

# SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) 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 Sustainability Accounting Standards Board (SASB) Index: Professional & Commercial Services subset.

SASB standards are designed to identify a set of sustainability issues most likely to impact the operating performance or financial condition of the typical company in an industry, regardless of location. Topics that may be deemed material under the SASB Standards are not necessarily material for purposes of the U.S. federal securities laws or for other purposes. For additional information on the SASB Standards, please visit the SASB Standards [website](#).

We reference several documents in this index, including the Booz Allen Hamilton FY21 Annual Report on Form 10-K (the [“FY21 Annual Report”](#)) and Booz Allen’s Code of Business Ethics & Conduct (the [“Code of Business Ethics & Conduct”](#) or the [“Code”](#)).

CODE	METRIC	LOCATION AND/OR DISCUSSION
<b>DATA SECURITY</b>		
SV-PS-230a.1	Description of approach to identifying and addressing data security risks	<p><a href="#">2021 ESG Impact Report</a>; Information Security (Pages 60-65)  <a href="#">FY21 Annual Report</a>, Part I, Item 1 (Page 6)  <a href="#">FY21 Annual Report</a>, Part I, Item 1A (Pages 15-16, 20-22, 25)</p> <p>We safeguard information and technology assets in order to prevent harm to our employees, our enterprise, our clients, and those whose information or assets are entrusted to us.</p> <p>Our Board’s Audit Committee, which is tasked with oversight of certain risk issues, including cybersecurity, receives reports from the Chief Information Security Officer and the Chief Information Officer multiple times throughout the year. The Audit Committee regularly briefs the full Board on these matters, and the full Board also receives periodic briefings on cyber threats in order to enhance our directors’ literacy on cyber issues.</p> <p>Every Booz Allen person is responsible for doing their part to maintain the integrity, proper use, and handling of information. At the enterprise level, Information Services, Security, Enterprise Risk Management, Legal, Ethics &amp; Compliance, and related advisory bodies engage in the following, among other activities, designed to protect sensitive information with which we come into contact:</p> <ul style="list-style-type: none"> <li>• Track systems integration effectiveness, efficiency, and data integrity.</li> <li>• Manage incidents through identification, investigation, and remediation with maintenance and annual testing of incident response plans and procedures, including regularly conducted tabletops and after-action walkthroughs for continuous improvement.</li> <li>• Collect, consume, and distribute cyber threat intelligence reporting.</li> <li>• Maintain partnerships within the information security community.</li> <li>• Support compliance with relevant security and control plans and guidance and conduct annual risk assessments and external audits, including external annual compliance assessments against the NIST 800-171 requirements.</li> <li>• Facilitate both internal and external collaboration for intelligence sharing.</li> <li>• Promote organizational effectiveness through employee training.</li> <li>• Proactively search for vulnerabilities and attackers utilizing automated and manual techniques.</li> <li>• Conduct adversary emulation exercises using both in-house and external professionals without notice to threat defenders to continuously test our defend and respond capabilities.</li> <li>• Advise on standards for firm storage and cloud computing and client delivery environments.</li> <li>• Maintain secure facilities up to Top Secret and Sensitive Compartmented Information Facilities accredited by various agencies.</li> <li>• Advise on enterprise and entrusted asset privacy and international trade compliance, brand use and protection requirements, and intellectual property.</li> <li>• Advise on public reporting requirements and treatment of material nonpublic information.</li> </ul> <p>We are the only company in the world to hold all of the U.S. government’s elite cyber accreditations, including NSA Certified Incident Response Assistance Accreditation, NSA Vulnerability Assessment Service, and GSA Highly Adaptive Cybersecurity Services.</p> <p>Every year, each Booz Allen person including management, part- and full-time employees, and independent contractors—completes mandatory training on handling and safeguarding all information that belongs to or is entrusted to us. Employees who hold U.S. government security clearances are required to complete additional specialized training.</p>
SV-PS-230a.2	Description of policies and practices relating to collection, usage, and retention of customer information	<p><a href="#">2021 ESG Impact Report</a>; Information Security (Pages 60-65)</p> <p>Booz Allen is vigilant in protecting information. We are committed to implementing leading data and information protection standards, investing in cutting-edge cyber defense, and deploying a comprehensive and multifaceted threat detection program that leverages our people and processes.</p> <p>Our standard information security and data security policies, practices, and procedures apply to all Booz Allen entities, including wholly owned subsidiaries, as well as all cleared Booz Allen facilities and their employees. To enhance both specificity and flexibility, we supplement those standard procedures with additional protocols specific to the needs of a location, client, or engagement. We also evaluate the security policies and practices of our suppliers and business partners.</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.

CODE	METRIC	LOCATION AND/OR DISCUSSION
SV-PS-230a.2 (continued)	Description of policies and practices relating to collection, usage, and retention of customer information	<p>The investments we make in security and in trust differentiate us as we support our clients' most important missions, and we strive to continually operate at the leading edge of best practice. To that end, we actively participate as a member of the Defense Industrial Base in the implementation of the Department of Defense Cybersecurity Maturity Model Certification (CMMC) Program, and have committed internally to a set of initiatives to ensure the necessary CMMC safeguards are met, such as mandatory multifactor authentication at the workstation level, implementation of "best in class" technology upgrades providing boundary protection to the internet, and conditional access to firm resources. Beyond ensuring compliance and best practices today, we are driven to innovate the solutions of tomorrow—and we seek to apply the same level of care to our enterprise and employee information security.</p> <p>Booz Allen people are bound by confidentiality obligations and policy requirements that apply when they collect, receive, use, process, store, or disclose information, and we have a robust investigation and disciplinary process in place to respond to noncompliance. But the nature of our work and our corporate values require more than just compliance. It's up to every Booz Allen employee to create connections, establish relationships, and build trust within teams. We support our employees with an ecosystem of services, programs, training, and tools designed to prevent, bring to light, and mitigate potential risk situations.</p> <p>Our internal data privacy policy outlines our commitment to the protection of personal information and sets forth retention and deletion requirements. We also recognize, respect, and seek to achieve compliance with applicable laws of foreign nations.</p> <p>See also:  <a href="#">Compliance with International Trade Regulations Policy</a>  <a href="#">Data Privacy Policy</a>  <a href="#">Code of Business Ethics &amp; Conduct</a></p>

SV-PS-230a.3	(1) Number of data breaches, (2) percentage involving customers' confidential business information (CBI) or personally identifiable information (PII), (3) number of customers affected	<p><a href="#">2021 ESG Impact Report</a>; Information Security Overview (Page 61)</p> <p>Booz Allen has not reported any material cybersecurity breaches in the last three years.</p>
--------------	---	--

### WORKFORCE DIVERSITY & ENGAGEMENT

SV-PS-330a.1	Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees	<p><a href="#">2021 ESG Impact Report</a>; Business Overview (Page 8)  <a href="#">2021 ESG Impact Report</a>; Corporate Governance (Page 19)  <a href="#">2021 ESG Impact Report</a>; Diversity, Equity, Inclusion (Pages 34-36)  <a href="#">2021 ESG Impact Report</a>; Recruit, Reward, Recognize (Page 38)  <a href="#">FY21 Annual Report</a>, Part I, Item 1, Human Capital (Page 4)</p>
--------------	--	---

	Executive Leadership Team	Senior Management	All Other Employees	All Employees
Female	67%	34%	36%	36%
Male	33%	66%	64%	64%
Undisclosed Gender	0%	0%	0%	0%
BIPOC	22%	19%	32%	31%

*Note:* Information set forth above is based upon voluntary employee self-reporting at the end of the fiscal year. Senior management represents employees at the senior associate level or above. Demographic information related to race and ethnicity is not captured for employees outside of the United States; however, all percentages above are calculated relative to our total workforce. This may result in an understatement of our Black, Indigenous, and People of Color (BIPOC) representation, due to the unavailability of data for that portion of our workforce. As of the end of FY21, employees self-identifying as BIPOC comprised 32% of our U.S. workforce, including 19% of senior management and 22% of executive leadership.

Our Business Resource Groups (BRG) are firm-sponsored and employee-led organizations that give business thrust to the cultural focus of our 10 inclusion networks. Our BRGs—which anyone can join—are culture carriers: cultivating meaningful networks and development opportunities, celebrating inclusive action through recognition programs, and bringing diverse talent to the firm. The BRGs foster our employee networks—communities with a common affinity or focus—in connecting employees and their allies across locations, job roles, levels, and functional expertise. BRG leaders also inform and govern our DEI strategy and action plan and help drive accountability at all levels.

All senior executives of Booz Allen receive long-term grants under our equity incentive plan. Starting in FY22, these grants incorporate an ESG performance metric guided by our purpose and values and designed to support our overall strategy. The initial focus for fiscal year 2022 is on our commitment to diversity, equity, and inclusion. Specifically, the metric focuses on increasing representation of our employees who are Black, indigenous, and people of color (BIPOC) in senior roles firmwide, as well as measurably improving the employee experience for Black women firmwide. We anticipate nonfinancial strategic metrics will evolve over time to reflect additional ESG priorities.

CODE	METRIC	LOCATION AND/OR DISCUSSION
SV-PS-330a.1 (continued)	Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees	See also: <ul style="list-style-type: none"> <li>• <a href="#">Booz Allen Diversity, Equity &amp; Inclusion Program</a></li> <li>• <a href="#">Our Commitment to Advancing Diversity, Equity, &amp; Inclusion (boozallen.com)</a></li> <li>• <a href="#">Equal Employment Opportunity and Affirmative Action Policy</a></li> <li>• <a href="#">Total Rewards Program</a></li> <li>• <a href="#">Code of Business Ethics &amp; Conduct</a></li> </ul>
SV-PS-330a.2	(1) Voluntary and (2) involuntary turnover rate for employees	<a href="#">2021 ESG Impact Report</a> ; Recruit, Reward, Recognize (Page 38) <a href="#">FY21 Annual Report</a> , Part I, Item 1, Human Capital (Page 4)  <i>Note:</i> We do not report an aggregate annual turnover rate as that information is Booz Allen confidential. Consistent with our commitments to diversity, equity, and inclusion, we do report the percentage of employee new hires and departures in each of the following categories: female; male; BIPOC; and veteran status.  As of March 31, 2021, based upon voluntary self-reporting: Of new employee hires, 30% globally identified as female, 34% globally identified as veterans, and 37% in the U.S. identified as BIPOC. Of employee departures, 30% globally identified as female, 36% globally identified as veterans, and 35% in the U.S. identified as BIPOC.
SV-PS-330a.3	Employee engagement as a percentage	<a href="#">2021 ESG Impact Report</a> ; Employee Experience Overview (Page 33) <a href="#">2021 ESG Impact Report</a> ; Diversity, Equity, Inclusion (Page 34) <a href="#">2021 ESG Impact Report</a> ; Develop, Perform, Lead (Page 39)  Our annual firmwide Employee Experience Survey helps inform and evolve our priorities and programs, and we are proud of notable improvements in the employee experience in key areas such as access to new experiences, opportunities to build new skills, and feeling supported in their overall well-being.  Among other things, we measure inclusion through our Employee Experience Survey using an Inclusion Index, which consists of five questions that are designed to better understand employees' impression of the inclusiveness of our work environment. The index highlights an insightful correlation between inclusion and empowerment—employees who reported feeling highly included also reported highly favorable ratings on questions related to empowerment. The index results provide insights into how employees experience the firm and its culture, helping our leaders better understand areas of opportunity and areas for greater attention. This insight drives action and change that serves our DEI mission.  In our most recent annual employee survey, when asked about opportunities to build relevant skills, over 85% responded favorably, and when asked about support for their professional development, there was a favorable response rate of 83%.

**PROFESSIONAL INTEGRITY**

SV-PS-510a.1	Description of approach to ensuring professional integrity	<a href="#">2021 ESG Impact Report</a> ; Ethics & Integrity (Pages 15-23) <a href="#">Ethics &amp; Compliance Program</a> <a href="#">Code of Business Ethics &amp; Conduct</a>  Note that our employees required to complete annual training our Code of Business Ethics & Conduct (our "Code"). Additionally, our Code 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 approach to professional integrity in the following sources, among many others: <ul style="list-style-type: none"> <li>• <a href="#">Our Purpose &amp; Values</a></li> <li>• <a href="#">FY21 Annual Report</a>, Part I, Item 1, Human Capital (page 4)</li> <li>• <a href="#">Our Supplier Code of Conduct</a></li> <li>• <a href="#">Ethics &amp; Compliance Policy Library</a></li> </ul>
SV-PS-510a.2	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	We address and resolve all issues associated with professional integrity. Booz Allen has not incurred monetary losses during the reporting period as a result of material legal proceedings associated with professional integrity.

**ACTIVITY METRIC**

SV-PS-000.A	Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract	Of 27,727 permanent employees as of March 31, 2021, 656 were part-time and 27,071 were full-time.  As of February 17, 2021, we also engaged 4,912 workers who were temporary/independent contractors.
SV-PS-000.B	Employee hours worked; percentage billable	We do not report total number of employee hours worked or percentage billable as that is Booz Allen confidential information.

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.