

# GLOBAL REPORTING INITIATIVE CONTENT INDEX

The Booz Allen Hamilton 2021 Environmental, Social, Governance (ESG) Impact Report (our “[2021 ESG Impact Report](#)”) has been prepared in accordance with the GRI Standards: Core option. This index contains our responses to disclosures required by those standards, including certain General Standard disclosures that apply to all companies and Topic-Specific disclosures that we have identified as applicable to Booz Allen.

The GRI Standards emphasize a stakeholder-inclusive concept of “materiality” that focuses sustainability reporting on the economic, environmental, and social impacts most relevant both to an organization and to its stakeholders. Topics that may be deemed material under the GRI Standards are not necessarily material for purposes of the U.S. federal securities laws or for other purposes. For additional information on the GRI Standards, please visit the GRI Standards [website](#).

We reference several additional documents in this index, including the Booz Allen Hamilton FY21 Annual Report on Form 10-K (the “[FY21 Annual Report](#)”), the Booz Allen Hamilton Notice of 2021 Annual Meeting of Stockholders and Proxy Statement (the “[FY21 Proxy Statement](#)”), Booz Allen’s Code of Business Ethics and Conduct (the “Code of Business Ethics and Conduct” or the “[Code](#)”), Booz Allen’s [FY21 Carbon Footprint Report](#), and the CDP Climate Change Questionnaire 2021 (the “[FY21 CDP Response](#)”).

GRI STANDARD	DISCLOSURE	LOCATION AND/OR DISCUSSION
<b>GENERAL STANDARDS &lt; GRI 102: General Disclosures 2016 &gt;</b>		
<b>Organizational profile</b>		
102-1	Name of the organization	Booz Allen Hamilton Holding Corporation
102-2	Activities, brands, products, and services	We are a leading provider of management and technology consulting, analytics, engineering, digital solutions, mission operations, and cyber services to U.S. and international governments, major corporations, and not-for-profit organizations.  <a href="#">2021 ESG Impact Report</a> ; Business Overview (Page 7) <a href="#">FY21 Annual Report</a> , Part I, Item 7 (Page 50)
102-3	Location of headquarters	8283 Greensboro Drive, McLean, Virginia 22102
102-4	Location of operations	Booz Allen <a href="#">Locations</a>  Our operations are primarily conducted in the United States, with U.S. government agencies accounting for 97% of our revenue for FY21. International clients are primarily in Europe, the Middle East and Southeast Asia.
102-5	Ownership and legal form	Publicly-traded (BAH) corporation (NYSE)
102-6	Markets served	<a href="#">FY21 Annual Report</a> , Part I, Item 1 (Page 7)
102-7	Scale of the organization	<a href="#">FY21 Annual Report</a> , Part I, Item 1 (Pages 7, 45)
102-8	Information on employees and other workers	Of our 27,727 permanent employees, 17,610 are male, 10,107 are female, and 10 are of undisclosed gender. 4,912 of our workers were temporary/independent contractors (as of February 17, 2021), for whom we do not capture demographic information.  Of our 27,727 permanent employees, 656 are part-time, including 226 men, 430 women, and 0 of undisclosed gender. All part-time employees are based in the United States.  See also: • <a href="#">2021 ESG Impact Report</a> ; Diversity, Equity, Inclusion (Page 34)
102-9	Supply chain	To maintain a competitive advantage, Booz Allen teams with best-in-class large and small businesses to complement our services strategy and to offer our clients comprehensive, innovative solutions. We also seek services, products, and technologies from businesses to ensure our firm has a sound infrastructure and the latest technologies to enhance our working environment. Read more about <a href="#">Doing Business with Booz Allen</a> .  Booz Allen believes in contributing to the communities in which we work and in helping their citizens obtain a fair share of available economic opportunities. Small business concerns and minority institutions make important contributions to Booz Allen by enhancing our competitive edge, our performance on specific contracts, and our bottom line. They also play a critical role in the future of our global economy.  Booz Allen seeks to increase its visibility with the small business community as our markets across the nation continue to grow. Through marketing and outreach assistance programs, the firm is working to increase the number and quality of small businesses that can qualify for teaming and subcontracting opportunities across our firm. Read more about <a href="#">Booz Allen and small businesses</a> .  Read more about our standards for subcontractors and suppliers in our <a href="#">Supplier Code of Conduct</a> . For highlights of how we support our communities through sustainable procurement, see <a href="#">2021 ESG Impact Report</a> ; Business Overview (Page 7).

Data in this report primarily reflects performance and operations during our 2021 fiscal year, which ended March 31, 2021. Unless otherwise noted, references to years or fiscal years are those ending on March 31. Descriptions of our practices, policies, and programs may reflect more current information, where appropriate in the circumstances.

GRI STANDARD	DISCLOSURE	LOCATION AND/OR DISCUSSION
102-10	Significant changes to the organization and its supply chain	There were no significant changes to the organization's size, structure, ownership, or supply chain during the reporting period.
102-11	Precautionary principle or approach	Sponsored by our CEO, the Enterprise Risk Management Program identifies and implements adequate risk mitigation activities for enterprise-level risks to the firm, and keeps the firm's Leadership Team and Board of Directors apprised of both inherent and emerging risks that could impact operations. The ERM Steering Committee guides the program, prioritizes top risks based on a tiering structure, and assigns a sponsor and owner responsible for building and driving effective mitigation plans.  See also: • <a href="#">2021 ESG Impact Report</a> ; Ethical Leadership (Page 18)
102-12	External initiatives	A selection of external initiatives to which we have subscribed or endorsed include: • CEO Action for Diversity & Inclusion, a business commitment to advance diversity and inclusion within the workplace • Campaign to Change Direction, pledge relating to support for, and identification of, emotional health and wellness • Time to Vote, an effort for companies to support increased voter participation  The <a href="#">2021 ESG Impact Report</a> has content indices aligned with GRI Standards, Sustainability Accounting Standards Board, Task Force for Climate-Related Financial Disclosures, World Economic Forum Core Stakeholder Capitalism Metrics, and the U.N. Guiding Principles Framework. See <a href="#">2021 ESG Impact Report</a> ; About Our Reporting (Page 67).  Additionally, Booz Allen supports a wide variety of voluntary initiatives related to environmental, social, and governance topics we consider priorities. We do not currently report a centralized list of all such involvement.
102-13	Membership of associations	Booz Allen and Booz Allen people participate in numerous professional industry associations and community/non-profit organizations related to our business interests, environmental, social, and governance topics that we consider priorities, as well organizations and associations in the communities in which our employees live and work. We do not currently report a centralized list of all involvement.
<b>Strategy</b>		
102-14	Statement from senior decision-maker	Our President and CEO's message to stakeholders and friends in our <a href="#">2021 ESG Impact Report</a> (Page 3).
<b>Ethics and integrity</b>		
102-16	Values, principles, standards, and norms of behavior	At Booz Allen, we empower people—our colleagues, our clients, our communities—to change the world. It's our purpose, and it's what we do every day through the expression of our values. • Ferocious Integrity: Do right, and hold yourself and each other accountable. • Unflinching Courage: Bring bold thinking and speak truth to power. Maintain conviction no matter the circumstances. • Passionate Service: Listen and act with empathy as you make meaningful connections. Build community through generosity, and above all, embrace the mission. • Champion's Heart: Bring joy to the pursuit and learn from failure. Compete with passion and crave being the best. • Collective Ingenuity: Be resourceful and creative, seek to make the biggest difference in every problem you solve. Be devoted to the team and harness the power of diversity.  All Booz Allen employees are required to complete annual ethics and compliance training courses. Through real-life scenarios, small group discussions, and interactive virtual sessions, this training brings to life the ways we uphold our purpose and values—our touchstone for ethical culture and decision making—in common business situations. Employees complete additional ethics-related training based on their title and job function, such as proximity to protected information, business development, or work outside the U.S. Additionally, our <a href="#">Code</a> expresses our expectation that all our business partners, including subcontractors, suppliers, vendors, and business intermediaries, to operate in a manner that is consistent with our commitment to diversity, integrity and sustainability.  We have audited our ethics program across our global operations through program assessments generally occurring on a three year cadence.  Read more about our values in the following sources, among many others: • <a href="#">2021 ESG Impact Report</a> ; Ethics & Integrity (Page 16) • <a href="#">Our Purpose &amp; Values</a> • <a href="#">Our Code of Business Ethics and Conduct</a> • <a href="#">FY21 Annual Report</a> , Part I, Item 1, Human Capital (Page 4)

GRI STANDARD	DISCLOSURE	LOCATION AND/OR DISCUSSION
<b>Governance</b>		
102-18	Governance structure	Booz Allen is governed by a Board of Directors comprised of eleven directors, ten of which are independent directors as defined by the New York Stock Exchange and our Corporate Governance Guidelines. Our Board has four standing committees: an Executive Committee; an Audit Committee; a Compensation, Culture & People Committee; and a Nominating and Corporate Governance Committee. Our Nominating and Corporate Governance Committee is responsible for, among its other duties and responsibilities, overseeing practices related to corporate governance, corporate citizenship and ESG matters, and our Audit Committee oversees the quality and integrity of our financial reporting.  <a href="#">2021 ESG Impact Report</a> ; Governing our ESG Impact (Page 11) <a href="#">2021 ESG Impact Report</a> ; Corporate Governance (Page 19) <a href="#">Leadership &amp; Governance</a> <a href="#">FY21 Proxy Statement</a> , Corporate Governance and General Information Concerning the Board of Directors and its Committees, Board Committees (Page 17) Nominating and Corporate Governance <a href="#">Committee Charter</a>
<b>Stakeholder engagement</b>		
102-40	List of stakeholder groups	<a href="#">2021 ESG Impact Report</a> ; Engaging Our Stakeholders (Page 12)
102-41	Collective bargaining agreements	Booz Allen supports the rights of U.S.-based employees under Section 7 of the National Labor Relations Act to self-organization; to form, join or assist labor organizations; to bargain collectively through representatives of their own choosing; and to engage in other concerted activities for the purpose of collective bargaining or other mutual aid or protection, as well as the right to refrain from such activities. Currently, none of our U.S.-based staff are covered by a collective bargaining agreement.
102-42	Identifying and selecting stakeholders	<a href="#">2021 ESG Impact Report</a> ; Engaging Our Stakeholders (Page 12)
102-43	Approach to stakeholder engagement	<a href="#">2021 ESG Impact Report</a> ; Engaging Our Stakeholders (Page 12)
102-44	Key topics and concerns raised	<a href="#">2021 ESG Impact Report</a> ; Engaging Our Stakeholders (Page 12)
<b>Reporting practice</b>		
102-45	Entities included in the consolidated financial statements	The consolidated financial statements and notes of the Company include its subsidiaries, and the joint ventures and partnerships over which the Company has a controlling financial interest. The Company uses the equity method to account for investments in entities that it does not control if it is otherwise able to exert significant influence over the entities' operating and financial policies.  All of the entities included in the organization's consolidated financial statements are covered by this report.  <a href="#">2021 ESG Impact Report</a> ; About Our Reporting (Page 66) <a href="#">FY21 Annual Report</a> , Part II, Item 7, Basis of Presentation (Page 59) <a href="#">FY21 Annual Report, Exhibit 21</a> , Subsidiaries of the Registrant
102-46	Defining report content and topic Boundaries	<a href="#">2021 ESG Impact Report</a> ; About Our Reporting (Page 66)  See also: • <a href="#">2021 ESG Impact Report</a> ; Assessing Our Impact (Page 13) • <a href="#">2021 ESG Impact Report</a> ; Defining Our ESG Focus (Page 14)
102-47	List of material topics	<a href="#">2021 ESG Impact Report</a> ; Defining Our ESG Focus (Page 14) <a href="#">2021 ESG Impact Report</a> ; About Our Reporting (Page 66)
102-48	Restatements of information	There are no restatements of information presented in the previous FY20 ESG Impact Report.
102-49	Changes in reporting	There are no significant changes in reporting from the FY20 ESG Impact Report.
102-50	Reporting period	Fiscal year
102-51	Date of most recent report	November 17, 2021
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	Name: Jessica Bissey Email: bissey_jessica@bah.com Position: Director of ESG (Environmental, Social, Governance), Associate General Counsel, Assistant Secretary

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GRI STANDARD	DISCLOSURE	LOCATION AND/OR DISCUSSION
102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards: Core option.
102-55	GRI content index	This document serves as our GRI Content Index and is available on our corporate <a href="#">website</a> .
102-56	External assurance	<a href="#">2021 ESG Impact Report</a> ; About Our Reporting (Page 67)
TOPIC SPECIFIC STANDARDS		
Management Approach < GRI 103: Management Approach 2016 >		
103	Application of management approach to a number of topics	<p>These management approach disclosures are applicable to all topics listed in this GRI Content Index and all priority topics discussed in the <a href="#">2021 ESG Impact Report</a>.</p> <p>We take an approach that combines the best of independent responsibility for management and performance, with a layer of focused, cohesive accountability, as described in our <a href="#">2021 ESG Impact Report</a>. The principles of our overarching management approach span all priority topics, and are facilitated by a dedicated ESG function and cross-functional governance bodies. This structure serves to (1) enhance consistency through an integrated management approach to firmwide ESG performance, and (2) support collaboration, by providing a platform for broad initiatives.</p>
103-1	Explanation of the material topic and its boundary	<p><i>Explanation of Materiality:</i></p> <ul style="list-style-type: none"> <li>• <a href="#">2021 ESG Impact Report</a>; Assessing Our Impact (Page 13)</li> <li>• <a href="#">2021 ESG Impact Report</a>; Defining Our ESG Focus (Page 14)</li> </ul> <p><i>Boundary:</i></p> <ul style="list-style-type: none"> <li>• <a href="#">2021 ESG Impact Report</a>; About Our Reporting (Page 66)</li> <li>• <a href="#">2021 ESG Impact Report</a>; Business Overview (Page 6)</li> <li>• <a href="#">2021 ESG Impact Report</a>; Engaging Our Stakeholders (Page 12)</li> <li>• <a href="#">2021 ESG Impact Report</a>; Assessing Our Impact (Page 13)</li> <li>• <a href="#">2021 ESG Impact Report</a>; Defining Our ESG Focus (Page 14)</li> </ul> <p><i>Limitations on Boundary:</i></p> <ul style="list-style-type: none"> <li>• <a href="#">2021 ESG Impact Report</a>; About Our Reporting (Page 67)</li> </ul>
103-2	The management approach and its components	<p><i>Explanation of Management Approach:</i></p> <ul style="list-style-type: none"> <li>• <a href="#">2021 ESG Impact Report</a>; Our Approach (Page 10)</li> <li>• <a href="#">2021 ESG Impact Report</a>; Governing Our ESG Impact (Page 11)</li> </ul> <p><i>Statement of Purpose of Management Approach:</i></p> <p>We're committed to bringing together teams and leaders across our firm who have long been working to enhance our positive impact and avoid, mitigate, or remediate any negative impact, both independently and together, applying their expertise and experience against a shared purpose for cohesive impact and innovation. Our approach seeks to drive long-term growth and sustainable value for our stakeholders through enhanced transparency and strengthened incorporation of ESG considerations into our business strategy.</p> <p><i>Components of Management Approach:</i></p> <p>Our management approach for all priority topics is grounded in our <a href="#">purpose and values</a>, as well as our firm <a href="#">Code of Business Ethics and Conduct</a>. Our <a href="#">Code</a> sets expectations and requirements for our conduct and refers to myriad other policies that apply to various aspects of our work, the way we do business, and the way our employees interact with each other, our clients, and our communities. Each of those policies forms an aspect of our approach to managing applicable impacts.</p> <p>Our commitment to the management of priority topics and the responsibility to act on that commitment is invested in the highest levels of governance of the firm—the Board of Directors, through the Nominating and Corporate Governance Committee of the Board and the Board-authorized executive-level ESG Committee.</p> <p>The firm has allocated significant resources to the management of priority topics as discussed in <a href="#">2021 ESG Impact Report</a>; Governing Our ESG Impact (Page 11) and Defining Our ESG Focus (Page 14).</p> <p>Booz Allen both empowers its employees and requires them to raise a concern if they see something that they think, or have a good reason to suspect, may violate the law, our <a href="#">Code</a> or a firm policy, put at risk an individual's health or safety, cause undue risk to the firm, or jeopardize the security of sensitive firm information or a third party's sensitive or classified information entrusted to the firm. Booz Allen has zero tolerance for retaliation against anyone who raises an ethical or legal concern in good faith, asks a question, or cooperates with an investigation. Anyone who violates this <a href="#">non-retaliation policy</a> is subject to disciplinary consequences. A number of mechanisms and channels exist to raise a concern or grievance, discussed on pages 8-9, as well as elsewhere within our <a href="#">Code</a>.</p>

GRI STANDARD	DISCLOSURE	LOCATION AND/OR DISCUSSION
103-3	Evaluation of the management approach	<p><i>Mechanisms for Evaluation:</i> Our management approach is evaluated through the ESG governance structure in coordination with various functions throughout the firm responsible for managing elements of a given priority topic and in consultation with our stakeholders.</p> <ul style="list-style-type: none"> <li>• <a href="#">2021 ESG Impact Report</a>; Governing Our ESG Impact (Page 11)</li> <li>• <a href="#">2021 ESG Impact Report</a>; Engaging Our Stakeholders (Page 12)</li> <li>• <a href="#">2021 ESG Impact Report</a>; Assessing Our Impact (Page 13)</li> <li>• <a href="#">2021 ESG Impact Report</a>; Defining Our ESG Focus (Page 14)</li> </ul> <p><i>Evaluation Results:</i> The most recent evaluation of our management approach was integrated into our assessment process in FY20. We anticipate a refreshed assessment in FY22.</p> <ul style="list-style-type: none"> <li>• <a href="#">2021 ESG Impact Report</a>; Assessing Our Impact (Page 13)</li> </ul> <p><i>Adjustments Related to Evaluation:</i> The ESG function will work with other functions on the firm, as appropriate, to facilitate adjustments based on the evaluation of the management approach working with the ESG Councils and under the guidance of the ESG Committee and our Board of Directors.</p> <ul style="list-style-type: none"> <li>• <a href="#">2021 ESG Impact Report</a>; Governing Our ESG Impact (Page 11)</li> </ul>

## ECONOMIC TOPICS

### Economic Performance < GRI 201: Economic Performance 2016 >

201-1	Direct economic value generated and distributed	<p>Information regarding revenue, operating costs, payments to providers of capital, payments to the government may be found in the Booz Allen <a href="#">FY21 Annual Report</a> Form 10-K and certain revenue and other financial information is included in <a href="#">2021 ESG Impact Report</a>; Business Overview (Page 7) and <a href="#">2021 ESG Impact Report</a>; Non-GAAP Measures (Page 69).</p> <p>Community investment value is detailed in <a href="#">2021 ESG Impact Report</a>; Community Investment (Page 45). In FY21, Booz Allen made direct payments of \$3.09 million in financial contributions that were classified as contributions in our financial system. This represents an increase from \$3.7 million in FY19 and an expected decrease from \$12 million in FY20, which was unusually high due to our COVID-19 pandemic response.</p> <p>Booz Allen contributed a fair market value of \$1.736 million in pro bono services (in-kind services at zero cost to charitable organizations) representing an increase from \$386,580 contributed in FY20. 25% of the pro bono projects featured the firm's expertise in digital transformation, 50% featured the firm's expertise in data science, and 1 out of 3 projects featured the firm's expertise in cybersecurity. In addition, over 75% of the pro bono projects were led by women and nearly 25% included Women in Data Science talent. <a href="#">2021 ESG Impact Report</a>; Key Partnerships (Page 47).</p> <p>Based on U.S. federal government fiscal year 2021, the firm contributed \$1.074B of value to small businesses, including multiple socioeconomic categories representing 69.9% of total subcontracted value. <a href="#">2021 ESG Impact Report</a>; Business Overview (Page 7); <a href="#">2021 ESG Impact Report</a>; Investment in Innovation (Page 27).</p> <p>Other direct economic value information that is not provided in the Booz Allen <a href="#">FY21 Annual Report</a> is omitted as confidential.</p>
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### Anti-corruption < GRI 205: Anti-corruption 2016 >

205-2	Communication and training about anti-corruption policies and procedures	<p>Booz Allen's anticorruption policies and procedures are contained within our <a href="#">Code of Business Ethics and Conduct</a> and <a href="#">Supplier Code of Conduct</a>, and posted on our <a href="#">corporate website</a>. Additional, detailed <a href="#">policies</a>, such as our Anticorruption and Anti-Bribery Policy, Working with Ethical Business Intermediaries Policy, Gifts and Business Courtesies Policy, Preventing Money Laundering and Terrorist Financing Policy, among others, are communicated to all employees, and made publicly available on our corporate <a href="#">website</a>.</p> <p>Our anticorruption policies and procedures have been communicated to:</p> <ol style="list-style-type: none"> <li>All of Booz Allen's governance body members, and</li> <li>All of Booz Allen's employees.</li> <li>Our <a href="#">Code of Business Ethics and Conduct</a> applies to all employees, officers, directors, contractors, consultants, and others working on our behalf, and expressly states that we also expect all our clients and business partners, including subcontractors, suppliers, vendors, and business intermediaries, to operate in a manner that is consistent and compliant with our values and <a href="#">Code</a>. Our <a href="#">Supplier Code of Conduct</a> reflects the standards of conduct required of our subcontractors and suppliers in the delivery of services to Booz Allen and/or its ultimate customers. These documents are communicated to business partners and each of the other constituent groups listed above via their public availability on our corporate website.</li> <li>All governance body members have received training on our anticorruption policies and procedures.</li> <li>All employees are subject to mandatory annual training regarding our <a href="#">Code of Business Ethics and Conduct</a> as well as dedicated Anticorruption training. Additional targeted training is delivered those more likely to be exposed to potential corruption risks.</li> </ol> <p>See also:</p> <ul style="list-style-type: none"> <li>• <a href="#">2021 ESG Impact Report</a>; Ethical Leadership (Page 17)</li> <li>• <a href="#">2021 ESG Impact Report</a>; Acting with Integrity (Page 21)</li> </ul>
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GRI STANDARD	DISCLOSURE	LOCATION AND/OR DISCUSSION
<b>ENVIRONMENTAL STANDARDS</b>		
<i>Emissions &lt; GRI 305: Emissions 2016 &gt;</i>		
305–1	Direct (Scope 1) GHG emissions	<p>Booz Allen is committed to creating significant and lasting improvements to promote sustainability—at the local, regional, and global levels—through the way we work and the work we do. Since Booz Allen began measuring and publicly reporting our greenhouse gas emissions in 2009, we have steadily worked to formalize an organizational structure to systematically address and manage our environmental and broader sustainability performance, while continuously challenging ourselves to push the limits of our operations and expand our impact. Booz Allen's greenhouse gas emissions calculations include emissions data related to fleet vehicles and stationary combustion generators (Scope 1); Booz Allen's leased facilities (Scope 2); and emission related to business travel and employee commuting (Scope 3).</p> <p>Scope 1 – Fleet Vehicles and Generators: For Booz Allen vehicles, we used vehicle make, model, and mileage data provided by the local Booz Allen office associated with the vehicle to calculate emissions. We converted the reported data into CO<sub>2</sub>e emissions using GHG Protocol's tool for calculating emissions from mobile sources. Emissions in the calculation include CO<sub>2</sub>, CH<sub>4</sub>, and N<sub>2</sub>O, and the emissions factors and global warming potential values used were from the 2014 IPCC Fifth Assessment Report.</p> <p>Booz Allen directly purchases and consumes diesel fuel for use in emergency generators on a small number of our sites. We track quantity of fuel purchased and utilize the World Resource Institute GHG Protocol tool for stationary Combustion to calculate total emissions. Emissions in the calculation include CO<sub>2</sub>, CH<sub>4</sub>, and N<sub>2</sub>O, and the emissions factors and global warming potential values used are from the 2014 IPCC Fifth Assessment Report.</p> <p>Scope 2 – Facilities: Booz Allen's U.S. and international real estate holdings comprise approximately 2.5 million square feet of leased space. Booz Allen neither owns nor manages the buildings we occupy. Consequently, all facilities emissions fall within Scope 2. We calculate these emissions by estimating electrical consumption based on the number of occupied square feet in our domestic and international portfolio.</p> <p>For both U.S. and international facilities, we used data from the U.S. Energy Information Administration's 2012 Commercial Buildings Energy Consumption Survey to determine the average kilowatt hours (kWh) of electricity buildings comparable to those in our portfolio consume per square foot each year. We then estimated our own kWh consumption by multiplying these national averages by the number of square feet in each Booz Allen facility.</p> <p>In FY21, we were able to access utility bill data for 17 Booz Allen facilities, comprising nearly 40 percent of our total leased square footage. For these facilities, we were able to retrieve actual kWh consumption, as opposed to estimating using the aforementioned process.</p> <p>After kWh consumption was determined, for U.S. facilities, we used the GHG emissions factors from the U.S. Environmental Protection Agency's (EPA) 2018 Emissions and Generation Resource Integrated Database to calculate each building's emissions (differentiated by region). The formula we used to calculate emissions is: GHG emissions = Electricity consumed (in MWh) x EPA regional GHG emissions factor.</p> <p>We converted nitrogen dioxide and methane emissions to carbon dioxide equivalents (CO<sub>2</sub>e) using global warming potentials from the United Nations Intergovernmental Panel on Climate Change Fifth Assessment Report. Emissions in the calculation include CO<sub>2</sub>, CH<sub>4</sub>, and N<sub>2</sub>O.</p> <p>For international facilities, we substituted EPA regional emission factors with International Energy Agency (IEA) CO<sub>2</sub> emissions factors specific to each country. Emissions in the calculation include CO<sub>2</sub>.</p> <p>Scope 3 – Business Travel and Commuting: Our calculations include estimated emissions from employee business travel, which we define as work-related air travel, car rentals, billable personal miles, and hotel stays. These estimates were provided by our travel providers, who work closely with us to track the environmental impact of each trip. We also estimate emissions associated with employees' commutes to and from work. All business travel and commuting emissions are Scope 3. Emissions in the calculations include CO<sub>2</sub>, CH<sub>4</sub>, and N<sub>2</sub>O.</p> <p>Our Scope 1 Emissions decreased to 32.00 MTCO<sub>2</sub>e from 33.26 MTCO<sub>2</sub>e in FY20.  Our Scope 2 Emissions from our facilities decreased to 13,825 MTCO<sub>2</sub>e from 15,108.24 MTCO<sub>2</sub>e in FY20.  Our Scope 3 Emissions decreased to 9,885.16 from 81,259.27 MTCO<sub>2</sub>e in FY20.  Overall, our Scope 2 and Scope 3 emissions were 23,710.16 MTCO<sub>2</sub>e in FY21 (down from 96,400 in FY20). The effects of the COVID-19 pandemic and our telework first posture for employees through FY21 accounts for the majority of the decrease.</p> <p>Booz Allen's emissions methodology and calculations were reviewed and verified by Apex Companies, LLC.</p> <p>Additional information and details about our FY2021 Greenhouse Gas Emissions can be found in:</p> <ul style="list-style-type: none"> <li>• <a href="#">FY21 Carbon Footprint Report</a></li> <li>• <a href="#">FY21 CDP Response</a></li> <li>• <a href="#">2021 ESG Impact Report</a>; Environmental Management &amp; Climate Impact (Page 57)</li> <li>• <a href="#">Environmental Sustainability</a></li> </ul>
305–2	Energy indirect (Scope 2) GHG emissions	See response in 305–1 for Standards, Methodologies, and Assumptions used for GHG Calculations.
305–3	Other indirect (Scope 3) GHG emissions	See response in 305–1 for Standards, Methodologies, and Assumptions used for GHG Calculations.

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GRI STANDARD	DISCLOSURE	LOCATION AND/OR DISCUSSION
305-4	GHG emissions intensity	<p>Emissions intensity measurements:</p> <ul style="list-style-type: none"> <li>• 0.5 MTCO<sub>2</sub>e/FTE employee</li> <li>• 0.0055 MTCO<sub>2</sub>e/Per Square Foot</li> </ul> <p>Calculations are based on U.S.-only employees and apply to Scope 2 emissions. Scope 1 GHG emissions from fleet and combustion generators and Scope 3 emissions from business travel and employee commuting are not captured in the emissions intensity ratio, because the base metric is building floor area.</p> <ul style="list-style-type: none"> <li>• <a href="#">FY21 Carbon Footprint Report</a></li> <li>• <a href="#">FY21 CDP Response</a></li> <li>• <a href="#">2021 ESG Impact Report</a>; Environmental Management &amp; Climate Impact (Page 57)</li> <li>• <a href="#">Environmental Sustainability</a></li> </ul>

305-5	Reduction of GHG emissions	<p>See response in 305-1 for Standards, Methodologies, and Assumptions used for GHG Calculations as well as reductions achieved from emissions reduction initiatives.</p> <p>Booz Allen has committed to set science-based targets through the Science Based Targets initiative and has joined the Business Ambition for 1.5C Campaign, committing to set targets aligned with a net-zero future.</p> <p><a href="#">2021 ESG Impact Report</a>; Environmental Management &amp; Climate Impact (Page 57)</p>
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## SOCIAL STANDARDS

### Employment < GRI 401: Employment 2016 >

401-1	New employee hires and employee turnover	<p><b>FY21 New Hires:</b></p> <ul style="list-style-type: none"> <li>• Total: Booz Allen confidential information</li> <li>• Male: 70%</li> <li>• Female: 30%</li> <li>• Undisclosed Gender: 0.5%</li> <li>• BIPOC: 36%</li> <li>• Veteran: 34%</li> <li>• Under 30 years old: 36%</li> <li>• 30-50 years old: 49%</li> <li>• Over 50 years old: 15%</li> </ul> <p><b>FY21 Turnover:</b></p> <ul style="list-style-type: none"> <li>• Total: Booz Allen confidential information</li> <li>• Male: 70%</li> <li>• Female: 30%</li> <li>• Undisclosed Gender: 0.1%</li> <li>• BIPOC: 33%</li> <li>• Veteran: 36%</li> <li>• Under 30 years old: 19%</li> <li>• 30-50 years old: 54%</li> <li>• Over 50 years old: 27%</li> </ul> <p>For comparison to FY20 and FY21 new employee hire and employee turnover data on gender, BIPOC, and veteran status, see <a href="#">2021 ESG Impact Report</a>; Recruit, Reward, Recognize (Page 38).</p> <p>See also:</p> <ul style="list-style-type: none"> <li>• <a href="#">FY21 Annual Report</a>, Part I, Item 1, Human Capital (Page 4)</li> </ul>
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401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	<p>In the U.S., where approximately 97% of our workforce is based, all benefits that are standard for full-time employees are also available to part-time employees who work at least 20 hours per week on a regular basis. Additionally, all part-time employees are eligible for Paid Time Off, which accrues in proportion to hours regularly worked per week.</p> <p>See also:</p> <ul style="list-style-type: none"> <li>• <a href="#">2021 ESG Impact Report</a>; Recruit, Reward, Recognize (Page 37)</li> <li>• <a href="#">2021 Total Rewards Fact Sheet</a></li> </ul>
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### Training and Education < GRI 404: Training and Education 2016 >

404-1	Average hours of training per year per employee	<p>Omitted due to unavailability of comprehensive information at this time. Our employees have a wide variety of training opportunities available to them and other training courses that are required of them. These training programs are managed by different parts of our organization and tracked through different systems. We are working collaboratively to determine the most appropriate information, including boundary and scope, for a future reporting period.</p>
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GRI STANDARD	DISCLOSURE	LOCATION AND/OR DISCUSSION
404-2	Programs for upgrading employee skills and transition assistance programs	<a href="#">2021 ESG Impact Report</a> ; Develop, Perform, Lead (Page 39)
404-3	Percentage of employees receiving regular performance and career development reviews	Our performance evaluation programs provide for 100% of employees, regardless of gender or role, to receive, at minimum, annual feedback on their performance, alignment with firm values, and progress on their professional goals. In FY21, over 180,000 discussions took place between employees and direct managers to discuss performance, development, and future growth.  See also: • <a href="#">2021 ESG Impact Report</a> ; Develop, Perform, Lead (Page 39)
<b>Diversity and Equal Opportunity &lt; GRI 405: Diversity and Equal Opportunity 2016 &gt;</b>		
405-1	Diversity of governance bodies and employees	<p><i>For our Governing Bodies' diversity:</i> 8 of 11 of our Board members are women and/or people of color (73% total diverse representation). Other Board diversity statistics: 45% women; 18% African-American; 9% Hispanic; 9% Asian-American.</p> <p><a href="#">FY21 Proxy Statement</a>, Corporate Governance and General Information Concerning the Board Of Directors and its Committees, Our Board of Directors (page 3) and Our Commitment to Board Diversity (page 15) <a href="#">2021 ESG Impact Report</a>; Corporate Governance (Page 20) <a href="#">2021 ESG Impact Report</a>; Diversity, Equity, Inclusion (Page 34)</p> <p><i>For our Employees' diversity (as of the end of FY21):</i> 89% of our executive Leadership Team are women and/or people of color.</p> <p><i>All Employees:</i></p> <ul style="list-style-type: none"> <li>• Female: 36%</li> <li>• Male: 64%</li> <li>• BIPOC (all): 31%</li> <li>• BIPOC (U.S. employees only): 32%</li> <li>• Veteran: 27%</li> <li>• Under 30 Years: 20%</li> <li>• 30-50 years: 55%</li> <li>• Over 50 years: 25%</li> </ul> <p><i>Senior Management (defined as Senior Associate level and above):</i></p> <ul style="list-style-type: none"> <li>• Female: 34%</li> <li>• Male: 66%</li> <li>• BIPOC (all): 19%</li> <li>• BIPOC (U.S. employees only): 20%</li> <li>• Veteran: 23%</li> <li>• Under 30 Years: 0%</li> <li>• 30-50 years: 60%</li> <li>• Over 50 years: 40%</li> </ul> <p><i>All Other Employees (defined as Lead Associate level and below):</i></p> <ul style="list-style-type: none"> <li>• Female: 36%</li> <li>• Male: 64%</li> <li>• BIPOC (all): 32%</li> <li>• BIPOC (U.S. employees only): 33%</li> <li>• Veteran: 28%</li> <li>• Under 30 Years: 21%</li> <li>• 30-50 years: 55%</li> <li>• Over 50 years: 24%</li> </ul> <p>41% of our employees hold advanced degrees (masters or higher), including 950+ doctorates in fields from data science to analytics.</p> <p><a href="#">2021 ESG Impact Report</a>; Diversity, Equity, Inclusion (Page 35) <a href="#">2021 ESG Impact Report</a>; Building Capabilities for the Future (Page 29)</p> <p>See also: • <a href="#">FY21 Annual Report</a>, Part I, Item 1, Human Capital (Page 4)</p>



GRI STANDARD	DISCLOSURE	LOCATION AND/OR DISCUSSION
405-2	Ratio of basic salary and remuneration of women to men	We do not report the specific ratio at this time, as it is Booz Allen confidential information.
<b>Non-discrimination &lt; GRI 406: Non-discrimination 2016 &gt;</b>		
406-1	Incidents of discrimination and corrective actions taken	We do not report total number of alleged incidents and any corrective actions taken as it is Booz Allen confidential information.
<b>Human Rights Assessment &lt; GRI 412: Human Rights Assessment 2016 &gt;</b>		
412-2	Employee training on human rights policies or procedures	<p>100% of our employees are annually required to complete a number of training courses related to policies or procedures concerning aspects of human rights that are relevant to our operations.</p> <p>We estimate that the total number of hours in the reporting period devoted to training on human rights policies or procedures concerning aspects of human rights that are relevant to our operations was 50,740.49 hours.</p> <p>Our calculation represents the time required for each employee to complete all mandatory courses related to human rights, and was derived by multiplying the total number of employees by the aggregate estimated time to complete each training course related to human rights-related policies or procedures that is required of all employees. This estimate necessarily underrepresents the total amount of time spent on such training, since it omits mandatory trainings delivered to some, but not all, employees as well as voluntary training relating to human rights matters taken by some or all of our employees.</p> <p>57% of our employees held one or more professional certifications, exceeding 39,500 certifications across IT, security, HR, and more, many of which include aspects of human rights and human rights training. <a href="#">2021 ESG Impact Report</a>; Building Capabilities for the Future (Page 29).</p>
<b>Customer Privacy &lt; GRI 418: Customer Privacy 2016 &gt;</b>		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	<p>We address and resolve all complaints regarding customer privacy and customer data. We do not report total number of complaints as that is Booz Allen confidential information. The firm has not reported any material cybersecurity breaches in the last three years.</p> <p>The firm maintains a cyber incident insurance coverage policy.</p> <p>More than 6,400 Booz Allen employees hold cyber certifications (Security+, CISSP, CEH, etc.) and are deployed across more than 20 countries. Booz Allen has performed classified work for the U.S. federal government since 1940 and has successfully maintained a cleared workforce since that time. 68% of Booz Allen employees hold security clearances and 94% of our firm's military-affiliated employees hold security clearances.</p> <p><a href="#">2021 ESG Impact Report</a>; Information Security Overview (Page 61)  <a href="#">2021 ESG Impact Report</a>; Delivering a Trusted Workforce (Page 63)  <a href="#">2021 ESG Impact Report</a>; Sensitive Data Protection (Page 64)</p>

Data in this report primarily reflects performance and operations during our 2021 fiscal year, which ended March 31, 2021. Unless otherwise noted, references to years or fiscal years are those ending on March 31. Descriptions of our practices, policies, and programs may reflect more current information, where appropriate in the circumstances.