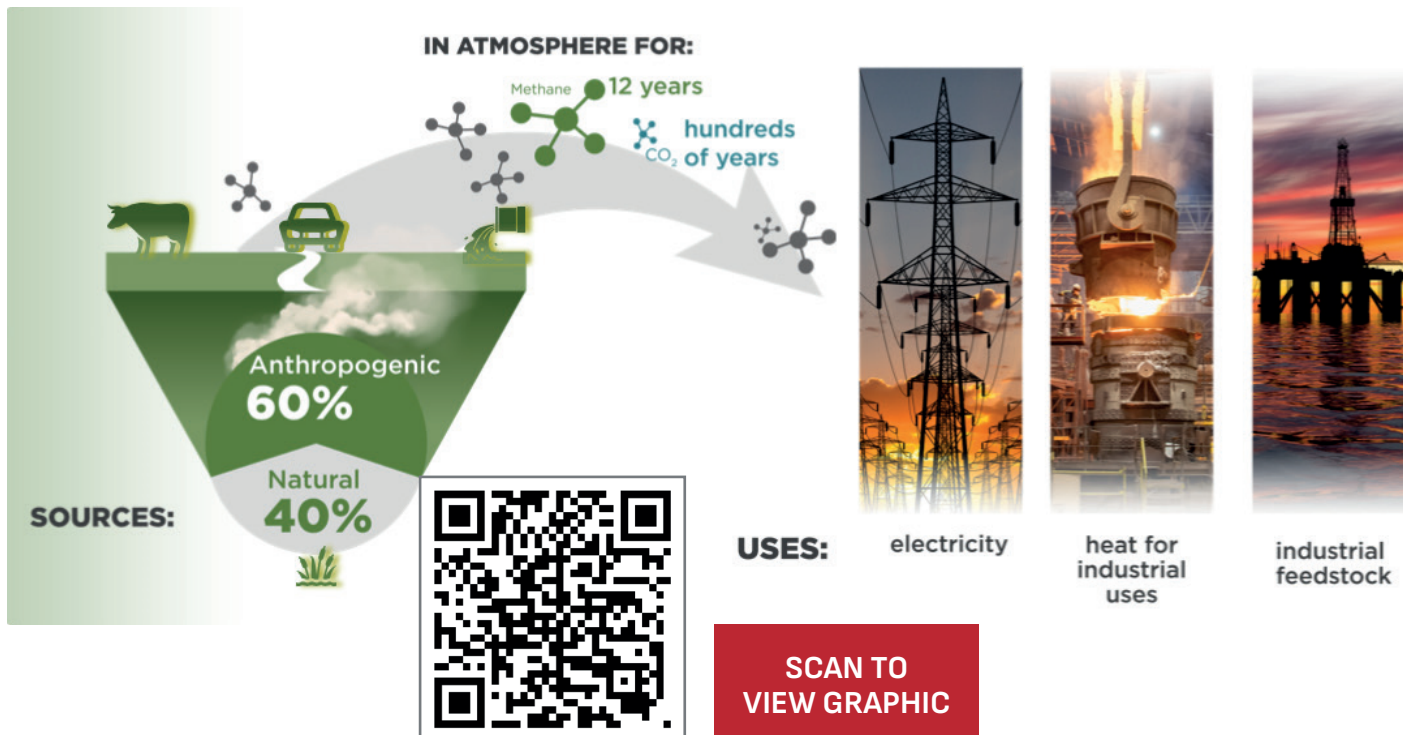


Thriving Environment

Tackling Methane Emissions

More than 100 countries signed the Global Methane Pledge introduced at COP26 in 2021—a show of support for cutting methane emissions that was both important and long overdue. While carbon dioxide (CO₂) gets most of the attention, methane is a greenhouse gas (GHG) that, ton-for-ton, is nearly 30 times more potent than CO₂ at trapping heat in the atmosphere. And while not an air pollutant, methane reacts with other agents in the atmosphere to form smog. According to the latest Intergovernmental Panel on Climate Change (IPCC) assessment report, methane concentrations in 2019 were the highest of any year in the past 800,000 years.

Sources of Methane Emissions and its Productive Uses



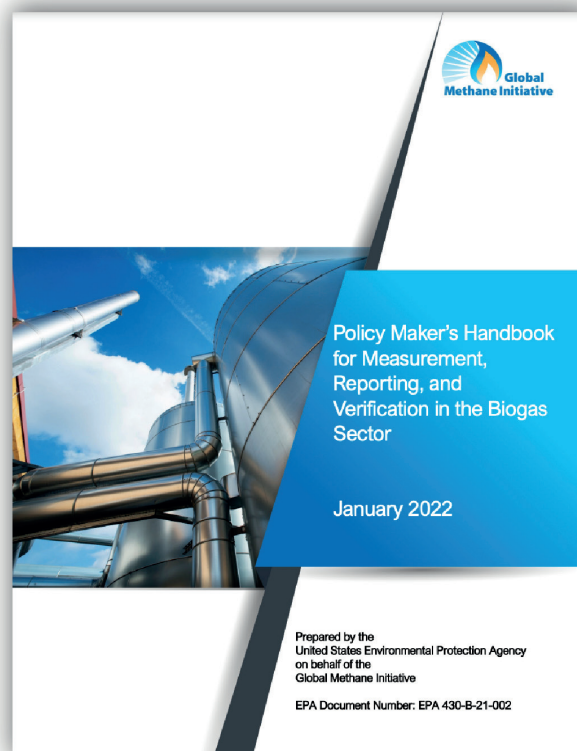
Over the last decade, Abt has been at the forefront of efforts to address methane pollution globally. Since 2013, we have helped the U.S. Environmental Protection Agency (U.S. EPA) address methane emissions from agriculture and solid waste sources through the Global Methane Initiative and the Climate and Clean Air Coalition. We have produced actionable tools to help project developers, governments, and implementers assess feasibility and benefits of potential methane mitigation projects and technologies, such as food waste digesters that produce valuable biogas. More than 50 cities—from Delhi, India, to Novi Sad, Serbia have used the Solid Waste Emissions Estimation Tool to estimate waste sector methane emissions and plan mitigation strategies. We have also conducted more than 70 studies and assessments, and developed more than a dozen guides and resources, including a recent best-practices guide for monitoring, reporting, and verifying methane emissions reductions for the biogas sector.



**SCAN TO
VIEW GRAPHIC**

VIDEO: The Solid Waste Emissions Estimation Tool (SWEET) has been used by more than 50 cities around the world

Our work has spanned dozens of countries that want to limit smog, mitigate climate change, and harness methane for commercial use. Key to those efforts is knowledge sharing and capacity building around best practices for reaching scale in effective waste management. For example, on behalf of the U.S. EPA, Abt played a critical role in helping The Energy and Resources Institute (TERI) establish its Center for Waste Management, which provides technical assistance to dozens of Indian cities. We helped establish the Center of Excellence for Circular Economy and Climate Change, which serves as a technical resource for Southeast European cities. And Ecuador’s Environment Ministry has incorporated the Abt-developed OrganEcs tool into its guidance for organic waste management.



Key to obtaining funding for methane projects is technical and financial feasibility analysis. In Naucalpan, Mexico, we conducted a technical analysis that was key to ensuring a waste treatment facility project moved forward. Our analyses helped the city secure a \$17 million grant from the national infrastructure investment bank for its waste treatment facility, with the rest of the project’s financing coming from private investment. We showed the project’s technical soundness and quantified additional important criterion: environmental benefits. In Novi Sad, Serbia, our feasibility assessment for a compost project led to capital funding from the German government. The assessment showed that the project was both technologically and financially feasible and that a centralized compost project was preferable to multiple smaller ones.

Step by step, more countries are learning about the benefits of methane mitigation—and acting on it. The Global Methane Pledge may well accelerate that progress.

PROJECT: Technical and Capacity Building Support for the Global Methane Initiative and Climate and Clean Air Coalition

CLIENT: U.S. Environmental Protection Agency (EPA)



Catalyzing Investment in On-Grid Solar

Energy consumption across Southeast Asia is projected to double by 2040. The region's reliance on such energy sources as coal and large-scale hydropower will increase global greenhouse gas (GHG) emissions and harm ecosystems, human health, and livelihoods throughout the Lower Mekong River Basin and beyond.

One solution is investing in low-emission power generation, but the barriers to investing in such alternatives are significant. The Abt-led Clean Power Asia (CPA) project, funded by the U.S. Agency for International Development, took a systems approach to help unlock almost \$8 billion in investment in clean energy options by busting pervasive myths about integrating solar power into the grid. The efforts eliminated key obstacles by reconciling the often-conflicting interests of consumers, utilities, policymakers, and regulators.

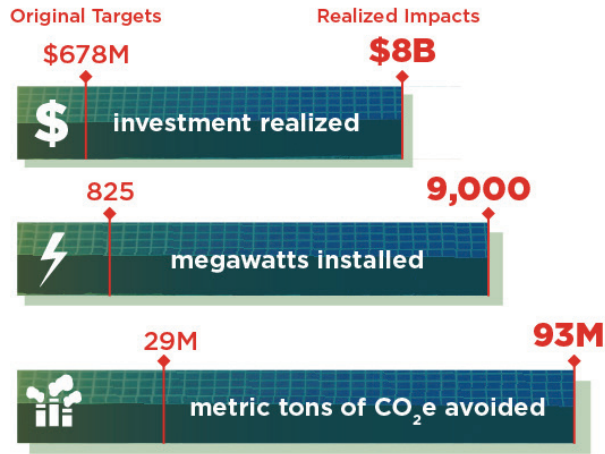
At the heart of CPA's strategy was encouraging scale-up of consumer-owned power such as distributed rooftop photovoltaics (PVs). Doing that required an overhaul of regulatory structures, which for decades facilitated investment disincentives and retained outdated requirements for consumers to use expensive equipment.

“ Understanding the utility revenue and rate impacts was a critical step in getting past barriers to a policy to promote greater investment in rooftop PV. ”

– Thanyalak Meesap of the Department of Alternative Energy Development and Efficiency, Government of Thailand

Abt used data to dispel the myths that stoked opposition to change. In Thailand, utilities feared large increases in rooftop PV deployment would slash their revenue, while regulators worried about the need for large tariff increases. A joint analysis by Abt and partners revealed no direct impacts on utility revenues and projected rate increases of less than one percent for even the most aggressive PV deployment scenario. The modeling supported consumers' interest in rooftop PVs and government efforts to develop a new policy while alleviating utilities' concerns. So Thai consumers can now install rooftop solar panels and sell excess energy back to the grid. Informed by this research and analysis, the Philippines and Vietnam followed Thailand's path.

System-level approach drives progress above and beyond targets



In total—in Laos, Philippines, Thailand, and Vietnam—the Abt-led CPA project supported amending 16 policies, and catalyzed investments of nearly \$8 billion to generate more than 9,000 megawatts of power. These achievements dwarfed the original target set for the CPA project by a factor of more than 10 (\$678 million investment in 824 megawatts of renewable energy generation). The policies would also avoid more than 93 million tons of carbon dioxide (CO₂)-equivalent emissions over the next 15 years, more than three times the original 29 million metric ton target.

HOW DID WE BEAT THE TARGETS?



Expanded investment and deployment of rooftop PVs will provide more evidence to rebut the myths that have been roadblocks to rooftop PVs’ development. As reality dawns on stakeholders, we can expect ever greater progress in the fight against GHG emissions.

PROJECT: Clean Power Asia

CLIENT: U.S. Agency for International Development (USAID)



Protecting Indigenous Environments and Lifeways through Climate Resilience

Indigenous peoples are often on the frontlines of climate change; their intrinsic ties to the land for sustenance and cultural identity means that they are particularly vulnerable to its effects. Everything from wildfires, extreme droughts, and sea-level rise to more incremental climatic shifts can irrevocably alter sacred landscapes, resulting in the loss of places, plants, and animals that are critical to sustaining traditional ways of life. Indigenous and Tribal communities are also key to protecting and restoring lands critical to staving off the most severe climate change scenarios. Traditional, intergenerational knowledge embedded in these communities makes them powerful stewards of ecosystems and biodiversity.

Each Indigenous population has distinct values and uses of natural resources. It is with respect for those beliefs and practices that we partner with them to help assess climate risks and strengthen communities' resilience to climate change. In the U.S., Abt has partnered with Tribal Nations for more than 20 years on an array of environmental topics that help preserve sacred landscapes, Indigenous first foods, life-sustaining and spiritual water sources, and traditional lifeways.

Our approach reflects the distinct nature of each Tribal Nation and helps strengthen climate resiliency based on a nation's sovereign identity. We help identify a community's unique vision through workshops with youth, elders, resource managers, and Tribal government leaders. We then assess vulnerabilities, including to plants and animals used as first foods, which are important foods and staples of Indigenous culture, spirituality, medicine, and overall well-being. Next, we help Tribes develop adaptation options, which typically blend western science with Indigenous knowledge. We collaborate with community leaders to ensure the results are accessible and resonate with the community.

We applied this approach in supporting the Pueblo de San Ildefonso to identify the community's vision and adaptation options focused on traditional activities and places, community health and infrastructure, and governance (see graphic by artist Erin Martinez). We are currently working with the Pueblo to implement high-priority adaptation actions.

Using Indigenous Art to Convey Community Vision and Vulnerable Community Assets



We ensure that our data collection and research expertise deepens understanding and improves communities' adaptive capacity. Partnering with the Native Alaskan Bristol Bay Heritage Land Trust, we are studying the impacts of climate and contaminants on Alaska Atlantic Salmon. This first food of Native Alaskans and other Tribal Nations is under threat due to climate change, mining contamination, and other stressors. Diminishing fish populations upend local cultures and harm human health. Developing a better understanding of the effect of rising temperatures on these fish can inform the design of adaptation strategies, such as identifying and protecting existing spawning grounds with groundwater inputs that serve as thermal refugia for developing salmon embryos. For a population facing multiple stressors, alleviating this one (temperature) may help to improve the odds of survival.

To further advance progress in this area, Abt is investing in our development of a remote-sensing fish-population modeling tool that will allow Tribal Nations and government agencies to assess climate and other impacts on fish populations. Our hope is that use of this tool, in combination with Indigenous knowledge, will support the management of key fisheries that sustain the traditional lifeways of many Tribal communities.

Community population-level health is also a critical area of our work. We conducted a human impact assessment on the combined effects of contamination and climate on the Pueblo de San Ildefonso, in the U.S. Southwest. Our work demonstrated that increased runoff and erosion during storm events following wildfires can result in greater movement and concentration of contaminants, potentially increasing the risk of exposure and harmful health effects. Our analysis showed that contaminant concentrations tripled after a particularly significant runoff event that followed a large wildfire.

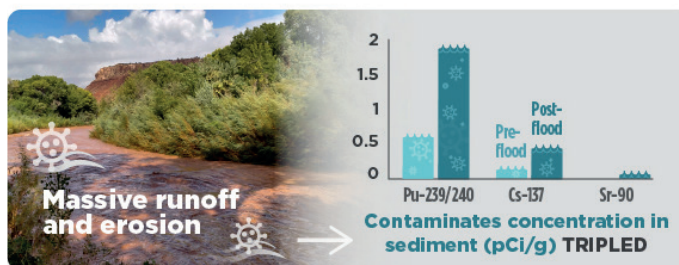
Climate change destabilizes the environment, exacerbates vulnerability, and compounds contaminant concentration



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Detecting effects is just the starting point. Western science and Indigenous knowledge and ingenuity can combine to produce truly sustainable solutions. All with three goals in mind: improving community health outcomes, protecting Tribal Nations' environments, and preserving Indigenous ways of life.

PROJECT: Climate Adaptation Planning, Pueblo de San Ildefonso; Southwest Alaska Salmon Habitat Partnership

CLIENT: Pueblo San Ildefonso, Department of Environmental & Cultural Preservation; Modeling Early Life Stage Salmonid Developmental Rates Under Future Climate Change Scenarios

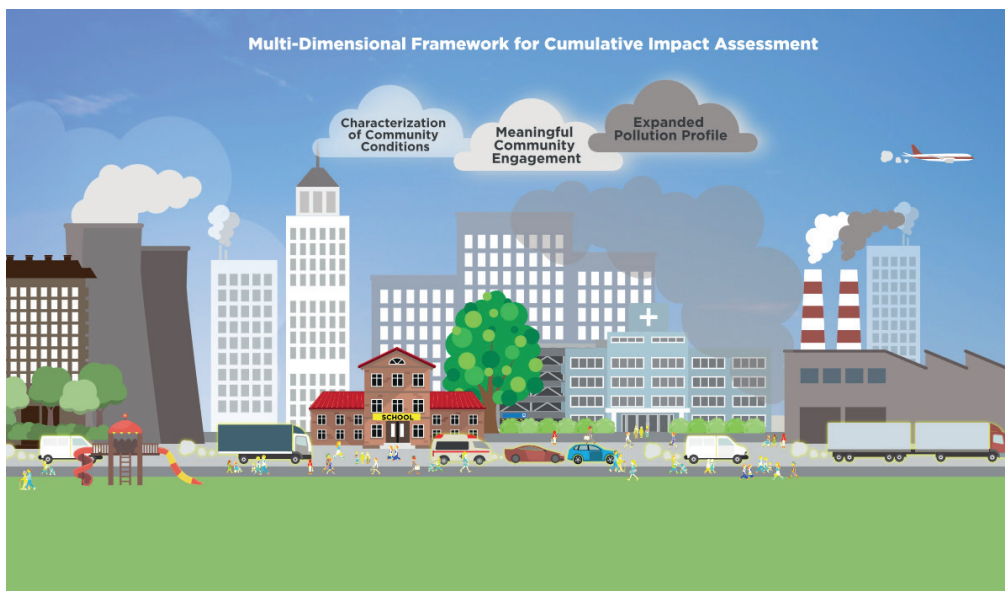


Assessing Cumulative Pollution to Protect Communities

For years, the process for granting a facility an emissions permit in Massachusetts focused primarily on emissions expected from the proposed facility or process change. It did not consider nearby communities' exposure to existing pollution sources or the cumulative effects of emissions from existing and new sources.

That's about to change. A 2021 state law mandates a more holistic approach. The law sets new goals for emissions and clean energy, and establishes a clear definition of communities overburdened by pollution. Partnering with the Massachusetts Department of Environmental Protection (MassDEP), Abt is developing a cumulative impact analysis framework which will evaluate the impacts of increased emissions in areas that may already be overburdened with pollution, environmental degradation, and the effects of climate change.

This change in air emissions-permitting is important because individuals and communities do not experience a single pollutant or a single exposure. They are exposed to numerous pollutants from multiple sources. In addition, these chemical stressors may interact with each other as well as with non-chemical stressors, such as extreme weather and climate change to affect health and well-being. Under Massachusetts's new process, permit applicants will have to explore whether a neighborhood already has poor air quality and a disproportionate amount of pollution, which can lead to varied health problems from cancer to pulmonary issues. Applicants will need to determine whether the population has unique vulnerabilities that make it susceptible to harm from increased air pollution.



SCAN TO
VIEW GRAPHIC

To build this Cumulative Impact Analysis (CIA) framework for Massachusetts, Abt identified and screened more than 80 environmental, public health, demographic, and climate indicators. We are now supporting MassDEP's development of a risk-screening tool for CIAs to streamline and scale the analysis.

Gathering input from communities and ensuring communities have access to information are critical for governments to build trust and ensure transparency in environmental regulation. In Massachusetts, Abt supports community engagement through webinars at half a dozen MassDEP stakeholder meetings designed to gather input on the new CIA process. Abt is also providing data to communities across the U.S. to strengthen Right to Know activities and ensure residents know what goes into the air their kids breathe, the water they drink, and the ground they play on.



Abt has created tools for the U.S. Environmental Protection Agency (EPA) that make neighborhood-level data about pollution levels accessible. For example, we developed a user-friendly search on the Toxics Release Inventory (TRI) homepage with interactive charts, tables, and maps to help the public learn about toxic chemical releases in their community. This tool, known as TRI Toxics Tracker, includes data on community demographics near facilities reporting to TRI. An expanded version of the tool provides users with even more ways to understand the trends in toxic chemical releases over time and the demographics of who lives near reporting facilities.

An EPA press release in January noted that the agency is setting its research agenda to evaluate how to implement CIAs to identify and quantify environmental justice issues that the Biden Administration seeks to address. If EPA pushes ahead to adopt CIAs, states that aren't yet exploring the issue will have to adapt to the process quickly.

PROJECT: Massachusetts Cumulative Impact Analysis; Toxics Release Inventory

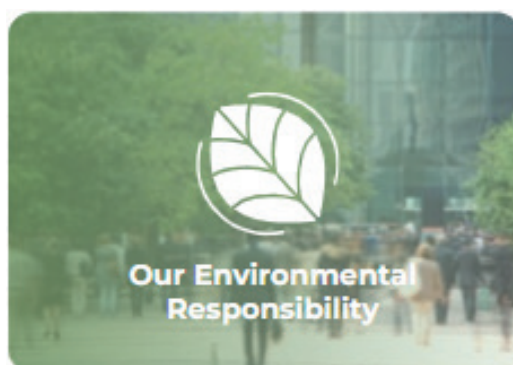
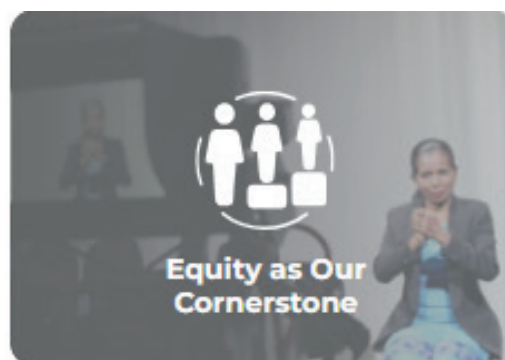
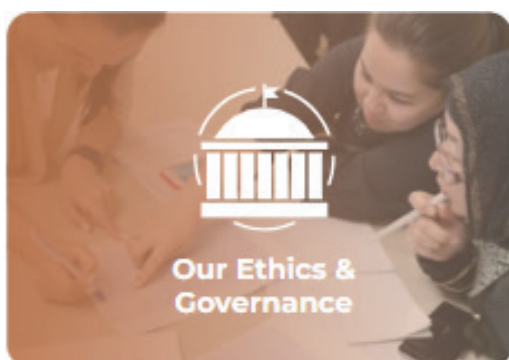
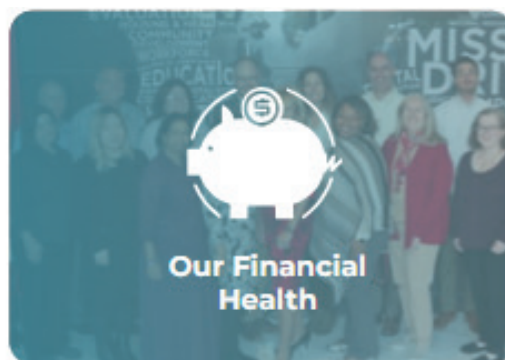
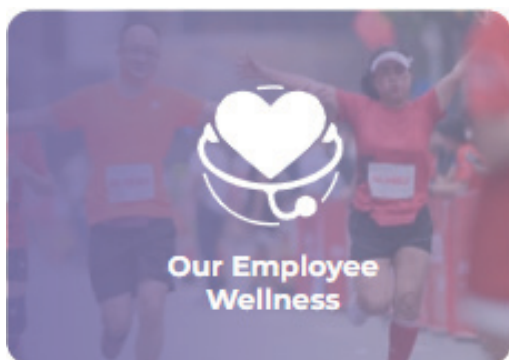
CLIENT: Massachusetts Department of Environmental Protection (MassDEP); U.S. Environmental Protection Agency (U.S. EPA)



Our People & Operations

Our founder, Clark Abt, was as concerned about creating measurable social benefits as doing so responsibly and equitably. And that legacy continues today. We have invested in the wellness of our staff, halved our carbon footprint (and aren't stopping there), and dedicated ourselves to anchoring on equity as a cornerstone of our approach to everything. Indeed, in all aspects of our people and operations strategies, we live our mission: improving the quality of people's lives.

Explore Our People & Operations



Employee Wellness

The COVID-19 pandemic profoundly changed every aspect of life at Abt. We revamped the way we work, our office environments, and our benefit and well-being programs. As we did so, we put our values into practice.

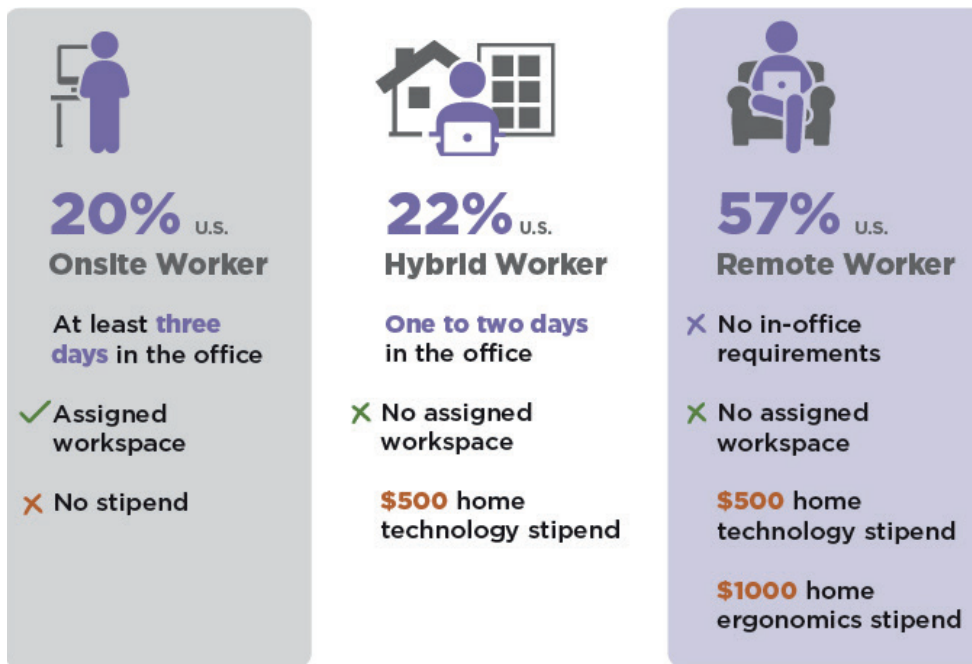
In the span of a week in 2020, our global workforce turned remote. And we remained remote for nearly two years across many of our global locations, our employees adapted to deliver on Abt's mission in a new way. Our primary focus in the latter half of 2021 was on preparing employees for our "next normal" and making staff feel comfortable with their options. Pre-pandemic work policies didn't reflect the new realities of working from a variety of environments—home office and other locations—so we took the opportunity to reassess and emphasize workplace flexibility, looking toward the future we envision for Abt.



“As we move into our “Next Normal,” we will think of work as something you do, not a place you go, and we recognize that work can be done anywhere Abt is authorized to work.”

— Lisa Simeon, Chief Human Resources Officer & Chief Operating Officer

When U.S. employees chose where they wanted to work, 57 percent elected to remain fully remote; 22 percent opted for hybrid, coming into the office up to two days a week; and another 20 percent selected the option of being onsite the majority of the week. Moving to our next normal is much more than updating a policy or choosing a new commuter type, though. It's a shift in mindset to meet the possibilities of post-pandemic life, while acknowledging the reality that we'll be dealing with COVID globally for years to come. Of course, we encourage periodic office visits to share ideas, bond, and catch up with colleagues when it's safe to do so.



Our Buildings

Day One back in the office for some was a step outside of a secure bubble that many have spent so much time reinforcing. To protect the health and safety of our employees as they reentered the workplace, we applied for and received the WELL Health-Safety Rating in our two largest U.S. offices—Rockville, Maryland and Cambridge, Massachusetts. WELL is an evidence-based, third-party verified pathway for addressing acute health threats. The rating helped us confidently prepare our spaces for re-entry when COVID-19 risk levels permitted. The rating is a roadmap for everything from keeping offices clean and sanitized to monitoring facilities’ air and water quality. Both our Durham, North Carolina and Atlanta, Georgia offices are in the certification process as of 2022.



Our Support Resources

Nearly two years of COVID-19 anxiety, uncertainty, and sporadic isolation have left their mark on the global workforce. Abt's Work/Life Assistance Plan had an uptick in comprehensive use—from 25 percent in 2020 to 35 percent in 2021 in the U.S., and from 6 percent to 13 percent in the same period for Local-Country National (LCN) staff. Our Work/Life Assistance Plan connects employees to mental health services that many of us have needed.

Abt increased equitable access to our resources as employees continued to face COVID-19 related challenges. We delivered three live seminars for employees in Uganda and held four virtual support groups for employees in Malawi, Uganda, and Namibia after colleagues passed away. In August, Abt provided an additional 16 hours of sick leave for our LCNs so that staff would be able to access the COVID-19 vaccine once it became available. We recognized that, in many LCN locations, traveling to get the vaccine and recovery afterward posed an undue burden.



The staff-led Mental Health Diversity and Inclusion (D&I) Working Group in Australia, the Well-being at Abt Employee Networking Group in the U.S., and each of the Peer Advocate and Peer Support Person Networks in Abt's global programs and home offices additionally advocate for a safe environment for those experiencing mental health conditions. Australia's D&I groups specifically work with senior leadership to improve policies and procedures to support employee well-being

IMPACT HIGHLIGHT



TIMOR-LESTE: RESILIENCE FACING FLOODS, DISASTER, AND THE PANDEMIC

While pandemic-related health and safety was everyone's priority in 2021, Abt's 86 members of the Government of Australia-funded Partnership for Human Development (PHD) program in Timor-Leste had to face all of this with the backdrop of massive flash flooding. To confront the obstacles, the PHD team drew closer, drawing on each other for strength and resilience in the face of fear and anxiety. Working together, the PHD team got fully vaccinated faster than any other Abt program office—inspiring us all to follow suit. The PHD team knew the importance of psychological safety and how remaining connected and sharing information via methods like WhatsApp would keep them strong and safe.



Financial Health

In the face of the COVID-19 pandemic, Abt continued to show remarkable resilience, adopting policies that promoted balance, flexibility, and equity for our staff to secure their economic well-being during trying times.

Financial Well-being

One key sign of the company's resilience, is the share price of our Employee Stock Option Plan (ESOP)—one of the oldest ESOPs in the U.S. Our share price increased by double digits during each of the two pandemic years—an impressive feat directly attributed to the outstanding work our staff executed for clients and our strong financial health.

The financial security of our staff is also a top priority for Abt when we assess the company's economic health. In addition to merit increases, we provided a 2.5 percent across-the-board cost of living raise to all U.S. employees to help staff keep up with rising costs in 2021.



2.5% cost of living raise

to all U.S. employees in 2021

Equity Considerations

Pay equity promotes economic security. Our commitment to equity as an organization led us to adopt a comprehensive action plan anchored in the Economic Dividends for Gender Equality (EDGE) standard. EDGE is the leading global assessment methodology and business certification standard for gender equality.



Our EDGE action plan includes a global and comprehensive annual gender pay-gap analysis. Abt's internal standard is to use EDGE's regression model as a best practice to assess gender pay discrepancies—as opposed to salary ratios, which can skew outputs due to currency variations in the countries where we operate. We will continue vigilantly and proactively address pay gaps to ensure equal pay for equal work. In 2021, Abt updated our Compensation and Employee Leave policies to promote access, equity, and flexibility across our workforce. We also enhanced our cultural, ceremonial, and special leave policies and included a new paid volunteer policy for all home office staff globally.

Balance & Flexibility

Balance has long driven our success by ensuring that all employees, regardless of sex or gender identity, are not discriminated against and have equal and flexible opportunities to do their best work. Flexibility is key to developing an inclusive workforce. Increased flexibility helps us attract and retain employees across all age groups and genders, improves employee engagement and productivity, and enhances employee well-being and happiness.

As part of these values, Abt introduced a Paid Parental Leave Policy in Australia and Britain and advanced the quality and equity of benefits offered by U.S. equivalent Family Benefits Policy—expanding coverage to surrogate parenting arrangements, foster care, legal guardianship, and adoption, and removing employment duration requirements before benefits are available.

Due to the success of the two-week flex-work period benefit introduced in the U.S. in 2020—which allows staff to vary their schedules and the amount of time they work daily over 14 days, instead of seven—we scaled and institutionalized the benefit via a Flexible Work Policy applicable to all home offices globally in 2021. The policy enables our staff to be more agile in uncertain times and enables Abt to respond to movements in demographic trends and changing family and household patterns.



Ethics & Governance

Abt’s mission—to improve the quality of life and economic well-being of people worldwide—extends to our relationships with our suppliers and to each other, as colleagues across the organization and around the world. To drive meaningful change, our systems must align with and foster the culture we strive for at Abt.

Ensuring the Highest Levels of Ethics & Governance Across All of Abt

As the locations and fields of expertise where Abt works expand, we continue to refine and standardize our policies, procedures, and practices. Recent efforts—from our first-ever global Supplier Code of Conduct to our new Global Safety and Security Policy—set forth important commitments for Abt. They reinforce compliance with national laws where we operate, set new and updated standards and expectations for ourselves, and ensure consistency across our global operations.

As a global professional services firm, we must ensure the quality of our suppliers’ performance and their adherence to high ethical standards so that we can deliver on our mission. Abt’s new global Supplier Code of Conduct improves transparency and establishes the standards of business conduct required of all suppliers in the delivery of goods or services to Abt and our clients worldwide. As a signatory of the United Nations Global Compact (UNGC), Abt’s new code reflects our commitment to the Ten Principles and to building a diverse and sustainable supply chain. Our Tier 1 suppliers must now demonstrate compliance through internal mechanisms, which Abt will use to satisfy legal, ethical, and business obligations related to our supply chains.



While Abt operates under different national legal obligations, we share values that allow us to apply consistent safety and security commitments, principles, and standards globally. Our new Global Safety and Security Policy reflects this unified approach, providing a framework for all Abt entities to align and collaborate in managing the complex safety and security challenges we face around the world. The policy helps Abt’s global offices eliminate threats to workplace safety and staff well-being, ensuring secure environments where employees can do their best work.

Representation at Abt

Effective governance ensures Abt leadership hears and reflects the voices of our staff in how we operate. In Australia, six employee-led Diversity & Inclusion (D&I) Working Groups represent those voices.

All six D&I working groups share the same core goal: to make our workplace an inclusive and safe environment for employees by 1) ensuring Abt’s policies and procedures include and protect each group; 2) bringing about cultural change to ensure employees are accepted, included, and valued for who they are; and 3) addressing underrepresentation of employees within Abt at all levels.



The D&I groups provide awareness training, including self-reflection on personal biases and prejudices in our day-to-day work life and decision-making. They create opportunities to sift through evidence and analyze how to use Abt’s own data to improve corporate practices and our workplace culture. And the groups identify best practices for overcoming institutionalized prejudice in recruitment and retention across all job levels. Representation matters, and these groups show that we use the same important practices externally, in our work, internally.

ESG—Managing Risk; Pushing Transparency & Operations Leadership

Environmental, social, and governance (ESG) risks are among the top concerns organizations must manage today. For example, companies must align with the Ten Principles of the UNGC to even bid on government contracts with the United Kingdom. Compiling, complying with, and calculating metrics for the wide variety of ESG reporting requirements for different organizations demands a significant investment of time and resources. But doing it correctly and aligning across global frameworks enables organizations like Abt to advance our credibility and sustainability, which is well worth it.



Abt has been a proud signatory of the UNGC and its Ten Principles since 2017. In an effort to add value and streamline the Communication on Progress (CoP), the UNGC is launching an enhanced digital platform and standardized questionnaire, the use of which will be required of all signatories by 2023. Abt stepped forward as an early adopter of this new platform in 2022, enabling us to provide feedback to improve the platform and questionnaire before its full release.

We are also committed to complying with the first ever sustainability standard for professional services firms facilitated by NSF and accredited by the American National Standards Institute—NSF/ANSI 391.1. The purpose of this Standard is to establish uniform ESG and supply chain performance indicators for professional services organizations that exemplify sustainability leadership in the market. Abt has submitted our intent to be part of the first cohort of firms to undertake this certification process—as soon it becomes available. We look forward to this exciting endeavor as it will serve as an important testament of Abt’s efforts in this critical management area.

Equity as Our Cornerstone

Equity is the cornerstone of our strategy. Understanding our own identities and biases is a critical first step in our journey as an organization. We have assessed our workplace and are implementing actions to address where Abt falls short and learn the skills necessary for us to be actively antiracist and inclusive.

Our Equity Journey

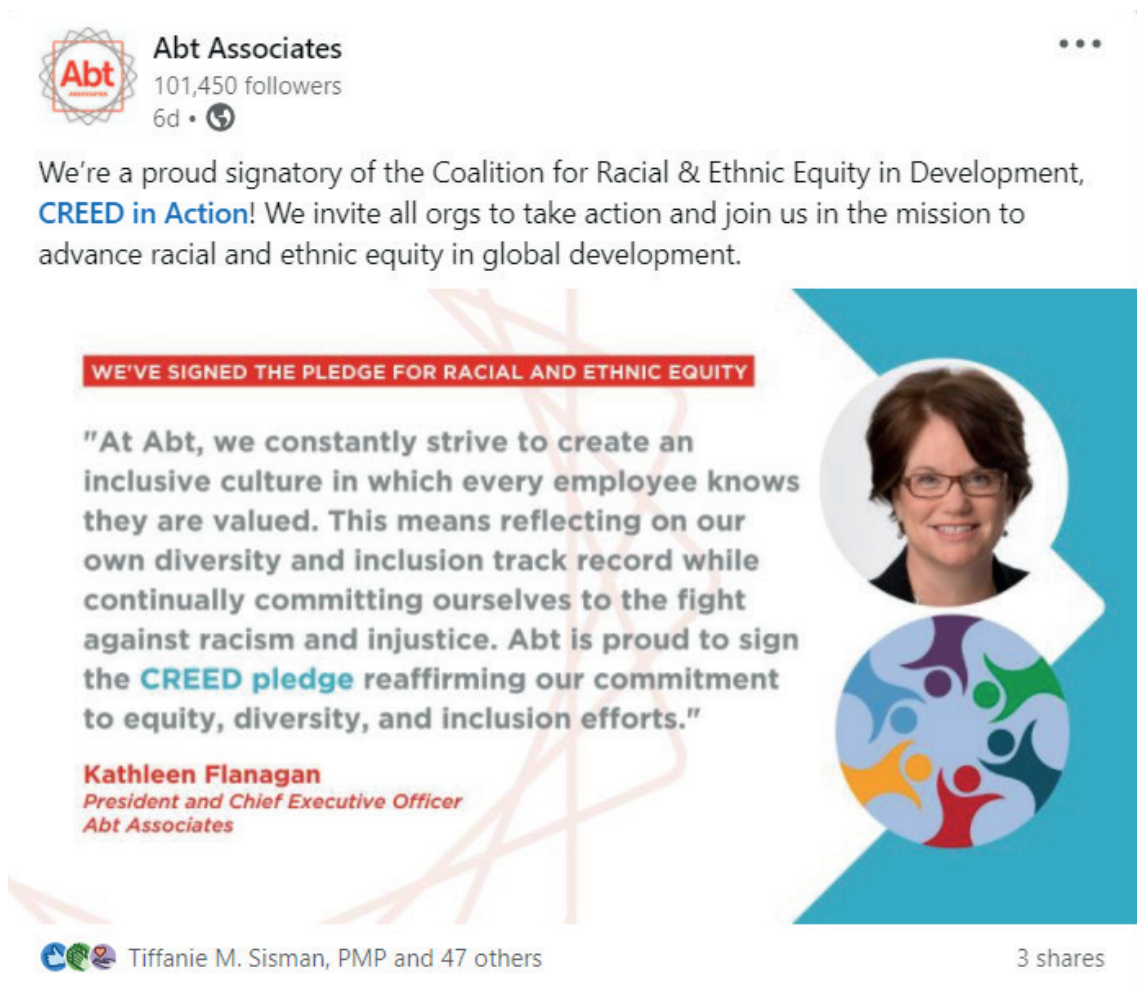
In 2021, we established a mandatory two-hour training for all Abt staff on social identity and unconscious bias, with an optional three-hour facilitated session. We hired our first ever Chief Global Equity Officer, Roslyn Brock, Chairman Emeritus of the National Board of Directors for the National Association for the Advancement of Colored People (NAACP) and a recognized civil rights, health policy, and equity advocate in the United States. Brock is responsible for leading our Global Equity Team. Together they are developing a comprehensive global equity strategy—with a particular focus on race, gender, and ableism inequities—and a commitment to creating systems of change.



The Global Equity Team is one part of a broader equity mobilization strategy that includes equity specialists embedded in divisions, departments, and programs. “The need for this work is not new. What is new, however, is the window of opportunity and global momentum to do it,” Brock says. “This work can’t be rushed, and it is critically important that we get it right. This requires inward reflection, both as an organization and as individuals.”

To continue to advance our commitment to equity, we have signed a key pledge sponsored by the Coalition for Racial & Ethnic Equity in Development (CREED), a collective of U.S.-based international development and humanitarian assistance organizations. The pledge commits signatories to build racial and ethnic equity (REE) into their policies, systems, and culture and to instill REE in international development. Additionally, we continue to improve upon our certification from Economic Dividends for Gender Equality (EDGE), the leading global assessment methodology and business certification standard for gender equality. In 2021, EDGE certified Abt globally at the MOVE level, the second-highest rating available.

A key part of Abt's strategy is to have a learning continuum between what our experts learn in the field through our work and our own internal equity, diversity, and inclusion (EDI) strategy. This ensures that we apply the absolute best thinking and latest knowledge to how we run the company, as well as how we implement programs on behalf of our clients. Our road may be uncomfortable at times, but we will emerge a more equitable, diverse, and inclusive workplace.





Abt Associates
101,450 followers
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We're a proud signatory of the Coalition for Racial & Ethnic Equity in Development, **CREED in Action!** We invite all orgs to take action and join us in the mission to advance racial and ethnic equity in global development.

WE'VE SIGNED THE PLEDGE FOR RACIAL AND ETHNIC EQUITY

"At Abt, we constantly strive to create an inclusive culture in which every employee knows they are valued. This means reflecting on our own diversity and inclusion track record while continually committing ourselves to the fight against racism and injustice. Abt is proud to sign the **CREED pledge** reaffirming our commitment to equity, diversity, and inclusion efforts."

Kathleen Flanagan
President and Chief Executive Officer
Abt Associates

 Tiffanie M. Sisman, PMP and 47 others 3 shares

Equity-focused Workforce Capacity Building

“Diversity is being invited to the party. Inclusion is being asked to dance at the party. Equity is having a culturally diverse playlist. And belonging is an outcome of feeling comfortable to ask someone else to dance. That’s what we want to strive for at Abt as we evolve and mature along this journey.”

— Roslyn Brock, Chief Global Equity Officer

Abt is continuously looking to expand and enhance strategies to ensure employees feel they belong. Diversity and Inclusion (D&I) Working Groups in Australia provide not only a sense of community but a way for staff to bring their issues to management’s attention and work with leadership on solutions so that policies reflect the groups’ needs. In the US., Employee Network Groups (ENG) serve as voluntary, employee-led groups that focus on shared identities and life experiences. All ENG and D&I groups are committed to providing support to Abt staff in developing a more inclusive and diverse workplace and creating a safe environment for staff who identify with that particular group and their allies. In 2021, our Women at Abt and Emerging Leaders ENG’s partnered up to develop a mentoring program for staff to promote diversity and inclusion and employees’ professional growth and development, knowledge sharing, and community building.

Abt ensures a safe environment through multiple pathways to address conflict and workplace concerns, including a formal complaint process. Informally, Abt’s Workplace Relations team and network of Peer Support and Peer Advocacy Advisors act as neutral pathways to discuss workplace conflicts and provide support in cases where an employee doesn’t want to file a formal complaint or go to a supervisor right away. Whichever route an employee takes, it’s important to empower staff to create and demand an inclusive environment so they feel they belong at Abt.



Women @ Abt

ADVANCING WOMEN'S
EMPOWERMENT AND EQUITY AT ABT.



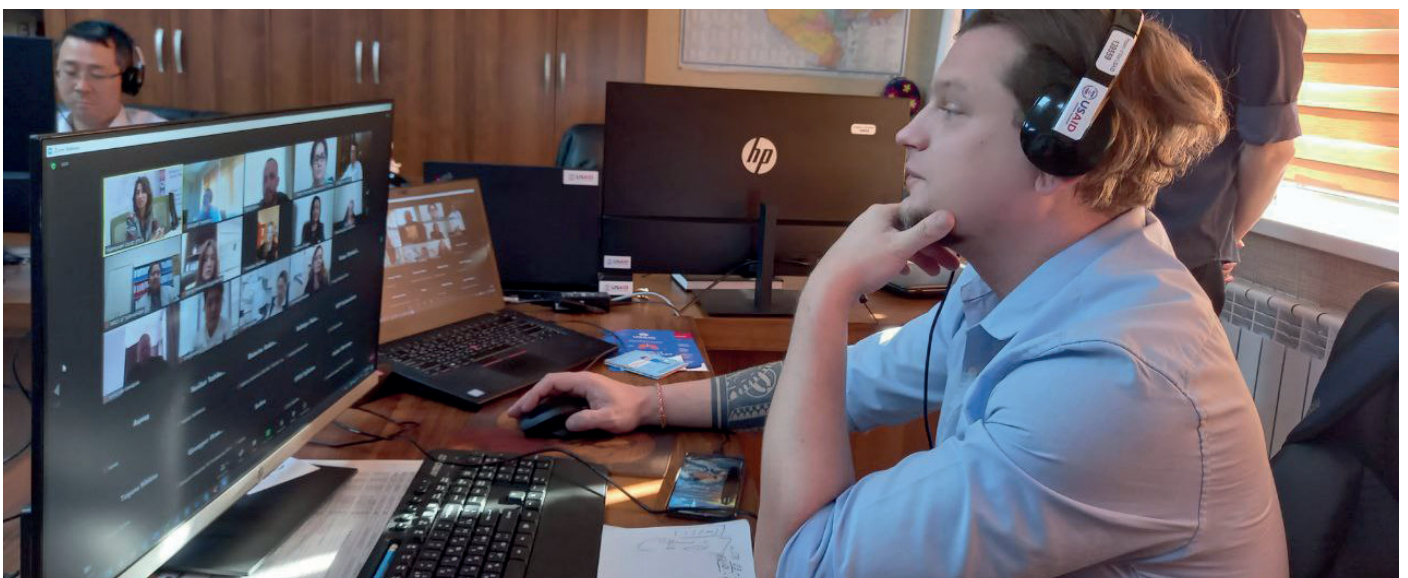
Talent & Development

Attracting, recruiting, and retaining top talent requires a nuanced approach. In thinking equitably about the needs and experiences of potential candidates, we challenge the status quo of hiring and resist the urge to follow a one-size-fits-all approach. Our updated approach has led Abt to conduct unconscious bias training for recruiting staff—all of whom were diversity certified in 2021—and enhanced our screening and interviewing processes.

An unintended benefit of COVID has been the geographical expansion of our talent pool. Gone are the days where work is a place you go. Rather it's something you do. Abt has been able to reduce and often eliminate location-based barriers to open positions, which further increases our ability to attract talent from anywhere, not just from those near our office locations.

Beyond recruitment, capacity building for career development is critical for equity. As part of our five-year corporate strategy, we are committed to strengthening our project management expertise by investing in our people, processes, and tools. In 2021, we sponsored our first cohort of over 30 global employees to become Project Management Professionals (PMPs) and Project DPro Practitioners—the world's leading project management certifications. And we launched an internal Technical Assistance and Implementation (TA&I) Training Academy with the goal of boosting internal capacity to provide data-driven and solution-oriented technical assistance to clients and communities. Applicants for each of the above development opportunities were selected using an equity lens—evaluating them based on the training's business purpose, diversity of candidates, and their capabilities. Across these opportunities, 69 percent of participants were women and 37 percent were people of color. We also formally trained nearly 100 employees on our updated internal Project Management Model to improve employee effectiveness in all aspects of their jobs.

All U.S.-based staff have access to Learning Accounts, which may be used to cover the time employees spend on professional development. Globally, staff have access to LinkedIn Learning at their fingertips, from any device, and across several languages to promote inclusivity. While the learning courses enable us to better deliver services to our clients and their beneficiaries, our staff are also empowered to control their current professional development and future career paths.



Environmental Responsibility

Caring deeply about the environment and driving bold action towards creative solutions goes back to our founding. Back in 1976, we built a 7,000-square-foot solar-heated office building on our Cambridge, Massachusetts campus—an early indication of our commitment and creative thinking that continues today.

Making Deep Cuts in Our Emissions

We've set ambitious goals for cutting our carbon footprint and made progress in meeting them. By 2019, we had cut our U.S. greenhouse gas (GHG) emissions by 44.6 percent from our 2012 baseline. We now plan to reduce our global emissions an additional 38.6 percent by 2027 from our updated 2019 baseline—including a 33 percent reduction by 2025, in line with our five-year corporate strategy. Our new targets align with what climate science dictates is needed to meet the goal of keeping global warming to 1.5°C and to reach net-zero emissions by 2050.

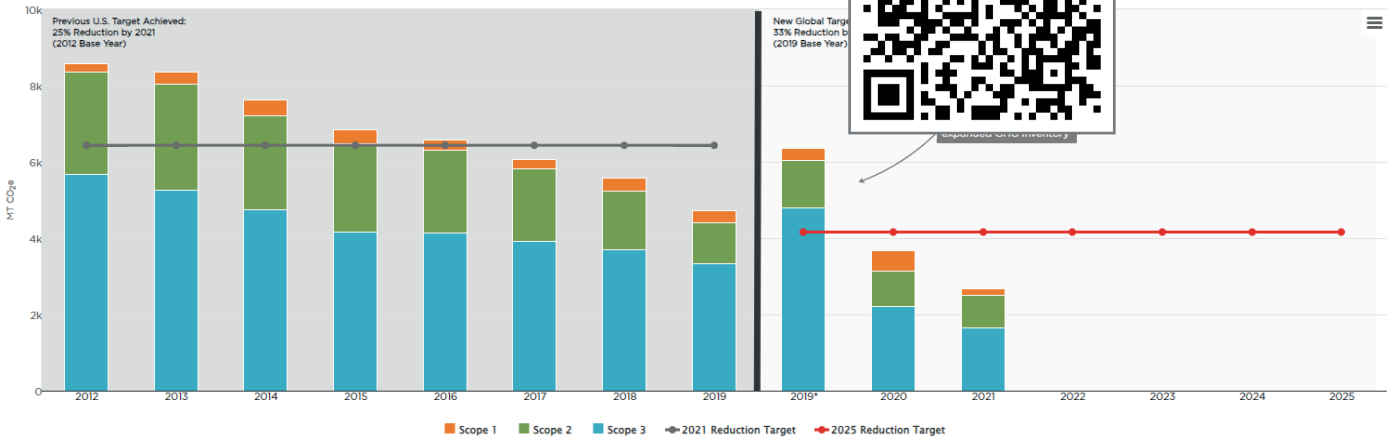
We submitted Abt's new 2027 target for validation with the Science Based Targets Initiative (SBTi). It exceeds the minimum required 4.2 percent annual linear reduction and demonstrates our commitment to deeper, faster cuts. We continue to follow best practices by expanding the scope of our GHG inventory every target period to capture the full extent of our emissions. We now include our corporate entities in Australia and Britain, international project sites, telecommuting, and are working to expand our accounting of additional Scope 3 emission sources.



GHG Emissions Actual v. Target



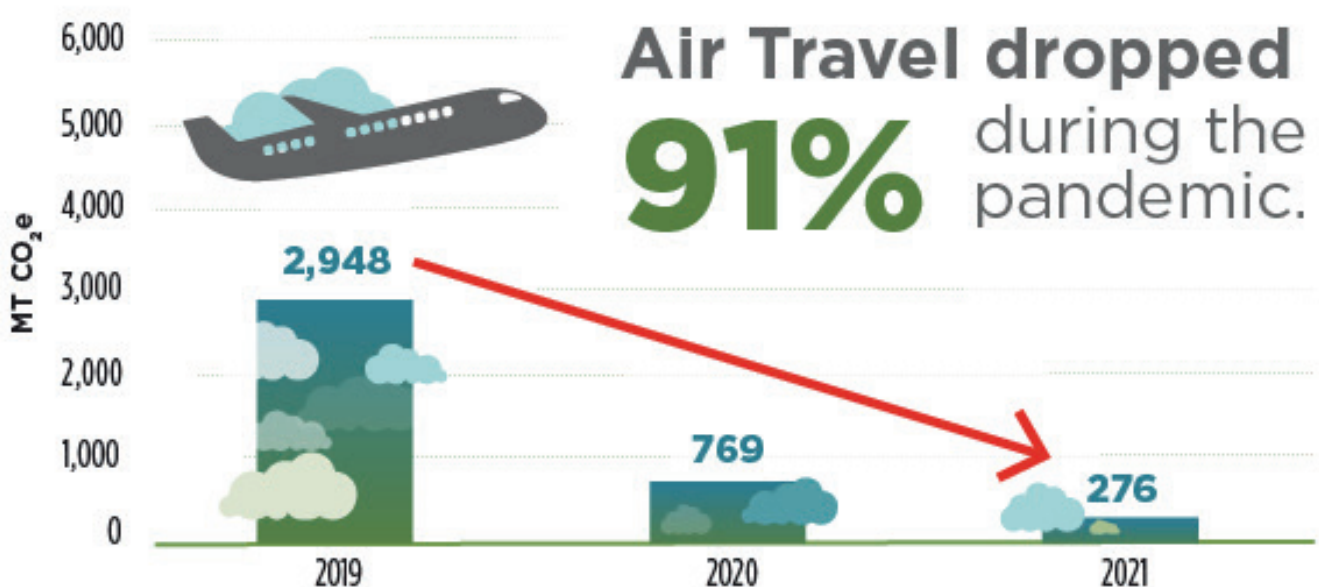
SCAN TO VIEW GRAPHIC



What is key to sustaining this momentum?

Resolving a dilemma. Air travel is a critical business activity for our firm. It’s also what we must significantly reduce to meet our GHG reduction targets; air travel accounted for 40 percent of our emissions before the pandemic. During the pandemic, lockdowns and other travel restrictions forced us to stop traveling and re-evaluate business requirements. Air travel dropped by a stunning 91 percent without impacting the quality of our project delivery nor hindering the impact we generate for our clients and communities around the world.

This data proved that we can meet our targets and prompted us to think about strategies to use in the future. For example, we are developing an air travel emissions budget—partnering with our corporate travel agency to track each leg of a trip—which will enable us to be strategic about when and where we fly. Establishing an air travel emissions budget will help balance the need for physical connection with our clients and colleagues while achieving our 2025 GHG reduction target.



Continuing to Lead on Climate Action

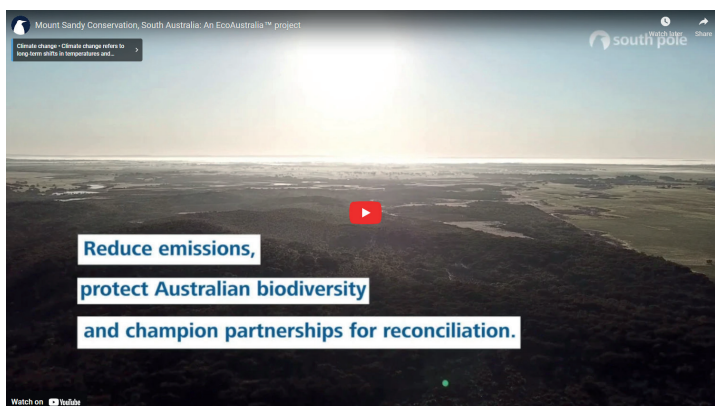
We are honored to be recognized by The Climate Registry with the Climate Registered™ Platinum status for the quality of our GHG inventory and our GHG reduction target. The Climate Registry operates North America’s largest voluntary registry for GHG emissions.

To amplify our voice for climate action, we joined the Business Ambition for 1.5°C and Race to Zero campaigns—committing to target-setting in line with a 1.5°C future. It’s part of our effort to encourage ambitious momentum by business leaders to keep global warming to 1.5°C and reach science-based net-zero emissions by 2050.



We also support a net-zero future by investing in quality carbon offsets. Quality carbon offsets generate positive outcomes in the fight against climate change and create demand for regenerative and innovative projects aiming to remove carbon from the atmosphere. Recently, through the purchase of EcoAustralia™ carbon credits offered through South Pole, we offset 100 percent of our Abt Australia and Britain’s 2020-verified GHG emissions inventory.

EcoAustralia™ credits blend Gold Standard certified carbon credits with Australian government-accredited biodiversity protection, helping fund the regeneration and preservation of a rare pocket of intact traditional lands of the Ngarrindjeri people along South Australia’s Lime Coast. Abt’s participation in this program not only supports our investment in offsets, but also promotes our long-term commitment to reconciliation with Aboriginal and Torres Strait Islander people as an important part of Abt Australia’s Innovate Reconciliation Action Plan.

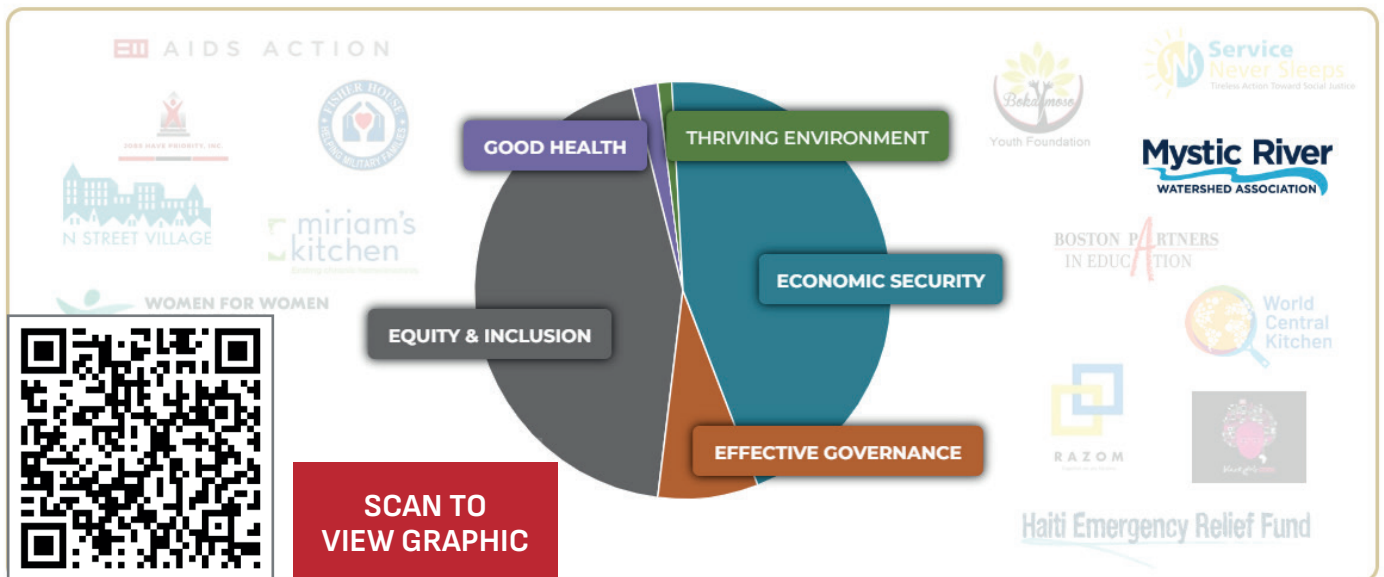


VIDEO: Aligning offset investments for greater impact

Our Communities

Making a positive impact in people’s lives is in our DNA—both in and out of the office. Despite the COVID-19 pandemic stretching into a second year, employees donated over 1,200 volunteer hours in support of the communities where we live, work, and operate. Through employee-led volunteer initiatives and direct charitable contributions, Abt advanced all five of our Mission Impact Goals this year, emphasizing Equity and Inclusion and Economic Security to help catalyze a just and equitable economic recovery from the pandemic.

Total Giving FY22



Giving Our Time

We support our staff’s volunteering efforts through dedicated floating holidays and paid leave hours—guaranteed through company policy and encouraged by leadership across our teams.

Through our Employee Volunteer Policy, employees from Abt Australia and Britain are offered two days of paid leave to engage in volunteer activities. And Abt U.S. staff are encouraged to take advantage of a newly introduced Social Impact Floating Holiday, which employees may use anytime during the fiscal year to support a cause or contribute to their community in a way that is meaningful to them. Activities have ranged from cleaning up a park on Earth Day and working phones to fight voter suppression, to connecting neighbors to resources after a natural disaster, serving meals at a homeless shelter, and reading to school children. Through these activities, our staff live Abt’s mission far beyond the walls of our offices.

One inspiring example of how staff have used their time is through the Volunteer Taskforce in our Brisbane, Australia Head Office. In November, the taskforce provided services at the 25th annual Homeless Connect event, which offers vulnerable members of the Brisbane community vital services and supplies such as haircuts, immunizations, clothing, non-perishable food, and personal care items. The event drew over 660 guests and 300 volunteers.



Testimonials of Floating Holiday:

I used mine to go through my basement and **gather and then deliver donations for a local center** that helps unwed mothers/families in need. I had a pack-n-play, bouncy seat, clothing, room decorations, highchair, etc., from when my grandchildren were infants that weren't being used anymore and were in almost-new condition. They were so grateful to receive them!

—Teresa Mota, Associate, Division of Health and Environment



SCAN TO WATCH VIDEO

Pro Bono Work

Our Emerging Impact pro bono program gives staff the opportunity to serve a mission-aligned non-profit while gaining professional development skills. In the program's third year, Abt staff partnered with Our House, an organization that provides programs to enrich the lives of children and families experiencing homelessness and resources needed to end the cycle of homelessness and poverty. Throughout the year, Abt staff worked to evaluate existing projects and services, co-creating recommendations for improved service delivery. One such recommendation will streamline the sheltering process and reduce barriers to shelter entry by conducting entry screenings in-house rather than with a third party, cutting the wait times for families.



Another recommendation will incorporate evidence-based practices—such as motivational interviewing for case management staff—to support clients to remain motivated and focused on achieving their goals while in shelter. The aim of this work was to build and strengthen the organizational capacity of Our House to provide better-quality services and create a sustainable alumni program that helps clients stay in permanent housing.

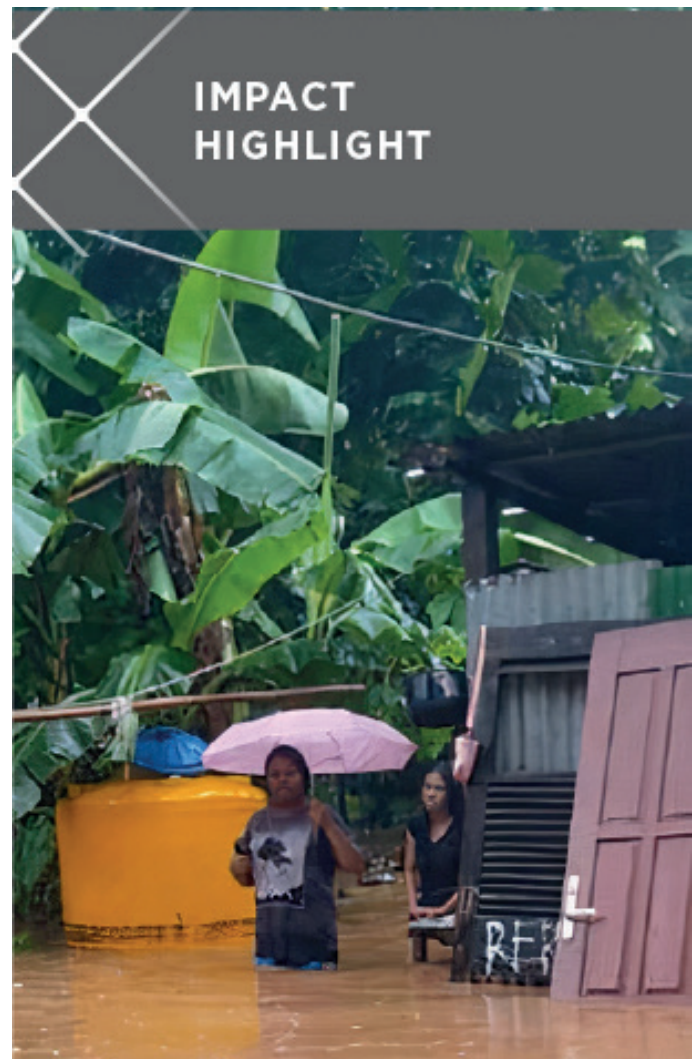
Humanitarian Aid & Disaster Relief

As conflict and natural disasters ravage our communities around the world, Abt staff continue to meet these urgent needs and answer calls for assistance. To amplify our staff's donations, Abt makes an initial contribution of seed funds, then matches employee donations to an organization responding to crises on the ground.

Through our employees' response to the fires in Colorado and the destructive floods in Timor-Leste—where our staff live and work—we contributed over \$23,000 in relief efforts. In support of the humanitarian crises in Afghanistan and Haiti, where Abt has a long history of implementing health and governance programs, we contributed over \$10,000 in aid. And as war engulfed Ukraine and displaced millions of people, the Abt community raised more than \$47,000 for organizations assisting with relief efforts on the ground. Our collective response reflects why so many of us come to Abt: to act on the pressing need to improve the quality of people's lives.

TIMOR-LESTE: RESPONDING TO DISASTER DURING A PANDEMIC

In March 2021, Timor-Leste had just entered a State of Emergency, with a national lockdown due to a major COVID-19 outbreak. Not a month later, Southeast Asia experienced devastating flash flooding and landslides, impacting 86 of our staff on the Government of Australia-funded Partnership for Human Development (PHD) program in Timor-Leste. While most PHD staff experienced water damage in their homes, four were severely affected, losing everything—their homes and all their possessions—to the floods.



In the face of this adversity, the PHD team remained resilient, drawing on each other for strength and hope. Abt opened the office for staff to safely come out of lockdown, seek refuge, and gain access to drinking water and electricity, as many lacked access to such essentials for several days after the floods.

The week of the floods, and shortly after, Abt mobilized a significant response to help those affected, with an on-the-ground task force forming to ensure resources and supplies got to those in need. Employees held bake sales and a movie fundraiser and donated money, furniture, vacation days, and so much more. In total, Abt raised nearly AUD \$26,000 to cover immediate needs—clothing, personal items, etc.—with the remaining funds going directly to those impacted by the floods to rebuild their homes and recover lost possessions. The efforts of our staff to support each other in this time of need were exceptional—and represent what Abt is all about.

Mobilizing a Staff Response for Flood-affected Colleagues In Timor-Leste



Water delivery for household usage (from the office)



Option to access a salary advance



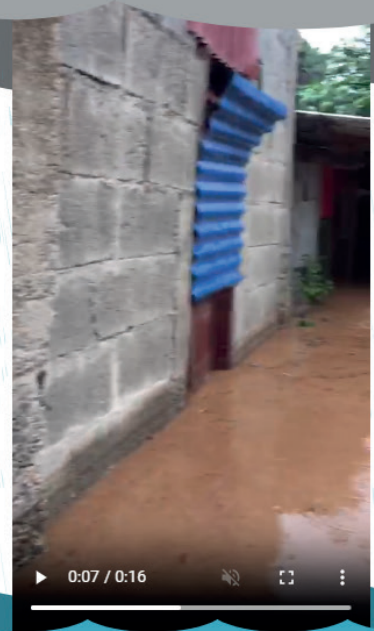
Delivery of hygiene kits



Staff donation for colleagues who are most affected



Open office times for staff to come in to charge electronics or access water, with transportation services for those lacking mobility



**SCAN TO
VIEW GRAPHIC**



GLOBAL REPORTING INITIATIVE INDEX

2022

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3. Reporting in Accordance With the GRI Standards

Requirement 7: GRI Content Index

This document is organized by GRI Disclosures and serves as Abt's 2022 GRI Content Index.

Requirement 8: Claims of reporting in accordance with the GRI Standards

This Report has not been prepared in accordance with the GRI Standards, Comprehensive option but includes content Abt has chosen to disclose publicly at this time. Abt has voluntarily followed GRI reporting guidelines since our inaugural Mission Impact Report, published June 2018, and plans to extend our reported disclosure threshold each year. Our 2022 index has been updated to follow GRI's 2021 updated disclosure framework.

GRI 2: GENERAL DISCLOSURES 2021

1. The Organization and Its Reporting Practices

2-1: Organizational details

Abt Associates, Inc. is a privately held professional services firm headquartered in Rockville, Maryland USA. Our employee stock ownership program (ESOP) was established in 1975, just ten years after the company was founded. It is one of the oldest ESOPs in the U.S. and no one individual has a significant share of ownership.

Abt Associates serves more than 50 countries and territories in the regions of Australia, Asia Pacific, Europe, Latin America and the Caribbean, the Americas, South and Central Asia, the Middle East and North Africa and Sub-Saharan Africa. We have ten corporate locations in the U.S., two in Australia, and one in the U.K.

2-2: Entities included in the organization's sustainability reporting

Abt Associates, Inc. includes our parent company—Abt Associates, headquartered in the U.S.—as well as our Abt Australia and Abt Britain entities.

2-3: Reporting period, frequency, and contact point

This report spans multiple time frames depending on the topic in focus. This includes the 2021 calendar year, Abt's 2022 fiscal year (April 2021 to March 2022) and our clients' fiscal year designations. All relevant timeframes are noted throughout the report.

Abt issue our Mission Impact Report on an annual basis in June. Please send comments or questions about this Report to impact@abtassoc.com.

2-5: External assurance

Abt does not engage in external assurance for GRI reporting at this time. Our global greenhouse gas emissions inventory is externally verified by a qualified third-party and reported to The Climate Registry biennially.

2. Activities and Workers

2-6: Activities, value chain, and other business relationships

See the About Us section in the 2022 Mission Impact Report.

Abt Associates is a private professional services firm that works on U.S. domestic policy and international development. Abt uses data and bold thinking to improve the quality of people's lives worldwide.

From increasing crop yields and combatting infectious disease, to ensuring safe drinking water and promoting access to affordable housing—and more—we partner with clients and communities to tackle their most complex challenges. Our diverse staff of more than 3,600 operate on the ground in more than 50 countries alongside our clients, enabling us to tailor our solutions to meet their needs and the needs of those they serve.

The Abt supply chain is a diverse mix of professional services providers offering expertise in Education, Environment & Energy, Food Security & Agriculture, Governance & Justice, Health, Housing, Communities & Asset Building and Workforce & Economic Mobility. Beyond basic operational requirements like IT, Vehicle support, and office needs, Abt secures sizeable quantities of insecticide, spray and personal protective equipment for use in operations internationally. While this carries moderate costs, the transaction count is relatively small in comparison to the services work performed.

The supply chain is stable with minimal disruption. Predominantly services-based awards present little impact to the supply chain. Abt regularly starts and ends contracts both domestically and internationally and faces typical challenges partnering with subcontractors to perform elements of the statement of work that Abt deems necessary.

Where Abt does engage suppliers for materials in support of our contracts, the volumes of procurement are insignificant to the broader services aspect of the work performed. One notable exception is our USAID contract for Vector Control. It engages several key suppliers globally for specific product needs to support spray operations.

2-7: Employees

Associated UNGC Principle: 6

Associated SDG: 8

Total Number of Employees FY22: 3,630. Percent of Abt global employees by employment contract and sex:

Employment Contract	Sex	FY22
Permanent	Female	46%
	Male	54%
Temporary	Female	54%
	Male	46%

Percent of Abt global employees by employment contract and region:

Employment Contract	Region	FY22
Permanent	Domestic	40%
	International	60%
Temporary	Domestic	4%
	International	95%

Percent of Abt global employees by employment type and sex:

Employment Type	Sex	FY22
Full-Time	Female	46%
	Male	54%
Part-Time	Female	82%
	Male	18%

To establish these values, Abt looks at average global headcount across the fiscal year ([first day FY22 - last day FY22]/2).

3. Governance

2-9: Governance structure and composition

Associated SDGs: 5, 16

Abt's Board of Directors is comprised of twelve members, including the Chairman of the Board and Abt's Chief Executive Officer (CEO). Board members sit across four committees: Finance and Audit, Nominating and Governance, Human and Reputational Capital, and Compensation. Our Human and Reputational Capital Committee is updated quarterly on topics pertaining to social, environmental, and economic impacts.

Governance Body	Age Group			Sex	
	<30	30-50	>50	Female	Male
Board of Directors	0%	0%	100%	33%	67%

The Board of Directors is comprised of 11 external, non-staff individuals. Abt's CEO is the only executive member of the Board. All board members with the exception of the CEO are independent from Abt Associates and may serve a maximum of 15 years or until they reach the age of 75.

25% of Abt's Board of Directors self-identify as non-white and 33% as female.

With expertise ranging from diplomacy and healthcare policy to global economic development and finance, this team of luminaries sets the company's strategic direction and accountability in addressing the most challenging economic, social, and environmental issues of our time.

2-10: Nomination and selection of the highest governance body

Associated SDGs: 5, 16

The Nominating and Governance Committee of the Board nominates Directors based on their independence and diversity, as well as their experience and expertise in a variety of areas including economic, environmental, and social topics. In evaluating each candidate, the Committee considers factors such as willingness and ability to devote sufficient time to his or her duties as a Director, willingness to leverage relationships to attract top and diverse talent, a confident personality, tolerance for ambiguity, and an informed and reasoned approach to complex business problems.

2-11: Chair of the highest governance body

Associated SDG: 16

Gary Perlin, retired Chief Financial Officer of Capital One Financial Corporation, currently serves as Chairman of the Board.

2-12: Role of the highest governance body in overseeing the management of impacts

Associated SDG: 16

Goals pertaining to climate action and reductions in greenhouse gas emissions are developed by Abt's Global Sustainability Program and approved by the Chief Executive Officer and executive leadership team.

Abt employs an Enterprise Risk Management (ERM) Framework based on global risk management standards, including COSO and ISO 31000. The objective of the ERM program is to identify and address risks that could prevent Abt from achieving our strategy. We also use the frameworks and tools of our ERM program to manage unanticipated risks when they arise. Identified risks—such as operations in fragile states, cybersecurity, climate change, and regulatory compliance—are ranked based on risk exposure and management preparedness, and appropriate action is taken. Key risk indicators are regularly monitored.

Abt engages an outside firm to conduct this process. The firm brings collaboration tools that collect the views of a wide cross-section of Abt leaders about the risks that impact our strategy and also provides perspective about how other peer firms evaluate these risks. This perspective allows Abt to understand how well our ERM process does in identifying top risks and whether Abt is focusing on the right risks when comparing our results to the market. Once a year, following our annual ERM process, our General Council and Chief Ethics and Compliance Officer presents findings from the review to the Board of Directors.

2-13: Delegation of responsibility for managing impact

Accountability and direction for strategic issues—including those pertaining to economic, social, and environmental topics—are ultimately set by our Board of Directors, specifically the Human and Reputational Capital Committee. Chief executives then delegate oversight of actions accordingly to Vice Presidents, Directors, and Senior Managers, with regular reporting of progress and challenges to both executive and board-level leaders.

Our Senior Manager of Impact and Sustainability regularly reports to our executive leaders and the Board of Directors on Abt's sustainability strategy, priorities, goals, and performance.

2-14: Highest governance body's role in sustainability reporting

Abt's sustainability reporting is formally reviewed and approved by our Chief Executive Officer, Kathleen Flanagan.

2-15: Conflicts of interest

Associated SDG: 16

Annually, each Director updates his or her conflict of interest form. The Board Secretary works with Abt's General Counsel and Chief Ethics and Compliance Officer to ensure that mitigation plans are in place if conflicts of interest are identified.

2-17: Collective knowledge of highest governance body

Associated SDG: 4

Annually, the Nominating and Governance Committee reviews and updates—as needed—the Board training plan, which addresses a number of important topics relevant to Abt's business. Topics include but are not limited to, government contracting and the associated regulatory and legislative environment, cyber security, and more.

2-18: Evaluation of the performance of the highest governance body

Annually, each Board Committee conducts an anonymous and independent assessment of their work, composition, and performance against their stated duties. The results of those assessments are provided to the committee chairs and reviewed/discussed at a committee meeting, where potential actions and/or changes are identified and an implementation plan developed to address any findings. Potential actions include changes to committee composition, work plan, preparatory materials, etc.

2-20: Process to determine remuneration

Associated SDG: 16

Abt is committed to attracting and retaining individuals who demonstrate high performance and commitment to its mission, clients, and the communities we serve. As a performance based company, Abt rewards employees for the value of their accomplishments and contributions. Abt's compensation philosophy is a key part of its total rewards package used to convey how employees are rewarded for their contributions. Abt is committed to fair and equitable pay practices for equivalent work. As an equal employment opportunity/affirmative action employer, this includes all protected classifications: color, religion, sex (including pregnancy, gender identity, and sexual orientation), marital status, military status, national origin, age, disability, or genetic information. To ensure equity, pay differences are evaluated on a yearly basis using a regression analysis. It is Abt's practice that any differences in pay are due to bona fide business factors such as:

- Competencies, education, qualifications, certifications, relevant experience, skills, seniority, performance, merit, any collective bargaining, contractual requirements, or business, organizational requirements, and geographical cost of labor.

The Compensation Department including the Senior Director of Total Rewards, and the Chief Operating Officer, oversee the process for determining the scope of the Compensation Policy for Abt. External consultants are procured for the advisement of executive compensations.

2-21: Annual total compensation ratio

Ratio of annual total compensation – highest paid individual to median annual total compensation for all employees (excluding the highest-paid individual):

Entity	Compensation Ratio
Abt Associates (U.S.)	6.19
Abt Australia	9.61
Abt Britian	3.02

As this is Abt's first year completing this disclosure, a ratio of the percentage increase in annual total compensation is not available since we do not have data from a previous year.

The data was compiled by adding an exchange rate using Oanda currency converter as of April 20, 2022 and the exchange rates used by Abt Associates, Inc. to convert all full-time employee (FTE) annual salaries to USD. The type of compensation used to calculate the ratio is base salary. The ratios are listed in USD currency for all employees.

A ratio was provided for all legal entities of Abt Associates, Inc. including Abt Classic, Abt United Kingdom (UK), and Abt Australia (AUS). Each ratio was also provided based on the salaries of all employees in each legal entity combined.

The title of the highest paid individual in Abt Associates (U.S.) is President and Chief Executive Officer (CEO). The title of the highest paid individual in Abt Australia is the Managing Director. The title of the highest paid individual in Abt Britain is the Managing Director. The title of the highest paid individual across all entities is our President and CEO.

4. Strategy, Policies, and Practices

2-22: Statement on sustainable development strategy

See the Letter from Our CEO in the 2022 Mission Impact Report.

2-23: Policy commitments

Associated UNGC Principle: 10

Associated SDG: 16

To maintain the highest standards of business conduct for Abt employees, the company established an employee Code of Conduct/ Abt provides regular Ethics and Compliance training to all staff globally as well as other resources such as the anonymous Ethics and Compliance Helpline and the Audit Committee Helpline.

When Abt employees have questions about the Code of Conduct or are concerned about conduct that they believe violates Abt Associates' standards or the law, we encourage them to talk to their manager. They may also contact:

- A higher level of management
- Human Resources
- General Counsel / Chief Ethics and Compliance Officer

Regardless of the person they choose to talk to, the company is committed to responding to each situation quickly and completely. We have helplines available 24 hours a day, 7 days a week and do our due diligence to ensure each concern is thoroughly reviewed

The Precautionary Principle is a core element of how we pursue our mission. We systematically evaluate potential risks and benefits to human health and the environment across every engagement and ensure mitigative measures are employed when the risk potential is evident. In addition, it is our policy to conduct research in a manner that protects and safeguards the rights and welfare of human subjects and is in accordance with applicable international, federal, state, and local regulations. In order to accomplish this policy, Abt Associates has an Institutional Review Board tasked with reviewing our research in accordance with applicable requirements.

Abt's Freedom From Harassment policy prohibits harassment of any kind. Harassment violates Abt's Code of Conduct which clearly states that all employees shall be treated with honesty, integrity, and trust. Harassment includes, but is not limited to bullying, sexual harassment, sexual abuse. Our commitment covers all internationally recognized human rights covered by the Universal Declaration of Human Rights.

Abt policies are confidential and are not made publicly available. Policies are approved by the highest level in the department and differ depending on the subject matter. They are owned by the Chief Human Resources Officer, General Counsel and Chief Ethics and Compliance Officer, and Digital Marketing Director. Our code of conduct establishes standards that all employees in all offices are expected to follow. While local customs in the countries where we work may vary, all our employees are held to our corporate standards for ethics and behavior.

In addition, in 2021 Abt established a Supplier Code of Conduct, which outlines the standards all suppliers doing business with Abt are expected to follow. More information can be found here: [ref="#" data-url="https://www.abtassociates.com/work-with-us/supplier-resources" data-target="_blank" data-custom-classes="link-style">https://www.abtassociates.com/work-with-us/supplier-resources](https://www.abtassociates.com/work-with-us/supplier-resources)

2-24: Embedding policy commitments

Associated UNGC Principle: 10

Associated SDG: 16

Abt's Code of Conduct established standards of business conduct that are applied uniformly at all Abt Associates locations and followed by all employees. References in the code to "employees" are intended to cover not only Abt staff but also advisers, consultants, contractors, and other temporary workers. The Code of Conduct applies to all Abt employees and members of our Board of Directors worldwide, including all subsidiaries. Employees or Directors cannot use a contractor, agent, consultant, broker, or other third party to perform any act prohibited by law or by Abt Associates policy.

We are committed to maintaining the highest standards of business conduct and ethics. Our Code of Conduct reflects the business practices and principles of behavior that support this commitment. We expect every employee and director to read and understand our Code of Conduct and its application to the performance of their business responsibilities. In terms of procurement, Abt Associates shall source and procure goods and services matching the needs of the business and mission with the right supply market, through effective and efficient use of funds in compliance with corporate policies and procedures, applicable U.S. or other Government Public Law, and client or donor procurement regulations under all contracts and awards.

Abt additionally implemented our Supplier Code of Conduct in 2021, which sets out the minimum expectations and standards of business required by all suppliers when doing business with or on behalf of Abt Associates.

More information can be found here: [ref="#"](#)

[data-url="https://www.abtassociates.com/work-with-us/supplier-resources" data-target="_blank" data-custom-classes="link-style">https://www.abtassociates.com/work-with-us/supplier-resources](https://www.abtassociates.com/work-with-us/supplier-resources)

2-25: Processes to remediate negative impacts

Associated UNGC Principles: 1, 8

Associated SDGs: 1, 5, 8, 16

Abt Associates is an organization with strong values of responsibility and integrity. Our Code of Business Conduct and Ethics contains general guidelines for conducting business with the highest standards of ethics.

When employees have questions or want to report any concerns regarding questionable accounting or compliance matters, or concerns regarding issues of non-compliance, potential fraud, Code of Conduct violations, or other such violations by company officers, the CEO or a member of the Board of Directors, they can use the Audit Committee Helpline:

- Phone: 888-309-1558
- Web: <http://www.AbtAssocAuditCommitteeHL.alertline.com>
- Both are available 24 hours a day, 7 days a week.

Abt places an importance on receiving feedback and continuing to improve its processes with clients and employees alike. We take feedback into consideration for updates to existing procedures.

2-26: Mechanisms for seeking advice and raising concerns

Associated UNGC Principle: 10

Associated SDG: 16

See Our [Ethics & Governance](#) section in the 2022 Mission Impact Report

We employ a number of measures to ensure staff behave in accordance with our standards and in compliance with regulations that govern our work.

These include:

- A comprehensive Code of Conduct.
- Policies on business processes and procedures that are easily accessible to all employees.
- Robust training on policies regarding corrupt practices, anti-trafficking, freedom from harassment and non-retaliation.
- Two 24-hour anonymous helplines for reporting any potential misconduct, one monitored by management and one monitored by the Chair of the Finance and Audit Committee.
- One WhatsApp phone line managed by Abt's Director of Ethics & Compliance

For more information, see Disclosure 2-25.

2-28: Membership Associations

- AcademyHealth
- Association for Public Policy Analysis & Management
- Global Compact Network USA
- Humentum (Inside NGO)
- IntraHealth International Inc.
- Professional Services Council
- Society for Health Communications
- Society for International Development
- The Climate Registry
- United States Energy Association
- U.S. Global Leadership Campaign
- World Trade Center Institute, Inc.

GRI 200: ECONOMIC DISCLOSURES

GRI 201: Economic Performance

201-2: Financial implications and other risks and opportunities due to climate change

Associated UNGC Principles: 6, 7

Associated SDGs: 8, 13

Abt continually assesses portfolio risks and opportunities, including market and reputational risks and opportunities related to climate change. Abt manages risks and opportunities by expanding our capabilities, expanding the markets and countries we serve and by winning more impactful work that will help our clients address their climate-related risks and opportunities. In 2022, Abt became an Early Adopter of the UN Global Compact's enhanced Communications on Progress to demonstrate how we are integrating the Ten Principles into our business operations and portfolio, including those addressing the environment. In addition, Abt externally verifies and publicly discloses our greenhouse gas emissions inventory to The Climate Registry and via the Climate Change Questionnaire with the CDP.

At the operations level, Abt assesses the energy use of each of our leased facilities, analyzing intensity metrics including those calculated with leased square footage, occupied square footage and office headcount and attendance. This provides Abt an opportunity to gauge office utilization, track energy use, and measure and monitor associated financial implications. Abt evaluates municipality and state climate vulnerability assessments to discern risk types and the level of vulnerability at each site. Reports are generated and discussed with the Senior Director of Corporate Services with the purpose of informing which leased assets should be prioritized for retrofits or moves. While leases are typically set in five-year or ten-year increments, it is vital to monitor changes in vulnerabilities year over year.

201-3: Defined benefit plan obligations and other retirement plans

Abt Associates no longer has a Defined Benefit Plan, therefore no separate funds for any pension liabilities. Abt does have two Defined Contribution Plans governed by ERISA for U.S.-based employees:

1. An Employee Stock Ownership Plan (ESOP) with automatic enrollment, no employee contribution, and a discretionary employer contribution (thus 100% participation). For plan year 2020 (CY2021), 9.25% of eligible compensation was the employer contribution for ESOP share allocations for active participants.
2. A 401(k) plan with a 100% match up to 5% of employee deferrals. Participation rate of 85% for all eligible employees at end of 2021.

GRI 202: Market Presence

202-2: Proportion of senior management hired from the local community

Associated SDG: 8

In FY22, 87% of our senior managers were hired from the local community. The local community is defined by Local Country National (LCN) status. LCNs are employees whose nationality is the same as the country in which the project office is located. Abt emphasizes sourcing local talent to fill positions in our project offices to further support the communities in which we work.

	FY22	FY21
Percent of senior management hired from local community	87%	84%

GRI 204: Procurement Practices

204-1: Proportion of spending on local suppliers

Associated SDG: 12

Abt Associates' mission drives our commitment to engage and support local suppliers. We implement programs across multiple disciplines that support a stable economy, maintain community relations, and advance the livelihood of the community.

Abt's local purchases of products and services represents 20% of our qualifying annual spend. "Local" in this context is defined as our project site operations across Africa, the Middle East, South East Asia, South America and the Caribbean regions. We define significant locations of operations as any country where Abt is provided or supporting development activities.

GRI 205: Anti-Corruption

205-1: Operations assessed for risks related to corruption

Associated UNGC Principle: 10

Associated SDG: 16

Abt has multiple risk management tools in place to capture international and domestic operations risks. We use an enterprise risk management (ERM) framework based on global risk management standards, including COSO and ISO 31000, to conduct an annual assessment of enterprise risks. Corruptions risks are included in these assessments.

205-2: Communication and training about anti-corruption policies and procedures

Associated UNGC Principle: 10

Associated SDG: 16

Abt's Code of Conduct establishes standards of business conduct that are applied uniformly at all Abt Associates locations and followed by all employees. While businesses and customs vary—and each individual who works for Abt Associates is unique—certain standards and responsibilities are shared wherever we do business. This includes adhering to anti-corruption laws and competing fairly.

Employees receive annual Ethics and Compliance training to certify their understanding and compliance with the Code of Conduct. This training includes explicit guidance on anti-corruption behavior and reporting options. Additionally, the training covers how to work ethically with clients to ensure quality and integrity. Abt's Code of Conduct and Ethics and Compliance Helpline are made available to all staff, as are detailed policies regarding bribery, business ethics and conduct, and more.

For more information, see Disclosure 2-25.

GRI 206: Anti-Competitive Behavior

206-1: Legal actions for anti-competitive behavior, anti-trust, and monopoly practices

Associated SDG: 16

Abt Associates had zero legal actions pending or completed during the reporting period regarding anti-competitive behavior, nor any violations of anti-trust or monopoly legislation.

GRI 300: ENVIRONMENTAL DISCLOSURES

GRI 302: Energy

302-1: Energy consumption within the organization

Associated UNGC Principles: 7, 8

Associated SDGs: 7, 8, 12, 13

CY2021 energy consumption within the organization expanded to Abt's global footprint to align with our global emissions inventory, 2025 target, and updated base year. Energy within the organization includes on-site combustion from natural gas and purchased electricity.

Energy consumption within the organization:

Energy Consumption (MWh)	CY21	CY20	% Change (CY21/CY20)	Base Year (CY19)
Electricity	2,418	2,638	-8%	3,360
Natural Gas (Heat)	1,032	1,019	1%	1,291
Gross Energy Consumption	3,450	3,657	-6%	4,650

302-2: Energy consumption outside of the organization

Associated UNGC Principle: 8

Associated SDGs: 7, 8, 12, 13

CY2021 energy consumption outside of the organization is reported as U.S.-based data colocations. Emissions from telecommuting and international project sites are not currently reported at the MWh-level.

Energy Consumption (MWh)	CY21	CY20	% Change (CY21/CY20)	Base Year (CY19)
Electricity	163	343	-52%	640
Gross Energy Consumption	163	343	-52%	640

302-3: Energy intensity

Associated UNGC Principles: 8
Associated SDGs: 7, 8, 12, 13

CY2021 energy consumption within the organization expanded to Abt's global footprint to align with our global emissions inventory, 2025 emissions reduction target, and updated 2019 base year. Energy within the organization includes on-site combustion from natural gas and purchased electricity. All home office employees are included in this ratio. Project site employees are no included as they do not contribute to these energy categories, but rather Scope 3-related energy use.

Energy intensity ratio:

Energy Intensity	CY21	CY20	% Change (CY21/CY20)	Base Year (CY19)
Energy Consumption (MWh)	3,450	3,657	-6%	4,650
Regular Employees	1,142	1,175	-3%	1,304
Intensity Ratio	3.0	3.1	-3%	3.6

302-4: Reduction of energy consumption

Associated UNGC Principles: 8, 9
Associated SDGs: 7, 8, 12, 13

See Disclosure 302-1 for more information.

GRI 305: Emissions

305-1: Direct (Scope 1) GHG emissions

Associated UNGC Principles: 7, 8
Associated SDGs: 3, 12, 13, 14, 15

Emissions by Scope:

Total Emissions (MT CO ₂ e)	CY21	CY20	% Change (CY21/CY20)	Base Year CY19
Scope 1	188	540	-65%	315
Scope 2 (Location-Based)	847	927	-9%	1,237
Gross Scope 1 & 2	1,035	1,468	-29%	1,552
Scope 3	1,654	2,210	-25%	4,806
Gross MT CO ₂ e	2,689	3,677	-27%	6,357
Renewable Energy Credits	(505)	(89)	466%	(77)
Net MT CO ₂ e	2,184	3,588	-39%	6,280

Direct (Scope 1) GHG emissions:

Scope 1 Emissions (MT CO ₂ e)	CY21	CY20	% Change (CY21/CY20)	Base Year CY19
Natural Gas	188	185	1%	235
Refrigerants	0	355	-100%	80
Gross Scope 1	188	540	-65%	315

GRI 305: Emissions

305-2: Energy indirect (Scope 2) GHG emissions

Associated UNGC Principles: 7, 8
Associated SDGs: 3, 12, 13, 14, 15

Indirect energy (Scope 2) GHG emissions:

Scope 2 Emissions (MT CO ₂ e)	CY21	CY20	% Change (CY21/CY20)	Base Year CY19
Direct Electricity (Location-Based)	847	927	-9%	1,237
Renewable Energy Credits	(505)	(89)	466%	(77)
Net Scope 2	342	838	-59%	1,160

305-3: Other indirect (Scope 3) GHG emissions

Associated UNGC Principles: 7, 8
Associated SDGs: 3, 12, 13, 14, 15

Other indirect (Scope 3) GHG emissions:

Scope 3 Emissions (MT CO ₂ e)	CY21	CY20	% Change (CY21/CY20)	Base Year CY19
Air Travel	222	769	-71%	2,948
Employee Commuting	222	295	-25%	994
Employee Telecommuting	484	440	10%	136
Data Colocations	48	100	-52%	173
Project Sites	678	605	12%	555
Gross Scope 3	1,654	2,210	-25%	4,806

In conjunction with setting a science-based GHG emissions reduction target, with the Science Based Targets Initiative, Abt is working to develop full accounting of our Scope 3 emissions. Several categories, including purchased good and services, upstream transportation and distribution, and waste generate in operations, have gone through a screening process with generated estimations. A full and accurate inventory of these categories is still underway at the time of this report.

305-4: GHG emissions intensity

Associated UNGC Principles: 8, 9
Associated SDGs: 13, 14, 15

GHG emissions intensity ratio, Scope 1+2 MT CO₂e per employee:

Scope 1+2 GHG Emissions Intensity	CY21	CY20	% Change (CY21/CY20)	Base Year CY19
Scope 1+2 Gross MT CO ₂ e	1,035	1,468	-29%	1,552
Regular Employees	3,630	3,619	0.3%	3,670
Intensity Ratio	0.3	0.4	-30%	0.4

GHG emissions intensity ratio, Scope 3 MT CO₂e per employee:

Scope 3 GHG Emissions Intensity	CY21	CY20	% Change (CY21/CY20)	Base Year CY19
Scope 3 Gross MT CO ₂ e	1,654	2,210	-25%	4,806
Regular Employees	3,630	3,619	-4%	3,670
Intensity Ratio	0.5	0.6	-25%	1.3

305-5: Reduction of GHG emissions

Associated UNGC Principles: 8, 9
Associated SDGs: 13, 14, 15

See [Our Environmental Responsibility](#) section in the 2022 Mission Impact Report.

Abt adheres to the Greenhouse Gas Protocol, including CO₂, CH₄, and N₂O in our emission inventory and measures our emissions in Scope 1, 2, and 3.

We are committed to externally verifying our emissions on a biennial cycle and publicly report our inventory to The Climate Registry. Abt's GHG inventories for the years 2012 through 2020 have been externally verified to reasonable assurance standards for Scope 1 and 2 emissions and to limited assurance standards for Scope 3 emissions.

In 2021, Abt joined the global Business Ambition for 1.5°C campaign, making the commitment to align our climate mitigation targets with the goal of keeping global warming to 1.5°C and reaching science-based net-zero emissions by 2050. We have submit our new target to the Science Based Targets Initiative in 2022, with the intention of reducing our global emissions 33% by 2025 and 38.6% by 2027 from the 2019 base year.

Abt's global CY2021 emissions were 2,689 MT CO₂e, representing a 26.9% year-over-year reduction from 2020 and a cumulative reduction of 57.7% from the 2019 base year. COVID-19 continued to have a significant impact on our emissions again in 2021, as we remained a primarily remote workforce with limited travel needs.

GRI 400: SOCIAL DISCLOSURES

GRI 401: Employment

401-1: New employee hires and employee turnover

Associated UNGC Principle: 6
Associated SDGs: 5, 8

In FY20 we updated our methodology to reflect rates more accurately, measuring the number of hires or turnovers per category and dividing by average headcount. Therefore rates accurately will not add up to 100%.

As Abt commences more international-based projects, this will increase our international hire rate. Depending on the country, this will have implications for male/female proportions based on local country.

Hire rates, Abt U.S.:

Age Group	FY22	FY21
Under 30	52%	38%
30-50	23%	20%
Over 50	15%	9%

Sex	FY22	FY21
Female	27%	21%
Male	22%	19%

Region	FY22	FY21
Domestic	23%	14%
International	25%	24%

Turnover rates, Abt U.S.:

Age Group	FY22	FY21
Under 30	24%	14%
30-50	12%	7%
Over 50	9%	6%

Sex	FY22	FY21
Female	16%	8%
Male	9%	7%

Region	FY22	FY21
Domestic	17%	8%
International	9%	7%

Hire rates, Abt U.S.:

Age Group	FY22	FY21
Under 30	67%	41%
30-50	29%	22%
Over 50	26%	30%

Sex	FY22	FY21
Female	33%	26%
Male	29%	30%

Region	FY22	FY21
Domestic	38%	42%
International	35%	22%

Turnover rates, Abt Australia and Abt Britain:

Age Group	FY22	FY21
Under 30	-	20%
30-50	20%	11%
Over 50	9%	9%

Sex	FY22	FY21
Female	16%	14%
Male	14%	11%

Region	FY22	FY21
Domestic	19%	27%
International	-	8%

401-2: Benefits provided to full-time employees that are not provided to temporary or part-time employees

Associated SDG: 8

Abt Associates is committed to providing a comprehensive suite of benefits for the health and wellness (physical and financial) of our employees and their eligible dependents/family members.

Our U.S.-based employees who regularly work 30 hours or more each week are eligible immediately to participate in our comprehensive benefits package, which includes company-subsidized medical and dental insurance plans, company-funded life insurance, disability plans and leave plans, business travel accident insurance and an employee assistance plan. Employees can choose from a variety of employee-paid benefits offered through payroll deductions, including flexible spending plans, supplemental life and disability insurance and vision coverage. Employees are also eligible for parental leave—which provides 100% base salary replacement for up to five days in their first year of employment and up to ten days after one year of employment—following the birth of an employee’s child or the placement of a child with an employee in connection with adoption. Abt will contribute a certain percentage of its profits each year to eligible employees (U.S. citizens and permanent residents) via the employee stock ownership program (ESOP) as well as provide a generous matching contribution to the employee’s 401(k).

Abt’s Expatriate and Third Country National employees enjoy the same benefits as our U.S.-based employees.

401-3: Parental leave

Associated UNGC Principle: 6

Associated SDGs: 5, 8

er Abt's Parental Leave Policy, all employees working 30 hours or more are entitled to parental leave, regardless of sex. New parents can receive ten days of full paid leave when they welcome a new child into their life, through birth or adoption. Through our Adoption Assistance benefit, Abt will reimburse \$5,000 in costs associated with an adoption process.

The Parental Leave program was enhanced effective 1/1/22 to eliminate the one year waiting period to be eligible for the ten days of leave.

See Disclosure 401-2 for more information.

Sex	Employees who took parental leave in FY21	Employees who returned to work in FY21 after parental leave ended	Employees who returned to work after parental leave and were still employed 12 months later	Employees who took parental leave in FY22	Employees who returned to work in FY22 after parental leave ended	Return to work rate	Retention rate
Female	27	27	21	31	31	100%	78%
Male	13	13	11	21	19	100%	84%
Total	40	40	32	52	50	100%	80%

GRI 402: Labor/Management Relations

Associated UNGC Principle: 3

Associated SDG: 8

bt's standard practice is to ensure that employees are well-informed in advance of operational and procedural changes. Our company was founded on participatory principles and we have maintained that practice throughout our company's history. From a corporate planning perspective, we conduct a five-year strategic planning process with annual updates. In general, all major operational changes are decided and announced during this process, thereby providing employees between one to five years notice. Of course, changes may be required within the course of a year, in which case the decision is announced directly to staff affected by the change(s).

Our approach is to provide the "what, how and when" for employees and then involve staff and/or collect input from staff to inform decisions and direction based on employee feedback. Ideally, employees are included in the design and implementation processes, thereby maximizing their input. For example, changes in our annual performance review process reflected employee feedback on the existing process and included a six-month notice period. The decision to implement a new enterprise resource planning (ERP) system was announced a year in advance and included employee representatives on implementation teams. The decision to move office locations and design new office space was announced five years in advance and included employee visioning sessions and employee input and feedback throughout the process.

GRI 403: Occupational Health and Safety

403-1: Occupational health and safety management system

Associated SDG: 8

An occupational health and safety management system has not been implemented at this time. Abt (U.S.) had zero reportable Occupational Safety and Health Administration (OSHA) injuries in CY21.

403-2: Hazard identification, risk assessment, and incident investigation

Associated SDGs: 3, 8

The vast majority of domestic employees are working in an office environment and work related hazards are minimal. Most injuries are either slip and falls or related to wrist strain due to typing. Our HR and Benefits team meets on an annual basis with our workers compensation carrier to review claims and identify patterns that would require intervention. Recommendations are reviewed for potential implementation at this time. Additionally, in the U.S., Abt must comply with the Occupational Safety and Health Administration (OSHA) regulations around worker safety.

In 2021, employees had many avenues for reporting a work-related injury: they could contact the HR Service Center, report to Facilities in the office in which they work, report to their manager or contact the HR and Benefits team directly. All reports come to Benefits for reporting to our workers compensation carrier. Abt's Non-Retaliation Policy protects workers from retaliation for good-faith reporting of any possible improper activity.

Abt employees have resources in place to raise issues about their work situation either directly to their manager or to HR. They can also contact Abt's Employee Advisory Council if they are not satisfied with the response from their manager or HR.

For repetitive stress injuries, we use our workers compensation broker to perform ergonomic assessments to identify adjustments to work stations that will allow an employee to work without discomfort. The carrier may recommend changes to the work station, or equipment that will reduce discomfort (such as a natural keyboard) that Abt will provide.

403-3: Occupational health services

Associated SDGs: 3, 8

Abt's workers compensation broker performs ergonomic assessments to minimize the risk of repetitive stress injuries at employees' request. Employee access is facilitated by sharing information on Abt's intranet, required postings in all offices and communicating process for reporting accidents and injuries during new employee orientation. Abt secured personal health information and ensures that information on employee work-related injuries is not used for favorable or unfavorable treatment by keeping access to this information restricted to Benefits staff.

403-4: Worker participation, consultation, and communication on occupational health and safety

Associated SDG: 8

Abt does not have a process for worker participation and consultation in the development, implementation, and evaluation of the occupational health and safety management system.

403-5: Worker training on occupational health and safety

Abt does not provide training beyond informing employees about the reporting process noted in Disclosure 403-2.

403-6: Promotion of worker health

Abt offers medical coverage to all employees working at least 30 hours per week and subsidizes approximately 70% of the cost. Employees also have access to subsidized yoga classes and a bike subsidy to encourage exercise. Our largest health plan offers incentives for regular screenings and healthy activities to promote good health.

Abt offers gym discounts, onsite gyms in two offices and Weight Watchers membership. We also offer supplemental health insurance programs that are employee funded. Our Work/Life Assistance Plan offers many seminars on topics such as stress relief, depression, marital conflict and financial issues. Employees also have access to counselors at no cost.

403-7: Prevention and mitigation of occupational health and safety impacts directly linked by business relationships

Abt publishes suggested desk setup for ergonomic comfort and provides ergonomic assessments for employees who request assistance.

See Disclosure 403-2 for more information.

403-8: Workers covered by an occupational health and safety management system

Abt has not implemented a system due to the low number of incidents incurred.

403-9: Work-related injuries

There were no reported injuries or incidents in 2021 to Abt U.S.

Across Abt's global project sites and entities in Australia and Britain, 91 work-related injuries or incidents were reported across 2021, with zero fatalities as a result of work-related injury.

Fatalities as a Result of Work-Related Injury	0
High-Consequence Work-Related Injuries	0
Recordable Work-Related Injuries	91
Main Types of Work-Related Injury	Repetitive motion injury
Work-Related Hazards that Pose a Risk of High-Consequence Injury	None
Actions Taken or Underway to Eliminate Other Work-Related Hazard	None
Workers Excluded from Disclosure	None

403-10: Work-related ill health

Work-related ill health:

Fatalities as a Result of Work-Related Ill Health	0
Cases of Recordable Work-Related Ill Health	0
Main Types of Work-Related Ill Health	N/A
Work-Related Hazards that Pose a Risk of Ill-Health	None
Workers Excluded from Disclosure	None

GRI 404: Training and Education

404-2: Programs for upgrading employee skills and transition assistance programs

Associated SDG: 8

Abt provides learning and development opportunities for staff through LinkedIn Learning, which offers over 10,000 diverse courses. LinkedIn Learning content, along with dedicated time to learn, allows Abt staff to meet just-in-time needs as well as accomplish long-term goals. Abt also supports continued education/training through our professional development assistance program, which helps cover the cost of expenses incurred while pursuing a degree or professional certification. Internal courses, brown bags and workshops are hosted throughout each year on a wide variety of topics. Access to technical on-demand training is available for staff. Abt is highly supportive of on-the-job learning and has created tools and an environment where stretch assignments and internal mobility opportunities help staff develop new skills. Finally, Abt is committed to developing a more equitable and inclusive culture and in 2021 launched mandatory Equity, Diversity and Inclusion training for all staff.

404-3: Percentage of employees receiving regular performance and career development reviews

Associated UNGC Principle: 6 Associated SDGs: 5, 8

Performance Review Evaluation Plan (PREP) is Abt's annual performance evaluation process in which all employees—in all locations worldwide—are provided with feedback, a rating for goals, performance competencies and cultural competencies and the opportunity to create a professional development plan. 100% of Abt staff who were hired by December 31st of the previous year participate in our annual PREP review process. All staff also participate in Goal Setting and our Continuous Performance Management program throughout the year. This program allows for timely, concise feedback that can be used immediately in real time.

GRI 405: Diversity and Equal Opportunity

405-1: Diversity of governance bodies and employees

Associated UNGC Principle: 6

Associated SDGs: 5, 8

Diversity of governance bodies:

Governance Body	Age Group			Sex	
	<30	30-50	>50	Female	Male
Board of Directors	0%	0%	100%	33%	67%
Executive Leadership	0%	30%	70%	47%	53%

Diversity of employees, Abt U.S.:

Region	Employee Category	Sex	FY22	FY21
Domestic	Senior Management	Female	61%	60%
		Male	39%	40%
	Non-Senior Management	Female	68%	65%
		Male	32%	35%
International	Senior Management	Female	28%	27%
		Male	72%	73%
	Non-Senior Management	Female	31%	31%
		Male	69%	69%

Region	Employee Category	Age	FY22	FY21
Domestic	Senior Management	Under 30	0%	0%
		30-50	38%	43%
		Over 50	62%	57%
	Non-Senior Management	Under 30	18%	30%
		30-50	62%	52%
		Over 50	20%	18%
International	Senior Management	Under 30	0%	0%
		30-50	42%	53%
		Over 50	58%	47%
	Non-Senior Management	Under 30	6%	7%
		30-50	77%	79%
		Over 50	17%	14%

Diversity of employees, Abt Australia and Britain:

Region	Employment Category	Sex	FY22	FY21
Domestic	Senior Management	Female	60%	50%
		Male	38%	50%
	Non-Senior Management	Female	54%	73%
		Male	45%	27%
International	Senior Management	Female	41%	53%
		Male	55%	47%
	Non-Senior Management	Female	62%	49%
		Male	36%	51%

Diversity of employees, Abt Australia and Britain:

Region	Employee Category	Age	FY22	FY21
Domestic	Senior Management	Under 30	0%	0%
		30-50	78%	38%
		Over 50	22%	63%
	Non-Senior Management	Under 30	6%	12%
		30-50	80%	77%
		Over 50	14%	11%
International	Senior Management	Under 30	0%	0%
		30-50	41%	61%
		Over 50	60%	39%
	Non-Senior Management	Under 30	2%	8%
		30-50	58%	75%
		Over 50	40%	17%

GRI 410: Security Practices

410-1: Security personnel trained in human rights policies or procedures

Associated UNGC Principle: 1

Associated SDG: 16

We have a strict, zero-tolerance policy for sexual misconduct of any kind. We require all Abt Associates U.S. employees and international field staff to complete training modules on human rights, trafficking, child protection, preventing sexual exploitation and abuse, reporting harassment, investigations, and retaliation. In FY22, 100% of Abt Associates U.S. staff, including security personnel, completed training on all modules.

The Abt Associates Institutional Review Board (IRB) ensures that relevant staff take training on research integrity and protection of human research participants every three years. This is a three-hour on-line training, which is available in ten different languages. The IRB supplements this online with role-based training on other topics, such as privacy laws (e.g., HIPAA) open data policies (e.g., USAID's) and ethical issues specific to a methodology (e.g., qualitative research with vulnerable populations). Of staff engaged with research participants, 100% are trained in these topics at all times.

GRI 412: Human Rights Assessment

412-1: Operations that have been subject to human rights reviews or impact assessments

Associated UNGC Principle: 1

Our researchers study some of the most important and relevant questions facing the world today, from the effects of Post-Traumatic Stress Disorder, to evaluating the effectiveness of strategies to reduce barriers to family planning services. Social, behavioral, and educational research can pose risks to privacy and confidentiality as well as ethical challenges, especially studies involving vulnerable populations. As part of its commitment to conducting research that meets the highest ethical standards, Abt Associates maintains its own Institutional Review Board (IRB) to safeguard research participants' rights and welfare and to protect their personal information.

The IRB review typically includes assessment of: 1) the informed consent process and research design; 2) compliance with country or state privacy laws; 3) a safety plan for collecting face-to-face during a pandemic, e.g., COVID-19 and for studies involving vulnerable populations to ensure those in need are referred to appropriate resources, e.g., helplines for veterans, and study teams complied with mandated reporting requirements, e.g., potential child neglect and abuse; 4) a detailed data security plan and data agreements; and 5) certificates of confidentiality or privacy certificates to protect participants' sensitive research data.

The Abt Associates IRB ensures that staff take training on research integrity and protection of human research participants every three years. This is a three-hour on-line training, which is available in ten different languages. The IRB supplements this online with role-based training on other topics, such as privacy laws (e.g., HIPAA), open data policies (e.g., USAID's), and ethical issues specific to a methodology (e.g., qualitative research with vulnerable populations).

Abt had zero reported human rights abuses through any of our employees, clients, suppliers, or research participants in FY22.

412-2: Employee training on human rights policies, or procedures

Associated UNGC Principle: 1

In 2021, Abt once again offered all staff Freedom from Harassment training, which covered human rights policies and procedures. This training takes 45 minutes on average. 100% of employees were required to complete—and completed—modules on human rights, trafficking, child protection, and preventing sexual exploitation and abuse.

Additionally, senior managers and above completed an Ethics and Compliance refresher that covered topics such as using fair employee practices, non-retaliation, fostering a safe workplace, human trafficking, child protection, and embracing diversity.

412-3: Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening

Associated UNGC Principle: 2

Abt is compliant with all of its U.S. Government contracts containing the Federal Acquisition Regulations (FAR) clause found at FAR 52.222-50, titled "Combating Trafficking in Persons." Additionally, upon issuance of a subcontract under a U.S. Government prime contract, Abt includes this same FAR clause and ensures compliance by its subcontractors. Our work performed under agreements with the U.K. Department for International Development (DFID) requires that we likewise adhere to and be compliant with relevant anti-trafficking and human rights policies.

Our work for the Australian Government's Department of Foreign Affairs and Trade (DFAT) strictly adheres to the Environmental and Social Safeguard Policy. Abt Associates Australia implements a robust child protection policy in compliance with DFAT's stringent requirements driving adherence to international child safeguarding standards. In accordance with a "do no harm" approach, a number of key safeguarding requirements are implemented as part of our operations and program activities, including rigorous recruitment and screening measures, comprehensive child protection training for staff and partners, dedicated child protection resourcing across programs, detailed risk management processes and partner capacity building.

GRI 415: Public Policy

415-1: Political contributions

Associated UNGC Principle: 10

Associated SDG: 16

Abt makes no political contributions.