

# Powering Change for the Future

2025 Performance Update



# Booz Allen®



# Introduction

Welcome to our FY25 Performance Update. Here, we share updates to our Operations Stewardship, People, and Governance programs that assist in driving shareholder value across Booz Allen’s ecosystem and in the delivery of customer missions.

## About This Report

Data in Booz Allen’s 2025 Performance Update (“this report”) primarily reflects performance and operations during our 2025 fiscal year, which ended March 31, 2025. Unless otherwise noted, it does not reflect acquisitions or dispositions within this period. This report represents an update on our progress as we work to align our disclosures with current best practices and frameworks.

## Our Business

Booz Allen has always been known for driving change, pioneering innovation, and delivering outcomes at speed. Today, we build advanced technologies to fast-track results for the nation’s most critical defense, civil, and national security priorities. Our future-focused tech is making America safer, faster, greater.

We have the right people, the right partners, and the right technology to help our customers get ahead in today’s competitive world and prepare for what’s next. Our technologists build novel solutions to advance and protect the nation using AI, cyber, and other cutting-edge tech. We work alongside trusted industry leaders to rapidly create and co-create proven technologies, leveraging long-standing relationships with everyone from Silicon Valley startups and Fortune 500s to the Pentagon and NASA. Through scouting, partnerships, and venturing, we identify the best commercial tech for government missions.

Booz Allen’s unique position at the center of the government and technology ecosystem enables us to anticipate, invest in, build, and scale emerging technologies at speed. Our core technologies and capabilities include AI, cybersecurity, digital transformation, space, and emerging tech.

## Booz Allen by the Numbers

Approximately  
**35,800**  
employees

**\$12 billion**  
in FY25 revenue

FY25 customer revenue for defense (49%), intelligence (16%), and civil (35%)



For more information, see our [Form 10-K](#).

Note: Beginning in fiscal 2025, civil customers includes revenue from global commercial customers, which was previously separately reported.

## Our Values

We are driven by a clear, foundational purpose: empower people to change the world®.

Our purpose begins from within, shaping our culture and guiding how we serve our customers. To align everyone at Booz Allen, we’ve established five values that direct how we work, act, and engage each day.

**Ferocious Integrity**



**Passionate Service**



**Champion’s Heart**



**Collective Ingenuity**



**Unflinching Courage**



## FY25 Awards and Recognition

We aim to drive positive change by harnessing our solutions, expertise, and passion to make a meaningful impact on people and operations. We’re proud of the progress we make each year and take time to celebrate our successes.

For our full list of awards received during 2024, please see our [Awards & Recognition webpage](#).

# Our Approach to Enterprise Responsibility and Sustainability

To realize our purpose, we must nurture a culture that enables innovators and change-makers to flourish. Recognizing this, we are pursuing an Enterprise Responsibility and Sustainability (ERS) strategy that keeps Booz Allen on course to fortify the resilience and security of our future.

Our strategy is steered by our company values and seamlessly integrated with our VoLT (Velocity, Leadership, and Technology) strategy; together they enhance our ability to modernize industries and drive shareholder value. Our strategy guides us in evolving how we operate while harnessing opportunities to support our people, customers, and communities.

## Empower Our Talent



Ensure employees have access to opportunities and support to achieve their goals.

## Make Innovation Accessible To All



Champion innovation that reaches, reflects, and benefits our society.

## Drive Community Resilience



Protect our company's and community assets against evolving threats by promoting access to essential resources.

## Overseeing ERS

We manage environmental stewardship, social responsibility, and the integrity of our governance through a robust oversight structure with active involvement from the highest levels of leadership. Our ERS strategy ensures these considerations are integrated into everything we do, with oversight from four key bodies:

**Board of Directors:** Oversees ERS strategy, risks, and operations, with the Nominating and Corporate Governance Committee engaging management on ERS-related matters.

**ERS Committee:** Led by our chief legal officer, this executive body drives our commitment to ERS and its integration into business strategy.

**ERS Council:** Composed of senior leaders, this council oversees operational and policy-level ERS responsibilities across business sectors.

**ERS team:** Supports the Board, ERS Committee, and ERS Council with data-driven insights, guiding internal accountability and external reporting to integrate ERS principles into our strategy and operations that reflect business and market imperatives.

## Evolving Our Reporting Strategy

We are continuously refining our approach to ensure that our reporting evolves and concurrently supports our business needs and VoLT strategy. By adapting and refining our program, material topics, and reporting practices, we are positioning Booz Allen to drive sustainable growth and deliver value for our stakeholders. This forward-thinking perspective enables timely and efficient management of emerging risks and opportunities, reinforcing our commitment to long-term performance and success.

# Our Operations Stewardship

At Booz Allen, our stewardship is rooted in a commitment to innovation, data, and science. We recognize that shaping our future is a collaborative process in which accurate data and robust strategy guide us to lessen environmental impacts and enhance resilience. By integrating rigorous analysis with practical planning, we continue to evolve our approach to sustainability.

Booz Allen continues to enhance our sustainability strategy by aligning with emerging best practices to improve the accuracy and comparability of our emissions reporting. This enables more effective tracking and disclosure of our environmental performance and a clearer understanding of our historical footprint.

In FY25, we refined our emissions methodology and integrated advanced carbon management and accounting software to strengthen data completeness, quality, and consistency. Historical data included in this report remains consistent with the methodologies used at the time of original reporting. We plan to recalculate and restate these emissions in a future cycle to ensure comparability over time.

Our emissions inventory is verified by an independent third-party firm, which provides reasonable assurance of the Scope 1 and Scope 2 emissions and limited assurance of the Scope 3 emissions disclosed within this report.



For more information on our emissions assurance, see our [2025 Greenhouse Gas Verification Report](#).

For more information on our emissions, see our [2025 Greenhouse Gas Emissions Report](#).

### Emissions Data (MTCO<sub>2</sub>e)<sup>1</sup>

	FY23	FY24	FY25
Scope 1 Emissions	17.2	192.6	<b>1,592</b>
Scope 2 Emissions	12,292.2	10,445.8	<b>9,765</b>
Scope 3 Emissions	101,879	367,777	<b>575,860</b>
Total Emissions	114,188.47	378,416	<b>587,217</b>
<b>Scope 3 Emissions</b>			
Category 1: Purchased Goods and Services	37,626	271,453	<b>412,612</b>
Category 2: Capital Goods	Not disclosed	4,486	<b>6,290</b>
Category 3: Fuel- and Energy-Related Activities	Not disclosed	2,892	<b>2,793</b>
Category 4: Upstream Transportation and Distribution	Not disclosed	495	<b>Not disclosed</b>
Category 5: Waste Generated in Operations	3,085	234	<b>6,189</b>
Category 6: Business Travel	20,822	43,813	<b>62,008</b>
Category 7: Employee Commuting	40,345	44,218	<b>85,584</b>
Category 15: Investments	Not disclosed	186	<b>385</b>

<sup>1</sup> FY25 data is currently under review by an independent third-party verifier.

# Our People

Our values of ferocious integrity, unflinching courage, passionate service, champion’s heart, and collective ingenuity guide our actions. Our culture of heart and performance differentiates how we capture opportunity, create an environment where all can succeed, and deliver impact to customers and shareholders. Our VoLT strategy positions Booz Allen for the future and guides how we recruit and retain top talent and the capabilities we cultivate through upskilling and development practices.

We empower our people to succeed by providing access to opportunities, professional development, and programs that support individual growth. We foster our culture of heart and performance by focusing on:

- **Defined Values & Behaviors:** Leading with care and accountability.
- **Purposeful Engagement:** Creating connections that drive growth.
- **Flexible Environment:** Offering opportunities and choices to realize potential.
- **Holistic Wellbeing & Development:** Promoting lifelong learning for resilience and relevance.

## Commitment to Equal Opportunity

Booz Allen is an equal opportunity employer. Our employment-related decisions are made based on merit and qualifications, without regard to any characteristic protected by applicable law. We are committed to creating a professional work environment and do not tolerate unlawful discrimination, harassment, or retaliation of any kind.

## Workforce Breakdown

	FY23	FY24	FY25
Employee Headcount: Total	31,409	33,995	35,595
Employee Headcount: Senior Leaders	2,158	2,334	2,405
Employee Headcount: All Other	29,198	31,626	33,190
Employee Headcount: U.S.-Aligned	30,438	32,910	34,476
Part-Time Employees	653	594	658

## Training and Education

Our modern workplace initiatives are designed to recruit, incentivize, reward, and retain top talent based on merit. We leverage our Talent Mobility and Performance programs to identify opportunities for employees that are both aligned with our strategic objectives and critical to their development.

We continually expand our upskilling programs through hands-on learning, as well as award-winning in-house training, formal badging, and certificate programs. Our Technical Experience Groups (TXGs) build technical acumen, foster mentor/mentee relationships, and create thought leadership and intellectual property. These experiences heighten engagement, bolster retention, and offer limitless opportunities for skill enhancement. We offer robust leadership development programming—encouraging collaboration, collective growth, and a one-team mindset.

	FY23	FY24	FY25
Employees with Bachelor's Degrees or Higher (%)	84.3%	84.7%	<b>87.5%</b>
Employees with Master's Degrees or Higher (%) <sup>2</sup>	38.5%	39.0%	<b>40.9%</b>
Employees with Doctoral Degrees (%) <sup>2</sup>	3.4%	3.6%	<b>3.6%</b>
Employees Holding One or More Professional Certifications (%)	58.1%	62.5%	<b>65.6%</b>
Employees Holding One or More Cybersecurity Certifications (#)	5,614	5,654	<b>7,028</b>
Employees Holding Security Clearances (%) <sup>2</sup>	65.4%	71.8%	<b>72.2%</b>
Employees Affiliated with One or More TXGs (%)	Not disclosed	52%	<b>58%</b>

<sup>2</sup> Based on voluntary self-reporting.


## Environmental Health and Safety

We uphold a Workplace Health, Safety, Security, and Access Policy that outlines clear expectations related to maintaining safe, secure workplace standards. We do this to ensure that all Booz Allen people can work in a safe environment.

We are committed to continually improving our environment, health, and safety efforts. According to the latest data from the Bureau of Labor Statistics, Booz Allen’s health and safety performance continues to outperform the industry average across all categories. This achievement underscores our ability to mitigate risks, enhance operational efficiency, and uphold our commitments to our employees and visitors.

## Corporate Citizenship and Philanthropy

Our mission is to fortify the resilience and security of our future, encompassing the communities that are the lifeblood of every Booz Allen facility and operation. Through Booz Allen Cares, we take immense pride in collaborating with outstanding community partners to amplify our impact on crucial fronts—from enhancing AI literacy and resilience to addressing urgent needs during crisis.

 For more information on Booz Allen’s legacy of passionate service, see the [Booz Allen Foundation webpage](#).

## Health and Safety Performance

	FY23	FY24	FY25	Industry Benchmark <sup>3</sup>
Experience Modification Rate (EMR)	0.61	0.53	0.39	1
Total Recordable Incident Rate (TRIR)	0.049	0.04	0.05	0.5
Days Away, Restricted, or Transferred (DART) Rate	0.038	0.01	0.025	0.4
Severity Rate	0.21	0.28	0.61	Unavailable
Fatalities (#)	0	0	0	Unavailable

<sup>3</sup> Benchmark figures for TRIR and DART rate based on Bureau of Labor Statistics 2022 data for management consulting services.

## Community Engagement<sup>4</sup>

309,000+

employee reported volunteer hours

\$1.2 million

total disaster preparedness and response (USD)

\$7.5 million

total donated by employees (USD)

\$26.7 million

total corporate contributions (USD)

<sup>4</sup> Cumulative since FY21.



# Our Corporate Governance

As a global organization, we aim to embed best practices in governance, risk management, ethics, and human rights across our entire value chain.

Our Board of Directors oversees and guides our strategic direction to foster long-term company success and to drive sustainable growth and value creation. The Board oversees management’s strategy implementation, enterprise risk management, ethics and compliance, and performance of executive leadership, all of which are anchored to our purpose and values.

Our corporate governance framework is founded on principles of compliance, accountability, transparency, engagement, and the unwavering ethical standards of our company. The Board undergoes an annual self-evaluation to solicit feedback on a variety of topics to further drive Board performance, open dialogue, and industry best practices. The Board regularly engages in mandatory and voluntary education sessions to stay informed of emerging industry risks and opportunities, thus shaping our future strategy.

We regularly assess the composition, professional background, experience, and skillsets of the members of our Board to ensure alignment to a changing domestic and global regulatory environment and emerging risks, trends, technologies, and opportunities so our Board’s qualifications and readiness align with our broader mission, people strategies, and culture.

Eleven of our 12 directors are independent, while all key Committees—Audit, Compensation, Culture and People, and Nominating and Corporate Governance—operate with full independence, fostering robust oversight and objective decision-making, and direction-setting. Our lead independent director is an active participant in Board governance, and all members of our Board are elected annually by the stockholders.

	FY23	FY24	FY25 <sup>5</sup>
Directors: Independent (#)	10	10	11
Directors (#)	11	11	12
Average Director Tenure (years)	8.6	9.0	9.0



For more information on our Board and governance-related practices, see our [2025 Annual Meeting of Stockholders and Proxy Statement](#).

<sup>5</sup> As of June 12, 2025.



## Ethics and Compliance

At Booz Allen, our high ethical standards go hand in hand with our purpose and values. Our purpose—empower people to change the world—forms the foundation of everything we do, while our Code of Business Ethics and Conduct represents our values in action. Together, they guide our business and service to customers, continually reminding us that creating stronger communities globally is at the heart of what it means to “Be Booz Allen.”

The Booz Allen Code of Business Ethics and Conduct outlines how we put our ethical standards into action. It guides our organization and informs how we engage with our customers, competitors, partners, and other external stakeholders.

## Respect for Human Rights

Booz Allen respects human rights and is committed to preventing and stopping adverse impacts on human rights associated with the company’s operations worldwide.

We uphold a commitment to respecting human rights as they are defined by the International Labour Organization’s 1998 Declaration on Fundamental Principles and Rights at Work, the UN Guiding Principles on Business and Human Rights (UNGP), and the Federal Acquisition Regulation (FAR).

## Enterprise Risk Management

Our Enterprise Risk Management (ERM) program is overseen by our Board of Directors and its Committees. Our framework covers various risk categories including strategic, reputation and brand, operational, compliance and legal, and financial risks. Our Board receives quarterly reports from the ERM program to stay informed of, and provide input on, our risk profile and mitigation efforts.

## Managing Our Supply Chain

Our supply chain is integral to our value proposition and crucial for achieving our customers’ missions. Booz Allen adopts a holistic approach to engaging with suppliers, employing a thorough and rigorous selection process to ensure alignment with our standards and values.

At the forefront of our supplier selection criteria is compliance with our Supplier Code of Conduct, which we incorporate into supplier agreements as a requirement for doing business with Booz Allen. Cybersecurity risk is also a critical consideration in selecting and managing suppliers. We require our suppliers to comply with applicable laws and regulations and ensure entrusted information is protected.

Booz Allen is committed to ensuring our success in managing third-party risk goes hand in hand with meeting key business objectives. Our supplier risk management framework is centralized, technology enabled, and scalable, capturing the due diligence activities and workflows that help us identify and mitigate supplier risk.



For more information, see our [Code of Business Ethics and Conduct](#).



For more information, see our [Supplier Code of Conduct](#).

# Forward-Looking Statements and Data Assurance

## Forward-Looking Safe Harbor Statement

Certain statements contained in this report include “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. Examples of forward-looking statements include information concerning Booz Allen’s financial outlook and guidance, as well as any other statement that does not directly relate to any historical or current fact.

In some cases, you can identify forward-looking statements by terminology such as “may,” “will,” “can,” “could,” “should,” “forecasts,” “expects,” “intends,” “plans,” “anticipates,” “projects,” “outlook,” “believes,” “estimates,” “predicts,” “potential,” “continue,” “preliminary,” or the negative of these terms or other comparable terminology. Although we believe that the expectations reflected in the forward-looking statements are reasonable, we can give you no assurance these expectations will prove to be correct.

These forward-looking statements relate to future events or our future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause our actual results, levels of activity, performance, or achievements to differ materially from any future results, levels of activity, performance, or achievements expressed or implied by these forward-looking statements.

A number of important factors could cause actual results to differ materially from those contained in or implied by these forward-looking statements, including those factors discussed in our filings with the U.S. Securities and Exchange Commission (SEC), such as our Annual Report on Form 10-K for the fiscal year ended March 31, 2025, which can be found at the SEC’s website at [www.sec.gov](http://www.sec.gov).

All forward-looking statements attributable to us or persons acting on our behalf are expressly qualified in their entirety by the foregoing cautionary statements. All such statements speak only as of the date made and, except as required by law, we undertake no obligation to update or revise publicly any forward-looking statements, whether as a result of new information, future events, or otherwise.

## Data Assurance

Certain financial data presented in this report was audited for disclosure in the Booz Allen FY25 Annual Report on Form 10-K.

Our FY25 operational emissions data has been third-party verified by Apex with reasonable assurance regarding Scope 1 and Scope 2 GHG emissions and limited assurance regarding Scope 3 GHG emissions in accordance with the World Business Council for Sustainable Development/World Resources Institute (WBCSD/WRI)—GHG Protocol Revised Edition, March 2004 and Accounting and Reporting Standard Amendment, February 2013; GHG Protocol—Scope 2 Guidance—Amendment to the GHG Protocol Standard, 2015; GHG Protocol—A Corporate Value Chain (Scope 3) Accounting and Reporting Standard—2011; and the ISO 14064-3:2019 Greenhouse gases—Part 3: Specification with guidance for the validation and verification of greenhouse gas assertions.

**Booz  
Allen®**