



2023 ENVIRONMENTAL, SOCIAL, GOVERNANCE REPORT

Creating a more secure,
resilient, and equitable
future for all



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DEAR BOOZ ALLEN
STAKEHOLDERS AND FRIENDS,

We are pleased to share our annual Environmental, Social, Governance (ESG) Impact Report. At Booz Allen, we see today’s technological advancements as a catalyst for our purpose—to empower people to change the world®. We turn possibility into progress as we innovate to create a more secure, resilient, and equitable future for all.

As the world’s challenges become more complex, we recognize speed and scale are required to achieve our vision for the future. Our VoLT strategy—anchored around the pillars of Velocity, Leadership, and Technology—is making us faster and more responsive to rapidly changing needs. Our ESG strategy is seamlessly integrated with VoLT. Together, they guide how we do business, drive positive change, and steward wellbeing for our employees, clients, and communities. In this year’s report, you will see we continue to make progress toward our ESG goals and strive to do more.

People are at the center of all we do and everything we aspire to achieve. As such, we remain deeply committed to empowering diverse talent. We know, from over a century of experience, that solving our nation’s most critical challenges requires diversity of perspectives and relevant skills. As new technologies, like artificial intelligence and quantum computing, are introduced at an accelerating rate, the technical acumen required to thrive in the workforce is rapidly evolving. Life-long learning has become an imperative. To enable all our employees to stay ahead of the pace of change and achieve their full potential, we are investing in training and creating an environment of continuous growth and development.

When our people are empowered with knowledge and presented with opportunity, amazing results follow. From advancing national priority missions to bringing STEM education into underserved communities, our employees passionately apply their technical skills and talents to foster innovation, bolster resilience, and help build the next generation of leaders.

As we navigate ongoing societal and technological change, our purpose and our values remain constant. They are infused into every part of our business and embodied by Booz Allen’s 33,000+ employees. We are grateful for the ongoing support of our stakeholders and will continue accelerating, in alignment with our ESG objectives, toward a better future.

With warm regards and gratitude,



Horacio Rozanski
President and Chief Executive Officer



Last year in our 2022 ESG Report, we presented Booz Allen’s dynamic vision for a human-centric, mission-focused, technology-powered future. Now, on behalf of Booz Allen Hamilton’s Board of Directors, I am delighted to share our progress toward that vision and toward our goal of creating a more secure, resilient, and equitable future for all.

In a landscape of continuously evolving ESG risks and opportunities, our purpose and values serve as our guide, informing our VoLT growth strategy and ESG program and enhancing our ability to modernize industries, transform security, and advance society. We embrace change and believe that a more secure nation is one where progress is fueled by diverse perspectives and a shared purpose to do world-changing work.

We are proud of our progress this year toward our ESG goals—but we’re not slowing down anytime soon. We are driven by continuous improvement on all fronts, transforming ourselves to transform our clients. Our intentional and data-driven approach to ESG increases our business performance, aligns with our strong value proposition, promotes sustainability, and enables us to attract and retain the highest caliber employees.

In addition to advancing our firmwide DEI goals, we continue to prioritize employee engagement, affiliation, and culture, as well as mentorship and technical skill development. Our Business Resource Groups (BRGs) help acknowledge intersectionality and inspire a sense of belonging for our people, and our new Technical Experience Groups (TXGs) are designed to help attract, engage, and retain our technically focused employees. By taking part in these groups, Booz Allen employees build technical and business acumen, unlock career opportunities, connect with mentoring programs, and access and create technical thought leadership.

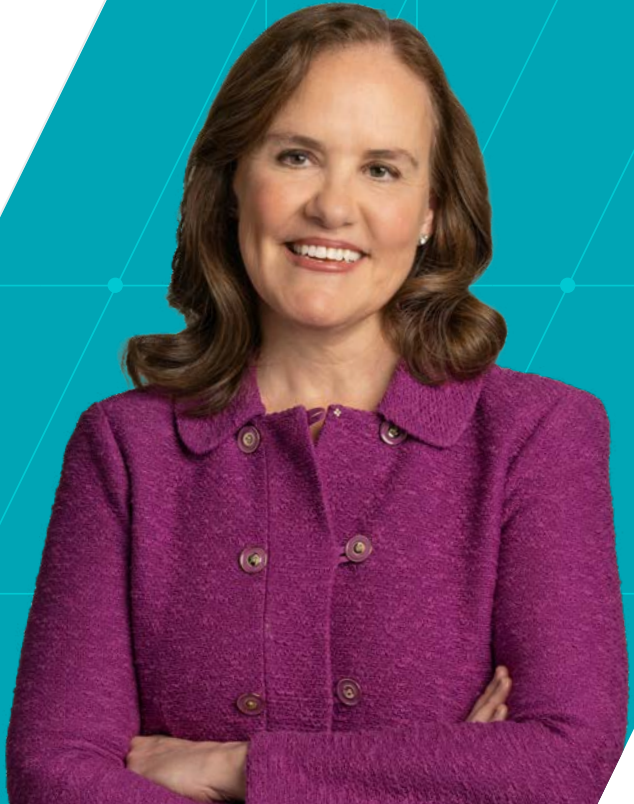
Our VoLT growth strategy positions our services at the heart of our mission, coupled with relentless technological innovation to accelerate the pace of change. We leverage our knowledge, technical capabilities, and talent as we solve our clients’ most critical challenges. Technologies like artificial intelligence, quantum computing, and next-generation networking are deeply transforming our industry and our clients’ missions. Leveraging over a century of service to our clients and to the U.S. federal government, Booz Allen’s technical differentiation is rooted in integrating mission-first solutions that are trusted and built to scale in alignment with U.S. national security interests and the needs of the American public.

Thank you for your partnership as we move forward together to create a more secure, connected, and equitable future for all.

Sincerely,



Michèle Flournoy
*Chair, Nominating and Corporate
Governance Committee*



FY2023 ESG HIGHLIGHTS

+ Introduction

Approach
to ESG

Empower
Diverse Talent

Make Innovation
Accessible to All

Drive Community
Resilience

Corporate
Governance

Appendices

AI Ready

Developed an AI Ready Training Program, a multitiered learning experience for all employees that leverages the firm's badging framework.

Employee Giving

Increased employee giving by 5% year over year to \$1.45M.

Career Mobility

18% of our open positions were filled by current employees.

Leadership Diversity

63% (7 of 11) of our Board of Directors is gender and/or racially diverse, and 36.7% of senior leadership is female.

Continuous Learning

25% of employees participated in our FlexEd tuition benefit program; participation is correlated with higher retention rates and annual employee experience survey scores.

Supplier Diversity

Approximately 40% of our supplier spend was with businesses owned by members of historically underrepresented groups.

Employee Belonging

Nearly a quarter of our employees are members of at least one Business Resource Group, and more than 46% of Booz Allen employees belong to a Technical Experience Group.

Climate Action

Committed to science-based targets that align with 1.5°C ambition and net-zero emissions by 2050.

SELECTED AWARDS & DESIGNATIONS

We're proud to call ourselves a bold, forward-thinking firm with a guiding purpose of empowering people to change the world. It's rewarding when industry peers, media organizations, and others think of us that way as well.

- ▶ Recognized as one of the “World’s Most Ethical Companies” by Ethisphere for the fourth consecutive year
- ▶ Named by *Forbes* as one of “America’s Best Large Employers,” “America’s Best Employers for Veterans,” and one of the “World’s Top Female-Friendly Companies”
- ▶ Included by *Fortune* among the “World’s Most Admired Companies” for the 12th consecutive year and among “America’s Most Innovative Companies”
- ▶ Recognized by *TIME* and *Statista* among the “World’s Best Companies of 2023”
- ▶ Recognized by *Newsweek* as one of “America’s Most Responsible Companies 2023” and among “America’s Greatest Workplaces for Remote Work 2023”
- ▶ Recognized by Glassdoor as one of the “Best Places to Work in 2023”
- ▶ Maintained a perfect score on the Human Rights Campaign’s Corporate Equality Index as one of the “Best Places to Work for LGBTQ+ Equality”
- ▶ Received a perfect score on Disability:IN Disability Equality Index for the ninth consecutive year
- ▶ Recognized by *Military Spouse* among the “Top 10 Military Spouse Friendly Employers,” by *Military Times* as “Best Employers for Veterans,” and by *Military Friendly* among the Top 10 “Military Friendly Employers”
- ▶ Recognized by *Newsweek* among “America’s Greatest Workplaces for Diversity 2023”
- ▶ Recognized by *USA Today* and *Statista* as one of “America’s Climate Leaders 2023”
- ▶ Named by *Seramount* as among the “100 Best Companies”

OUR BUSINESS

Our founder Edwin Booz once said, “Start with character ... and fear not the future.” More than a century later, Booz Allen continues to live up to this philosophy through our commitment to act with purpose, live by our values, and manage with transparency the environmental, social, and governance (ESG) topics most relevant to our business. We bring ferocious integrity to how we work and are proud of the positive difference our people make as we aspire to create a more secure, resilient, and equitable future for all.

Today, the world is transforming at exponential speed, and our government clients are increasingly reliant on technology as their missions become larger and more complex. Embracing our enduring commitment to solving our clients’ challenges, we are in the second year of our growth strategy: **VoLT**. We advance with **Velocity**, investing ahead of emerging technology waves and expanding our market positions through strategic acquisitions and partnerships. We redefined **Leadership**, investing in people with the right expertise to lead and scale hypergrowth businesses at the intersection of mission and technology. And we apply next-generation **Technology**, creating differentiated solutions to address our clients’ needs at or ahead of mission demands.

Our VoLT growth strategy reflects our ambitions and guides us as we build the Booz Allen of the future. In our next era, we will scale Booz Allen to an even greater level of positive impact. We are uniquely positioned to power the digital revolution in government at the intersection of mission and technology by bringing our talent and resources to bear against multifaceted mission challenges faster than ever. With the growing scale and significance of our work with the U.S. federal government, as well as our services and partnerships across the commercial sector, our VoLT growth strategy positions us to expand our impact around the world as we improve and protect people’s lives and communities every day.

Our intentional and data-driven approach to ESG increases our business performance, aligns with our strong value proposition, promotes sustainability, and enables us to attract and retain the highest caliber employees. As a market leader and technology innovator, we are proud of our comprehensive ESG strategy, tactical areas of focus, and work to implement sustainable business practices.

+ Introduction

Approach
to ESG

Empower
Diverse Talent

Make Innovation
Accessible to All

Drive Community
Resilience

Corporate
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Key Facts

FOUNDED

▶ 1914

HEADQUARTERS

▶ McLean, Virginia, USA

OUR PURPOSE

▶ Empower People to Change the World®

OUR VALUES

- ▶ Ferocious Integrity
- ▶ Passionate Service
- ▶ Champion’s Heart
- ▶ Collective Ingenuity
- ▶ Unflinching Courage

EMPLOYEES

▶ Approximately 33,100 people as of September 30, 2023*

REVENUE

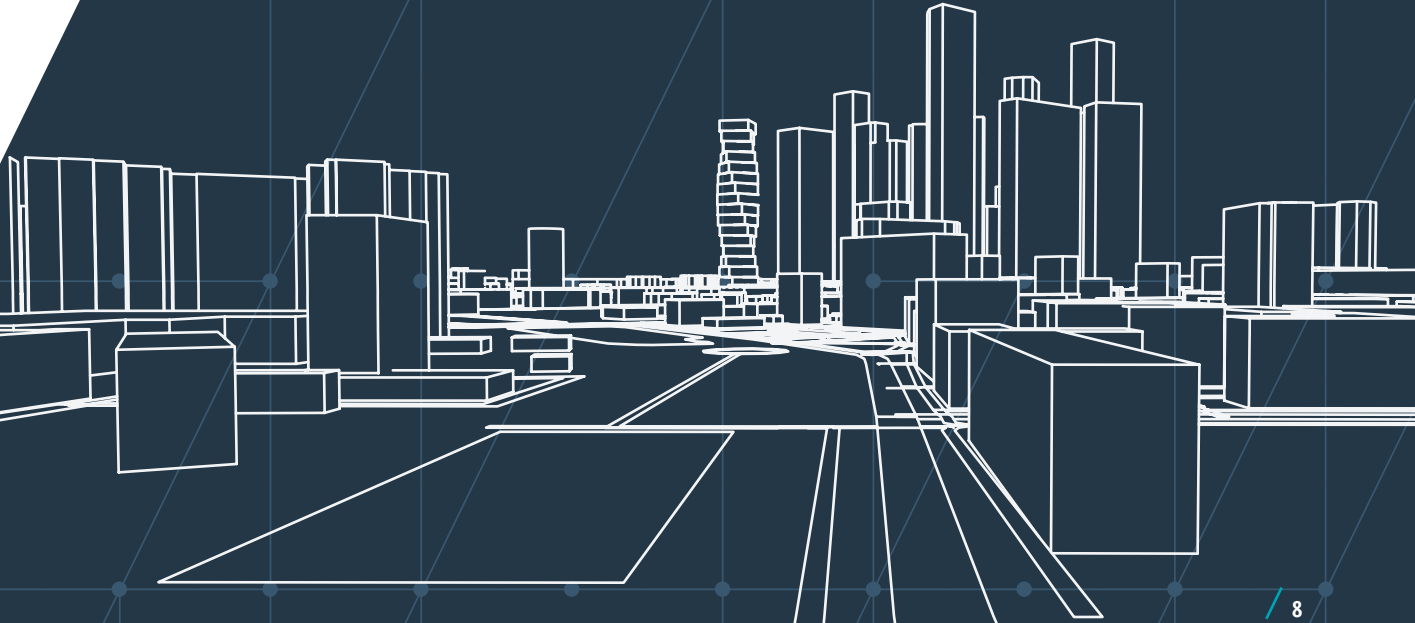
▶ \$9.3 billion in fiscal year 2023

**Employee headcount is based on total active employees as of September 30, 2023, and may not include employees acquired in certain recent transactions.*

APPROACH TO ESG

**Our purpose is simple, yet bold in scope and lofty in aspiration:
empower people to change the world®.**

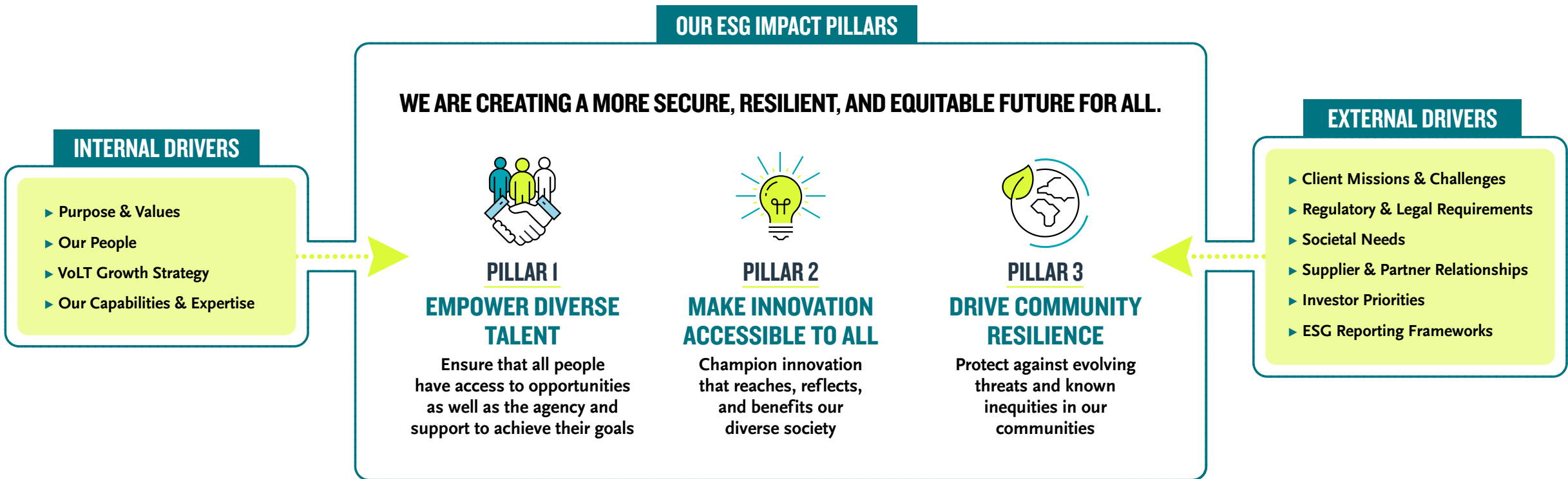
With our VoLT growth strategy as the catalyst, we are committed to embodying our long-standing values and applying our talents to create opportunities, transform our clients' missions, and change the world for the better—both through how we operate as an institution and how we support our people, our clients, and our communities. Our purpose, values, and VoLT growth strategy are at the center of our approach to ESG and our aspiration to create a more secure, resilient, and equitable future for all.



OUR ESG STRATEGY

We are creating a more secure, resilient, and equitable future for all through our efforts to empower diverse talent, make innovation accessible to all, and drive community resilience.

In our 2022 report, we introduced our new ESG strategy statement. Our ESG strategy guides how we manage and communicate our ESG program, goals, and impacts. Our ESG program is influenced by internal and external drivers that are continuously shaping our relationships with our stakeholders and our material ESG topics. As shown here, our ESG impact pillars are one way of understanding how we align our material ESG topics to Booz Allen’s purpose, values, and VoLT growth strategy. These impact pillars are the avenues through which we execute our vision of creating a more secure, resilient, and equitable future for all.



MANAGING ESG TOPICS

Our formal ESG governance includes oversight by our Board of Directors and the executive management-level ESG Committee, operational responsibility by the ESG Council, and enterprise-wide strategic direction by a dedicated team within the Office of the Corporate Secretary.

BOARD OF DIRECTORS

Our Board of Directors provides governance and oversight over the strategy, risk, operations, and management of the firm. The Nominating and Corporate Governance Committee provides primary oversight of—and engages with management on—our ESG strategy, including our approach to ESG-related risks, opportunities, disclosures, operations, and management.

ESG COMMITTEE

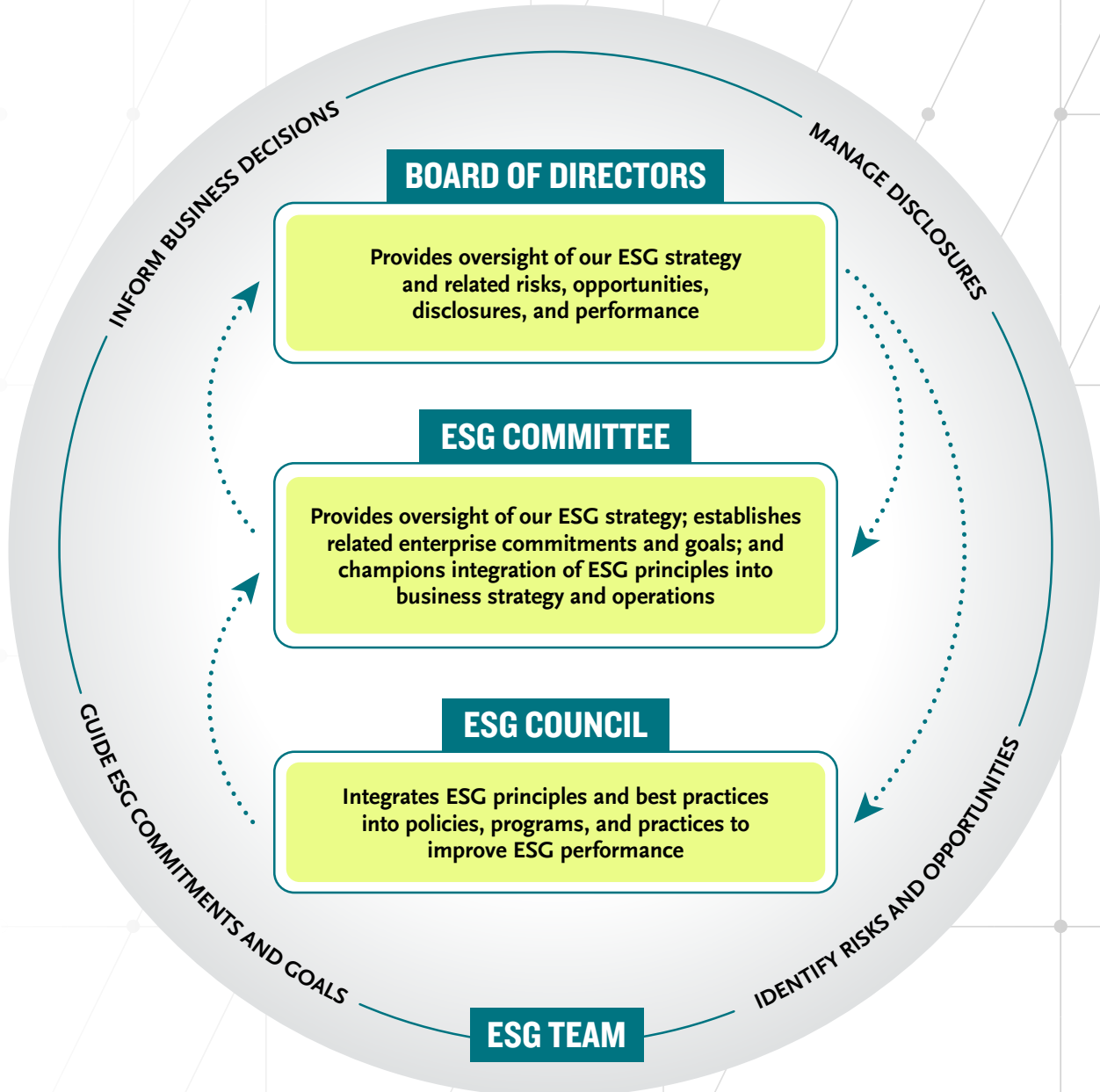
The executive management-level ESG Committee operates with the Board of Directors' authority to act on ESG matters. Chaired by our Chief Legal Officer and comprised of senior executives, the ESG Committee uses its deep knowledge of our business, business strategies, and ESG priorities, goals, and plans to champion our ongoing commitment to ESG and the gradual integration of ESG principles into our business strategy.

ESG COUNCIL

The senior management-level ESG Council is comprised of key functional and business leaders across the firm, each holding operational or policy-level responsibility for an area of our performance or practices that relates to our ESG priorities.

ESG TEAM

The ESG team drives our global ESG strategy and supports our Board of Directors, ESG Committee, and ESG Council by providing relevant information and data-driven guidance for strategic decision making, enhancing transparency through internal accountability and external reporting channels, advocating for integration of ESG principles into business strategy, and coordinating and evolving the integration of ESG initiatives into our business operations to reflect business, regulatory, and market imperatives.



ESG TOPIC MATERIALITY

We use the AI-powered business intelligence platform, Datamaran, as a complement to our ESG management processes, thereby harnessing innovation to power a continuous data-driven review of ESG-related risks in our regulatory, competitive, and operating contexts.

Our 2022 materiality assessment and continuous use of Datamaran throughout 2023 confirmed that we remained focused on the ESG topics that are most relevant to our business and stakeholders. These are our material ESG topics: the topics that could most affect Booz Allen’s ability to create long-term shareholder value. They reflect what is important to stakeholders such as investors, employees, and clients, and are aligned with Booz Allen’s aim of positive impacts on our clients, society, the environment, and the economy.

We used Datamaran to assess and prioritize the 26* ESG topics most commonly identified as material by companies in our sector. For a list of all ESG topics assessed and their definitions, refer to the resource guide on [our website](#). The materiality assessment took into consideration internal and external stakeholder priorities based on an employee survey, our prior ESG disclosures, peer and sector disclosure benchmarking, regulatory and legal requirements, and media coverage.

The material topic list shows the set of prioritized topics assessed to be at the intersection of stakeholder priorities and our firm’s greatest impact. Throughout FY23, we had no notable changes to our material topics. To help stakeholders navigate our report, we identify the material ESG topics addressed in a report section in the introduction to that section.

In the year ahead, in addition to using Datamaran and other business intelligence platforms to continuously monitor stakeholder priorities and ESG-related business risks, we plan to conduct a materiality assessment informed by the latest iterations of global reporting standards, regulatory requirements, and disclosure expectations.

**Datamaran revised its ontology in 2023, reducing by one the number of assessed ESG topics applicable to our industry by removing Public Health Risks as a topic and moving it to be an issue under the Business Model Resilience topic.*

Material Topics*

- ▶ Access & Affordability
- ▶ Business Model Resilience
- ▶ Climate Change & Greenhouse Gas Emissions
- ▶ Community Relations
- ▶ Customer Practices
- ▶ Customer Privacy & Data Security
- ▶ Employee Diversity & Inclusion
- ▶ Employee Health & Safety
- ▶ Ethical Corporate Behavior
- ▶ Governance Structures & Mechanisms
- ▶ Human Rights
- ▶ Innovation & Technology
- ▶ Labor Practices
- ▶ Physical & Sociopolitical Risks
- ▶ Sourcing Efficiency & Management
- ▶ Transparency
- ▶ Workforce Management

PILLAR I

EMPOWER DIVERSE TALENT

We work to ensure all people have access to opportunities—as well as the agency and support to pursue them—in order to achieve their goals.

We believe that a more resilient company is one where our progress is fueled by diverse perspectives and a shared purpose to do world-changing work. We build and empower a workforce that respects and champions inclusive thought, experiences, and backgrounds. We are committed to supporting a diverse talent pool internally and externally—the latter through initiatives with suppliers and community organizations.



Material Topics

- ▶ Access & Affordability
- ▶ Community Relations
- ▶ Employee Diversity & Inclusion
- ▶ Employee Health & Safety
- ▶ Labor Practices
- ▶ Physical & Sociopolitical Risks
- ▶ Sourcing Efficiency & Management
- ▶ Transparency
- ▶ Workforce Management

DIVERSITY, EQUITY, & INCLUSION

At Booz Allen, we know we can only attract and retain the best people by providing them with opportunities to develop, value them for their contributions, and foster a sense of belonging. This is why we fully integrate diversity, equity, and inclusion (DEI) considerations into our firmwide plans, processes, and systems. Diverse, inclusive teams are innovative, curious, and adept. They understand our client mission needs and are instrumental in developing creative and effective solutions for clients. Accordingly, we invest in our employee value proposition to remain an employer of choice in a highly competitive talent marketplace. DEI is a vital part of our purpose, values, and culture, and it infuses every aspect of our business and approach to people leadership.

In FY23, we evolved how we structure our DEI efforts and govern ourselves on these critical initiatives, and continued implementing our three-year [DEI Strategy & Action Plan](#). The two goals of our strategy are to have firmwide representation in senior leadership (senior associate through executive vice president) that is consistent with overall workforce representation, and to foster an equitable and inclusive environment for all employees.

DEI Action Plan

While our DEI Strategy is firmwide, our different business sectors execute its commitments. Each sector has a data-driven DEI Action Plan, using inputs like employee survey results and workforce data. A designated executive leader in each sector uses progress indicators to align the sector's efforts

against the firm's overarching DEI goals. Then they work with sector leadership and a DEI sector council made up of employees of all levels to refine and activate their plan. We are already seeing positive results from this approach, such as more diverse representation in promotions and higher employee engagement and belonging scores.

One of Booz Allen's DEI goals is to grow our pipeline of diverse senior leaders by 10%. As of March 31, 2023, we are halfway there, having increased that pipeline by 5%. To sustain this progress, we actively review succession slates to assess the diversity of the pipeline, and we require diverse interview teams for all roles principal and above. We are also exploring different ways to provide high-impact, high-visibility opportunities for employees to ensure leaders recognize their strengths.

OUR DEI STRATEGY PILLARS



LEAD BY EXAMPLE

We will be transparent and model inclusion



EMPOWER POTENTIAL

We will drive equitable access and outcomes



INSPIRE BELONGING

We will be a safe space where people are seen, heard, valued, and cared for



USE OUR VOICE

We will be a force for advancing equity and resilience

Self-evaluations are part of the annual review process for employees at the senior associate level and above. Starting in 2023, this assessment asks leaders to address a new area: *How have they contributed to DEI over the past year?* Adding DEI into the self-evaluation process embeds DEI as a management priority and sparks conversations about what leaders can do to empower our people to change the world for the better.

For example, our Talent Acquisition team expanded its use of technology to optimize our job listings with more inclusive language to attract more candidates. We also aligned our [Global Business Resource Groups’ \(BRG\)](#) and Networks’ fiscal year plans with our DEI Strategy to ensure greater business impact, as described in the [Employee Engagement](#) section.

As we look to FY24, we are testing and scaling our Belonging Initiative, which uses behavioral science principles to help leaders authentically connect with their employees and strengthen a sense of belonging across teams. The initiative engages leaders to encourage employees to weave specific inclusive behaviors into their everyday workflow. The early results of the initiative are

promising—after engaging in the behaviors, employees showed a statistically significant increase in their sense of belonging. We are also launching DEI-related people goals focused on belonging and inclusivity for all business leaders, and we continually seek to optimize our people processes through an equity lens.

Unstoppable Together

Through [Unstoppable Together](#), we aim to create a more secure, equitable, and resilient world both for Booz Allen employees and in the broader community. This signature program builds deeper understanding of the complex issues facing the modern workforce. All Unstoppable Together material is publicly available, including the [podcast](#), which examines current workforce topics, and [magazine](#), which describes how we deliver on our DEI Strategy. In response to employee feedback and to democratize access, we evolved the 2023 Unstoppable Together summit from an annual multiday event to a series of quarterly mini-summits. Each mini-summit is hosted by one of the firm’s business sectors and ties to business priorities. By adding a simple dial-in option in 2023, we increased accessibility and participant engagement the discussions.

CONNECTING DEI TO LONG-TERM EXECUTIVE COMPENSATION

Since 2021, Booz Allen’s senior leadership in partnership with the Board of Directors has joined other trailblazers across the industry by connecting the achievement of key DEI goals to our long-term executive compensation, thereby focusing and encouraging leaders to create sustained change in our firm for years to come.



How We Focused on Empowering Potential in FY23

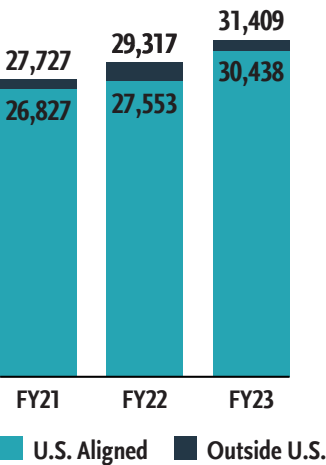
As a part of the firm’s DEI Strategy and our focus area to Empower Potential, we committed to the following action items:

- ▶ Growing our diverse leadership pipeline and succession plans
- ▶ Launching diverse interview teams, and requiring diverse slates for senior roles
- ▶ Equipping leaders to develop talent, clarifying expectations, and providing/soliciting feedback
- ▶ Providing greater access for all employees to high-visibility opportunities

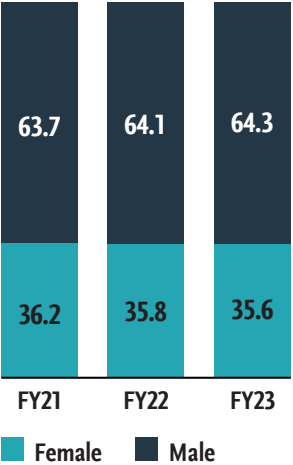
BOOZ ALLEN EMPLOYEES AT A GLANCE

As we expand and welcome more people to our company, we work to ensure the candidate journey reflects our inclusive hiring practices, and we invest in our people to remain an employer of choice and to create a culture of inclusion and belonging. See [page 59](#) for additional workforce data.

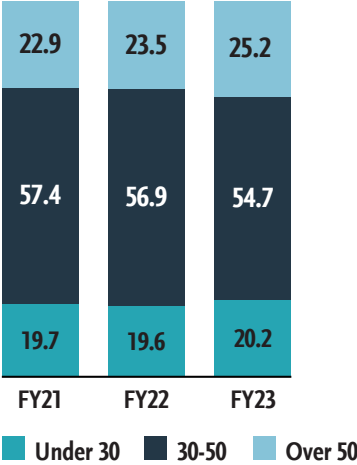
Employee Headcount¹



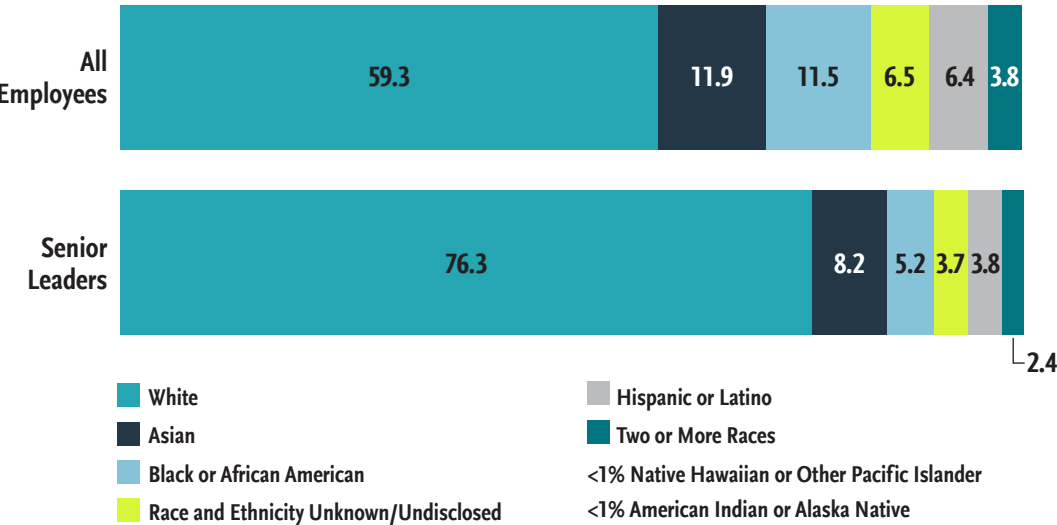
Gender (%)



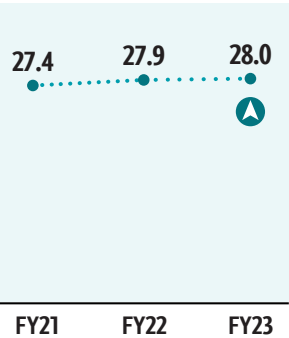
Age Distribution (%)



FY23 Race and Ethnicity of U.S.-Aligned Employees (%)²



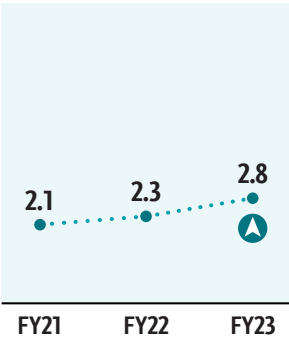
Military/Veteran (%)



Individuals with Disabilities (%)



LGBTQIA+ (%)²



CHANGE BETWEEN FY21 AND FY23

THE NUMBER OF FEMALE SENIOR LEADERS INCREASED BY 6.7%

THE NUMBER OF SENIOR LEADERS OF COLOR INCREASED BY 2%

Workforce composition percentages are based on active employee full-time equivalents (FTEs) as of March 31, 2023, and may not include the demographic data of employees acquired in certain recent transactions.

¹Employee headcount is based on total active employees as of March 31, 2023, and may not include employees acquired in certain recent transactions.

²Demographic information related to race, ethnicity, and sexual orientation is based on voluntary self-reporting and presented as a percentage of U.S.-aligned employees.

Supplier Diversity and Small Business

Booz Allen is committed to advancing small and diverse businesses as an integral part of our supply chain and DEI Strategy. As [stated by our CEO](#), “From our executive team through every leadership level of the firm, and as part of our long-term business strategy, we are committed to promoting the utilization of small and diverse business team members, partners, and subcontractors across every socioeconomic classification. Our small and diverse business partners share our commitment, complement our capabilities, and collaborate with us on new opportunities that will transform the future.”

We are continuing our journey toward a world-class supplier diversity program by promoting opportunities for small businesses and companies, such as those owned and managed by women, people of racial and ethnic minorities, veterans, members of the LGBTQIA+ community, individuals with disabilities, and other historically underrepresented groups. We know that we are able to better serve our clients with collective ingenuity, and more resilient supply chain, growing our business through the expertise, perspectives, and experience provided by diverse businesses.

With supplier diversity as a central focus in our global supply chain sourcing efforts, we continue to expand our footprint, performance to date, and collaborations. We are thrilled to share that for the second year in a row, Booz Allen has exceeded \$1 billion in spending with small and diverse businesses across more than 1,000

suppliers. In FY23, approximately 40% of our supplier spend in areas where we can reasonably influence supplier selection¹ was with businesses owned by members of historically underrepresented groups. This is more than double the technology industry best-in-class average of 19.2%.²

We are very active in our industry and partner with independent advocacy organizations and councils focused on growing the reach of the groups they support, such as the National Minority Supplier Development Council, the National Veteran Small Business Coalition, the National LGBT Chamber of Commerce, the Women’s Business Enterprise National Council, and Disability:IN. We participate in the National Minority Supplier Development Council’s Centers of Excellence Certificate Program (COECP), which is dedicated to creating economic parity for minority businesses. The COECP focuses on minority businesses with revenues between \$5 million and \$30 million. We are currently providing executive coaching to two minority-owned businesses through the COECP.

Booz Allen has an industry-recognized Mentor-Protégé Program that has generated over \$18 million in revenue for our protégé companies. We seek out small businesses that share our values, are passionate about our clients’ missions, and will grow through our mentorship. To learn more about the work Booz Allen is doing with the Mentor-Protégé Program, visit [our website](#).

¹Influenceable Supplier Selection includes products, services, and requirements which can be reasonably sourced from alternate suppliers other than the ones currently utilized.

²[Supplier.io 2023 Supplier Diversity Benchmarking Report](#), p. 13.



National Veteran
Small Business
Coalition

Booz Allen celebrated its 10th consecutive year as a winner of the National Veteran Small Business Coalition’s Champions Award for meeting or exceeding goals established for subcontracting with veteran-owned and/or service-disabled veteran-owned small businesses.



Booz Allen was honored by WEConnect International with the 2023 Top Global Champion for Supplier Diversity and Inclusion (SD&I) award. It recognizes large corporations and organizations

with the highest percentages of global diverse spend among all survey participants.

TALENT ACQUISITION

Over the past year, our business and recruiting leaders worked together to transform our talent acquisition processes. We have streamlined the hiring lifecycle and made meaningful improvements to the experience of becoming a new Booz Allen employee. Together, these outcomes set us up well to efficiently hire at speed and scale, and contributed to us being able to welcome a record number of new employees in 2023.

We continue to further embed our DEI strategy into talent acquisition. Last year, we launched a pilot project using an innovative tool from TalVista’s inclusion-aware language platform to review a portion of job listings and identify ways to use more welcoming, inclusive language whenever possible. We have since expanded that effort and addressed nearly 60% of job listings. We published salary ranges to enhance pay transparency. We also improved our search functionality to better enable candidates to identify remote and hybrid roles at Booz Allen—and to highlight those opportunities to expanded internal and external talent pools.

Because nearly one-third of our employees are connected with the military, and most of our client work is in support of the nation’s security, we work to improve job opportunities for veterans and military spouses. Booz Allen has partnered with the U.S. Chamber of Commerce Foundation’s Hiring Our

Heroes initiative since 2013. The [Hiring Our Heroes Corporate Fellowship Program](#) is a critical employee development program for transitioning former military members into civilian careers, helping to address unemployment and underemployment of veterans, service members, and military spouses.

Career Mobility

A key component of Booz Allen’s talent acquisition strategy is serving our employees with rich opportunities for them to move into new roles and meaningful opportunities so they can stay at the firm for fulfilling careers. This is tied into our employee value proposition: Be You, Be Booz Allen, Be Empowered. When our employees commit to doing great work, driving business forward, and dreaming about what’s next, they can advance their careers at Booz Allen the way they want. That’s our promise. By retaining our people, we are better positioned to achieve our business growth targets.



Increasing Representation in Technology Careers

Booz Allen leans into our strategic partnerships with workforce development organizations and historically black colleges and universities to help us increase representation and advance our excellence in technology fields. In 2023, Booz Allen again proudly supported the Black Engineer of the Year Award (BEYA) STEM Conference. BEYA recognized [13 Booz Allen employees](#) for their outstanding technology innovation, creativity, and leadership.

Enabling this is Booz Allen’s multiyear initiative to create new opportunities for employees to connect with one another, develop in-demand skills, and proactively shape their careers at the firm. Learn more about employee professional development opportunities on [our website](#).

In FY23, we tested a talent marketplace for several areas of our technical workforce. After a successful pilot, we brought the concept firmwide by introducing our new Career Hub, which democratizes access to opportunities by providing our employees with more autonomy and choice during their career journey at Booz Allen. During the first quarter that the Career Hub was available companywide, more than one-third of employees began using it. This enables our employees to move within the company and Booz Allen to deliver the talent required for our work.

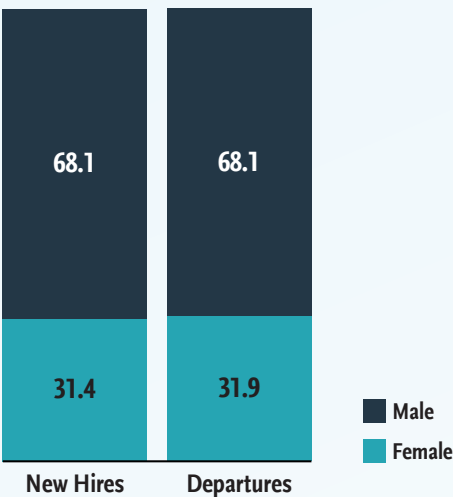
Some benefits of using the Career Hub are:

- ▶ Employees access personalized recommendations through the Career Hub, including roles to explore, targeted internal learning opportunities, and colleagues who can guide and mentor. This helps our people more easily navigate their careers at Booz Allen.
- ▶ People managers can have more impactful career conversations and development discussions because our employees can use the Career Hub to take steps to shape their own career development paths.
- ▶ Anyone can quickly discover employees with the skills and qualifications to fill open roles while promoting professional development.

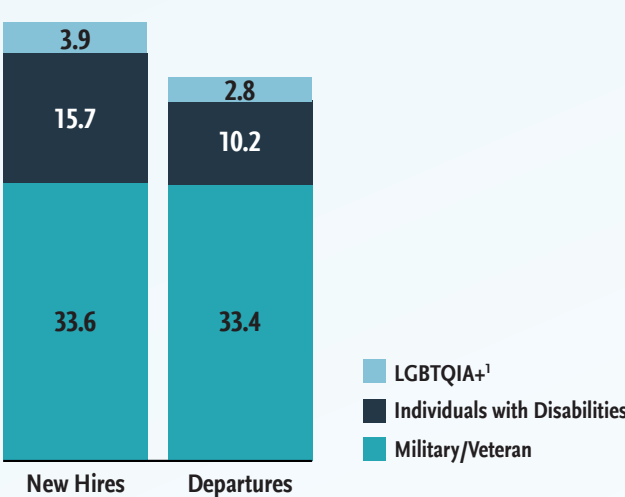
**IN FY23, 18% OF OUR OPEN POSITIONS
WERE FILLED BY CURRENT EMPLOYEES**

DEMOGRAPHICS FOR NEW HIRES & DEPARTURES

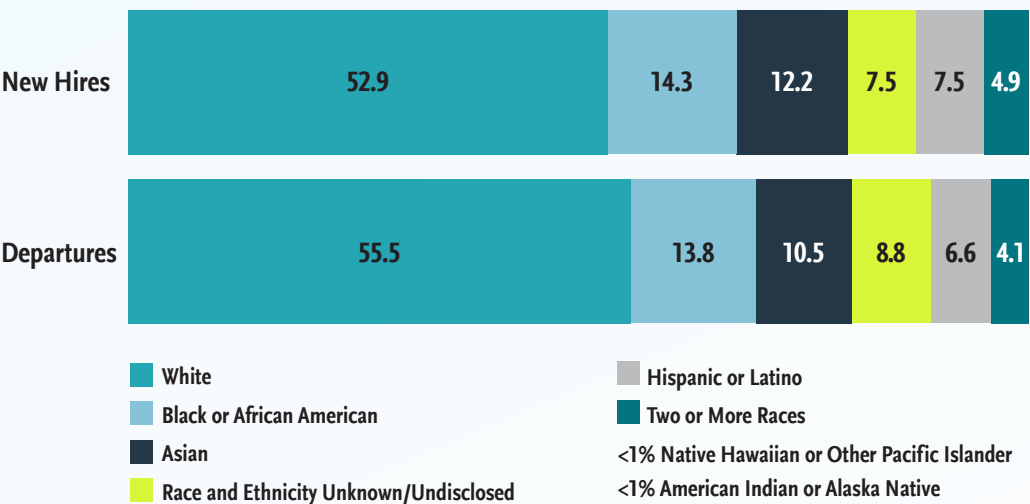
FY23 Gender (%)



FY23 Other Groups (%)



FY23 Race and Ethnicity of U.S.-Aligned Employees (%)¹



Workforce composition percentages are based on active employee full-time equivalents (FTEs) as of March 31, 2023, and may not include the demographic data of employees acquired in certain recent transactions.

¹Demographic information related to race, ethnicity, and sexual orientation is based on voluntary self-reporting and presented as a percentage of U.S.-aligned employees.

TALENT DEVELOPMENT

We prioritize the continuous development and growth of our people. Our career model framework establishes expectations for professional growth, and our talent management strategy enables leaders to align, support, grow, and recognize employee performance. In FY24, we will benchmark our processes and practices to ensure we offer effective mechanisms to facilitate employee and company growth. Over the past year, we invested in enhancing our learner experience and learning technology ecosystem, expanding badging and certification programs, and evolving our leadership development programs to meet the needs of a fast-evolving business environment.

We align our learning and development programs to Booz Allen’s overarching VoLT strategy. VoLT positions us to leverage our knowledge, technical capabilities, and talent as we solve our clients’ most critical challenges. Throughout their journey with our firm, we empower our people to grow, encourage them to never stop learning, and provide industry-leading learning tools to do just that. We continue to evolve our training portfolio, test incentives and rewards for skill development, and scale our efforts to empower their learning.

Career and Leadership Development

Learning begins during the first days at Booz Allen through our New Hire Orientation program, which helps employees successfully navigate their first year with the firm. The Year One Journey map provides guidance and resources for those new to consulting to build relevant skills, explore our Technical Experience Groups (TXG), shape their own path, set goals, and be appreciated for their contributions.

We also support leaders with ongoing learning opportunities. Our Effective People Leadership (EPL) program,

targeted to all people leaders, is designed to help frontline leaders better enable and engage their people through transformative change. Since we introduced the program in January 2023, 1,276 people leaders have completed it. Our Leadership Immersion (LI) program focuses on equipping newly promoted and externally hired mid-level senior leaders to drive our strategic objectives. In FY24, we continue to enhance the LI program with new modules that help participants build belonging in their teams, maximize the natural talents of their team members, and create the trusted internal and external relationships that power rapid growth.

Functional Learning

Our Technical Excellence and Emergent Certification programs offer employees the opportunity to gain high-demand skills in critical areas. The Technical Excellence program offers targeted training in cyber, data science, software development, AI, Salesforce, and cloud engineering. Since introducing it in 2019, we have hosted 160 courses and 4,473 participants. Besides supporting internal career mobility, the program fosters employee retention: 82% of past participants are still with Booz Allen today.

Executive Development

Our executive development programs reinforce Booz Allen’s commitment to our values and our VoLT growth strategy. All newly hired and promoted executives participate in a yearlong immersion program, which includes regular engagement activities, exploration of leadership styles, and experiential learning opportunities. Training modules within the immersion program address topics such as how to lead people through a DEI lens, understanding new leadership role expectations, and delegating and empowering others to drive faster decision making. In addition, Booz Allen holds a biannual senior leadership summit to engage and educate our senior leaders. The FY23 summit focused on our leaders’ role in evolving Booz Allen’s culture, including key behaviors that break down hierarchy, drive innovation, and empower diverse voices.

In FY23, Booz Allen’s senior leadership made a significant investment in executive training initiatives, including a new cohort-based learning program to build the business and team leadership skills that power firm growth. This new program will also ignite network building across organizational silos and leadership levels—recognizing that strong networks are vital to succeed in executive roles.

In support of our company-wide AI strategy and to best position Booz Allen as an AI-first organization, we developed an AI Ready Training Program, which is set to launch in FY24. This program provides a multitiered learning experience for ALL employees leveraging the firm’s badging framework, enabling our employees to choose their own AI Ready learning path journey and progressively build an AI knowledge and skillset. The AI Ready Training Program includes AI Aware enablement training for all Booz Allen employees and a series of role-based badges with two distinct learning paths to enhance technical skills for AI engineers and adoption skills for our AI consultants.



The Emergent Certification program includes tracks for Amazon Web Services (AWS) and Microsoft Azure, DevSecOps (Development Security Operations), Databricks Data Science and Engineering, and Cyber Threat Hunter. From January to March 2022, 400 employees joined one of the tracks, helping Booz Allen increase highly skilled capacity by 30% across six emergent job families.

Skills Credentialing

Our digital badging program is an avenue for employees to demonstrate their expertise, recognizes the development of new skills, and provides leadership with insights that inform workforce analysis, succession planning, and development. In FY22, Booz Allen rolled out the first digital badges across five key technologies (Docker, JavaScript, Python, React, and SQL) at three levels: foundational,

practitioner, and expert. Since then, we have added new badge categories (business role and enablement), technologies (Machine Learning, Java, and Angular), and a leadership badge on Effective People Leadership (EPL) totaling nearly 40 badges, with more badges on the horizon based on the firm’s direction and demand signals. By the end of FY23, nearly 3,000 employees earned over 3,400 badges.

Business Learning

Through the Growth Academy—Contract Ceiling Creation Guided Apprenticeship Certification program, Booz Allen leaders create and manage large (greater than \$100M) contract vehicles across our markets. The Academy is invitation-only, and the participants partner closely with facilitators, mentors, and firm leaders to implement a custom strategy to develop opportunities with select clients.

Ongoing Education Benefit

We also empower employees to seek learning and development opportunities outside Booz Allen. Our FlexEd benefit provides employees with education reimbursement from \$5,250 to \$10,000, depending on their tenure. Our team members use FlexEd for academic programs, functional and technical training, licenses and certifications, and attending conferences. In FY23, 25% of the firm leveraged this benefit. Our internal analysis shows that use of the FlexEd benefit correlates with higher retention rates and employee experience survey scores.



Employees’ Highest Education Attained*

- ▶ 3.0% high school degree or GED
- ▶ 3.6% associate degree
- ▶ 47.1% bachelor’s degree
- ▶ 36.4% master’s degree
- ▶ 3.4% doctoral degree

*Education levels are voluntarily self-reported.

EMPLOYEE ENGAGEMENT

Aligning with our purpose and values, our people know they are making a difference while also growing their careers. This furthers their commitment to Booz Allen and, in turn, makes them ambassadors for future talent. Booz Allen has always recognized the importance of our people and culture, and we continue to build on that strong legacy as we support our people to meet their full potential.

The Employee Experience

We are committed to creating a consistent and positive Booz Allen experience for all employees. To understand how employees experience their work environment and our culture, we conduct annual Employee Experience and Leading with Values surveys. The results of these surveys help us identify our strengths as well as ways to improve our benefits, training, engagement offerings, practices, and leader behaviors. We engage with employees several times a year to understand how we can best help them, whether that be through maintaining a robust benefits program, providing pathways to increased financial security, enhancing caregiver support, or improving telework resources.

In FY23, we enhanced our annual surveys to make the questions more actionable and relatable, thereby making the data more useful. For the Employee Experience survey, we sunset low-value items, to assess potential differences between Booz Allen and client-related experiences, and offered new opportunities for qualitative

feedback. We also plan to expand survey scope to more nuanced but important areas of the employee journey, such as drivers of burnout or challenges related to hybrid work environments. We expanded our Leading with Values survey to all senior associates in an effort to drive accountability deeper into the organization.

Global Business Resource Groups and Networks

Our Global Business Resource Groups (BRGs) and Networks inspire a sense of belonging for our people—one of our four DEI Strategy pillars—and provide spaces to share, learn, mentor, and grow together. Harnessing the power of diversity, we founded the BRGs to advance our business priorities, acknowledge intersectionality, and engage with employees at every stage of the employee lifecycle. By providing an inclusive and welcoming environment, each BRG empowers our employees and their allies by advocating for their professional development, growth, and visibility.

BRGs are culture champions, providing a channel for employees to demonstrate leadership skills and connect across sectors. Employees voluntarily affiliate with one or several BRGs, and membership is open to all employees—whether they are identifying members or allies. Nearly a quarter of our employees are members of at least one of our five company-sponsored BRGs and associated networks. The BRGs are centrally funded, and each has executive sponsors who serve on our DEI Executive Council—the governance body responsible for overseeing the integration of our DEI Strategy firmwide. Our BRGs have aligned their focus areas and activities to make a deeper impact on our business and the firm’s DEI Strategy.

OUR FY23 EMPLOYEE SURVEYS INDICATE BOOZ ALLEN IS OUTPERFORMING INDUSTRY STANDARDS IN MAKING EMPLOYEES FEEL VALUED, SUPPORTED, AND ON TRACK TO MEET THEIR CAREER GOALS.

5 BUSINESS RESOURCE GROUPS

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Approach
to ESG

+ Empower
Diverse Talent

Make Innovation
Accessible to All

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1. GLOBAL DISABILITIES: Our Global Disabilities BRG advances awareness of and provides support to our people with disabilities. Its goals are to foster an inclusive and supportive workplace that values and affirms the contributions of those with apparent and non-apparent disabilities, and to support the work of every employee impacted by disability.

Booz Allen maintained its status as a top-scoring company on the Disability Equality Index—a joint initiative of Disability:IN and the American Association of People with Disabilities—and was named by them as a “Best Place to Work for Disability Inclusion” for the ninth year in a row. The Index is a comprehensive benchmarking tool that helps companies build a roadmap of measurable and tangible actions toward disability inclusion and equality.

2. GLOBE+: The GLOBE+ BRG advocates for the professional development, growth, and visibility of lesbian, gay, bisexual, transgender, nonbinary, queer, and questioning employees and their allies. Its advocacy and education programs focus on inclusive leadership, intersectionality, and allyship for LGBTQIA+ employees and their allies.

In FY23, Booz Allen was recognized as a “[Best Place to Work for LGBTQ+ Equality](#)” by the Human Rights Campaign for the 12th consecutive year. The GLOBE+ BRG partnered with Booz Allen’s benefits team to expand transgender healthcare benefits, which now cover additional services and treatments to support employees and family members. The GLOBE+ BRG also supported the [Capital Pride Alliance](#) to win the location bid for WorldPride in 2025, which is anticipated to bring millions of visitors to the Washington, DC, area.

3. GLOBAL MILITARY AND VETERANS: The Military and Veterans BRG is a natural home for veterans, military-affiliated employees, and military spouses thanks to our firm’s long-standing commitment of service and support to the U.S. Department of Defense. Through our Military and Veterans BRG, we work to recruit and retain military talent and spouses, helping them make the transition to the private sector and navigate unique circumstances. This BRG supports Booz Allen’s Armed Services Network and Military Spouse Network.

The Military and Veterans BRG, Armed Services Network, and Military Spouse Network joined together to host several military appreciation efforts, including regional break-fasts to build connection and belonging. The Armed Services Network established Booz Allen’s Transition Center of Excellence to provide additional professional development opportunities and support, including a one-year cohort program, learning resources, and sponsors for new hires.

4. GLOBAL MULTICULTURAL: Our Multicultural BRG increases the representation and visibility of ethnic diversity at Booz Allen through career growth, professional development opportunities, and a collective mindset of active allyship. This BRG supports five employee networks: African American Network (AAN), Asian Pacific American Network (APAN), Indigenous Network (IN), Latin American Network (LAN), and Middle East and North Africa (MENA) Network.

The Multicultural BRG and its affiliated networks increase the visibility and professional development of our ethnically diverse workforce through awards programs and conferences sponsored by the Black Engineer of the Year Award (BEYA), American Indian Science and Engineering Society (AISES), Society of Asian Scientists and Engineers (SASE), Society of Hispanic Professional Engineers (SHPE), and Women of MENA in Technology.

5. GLOBAL WOMEN’S: Our Women’s BRG empowers women and their allies through engagement opportunities such as workshops, development programs, and other activities. Through the efforts of the Global Women’s BRG, Booz Allen has been honored as one of *Working Mother’s* “100 Best Companies” for working moms for 22 consecutive years.

To hear from employees about the impact our BRGs are making at Booz Allen and beyond, please read our [Unstoppable Together](#) magazine.

Technical Experience Groups

To support our VoLT growth strategy and the highly skilled workforce crucial to its success, we launched eight Technical Experience Groups (TXGs) designed to help attract, engage, and retain our technically focused employees. Each TXG supports four strategic pillars: development, opportunity, connections, and thought leadership. They are open to all Booz Allen employees—from interested to expert. By taking part in the groups, employees build technical and business acumen, unlock career opportunities, connect with mentoring programs, and access and create technical thought leadership.

Each TXG has several executive-level sponsors as well as leads at all levels. The executive sponsors also serve on our Executive Tech Talent Council, led by our chief technology officer, to advance the overall program and ensure the groups support our business strategy and employee value proposition.

More than 46% of Booz Allen employees belong to a TXG. More than just networks, they are the nexus for training, badges, conferences, and other talent development offerings in their focus area. They also provide an avenue for employees to bring ideas forward and to respond to demand signals within the community. For example, our generative AI network formed in the wake of the introduction of new tech like ChatGPT and quickly became a forum for tech exchange, learning events, and meetups.

As Booz Allen continues to hire record numbers of technical talent, our TXGs play a unique role in onboarding that talent. Certain job profiles uniquely align with TXG topics, and we automatically enroll new hires with those profiles into the corresponding TXG(s), jumpstarting their development by connecting them with learning resources and a like-minded network.

In FY23, Booz Allen held the X Summit, our first-ever firmwide convening of TXGs. Drawing more than 4,300 attendees, the event featured a week of speakers, workshops, meetups, and technical training. During the summit, 264 employees completed a technical training or workshop.

Looking to the future, we expect our TXGs will differentiate Booz Allen from other employers while equipping our people with top qualifications, credentials, and leading-edge insights.



8 TECHNICAL EXPERIENCE GROUPS (TXGs)

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to ESG

+ Empower
Diverse Talent

Make Innovation
Accessible to All

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- 1. ARTIFICIAL INTELLIGENCE:** The Artificial Intelligence (AI) TXG’s computer programmers, mathematicians, and scientists harness computer learning to tackle complex decision making with speed and precision. The group focuses on current and emerging AI capability areas, including machine learning (ML), predictive modeling, automation and decision analytics, and quantum computing.
- 2. CLOUD & INFRASTRUCTURE:** The Cloud & Infrastructure TXG’s architects and engineers help accelerate, scale, secure, and transform mission and business outcomes using the latest technologies and partner offerings. The group advances platform and infrastructure capabilities, including hybrid and multicloud deployment, edge cloud, cloud migration and modernization, DevSecOps, and enterprise mobility, security, and infrastructure modernization.
- 3. CYBER:** The Cyber TXG’s threat hunters, intelligence analysts, and ethical hackers utilize cybersecurity expertise to protect and defend computer networks, cyber physical systems, and infrastructure. The group prioritizes cyber capability areas, including strategy and policy, risk management, architecture and engineering, defense operations, analytics and AI/ML, and computer network operations.
- 4. DATA SCIENCE & DATA ENGINEERING:** The Data Science & Data Engineering TXG’s data scientists, analysts, and engineers transform data into insights to inform decisions. The group emphasizes data science and data engineering capability areas, such as visualization, strategy, and analysis.
- 5. EXPERIENCE & IMMERSIVE:** The Experience & Immersive TXG’s artists, engineers, strategists, and storytellers combine human-centered design, digital, and data expertise to create meaningful customer experiences that improve how people interact with

their environments. The group highlights experience and immersive capability areas, including user experience (UX)/user interface (UI), design thinking, sketching, graphic design, web design, and digital product design.

- 6. SOFTWARE ENGINEERING:** The Software Engineering TXG’s front end, back end, and full-stack developers, architects, designers, testers, and UX professionals apply engineering methods and principles to the design, development, testing, and maintenance of software. The group harnesses modern software and systems development capability areas, in particular agile practices, DevSecOps, automation and cloud, and low-code/no-code platform engineering.
- 7. SYSTEMS & DIGITAL ENGINEERING:** The Systems & Digital Engineering TXG’s engineers, system architects, computer programmers, and digital analysts combine traditional engineering with modern digital tools and practices to more efficiently and effectively conceptualize, design, develop, and deploy integrated services and solutions. The group focuses on systems and digital engineering capability areas, like engineering and science, data and ML, cloud automation, digital twin, and 5G.
- 8. TECH STRATEGY & PRODUCT MANAGEMENT:** The Tech Strategy & Product Management TXG’s agile practitioners, operational specialists, and product and project managers manage the strategic, operational, and management functions that enable digital execution and IT transformation. The group prioritizes tech strategy and product management capability areas, including corporate venture capital, digital transformation, emerging tech, partnerships, product management, strategic assessments and technology adoption, and tech scouting.

PAY PRACTICES & PAY EQUITY

At Booz Allen, we are committed to providing a fair and equitable workplace for employees, including through our pay practices. This commitment is woven into the firm’s compensation philosophy, Code of Business Ethics and Conduct, and practices, with support and oversight from the Compensation, Culture, and People Committee of the firm’s Board of Directors.

Booz Allen’s compensation practices promote pay equity throughout an employee’s career at the firm, beginning prior to the employee’s start date. We do not ask for or consider a candidate’s compensation history as part of our recruiting and hiring processes, even in those states that allow such practices. Our compensation philosophy establishes guiding principles that frame a fair and competitive pay program aligned to our organizational mission and that enable us to attract and retain talent in a global marketplace. We have designed our compensation structure to pay our people competitively in the market and equitably based on their skills, qualifications, roles, and abilities. We also equip managers with the information necessary to make compensation decisions in a manner consistent with our compensation philosophy.

As part of our commitment to pay equity, we have processes in place to monitor our compensation practices and we conduct a pay equity analysis annually in the U.S. to examine differences in pay between employees of different genders, races, and ethnicities. Our FY23 analysis covered approximately 29,000 U.S.-based employees. Any anomalies identified as part of the analysis that were not explainable by objective, business-related factors were promptly addressed.

We also encourage employees to have meaningful career and compensation conversations with their leaders. We provide employees the opportunity to raise concerns regarding compensation and pay equity through several firmwide reporting channels, including our Ethics Helpline that provides employees with the option to raise concerns anonymously. Booz Allen maintains robust processes for thoroughly reviewing and addressing such concerns.



EMPLOYEE WELLBEING

We take pride in our robust Total Rewards approach to employee wellbeing programs, which support physical, mental and emotional, and financial health. Our goal is to provide employees with opportunities and choices and help them navigate work-life integration successfully.

Our Approach to Wellbeing

Through its people-first perspective, our integrated wellbeing strategy supports all aspects of our people's lives and empowers them to thrive. We focus on:

TOTAL WELLBEING: Support for physical, mental and emotional, and financial health.

EVOLUTION: Maintain programs to meet the changing needs of our diverse workforce and our firm.

INNOVATION: Understand growing industry/market trends and focus on evidence-based solutions.

ENGAGEMENT: Provide incentives, healthy lifestyle promotions, team-building opportunities, family engagement, and tools to encourage employees on their personal wellbeing journeys.

Our Commitment to Managed Flexibility

Booz Allen believes that a flexible approach to the workplace can go a long way in meeting employee and team needs. Through Managed Flexibility, we:

- ▶ Connect with our clients when, where, and how they need our support.
- ▶ Create flexibility for employees whenever and however we can.
- ▶ Collaborate in reimagined workspaces with more hoteling desks, community areas, and collaborative meeting spaces.

Our goal is to balance what individual people and teams need to be productive and happy, how we support our clients' unique missions, and what our business needs to grow. When we work in person, we make that time matter, and when it makes the most sense to work virtually, we do so.

Inclusive Facility Design

We continue to create employee workspaces for our future that reflect our Managed Flexibility approach and ensure our diverse workforce is comfortable and productive. Led by our Accommodations team in partnership with the Global Workplace team, we identify needs and implement accommodations—such as ramps, ergonomic seating, and nursing rooms. Through our NexGen workplace design initiative, we added features like wellness rooms and enhanced natural lighting over the past several years, and we introduced workspaces with reduced noise and lighting to meet some of the needs of neurodivergent employees. In FY23, we designed and built our new Chantilly Meadow Point facility to maximize natural light and ergonomic and collaborative workplaces while meeting current energy codes. In addition, we provide employees access to resources to outfit their home offices for remote work.



In a tight market for technical talent, Managed Flexibility provides us with competitive advantages. It enhances our employee value proposition for both recruiting and retention, and it helps our firm grow by allowing us to reach talent in more geographic areas.

We are committed to supporting the wellbeing of employees and their families—providing healthcare options, programs, tools, and resources to help them be well. Much like our people, our [Total Rewards](#) offerings go above and beyond, expanding alongside our people’s life pursuits and needs. In addition to health, vision, dental, and disability insurance coverage, we offer a 6% 401(k) match, an employee stock purchase plan, several paid leave programs (including six weeks paid parental leave), and financial support for continuing education. To learn more about our employee wellbeing and benefits programs, please see [our website](#).

In line with our commitment to Managed Flexibility, we provide on-demand digital resources that anyone can access anytime—from anywhere. Our digital wellbeing hub and reward platform provides comprehensive resources and personalized content for physical, mental and emotional, and financial wellbeing support.

We offer our employees up to 12 free Employee Assistance Program (EAP) counseling visits per instance, with the ability to select a counselor that reflects their preferences for the counselor’s gender, race and ethnicity, and other characteristics. In addition, we implemented wellbeing coaching to support trending challenges around burnout, finding motivation, and building resilience.

We also provide broadened telehealth services to employees and their family members, enabling access to quality care for those who may live in communities with limited providers. In addition, last year more than 4,000 employees completed voluntary courses on mental health, emotional wellness, and other wellness topics.



**WE CONTINUED TO EXPAND ACCESS
TO MENTAL HEALTH SERVICES AND
PROVIDED ADDITIONAL COVERAGE FOR
TRANSGENDER ESSENTIAL SERVICES.**

ENVIRONMENTAL HEALTH & SAFETY

Our Environmental, Health & Safety (EHS) program, formalized in 2019, continues to grow in importance. We are committed to working across functions to create safe and healthy work environments for our employees.

In FY23, the Global Workplace team completed safety inspections at most Booz Allen sites. The inspections helped us identify and eliminate unsafe working conditions and hazards, protect the environment, and comply with applicable regulations and laws. When selecting sites for inspection, we prioritized larger sites and those with warehouses, light industrial operations, laboratories, research activities, and 3D printers, along with facilities in states with unique safety program requirements.

Looking to FY24, we will continue to focus on addressing observations from our FY23 site safety inspections, conducting ongoing safety evaluations of our operations, and continuously improving our overall EHS program.

ENVIRONMENTAL HEALTH & SAFETY METRICS*			
CATEGORY	CY 2020	CY 2021	CY 2022
EMR	0.76	0.72	0.61
TRIR	0.027	0.051	0.049
DART	0.015	0.028	0.038
Severity	0.98	0.4	0.21
Fatality	0	0	0

*Based on U.S. facilities only and reported on a calendar year basis.

DEFINITIONS:

- **Experience Modification Rate (EMR)** = The EMR is a metric that insurers use to calculate premiums. Our insurance company provides the EMR to Booz Allen. An EMR considers the number of claims/injuries a company has had in the past and their corresponding costs. An EMR of 1.0 is the benchmark average—if a company's EMR number is lower than average (e.g., less than 1.0), its workers compensation premium will be lower than average.
- **Total Recordable Incident Rate (TRIR)** = Number of OSHA recordable injury or illness cases x 200,000/total hours worked.
- **Days Away, Restricted, or Transferred (DART) Rate** = Number of OSHA recordable injury or illness cases resulting in days away, restricted, or transferred x 200,000/total hours worked. Consequently, this rate will be the same or less than the TRIR.
- **Severity Rate** = Number of lost workdays (days away) x 200,000/total number of hours worked. (In certain situations, the number of “lost” workdays for the previous year may have to be reassessed when related to injuries lasting into the next calendar year. In no individual cases shall the number of lost workdays recorded exceed 180 days.)

ALTHOUGH OUR HEADCOUNT HAS INCREASED OVER THE YEARS, THE EMR, TRIR, DART, AND SEVERITY METRICS REMAIN LOW AGAINST OUR INDUSTRY BENCHMARK, WHICH WE IDENTIFY USING THE NORTH AMERICAN INDUSTRY CLASSIFICATION SYSTEM'S CODE 54161.

EMPOWERING TALENT IN THE COMMUNITY

We partner with community organizations to empower diverse groups of people through programs and opportunities that ultimately make individuals, families, and communities more resilient and secure.

We support people of historically underrepresented groups by offering programs to develop science, technology, engineering, and math (STEM) career interests and skills. Some of our STEM programs are focused on pathways to advanced and emerging technology careers connected with national security, such as artificial intelligence and cyber. Our employees serve as ambassadors and mentors as they interact with students via boot camps, innovation labs, robotics competitions, and more. In FY23, Booz Allen supported STEM initiatives in local communities through \$4.5 million in charitable contributions, including \$3 million to the Booz Allen Foundation and \$1.5 million to other organizations. Those funds benefited community partners such as Year Up, For Inspiration and Recognition of Science and Technology (FIRST®), the Thurgood Marshall College Fund, and Girl Up. Our employees donated \$217,200 to support these and other education-focused nonprofits.

This also marked the second year of our internal program to help employees gain the essential skills needed to serve on a nonprofit organization’s board of directors. We partner with nonprofits to deliver on this program, which equips participants to make immediate impact on the boards they join. In FY23, 299 employees completed the board training. We partnered with our Business Resource Groups (BRGs) to recruit a diverse pool of candidates to receive leadership development opportunities, and infuse trained, diverse leaders into local communities.

Supporting Equity by Empowering Teachers

In addition to supporting student STEM programs, we invested in teachers through our partnerships with the Space Foundation, the USS Midway Museum, Marymount University, Space Center Houston, Special Olympics Virginia, the National Children’s Museum, the AI Education Project (aiEDU), and the University of Texas at San Antonio’s Center for Infrastructure Assurance & Security (CIAS). This year, we sponsored 293 teachers for STEM Educator Day Out at the International Spy Museum, connecting the participants with resources for national security and cybersecurity education. We also evolved our long-standing relationship with the Thurgood Marshall College Fund by providing funding for its Teacher Quality & Retention Program (TQRP), which advances the recruitment and retention of Black STEM educators. In this annual, cohort-based program, 80 Fellows enhance their skills through professional development, classroom experiences, and access to resources.



**IN FY23, 241 EMPLOYEES
VOLUNTEERED A MEDIAN OF
20 HOURS AS MEMBERS OF
NONPROFIT BOARDS OF DIRECTORS**

Changing the Face of STEM with Girl Up

We continued our partnership with Girl Up, a leadership development initiative focused on equity for girls and women in spaces where they are unheard and underrepresented. We share the belief that when girls and women are in positions of influence in STEM industries and beyond, they work to create a more just and equitable world for everyone.

In FY23, our partnership reached 230 youths through Girl Up’s STEM for Social Good program, which uses STEM to address the world’s most pressing social issues. After participating in the program, an average of 78% of participants said they felt confident in their ability to identify and explain the gender gap in STEM. We also supported a STEM bootcamp on artificial intelligence and Girl Up’s STEM Innovation Lab.

At the end of the program, the STEM Innovation Lab celebrated 11 youth-led community-based projects, from an e-commerce platform for women artisans in India to an organic, compostable alternative to plastic bags. Booz Allen sponsored 30 STEM Project Awards of \$500 to \$1,000.

Inspiring Inclusive Pathways in DC and San Diego

As part of the Booz Allen Foundation’s focus on helping people of historically underrepresented groups continue paths to careers in STEM, the Foundation introduced pathbuilder grants in Washington, DC, and San Diego, CA, where we have our largest offices. Both cities were also chosen because of their high concentration of tech firms, prevalence of underserved youth, and breadth of active community organizations who could support our efforts. The inaugural class of grantees included:

- **Washington, DC:** STEM for HER, Full STEAM Forward, the Boys and Girls Club of Greater Washington, and Talent for Tomorrow Alliance members Year Up and Spark the Journey.
- **San Diego:** Elementary Institute of Science (EIS), Lincoln High School, Girl Scouts of San Diego, and MANA de San Diego.



Mission Impact Profile

CHARTING NEW PATHS TO MISSION-CRITICAL CAREERS

In the U.S., hundreds of thousands of mission-critical technology jobs remain unfilled, particularly in high-demand areas like cybersecurity, cloud computing, and software development. This talent gap is a critical issue for the U.S. government and private industry—including federal contractors—and it requires new hiring approaches and job training solutions in order to bring more people into the nation’s technology workforce.

Innovation in these fields moves fast. The cyber, cloud, and AI coursework taught in colleges today may not be what professionals need four years from now—or even next year. Skills, knowledge, and experience may be more relevant to job performance. Fewer people are pursuing four-year degrees, which have become out of reach for too many. Four-year degree job requirements (the paper ceiling) can create unnecessary obstacles between people and technology jobs. Focusing on outcomes and embracing more flexible degree and skill requirements for certain roles are two ways to close the technical talent gap.

The private sector has increased hiring of individuals with skills-based training and certifications in lieu of degrees, and the federal workforce is moving toward adopting this approach as well. For example, the federal government has increasingly recognized the importance of “non-traditional” routes like Registered Apprenticeship (RA)

to upskill and reskill the nation’s workers in high-growth sectors like cybersecurity, information technology, and advanced manufacturing.

Through our multiyear support to the Department of Labor Office of Apprenticeship (OA), we have been part of expanding the U.S. RA system to serve 1 million active apprentices each year. Booz Allen developed [Apprenticeship.gov](https://www.apprenticeship.gov) to address information gaps preventing employers from exploring and formally registering their program with the Department of Labor. The site leverages machine learning to enable career seekers to search for apprenticeship opportunities across the country—the first and only job finder tool with this capability. In addition, the Partner Finder tool aggregates internal data sources to help employers find education and other partners that are necessary to creating and sustaining new apprenticeship programs.

At the Department of Veterans Affairs (VA), we worked with VA to design and secure approval for the first-ever federal civilian agency Cyber Registered Apprenticeship program. Launched in October 2023, the two-year rotational apprenticeship program from GS-9 to GS-11 for veterans aims to increase pathways of entrance into cybersecurity through a sustained pipeline of critical talent.

“

Through our work for the U.S. government, we are enabling citizens to match their abilities and interests to education and in-demand careers. Whether by harnessing technology to improve access to opportunities, or reimagining technical training for our own employees, our commitment to creating a more secure, resilient, and equitable future for all is embedded in this work that affects the futures of families, communities, and our nation.”

– Katie Hermosilla, Senior Vice President, Booz Allen



We are also keeping our own approaches to finding and developing technical talent fresh. When recruiting, we proactively reach out to candidates with skills and potential but not necessarily four-year degrees. In Charleston, S.C., through our partnership with Develop Carolina, a South Carolina-based RA sponsor, Booz Allen employs cohorts of apprentices throughout the year. Through skills-based, on-the-job training and mentoring, this partnership has grown our pipeline of software developers. While a formal job offer is not guaranteed, Booz Allen has converted approximately 90% of our Develop Carolina apprentices to full-time employees. Certifications and digital badging for in-demand skills such as cloud and cybersecurity are a capstone of our technical training and employee development programs. We work with government partners on solutions to get candidates without four-year degrees (and who are otherwise qualified) on contract where possible.

PILLAR 2

MAKE INNOVATION ACCESSIBLE TO ALL

With more than a century of service, and as the largest single provider of artificial intelligence work to the U.S. federal government, we are uniquely positioned to bring the best technology solutions forward to support our clients' missions—and improve the lives of people around the world—by enabling access to services and opportunities and making communities more secure and resilient.

Our innovation initiatives are fully integrated into our VoLT strategy. Booz Allen's Chief Technology Office leads these initiatives, supported by cross-functional and cross-sector partnerships, enabling fast-paced strategic responses to quickly evolving mission priorities and technologies.



Material Topics

- ▶ Access & Affordability
- ▶ Community Relations
- ▶ Customer Practices
- ▶ Employee Diversity & Inclusion
- ▶ Innovation & Technology

CULTIVATING AN INNOVATION ECOSYSTEM

Technologies like artificial intelligence, quantum computing, and next-generation networking are deeply transforming our industry and our clients’ missions. Leveraging over a century of service, Booz Allen’s technical differentiation is rooted in integrating mission-first solutions that are trusted, equitable, and built to scale in alignment with U.S. national security interests and the needs of the American public.

To accelerate mission-critical outcomes for the public sector with agility, reach, speed, and efficiency, Booz Allen looks for innovative ways to integrate emerging technologies with client needs through diverse industry partnerships and corporate venture capital investments. This requires being nimble, prioritizing scale, and minimizing time, cost, and risk, all while staying aligned with our purpose and values.

For over a decade, we have collaborated with startups to apply leading-edge technology solutions to U.S. federal government missions, transforming government operations and improving programs that create significant public benefits. With the rapid pace at which technology solutions and use cases emerge, government leaders must adopt or adapt quickly. We enable faster application of emerging solutions to U.S. federal government missions by identifying the most promising commercial technologies in the marketplace, assessing them for our clients, and supporting their deployment within U.S. federal government systems.

Technology Scouting and Investment

Our Technology Scouting team has deep relationships that provide our clients early access to emerging solutions through our vast network of venture capitalists, startups, incubators, and partners. Every year, the Technology Scouting team identifies and vets over 1,000 dual-use startups for the U.S. government. Our work has unlocked the value of innovative

Building DOD’s Largest-Ever Digital Twin of Its Kind

Digital twins are technically realistic replicas of systems, processes, or objects. They work by directly connecting to, or twinning with, their physical counterparts through continuously updated data feeds. Digital twins have the power to help model global issues, but there are significant complexities to think about, from data ingestion through visualization and usability.

After a major hurricane hit Tyndall Air Force Base, causing \$5 billion in damage, the U.S. Air Force turned to Booz Allen and Unity to rebuild the base as an “Installation of the Future”—a largest-of-its-kind digital twin that dramatically streamlines the installation’s design, planning, operations, and sustainment.

The redesign of Tyndall required leading-edge digital, artificial intelligence (AI), and engineering capabilities across the solution lifecycle, from design and construction to maintenance and operations. Today, the digital twin can accurately visualize the installation in extended reality while preserving the engineering and technical data underpinning every object in the digital environment. Tyndall is accessing instant data insights continuously delivered by a massive, interconnected, systems-of-systems platform that has already ingested massive amounts of information for analysis and use.

In the future, we look forward to bringing the installation-scale solution produced through this project to enterprises across DOD to enable applications for digital twins that run at massive scale.

commercial startups and dual-use solutions for the U.S. federal government, enabling greater mission impact and ultimately affecting the lives of people globally.

Booz Allen Ventures, an early stage \$100 million strategic investment fund, officially launched in July 2022. It deepens our commitment to integrating strategic and emerging technologies that differentiate Booz Allen solutions, accelerate clients’ access to these types of technologies, and ultimately transform how our clients carry out their critical missions. Booz Allen Ventures is a startup- and founder-friendly fund that is closely aligned to our VoLT strategy, creating opportunities to deploy capital in a timeframe that leapfrogs typical development cycles and delivers advanced capabilities into the hands of our clients faster. The fund is focused on three strategic platforms: artificial intelligence, cybersecurity, and digital battlespace. Booz Allen Ventures has an investment committee comprised of Booz Allen executives who evaluate potential investment opportunities and make the investment decisions. See [our website](#) to learn more about Booz Allen Ventures.

Partnerships

Society’s greatest challenges are not solved in a single lab or studio. To address the complex needs of U.S. government missions, we curate a partnership ecosystem of diverse technology partners that includes Silicon Valley startups, Fortune 500 firms, specialized small- and

medium-sized companies, and veteran-, women-, and minority-owned businesses. From category leaders in digital and immersive to cloud and artificial intelligence, the range of the partnership ecosystem empowers us to reach across industries to design trusted mission systems with boundary-pushing, best-in-class components.

Our partnership ecosystem aligns client demand signals to the external technology ecosystem from startups to large commercial technology companies. Through relationships in our expanding ecosystem, we are codeveloping solutions that drive speed to market in emerging areas, and industry leaders have praised our commitment to jointly developing and delivering mission solutions.

For example, Booz Allen is partnering with [Unity](#), a leading platform for real-time 3D content, to bring the power of digital twins to U.S. federal government agencies securely, rapidly, and at scale. Blending Booz Allen’s mission expertise with Unity’s 3D engine technology, we are creating a government-customized digital twin solution. We built the platform by bringing together Unity’s suite of products with Booz Allen’s digital twin engineering baselines and accelerators. Through our partnership, we’re speeding up deployment for clients while reducing risk. To learn more about Booz Allen’s partnership ecosystem and how we are advancing client missions, see [our website](#).

Investing in Dual-Use
Technologies

Booz Allen Ventures made a strategic investment in [Reveal Technology, Inc.](#) in FY23. Reveal’s Farsight software platform provides special operators and squads in high-risk environments with actionable intelligence, surveillance, and reconnaissance (ISR) capabilities at the unit level—without the need for network connectivity and on timelines measured in minutes and seconds, not hours and days. We are committed to investing in strategic, defense-first, dual-use technologies that help speed up the adoption of advanced commercial technologies for public sector missions. Beyond special operations, there is future potential to apply Reveal’s technology to such mission-critical use cases as natural disaster response, public safety crises, maritime search and rescue, and more.

EXPANDING OUR INNOVATION CAPACITY

We strive to be a destination for world-class technical talent and to empower our people to expand our mission-centric innovation capacity within Booz Allen by creating spaces and communities for them to research, incubate, and prototype emerging technologies and solutions.

BrightLabs

BrightLabs, Booz Allen’s technology research and development organization, is charged with exploring new ways to deliver highly differentiated technology solutions. Launched with the idea of making it easier for our people to integrate emerging technologies to address pervasive problems, BrightLabs develops and tests solutions across quantum, 5G, edge cloud, human performance, and spatial computing.

For example, at the 2023 Department of Defense Warrior Games Challenge, alongside wearables partner Oura Ring, Booz Allen provided cognitive and physical human performance insights before, during, and after the Challenge so athletes could prepare, train, and build performance patterns specific to their needs. These insights also built operational readiness and reduced injury risk throughout the event. This pilot was the first in a series of opportunities Booz Allen will pursue in 2023 to test and validate the value and usefulness of our human performance capability for the U.S. Department of Defense.

Booz Allen’s Human Performance Training transforms how athletes, military members, and first responders prepare for and carry out their objectives. We combine traditional strength and conditioning, advanced sports and data science, and immersive simulations to optimize their physical and psychological readiness, wellbeing, and performance. With our integrated approach, elite athletes, military members, and first responders can improve decision making and effectiveness for their mission at hand—and develop physical, social, and mental fortitude beyond the field.

Solutions Center

The Solutions Center, Booz Allen’s software engineering center of excellence, plays a critical role as we dramatically accelerate the development lifecycle for our clients. As mission and enterprise needs become increasingly complex and dynamic, the Solutions Center ensures that our clients never unnecessarily have to start from scratch—and we support critical initiatives with complex delivery in less time than before. The Solutions Center offers a fully integrated foundation of proven, reusable engineering assets and components curated for Booz Allen development teams to accelerate mission impact, along with software engineering training and a developer portal.



From design patterns to software factory capabilities, this optimized approach to delivery enables clients to jump-start the development of critical products and services with a trusted technical foundation. Our approach maximizes efficiency and eliminates risk through technical rigor, and we continuously refine it so each client benefits from our thousands of successful software implementations.

Artificial Intelligence

As the largest single provider of AI services to the U.S. federal government, we understand that AI is not a single technology breakthrough but a complex integration of people, information, experience, processes, and technology that empowers organizations to focus on their missions and act with speed and at scale.

Booz Allen’s investments in key accelerators like aiSSEMBLE™, our proprietary, lean manufacturing approach for AI; our extraordinary talent; our strategic partnerships with large technology providers such as C3.ai and Databricks; and our corporate venture investments in companies like Latent AI, Synthetaic, and Credo AI all serve as the critical building blocks for differentiated AI solutions that align with current and emerging mission needs.

The rise of generative AI has accelerated demand for AI solutions across sectors and industries. For the U.S. federal government, that includes applications for defense, intelligence, and civil government. Booz Allen enables government organizations to design, engineer, and operationalize purpose-built AI solutions for their critical missions.

The rapid democratization of this technology has demonstrated the immediate power and appetite for mainstream, generalized AI to perform a wide range of tasks. It has also led to welcome conversation and legislation on responsible AI. Learn more about our approach to responsible AI on [our website](#).

Partnering with Credo AI
to Advance Responsible AI

Credo AI pioneered a responsible AI platform that enables context-driven, comprehensive, and continuous governance, oversight, and accountability of AI. Our partnership with Credo AI helps us deliver responsible AI capabilities that are practical, tangible, and useful for clients. A key component of this is leveraging Credo AI’s Governance Platform and Policy Packs to deliver Booz Allen’s industry-first Ethical Authority to Operate (E/ATO) assessment for AI systems. The E/ATO enables decision makers to systematically measure the ethical risk of their AI systems, providing a quantitative scorecard of a system’s “Ethical Surface Area.” This scorecard identifies potential ethical risks and policy and regulatory compliance issues, thereby providing clients with avenues to de-risk and recalibrate their AI systems to better align with their organization’s principles, policies, and procedures. This not only ensures their AI ecosystem is measurably responsible, but also enhances the overall performance of AI systems used for critical missions and applications.

SPARKING INNOVATION IN THE COMMUNITY

We empower our people to share their technical and consulting expertise with the community and in ways that benefit our stakeholders. With innovative skillsets, our people bring value to charitable nonprofits through skills-based volunteering and pro bono services and to our stakeholders through events focused on critical client and community challenges.

Driving Equity in Future Technology Education

Booz Allen is committed to driving equity for future STEM education in areas such as engineering, cybersecurity, and artificial intelligence. For the 19th consecutive year, we partnered with FIRST® to support future STEM leaders in Texas; Alabama; Hawaii; the Washington, DC, metropolitan area; and worldwide. To promote access to cybersecurity education, we supported programs for the USS Midway Museum, Girl Scouts of San Diego, and Year Up.

This year, we partnered with Year Up to provide cybersecurity and data analytics training, wraparound support, and access to living-wage career opportunities for 107 young people between the ages of 18-29. Twenty Booz Allen employees worked with the Year Up participants, helping with resume and interview skills while inspiring them to go into public service. Year Up is committed to ensuring equitable access to economic opportunity, education, and justice for all young adults—no matter their background, income, or zip code. Of the organization's graduates, 70% obtained full-time, STEM-related employment.

We also began a new national partnership with the Center for Infrastructure Assurance and Security (CIAS) at the University of Texas at San Antonio. CIAS' K-12 initiatives include digital and physical cybersecurity resources to foster good “cyber hygiene” among students and inspire our youngest citizens to pursue cybersecurity careers. Through Booz Allen's support, CIAS provides free resources for teachers to integrate cybersecurity education into their classrooms.

Equitable Pathways for AI Education

Booz Allen was an early mover in responsible AI education. In 2019, we began a multiyear collaboration with the AI Education Project (aiEDU) that aligns with our goal of equipping young people with the knowledge and tools to work and thrive in an increasingly automated world. As aiEDU's first corporate partner, we helped it build momentum and grow.

Using AI to Identify Uncredited Women Researchers

In collaboration with the Smithsonian's Office of the Chief Information Officer, Booz Allen supported the new Smithsonian American Women's History Museum through Hidden Impacts, a pro bono project. Hidden Impacts uncovered women's roles in research and science—contributions that were often excluded from official documentation or listed under a husband's or family's name. Using AI techniques such as named entity recognition/disambiguation and graph analytics, we enhanced the Smithsonian's capability to locate women's historical contributions in its Open Access content data sets. At the end of the engagement, the Booz Allen team built a searchable network graph showing relationships between women and their collaborators, institutions, and collections—and unearthing previously hidden networks and collaborations.

In January 2023, the Booz Allen Foundation hosted the DC Capital Region AI Education Summit, which brought together more than 150 education and nonprofit leaders, tech partners, and government officials to discuss the importance of equitable AI education and ways to integrate responsible AI into the classroom. The summit created a template for similar gatherings across the country and grew awareness of aiEDU, leading to dozens of requests from school districts and nonprofits interested in collaboration and partnership—including a July follow-up training for Washington, DC area teachers with 400+ registrants.

In March 2023, aiEDU rallied 50+ partners to launch a national call to action for AI education at a South by Southwest EDU (SXSW EDU) event hosted by Booz Allen that brought together stakeholders from around the country to promote a goal for 500 school districts across the U.S. to incorporate an ethical and equitable AI education curriculum.

The Helix, Booz Allen’s Center for Innovation

When it comes to delivering mission impact, seeing truly is believing. In November 2022, Booz Allen opened the doors to The Helix, Booz Allen’s Center for Innovation. The Helix is a platform for showcasing our world-class innovation and building community and affiliation among clients, partners, and employees. We bridge the physical distance between Washington, DC; Silicon Valley; and everywhere in between with an immersive and compelling showcase of our people, trusted expertise, and disruptive capabilities, demonstrating how we bring our collective ingenuity to help clients solve their emerging challenges of today and position them at the forefront of tomorrow.

The Helix pulls back the curtain on emerging technologies like artificial intelligence, 5G, and digital twins, making them accessible and immediately applicable to critical U.S. federal government missions.

The Helix prominently features Booz Allen’s ESG strategy in both small and large ways. Its storytelling rotunda describes our three ESG pillars through stories on climate, our COVID response, and our DEI efforts. We help empower diverse talent by showcasing the thought leadership and technical strength of diverse team members within our demonstrations and stories. We make innovation accessible to all by featuring content that ranges from beginner to advanced levels and hosting guests from a variety of organizations. Finally, we help drive community resilience by featuring content ranging from how AI can support climate disaster preparedness to how data visualizations can illuminate the health of a community.

The Helix offers bespoke tours that draw from over 250 unique stories, events that can accommodate both in-person and hybrid audiences, and private meetings for deeper conversations around the technology featured.

Since opening, The Helix has hosted over 180 tours, meetings, and events for over 1,900 guests that include clients, corporate partners, community organizations, the startup community, and Booz Allen talent. From middle school students exploring careers in STEM to senior defense leaders seeking to understand the role of digital twins in base security, The Helix has helped make the invisible visible and introduced guests to the power of emerging technology in solving mission-critical challenges.



Mission Impact Profile

TRAINING FOR SUSTAINABLE PERFORMANCE
WITH DATA & TECHNOLOGY

Based in science and matured by emerging technology, [human performance](#) is a new training paradigm that transforms how individuals, teams, and organizations prepare for and carry out their missions. At Booz Allen, human performance training brings together traditional strength and conditioning experts with leading technologists to improve individual and team performance. Our approach is bringing insight-driven readiness to the mission faster—all to mitigate injury risks, speed recovery time, and deliver holistic assists to a trainee’s cognitive and overall wellbeing.

In June 2023, Booz Allen served as a tech integrator for the DOD Warrior Games Challenge in San Diego, California. In collaboration with [Oura](#), a leading developer of wearable technologies, Booz Allen human performance coaches helped veteran athlete participants use Oura Rings to gather and analyze metrics about their sleep, movement, and recovery. Guided by the data, Booz Allen human performance coaches helped athletes assess their daily training and fine-tune their performance—from sleep and recovery strategies to restorative activities like yoga and stretching. The collaboration between Booz Allen and Oura demonstrates how partnerships between industry and leading commercial sector innovators can help bring emerging technology to life, as solutions are

tested and optimized side by side with DOD in a host of mission-relevant environments.

Through interview statements during the Challenge, many athletes drew parallels with how these readiness insights would apply in training for real-world conflict. In broader use, organizations can blend this type of data snapshot into dashboards that support large-scale decision making about training, deployment, and overall force fitness. Measuring and improving training protocols in this way—with a holistic, flexible, and realistic technology platform—is quickly emerging as the future of accelerated readiness strategies.

As it stands, mental and physical fitness are central to the U.S. military recruitment gap, with less than a quarter of Americans even qualifying for service. Not to mention, [army recruits](#) who make it to basic training are getting injured at an alarming rate, both chipping away at fighter reserves and costing the government millions of dollars in rehabilitation.

Using human performance data, military leaders can recalibrate training and testing standards to personalize training and reduce the risk of injury. Consider that, in 2022,



Booz Allen is proud to provide analytics-driven training solutions to DOD to enhance performance, drive real-time insights, and give service members the power to master the mission. These insights prepare warfighters, analysts, and astronauts to perform at their maximum potential, build resilience, and realize major improvements in their wellbeing over time.”

– Munjeet Singh, Senior Vice President, Booz Allen



nearly [30%](#) of female recruits were injured on average each month during Army basic training. Training calibrated to their differences can provide early intervention for these issues and help to retain recruits that may have otherwise been injured or unfit to continue their military occupation.

Whether serving the heroes of the Warrior Games Challenge or developing solutions for military and civilian clients, we are imagining, inventing, and delivering new ways to maximize physical and emotional wellbeing—harnessing technology to drive individual, organizational, and community resiliency.

PILLAR 3

DRIVE COMMUNITY RESILIENCE

We believe all communities should be equipped with knowledge and tools to prevent, prepare for, and recover from cyber threats, natural disasters, global pandemics, and other disruptions.

We aim to protect communities against evolving threats by acting as stewards of our environment and extending our technical and consulting expertise to the U.S. government, our nonprofit partners, and the communities we collectively serve. We seek to minimize our climate impact by reducing our energy use and greenhouse gas (GHG) emissions while leveraging innovative technology and other client capabilities to generate positive environmental impacts. We are also vigilant in protecting against threats to the security of systems upon which Booz Allen, our clients, and the public rely, implementing digital privacy and data privacy practices for both Booz Allen and our communities.



Material Topics

- ▶ Access & Affordability
- ▶ Business Model Resilience
- ▶ Climate Change & GHG Emissions
- ▶ Community Relations
- ▶ Customer Privacy & Data Security
- ▶ Innovation & Technology
- ▶ Physical & Sociopolitical Risks

RESILIENT ENTERPRISE & WORKFORCE

To protect our people and mitigate the impacts of disruptions, our business assurance and business continuity programs partner across the enterprise to plan for, respond to, and support recovery from a variety of scenarios. Our Business Assurance Office plans for and manages crises that could endanger the life, safety, and wellbeing of Booz Allen people and disrupt business operations.

We engage in proactive risk monitoring, employee outreach, local- and executive-level planning, and stakeholder training to ensure all areas of our firm are prepared for potential threats. As Booz Allen’s facility footprint continues to evolve, we leverage workforce data, including home locations, to understand the distribution of our workforce—with an eye to understanding our risks for both recurring known threats, like seasonal natural disasters, and unpredictable events, like acts of violence.

Our 24/7 Global Security Operations Center (GSOC) keeps watch on evolving threats. When real-world incidents occur, our Business Assurance Office provides tactical response leadership to ensure local leaders in our geographically based Incident Command Teams (ICT) have all needed cross-functional support. We leverage the emergency alert system (EAS) to push out emergency guidance and account for the wellbeing of colleagues, and we partner with the Employee Care Center to provide personalized follow-up to support recovery.

Our Business Continuity Program Office maintains and promotes the firm’s business continuity management system through business continuity plans, critical business operations recovery strategies, education initiatives, and related exercises to ensure our corporate functions can continue to operate and serve our clients during and following business disruptions. Through this multifaceted approach and close cross-team collaboration during crises, we foster resiliency and protect our business operations, including our people, physical and intellectual property, services, products, and assets. That supports our objective to provide continuous support for our corporate and clients’ missions.

Our GSOC and Business Assurance Office monitor global developments and are trained to act in coordination with colleagues from across the enterprise when needed. This matrixed approach helps multiple business functions, including the Security Services, Global Workplace, People Services, and Enterprise Technology Services and Solutions teams, operate as one team to provide consistent and coordinated support for our people.

During the most severe incidents, the executive-level Crisis Management team offers leadership and guidance, facilitates decision making, and prioritizes resources to support our people.

Employee Emergency Preparedness

To make sure our people know what to do when certain emergencies strike, we offer preparedness awareness resources (e.g., topical articles in the firmwide newsletter and intranet, facility signage, on-demand e-learning), and we conduct training and provide recommended outreach messaging for local office leadership to cascade through our ICT program. Booz Allen also uses the EAS to provide timely, actionable guidance to employees and, when necessary, to account for their safety. Each quarter, we conduct firmwide EAS tests to ensure employees keep their contact information updated. The tests also reinforce a habit of responding promptly to alerts, enabling us to focus manual follow-up efforts during real emergencies on our people who might truly need assistance.

Enhancing Enterprise Resiliency

Resiliency Through Best Practices: In 2023, Booz Allen was recognized with a “Best in Resilience” certification from Everbridge, indicating our organization has met or surpassed benchmarks in key measurable areas, thus demonstrating our commitment to firmwide resilience. The assessment specifically highlighted our strengths in data and analytics, communication, and collaboration. It cited our capabilities to take in a variety of threat intelligence sources, layer on knowledge of the specific locations in which we operate (including homes), assess risks, and implement appropriate response measures.

We build resiliency into our formal global business continuity management system and maintain an active certification for that system, International Organization for Standardization (ISO) 22301:2019. This certification is evidence of our conformance to the industry-neutral best practices identified as necessary to maintain operations during a disruption. In addition, we leverage state-of-the-art technology to enhance the efficiency and effectiveness of our business continuity processes and plans.

Managing Incident Response: Booz Allen employs crisis/incident management, global risk monitoring, and coordinated response to critical incidents, tapping dedicated teams of experts before, during, and after incidents to implement swift, effective solutions that minimize adverse impacts on our people, property, operations,

stakeholders, and clients. In FY23, our notable response efforts included supporting the business in Europe during the Russia-Ukraine war and energy crisis, providing guidance and resources from pre-landfall through full operational recovery during Hurricane Ian in Florida, and accounting for employees following the October 2022 crowd crush incident in Seoul, South Korea. We also have technological recovery solutions that protect the firm’s valuable information assets, whether in a Booz Allen facility or on the go. See more information on [page 46](#) of this report.

Keeping Our People Safe: We recognize that some parts of the world and specific lines of business may face higher threat levels. Accordingly, our risk matrix requires that subject matter experts review travel to identify high-/elevated-risk locations and certain types of work environments to ensure appropriate safeguards and mitigation plans are in place. We provide our people with location-specific protection and risk intelligence through pre-trip guidance, emergency applications, and tailored communications protocols; monitoring by our 24/7 GSOC; and mitigation, planning, training, and response support.



CLIMATE CHANGE

Addressing the monumental significance of a changing climate on our clients, people, and communities requires us to continue improving our ability and the ability of our communities to work together with purpose. Climate change has the potential to transform how we move forward as a global society—making us uniquely placed to support this transition with our people’s expertise and new technology capabilities.

Our role as a trusted partner relies on demonstrating our high accountability standards, whether through our environmental efforts or how we engage with our communities. We strive to comply with all applicable environmental laws and regulations and incorporate leading practices such as greenhouse gas (GHG) reduction measures, efficient use of resources, and minimizing waste generation in our operations whenever possible. We develop innovative and sustainable solutions for our clients to address global challenges while promoting responsible consumption of resources in operating our business. In our 2021 ESG Report, we announced our commitment to set firmwide emissions targets in line with climate science that are designed to enable us to achieve net zero GHG emissions by 2050. We submitted our near-term and net zero targets in late 2022 and are collaborating with the Science Based Targets initiative (SBTi) to achieve their validation of our targets.

Using FY20 as a baseline, we are developing a climate action plan that aligns with the rigorous criteria established by the SBTi and with the Paris Agreement’s recommended 1.5°C threshold. Under the governance of our ESG Committee, we are addressing our emissions in line with both our short-term science-based targets and our long-term net zero commitment through a formalized, cross-functional Climate Impact Initiative.

The Climate Impact Initiative is organized around four key objectives:

1. Reduce our Scope 1 and 2 emissions.
2. Engage with our value chain to reduce our Scope 3 emissions.
3. Partner with business leaders to integrate climate considerations into our business strategy, corporate value proposition, and business solutions.
4. Empower employee groups and engage with the community to influence climate action.

IN FY23, WE SUBMITTED TWO GOALS TO THE SCIENCE BASED TARGETS INITIATIVE (SBTi): AN OVERALL 50.4% EMISSIONS REDUCTION BY 2032 AND A 90% REDUCTION BY 2050. THESE GOALS SUPPORT THE SBTi GOAL OF REACHING NET ZERO EMISSIONS BY 2050 TO LIMIT THE GLOBAL TEMPERATURE RISE TO 1.5°C.

We continue to build awareness across the firm about how to further embed climate change into our strategic decision making and to consider the second- and third-tier climate impacts of business decisions. As part of this effort, we are working to integrate consideration of climate risks across our organizational strategy and enterprise risk-management processes. We are reviewing the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) to guide us in finalizing our climate risk assessment. Developed using data from key financial and facility systems, as well as data from external platforms such as the Federal Emergency Management Agency (FEMA) and National Oceanic and Atmospheric Administration (NOAA), our climate risk-assessment tool is expanding to include health and safety of our people, securing our business operations, impact of local regulations, and facility operations and maintenance.

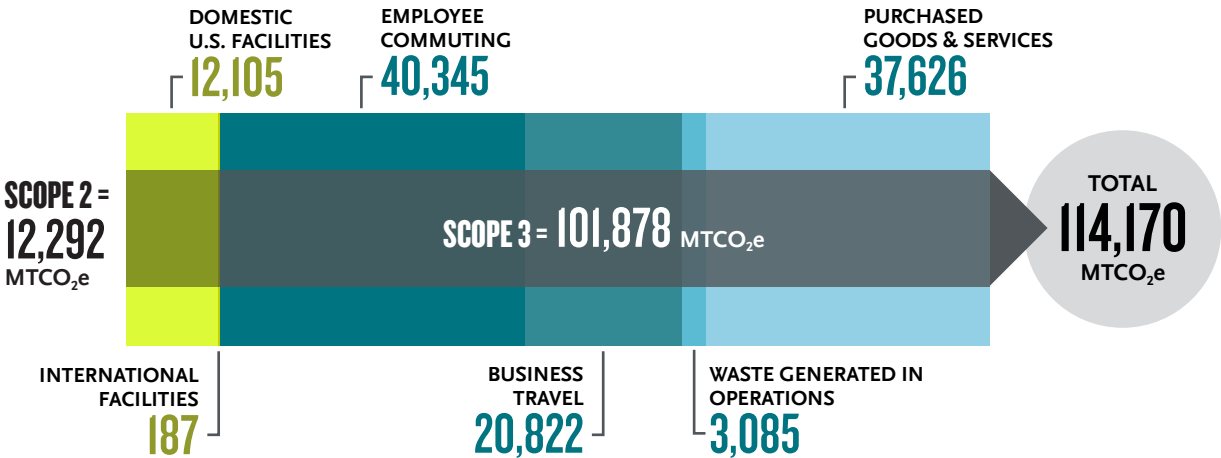
Most of our carbon footprint falls within Scopes 2 and 3 (our Scope 1 emissions from fleet vehicles and stationary combustion are negligible and therefore not pictured). Our

U.S. and international real estate holdings comprise approximately 2.5 million square feet of leased space. While we do not own or manage any of the buildings our people occupy, we structure our space selection process, lease agreements, workspace design, and telework capabilities to minimize energy use and resulting GHG emissions.

We continually challenge ourselves to expand our emissions reporting and data management. Reflecting that commitment, we expanded our Scope 3 reporting in FY23 to include two new categories: Category 1: Purchased Goods and Services and Category 5: Waste Generated in Operations. We evaluate the applicability of all Scope 3 categories to our operations on an annual basis, and we will add new categories to our inventory as appropriate.

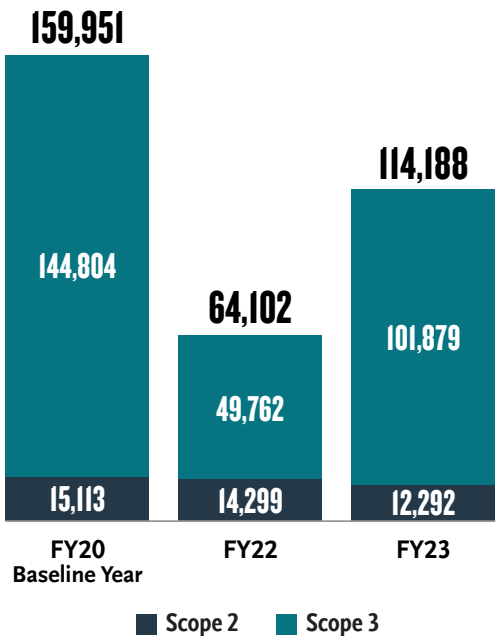
Reported Scope 3 emissions represent roughly 90% of our total emissions. Given that, we recognize the need to assess and proactively engage with our value chain to reduce our emissions.

FY23 GREENHOUSE GAS EMISSIONS*



*Our emissions methodology and calculations have been independently verified by Apex Companies LLC. Note that due to rounding, numbers presented in this graphic may not add up precisely to the totals provided. Scope 1 Emissions from Fleet Vehicles and Stationary Combustion are negligible and therefore not pictured.

ANNUAL GREENHOUSE GAS EMISSIONS*



In 2023, we expanded the categories included in our Scope 3 calculations to include Category 1: Purchased Goods & Services and Category 5: Waste Generated in Operations. Without these new categories, Scope 3 GHG emissions would total 73,477.33 metric tons of carbon dioxide equivalent (MTCO₂e). To find out more about emissions and methodology, please see our [Greenhouse Gas Emissions Report](#).

In 2015, we set targets to reduce by 2026 our Scope 2 emissions per square foot and Scope 2 emissions per employee by 15% using a 2014 baseline, and we achieved both goals well ahead of schedule. While we are still seeing an overall downward trend in both measures compared to the 2015 baseline, we did see an increase in emissions per employee from FY22 to FY23. Without the addition of new Scope 3 reporting categories, we estimate a 2.3% year-over-year increase in emissions per employee.

Year-over-Year GHG Emissions

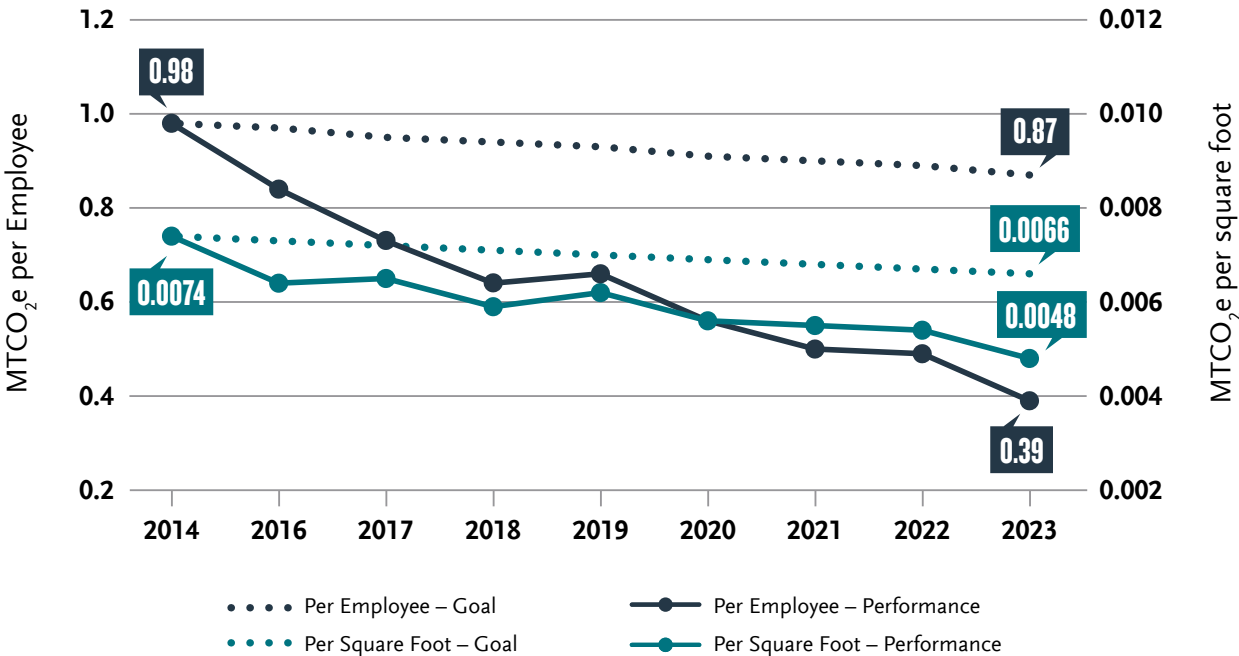
Although our Scope 1 emissions remain negligible and do not affect our progress on emissions reduction goals, we decreased Scope 1 emissions by 57% in FY23 (YOY) and by 48% against the FY20 baseline.

Under Scope 2, our facilities-related emissions decreased by 14% (YOY), resulting in an 11% (YOY) decrease in emissions per square foot. This was despite increased facility use after the COVID-19 pandemic. We attribute this decrease to both a strong partnership between the ESG team and Global Workplace team and a strategic, intentional approach to emissions reduction in our real estate, all of which is leased.

Our Scope 3 emissions increased from FY22 to FY23, reflecting increases in business travel and employee commuting as well as inclusion of additional categories and employee headcount growth. Emissions related to business travel increased 73%, reflecting the growth of in-person business activities following the COVID-19 pandemic; however, these emissions are 41% below the FY20 baseline.

Our GHG emissions inventory and performance are verified by an independent, third-party firm, which provided Reasonable Assurance of the Scope 1 and Scope 2 data and Limited Assurance of the Scope 3 data we include in this report.

PROGRESS ON SCOPE 2 GOALS



CYBERSECURITY & DATA PRIVACY

Introduction

Approach
to ESG

Empower
Diverse Talent

Make Innovation
Accessible to All

+ Drive Community
Resilience

Corporate
Governance

Appendices

In this data-driven world, efficiently protecting technology assets and the information they contain is one of the most important responsibilities of technology teams. To achieve this, Booz Allen is rapidly maturing corporate and client data discovery, protection, and governance capabilities. Those include enforcing our data policy, adapting to new threats, and maintaining compliance with continually evolving legal frameworks for data protection.

Cybersecurity

The cyber threat landscape is dynamic and evolving. These threats have compounded as connectivity grows between physical and digital systems. Cyber threats can compromise critical information, disrupt operations, undermine national security, and even put lives in jeopardy. Our clients entrust information to us that is essential to national security and global stability. Because of the importance of this information and its relationship to the overall success of our business, all information owned by or entrusted to Booz Allen must be handled with care and in accordance with industry-standard policies and procedures.

The work of our Enterprise Cybersecurity team is guided by three strategic priorities: protect data and infrastructure, manage cyber risks to the business, and build operational excellence and resiliency. With these in mind, the team fulfills its mission of protecting our firm’s data and infrastructure while enabling us to adapt for continued business growth and evolving client requirements. In FY23, Booz Allen renewed its focus on data protection tools, such as sensitivity labels, and internal processes, such as data loss prevention (DLP).

In FY23, Booz Allen continued to build operational excellence and resiliency by maintaining a “SHIELDS UP!” posture, reflecting U.S. Cybersecurity and Infrastructure Security Agency (CISA) guidance in response to Russia’s invasion of Ukraine. The Enterprise Cybersecurity team uses information from the government, private information-sharing organizations, paid commercial sources, and open-source intelligence to inform preventative controls, detection capabilities, and response procedures and to brief leaders throughout the firm. The team closely monitors the firm’s attack surface to ensure vulnerabilities are identified, mitigated, and remediated before attackers can exploit them, remediating well over 1 million vulnerabilities during FY23. It also conducts frequent, unannounced Red Team operations (offensive security experts who engage in exercises to attack an organization’s cybersecurity defenses) against our cyber defenders to validate detection and response procedures while using automated adversary emulation to validate security controls.

We take steps to ensure suppliers will protect Booz Allen information and entrusted information in compliance with applicable legal, regulatory, and contractual requirements. We include provisions in our supplier agreements that

incorporate applicable information security requirements, and we require our suppliers to confirm their compliance with these requirements. Depending on the nature of a supplier’s work and the sensitivity of the Booz Allen and entrusted information provided to the supplier, we require suppliers to complete our security questionnaires (based on data categorization) and provide evidence of security accreditations (e.g., ISO 27001, SOC 2 Type 2), and we evaluate supplier compliance with security requirements using internal and third-party resources.

- ▶ Our enterprise IT complies with and is assessed against NIST SP 800-171, which sets standards for safeguarding sensitive information on federal contractors’ IT systems and networks.
- ▶ The Audit Committee leads the Board of Directors’ efforts with respect to the oversight of cybersecurity risk.
- ▶ Approximately 65.4% of our people hold security clearances.
- ▶ More than 5,600 of our people hold at least one cybersecurity certification.

Our cybersecurity program is designed to protect assets, such as our networks and data centers and the information they transmit and store. As a member of the Defense Industrial Base (DIB), Booz Allen is subject to mandatory assessment by the Defense Contract Management Agency (DCMA). In FY23, we prepared for the assessment, which was completed in June 2023 at a Defense Industrial Base Cybersecurity Assessment Center (DIBCAC) High Confidence Level.

Given the highly sensitive nature of much of our client work, we prioritize cybersecurity. Our people utilize technology and best practices to help protect our networks, systems, and data assets. Further, we work closely with our suppliers to minimize cybersecurity risks and, as appropriate, flow down applicable laws and regulations.

Data Privacy

Rapidly evolving global regulations and the growth in the volume and use of personal data have advanced the need to consider privacy rights and practices in all aspects of our work. Beyond applicable regulatory requirements, we carefully assess the impact our work has on individuals and strive to use information in proportional and appropriate ways. To do this, we monitor and educate ourselves on the most current privacy laws and regulatory requirements, industry best standards, and ethical considerations; participate actively in legal, ethics, and compliance organizations; and apply the legal, ethical, and risk implications of laws and industry standards to Booz Allen data protection practices and technologies. Our monitoring extends to U.S. state and federal, regional, and international laws as well as industry best standards. In FY23, we invested in technology and services to enhance our ability to monitor and educate ourselves on new laws as well as how current laws are modified or applied to new technologies.

We focused our FY23 efforts on developing and modifying policies and procedures, updating vendor and client data privacy exhibits, and educating our people through a new intranet privacy library and other enterprise-wide communications. We also purchased a tool that automates privacy program processes and can work in conjunction with other automated compliance tools Booz Allen uses, in turn supporting our VoLT strategy. Through our processes, we continually reach out to the enterprise and client sector teams to perform privacy impact analyses, implement privacy risk management and governance, provide privacy guidance related to risk and privacy by design, and utilize our contractual data privacy exhibits and data transfer agreements to protect the information we collect and process.

In FY23, we engaged a third party to assess our data privacy program, as we periodically do, and we will incorporate their feedback into the FY24 privacy strategic plan. Also in FY23, we initiated discussion and planning for an enterprise-wide outreach and oversight program that will become part of the FY24 plan.

All Booz Allen people receive training on handling personal data, and we provide role-based training on regulated data types and best practices when applicable. In FY23, we rolled out a new privacy training for all employees, and we identified additional enterprise teams for annual role-based privacy training, adding the information to our learning management system to alert employees of the requirement and track compliance.

We believe in using personal data for legally permissible and specified purposes, and only for as long as necessary. Our FY23 efforts included assessments and adjustments to evaluate and confirm our use of robust data minimization and least-access/privilege practices. Our philosophy is to provide clear notice when we use personal data and limit its use to clear business needs, consistent with the expectations of the individuals and clients whose data we protect.

Cybersecurity
Training

We protect our assets by training our people, building a strong security posture across the firm by regularly updating our people with relevant, tailored training and awareness building.

All employees must complete annual information security training. The training covers Information Security Policy content, including sensitivity labeling and handling different types of data, protecting physical and IT assets, and security best practices.

One of the most prevalent threats today and in the recent past is phishing. We're proud to report that Booz Allen has remained below the 12% industry click rate for phishing susceptibility for three consecutive years, which is due to our continuous awareness reports and end-user training. Users we identify as susceptible to cyber threats become part of a list of at-risk users and receive training opportunities throughout the year. We partner with the Cyber Threat Intel (CTI) team to ensure our phishing simulations emulate real cyber threats. Those real threats become templates to test users' ability to identify and correctly report phishing emails. We also regularly post cyber awareness advisories to internal communication platforms to reduce susceptibility to cyber risks.

RESILIENCE THROUGH COMMUNITY ENGAGEMENT

We support and partner with charitable organizations directly addressing the most pressing needs of local communities in the U.S. and internationally. We help these organizations protect their own assets, achieve their missions, and ultimately increase the resiliency of the people and communities they serve.

We support organizations such as the Foundation of the Greater Washington Board of Trade and Spur Local to build stronger communities; Wolf Trap Foundation for the Performing Arts, the Kennedy Center, and the National Children’s Museum to support cultural and educational outreach in local communities; and Children’s National Hospital and the Children’s Inn at the National Institutes of Health to improve health outcomes for our youngest community members.

COMMUNITY INVESTMENT VALUE	FY21	FY22	FY23
Financial Contributions ¹	\$3.09M	\$5.88M ³	\$7.70M ⁴
Pro Bono Services ²	\$2.26M	\$878,000	\$192,000

¹Direct payments from Booz Allen to nonprofit organizations are classified as contributions in our financial system. These include but are not limited to employee-directed corporate contributions associated with matching grants, volunteer service grants, and volunteer recognition programs.

²Attributed fair market value of in-kind consulting services provided at no cost to charitable organizations. The FY21 and FY22 values have been restated due to a calculation error.

³\$2M of which was a special allocation to the Booz Allen Foundation.

⁴\$3M of which was a special allocation to the Booz Allen Foundation.

IN FY23, WE DONATED \$632,000 TO SUPPORT DISASTER PREPAREDNESS AND INTERNATIONAL RELIEF, INCLUDING \$128,000 IN EMPLOYEE GIVING AND \$504,000 IN DONATION MATCHING AND CORPORATE GRANTS.

We take a proactive approach to investing in charitable organizations that help communities prepare for, respond to, and recover from natural disasters and other humanitarian crises. These organizations include the American Red Cross, Good360, the Information Technology Disaster Resource Center (ITDRC), SBP, Team Rubicon, and CARE.



FY23 COMMUNITY ENGAGEMENT BY THE NUMBERS

Through Booz Allen Cares, a digital platform, the Community Impact + Philanthropy team vets nonprofit organizations before providing employee volunteer support, in-kind services, and financial contributions—an important step to mitigate business, legal, and reputational risks. We also encourage employees to use Booz Allen Cares to record their personal and firm-supported volunteer hours and make personal financial contributions to nonprofit organizations, which Booz Allen matches at times. To learn more about the types of organizations and activities eligible for Booz Allen’s support, please visit [our website](#).



\$1.45M

donated by 2,172 employees to more than 2,600 nonprofit organizations, a 5% year-over-year increase in employee giving



\$210,024

provided through our Impact Awards, where employees earn donations to the nonprofit organizations of their choice by logging their volunteer hours



56,401

hours of volunteer service contributed by employees to nonprofit organizations



\$7.7M

in corporate charitable contributions to nonprofit organizations



649

charitable nonprofit organizations benefited from employee volunteering



74

employee volunteers represent their offices or employee networks on our centrally managed Community Engagement Council to drive and empower colleagues to participate in local community impact efforts



Partner Spotlight: CARE

As communities around the world faced disasters and crises, we worked with CARE, our humanitarian response partner, to quickly respond with matching gift campaigns. More than 310 employees participated in our campaign to help people affected by earthquakes in Turkey and Syria, raising \$155,000 in employee donations and corporate matching for CARE’s aid programs. As members of CARE’s Board of Directors, our CEO, Horacio Rozanski, and our Nominating and Corporate Governance Committee Chair, Michèle Flournoy, provide advisory support to the CARE mission, and the firm also supports CARE’s programs through event sponsorships.

Mission Impact Profile

BUILDING BELONGING FOR
MILITARY FAMILIES OF COLOR

We’re partnering with the nonprofit Blue Star Families to help military families of color feel more at home and included in the local communities where they live and serve. It’s part of our enduring commitment to the non-profit that has lasted for more than a decade. As the military works to build a diverse all-volunteer force, ensuring a sense of belonging and community is an imperative for force readiness and U.S. national security.

As part of groundbreaking research in its [Campaign for Inclusion](#) (CFI), Blue Star Families has surveyed military families of color annually since 2020. Creating an intentional space to listen to military families of color, the goal is to better understand how racism and discrimination impact them—and, by extension, overall military readiness.

To dig deeper into the data and jump-start robust discussion around this important work, we hosted a roundtable session together with Blue Star Families at [The Helix, Booz Allen’s Center for Innovation](#), in Washington, DC. Listening and problem-solving in a modern yet intimate setting created a trusting environment for participants to listen openly, think creatively, and build solutions together.

More than 80 military, government, community, and industry stakeholders took part in this convening. They shared findings from CFI research, highlighted best practices, and identified creative community solutions that help address the complex challenges to building a diverse all-volunteer force and building belonging for military families.

In establishing the CFI, Blue Star Families openly recognizes the defense community’s recruiting and retention crisis, along with society’s long history of discrimination. Significant findings from CFI research make it clear that representation matters. One in four active-duty respondents are part of a multiracial/multiethnic family. And by 2027, most recruitable U.S. adults will be people of color. To build bridges to belonging for military families of color, the defense community needs military and community leaders who are as diverse as the population they serve.

Proudly collaborating on CFI is just one way that we’re innovating with Blue Star Families—and advancing critical issues that affect military readiness. For example, we’re also supporting the [CFI DEPLOY Fellowship Program](#), which helps build a pipeline of diverse and talented leaders within military- and veteran-serving organizations nationwide.



At the heart of our business is a passion to bridge the gap and remove social and systemic barriers, providing opportunities and ideas that lead all of us to a more equitable representation across industry, the defense tech sector, and the communities we serve.”

– Gen. (Ret.) Dennis Via, Executive Vice President, Booz Allen



Through our innovative partnership with Blue Star Families, we’re continuing to make a positive impact for the nation’s military families—when and where it matters most. We aim to empower the military community from the inside out.

CORPORATE GOVERNANCE

As a global firm, we strive to integrate best practices in governance, risk management, and ethics, as well as our respect for human rights, throughout our value chain.

Many of our corporate policies, along with our commitments and perspectives on business-relevant ESG topics, are shared with our stakeholders on [our website](#). These express expectations of our directors, employees, and business partners, such as those included in the Code of Business Ethics and Conduct and the Supplier Code of Conduct. Our commitment statements describe how we address societal priorities such as conflict minerals, corporate political involvement, and environmental sustainability.



Material Topics

- ▶ Business Model Resilience
- ▶ Customer Practices
- ▶ Ethical Corporate Behavior
- ▶ Governance Structures & Mechanism
- ▶ Human Rights
- ▶ Labor Practices
- ▶ Physical & Sociopolitical Risks
- ▶ Sourcing Efficiency & Management
- ▶ Transparency
- ▶ Workforce Management

BOARD OF DIRECTORS

We hold ourselves accountable through responsible transparency, and we are guided by our Board of Directors to achieve sustainable, quality growth for the long-term success of the firm and its stakeholders.

Our Board of Directors guides the firm’s overall strategic direction and provides oversight of the firm’s strategy, risk mitigation, operations, and management. With their diverse backgrounds, ages, expertise, and tenures, as reflected in more detail in our Board Skills Matrix, our directors bring a variety of viewpoints to the table. To view the Board Skills Matrix, please see page 8 of our [FY23 Proxy Statement](#).

The Board and its Committees guide our ESG strategy and disclosures as follows:

BOARD OF DIRECTORS: Considers ESG matters as part of long-term strategic planning and receives regular briefings on ESG matters from its Committees and management.

NOMINATING AND CORPORATE GOVERNANCE COMMITTEE: Chartered oversight of ESG impact management and reporting.

AUDIT COMMITTEE: Chartered oversight of enterprise risk management, cybersecurity and other security matters, and the firm’s Code of Business Ethics and Conduct.

COMPENSATION, CULTURE, AND PEOPLE COMMITTEE: Chartered oversight of compensation, benefits, and other human capital matters, including Board support for management succession planning.

The Board believes management succession planning is one of its most important responsibilities. On an annual basis, in collaboration with the Chief People Officer, the Chair leads the Board in in-depth discussions concerning Chief Executive Officer succession, including in executive session, and the Chief Executive Officer leads the Board in a discussion concerning senior management succession.

¹All data presented in this report regarding the Board of Directors is reflective of the Board’s composition and activities as of March 31, 2023.

²For a member of the Board of Directors to be considered independent, the Board of Directors must determine that the director has no other material relationship with the company directly or as a partner, stockholder, or officer of an organization that has a relationship with the company. This standard is determined by our Corporate Governance Guidelines and applicable NYSE listing standards.

Board of Directors At A Glance (FY23)¹

- ▶ Ten of 11 members of our Board of Directors are independent²
- ▶ Average Director Tenure: 8.6 years
- ▶ Independent Chairman and Presiding Director
- ▶ Chairman and CEO roles are separate
- ▶ The Audit; Compensation, Culture, and People; and Nominating and Corporate Governance Committees are entirely comprised of independent directors
- ▶ 63% (7 of 11) are gender and/or racially diverse
- ▶ 45% (5 of 11) are women
- ▶ Our Board of Directors seeks diverse members, as defined in our Corporate Governance Guidelines, and new members are selected in accordance with the criteria set forth in our Corporate Governance Guidelines
- ▶ Our Board of Directors typically participates in at least one annual education session. Previous sessions have addressed ESG topics such as Diversity, Equity, and Inclusion
- ▶ The Board of Directors and the Audit; Compensation, Culture, and People; and Nominating and Corporate Governance Committees perform annual self-assessments of their operations and effectiveness and set goals for the future

ETHICS & COMPLIANCE

At Booz Allen, our commitment to operating with the highest ethical standards goes hand in hand with our purpose and values. Our Code of Business Ethics and Conduct describes and mandates how we put our ethical standards, values, and purpose into action. Together they guide our firm and inform how we engage with our clients, competitors and partners, and other external stakeholders.

Our Ethics and Compliance program helps our people understand their important role and responsibilities in creating our culture of integrity. It provides leadership and establishes rules around how we as a firm strive to do what is right while operating our business in compliance with applicable laws and regulations, including laws governing anticorruption, competition, data privacy, and international trade compliance, among others. The program is anchored in key controls and processes, driven by our risk management mission, and supported by the effort we invest in regularly assessing our risks and controls. Our chief ethics and compliance officer leads the program and, along with a team of ethics and compliance professionals, receives oversight and guidance from our executive-level Ethics and Compliance Committee and the Board of Directors Audit Committee.

To equip our people with the information they need to live our value of ferocious integrity, we use firmwide training and awareness-building campaigns designed to keep important ethics and compliance topics top of mind. Through our firmwide Ethics Advisors program,

we provide designated employees who serve in this role with resources and education on ethics and compliance topics, which they in turn share and discuss with their colleagues. The ethics advisors serve as a force multiplier for the Ethics and Compliance program, acting as ambassadors who relay information, as well as an intake channel to whom employees can report compliance or ethics concerns. We also host an annual Ethics and Compliance Week, which has included panels of senior firm leaders speaking about the importance of operating with integrity, along with leaders from our Investigations team, who drive greater transparency by speaking about our investigations process and internal system of organizational justice. Throughout the year, we celebrate and reward employees who exemplify our values and demonstrate the firm’s commitment to ethics and compliance. During our Ethics Week celebration, we honor and showcase employees who live our value of ferocious integrity through their words and actions with our Ethics Champions awards—one of the highest awards Booz Allen offers employees.

**FIRMWIDE MANDATORY TRAINING
COMPLETION RATES REGULARLY
EXCEED 99%, AND EMPLOYEES WHO
FAIL TO MEET TRAINING DEADLINES
ARE HELD ACCOUNTABLE.**

Mandatory Training

We require firmwide, annual Ethics and Compliance training to help guide employees and provide them with the information needed to live our purpose and values and to adhere to our Code of Business Ethics and Conduct. Additional role-based training is required of some employees, such as those who handle certain types of sensitive or entrusted information or serve as people leaders. The firm-mandated training covers a variety of risk-based focus areas, such as data privacy and protection, information security, competition, anticorruption, organizational conflicts of interest, time reporting, use of social media, and intellectual property, among others.

Commitment to Continuous Improvement

We regularly survey our people to gauge the effectiveness of our ethics and compliance initiatives, assess our firm’s culture, and obtain feedback on how we can make our program even more useful and effective as we move forward in an always-evolving regulatory environment. We also conduct comprehensive risk assessments and benchmarking exercises to evaluate our key and emerging compliance risk areas. This enables us to identify new requirements and risks, determine whether program enhancements are needed to address these requirements and risks, and assess whether the program is operating as designed. Our compliance monitoring function drives and facilitates the use of data to inform our risk assessment process, strategic planning efforts, and program assessments.

We have been recognized by Ethisphere, a global leader in defining and advancing the standards of ethical business practices, as one of the “World’s Most Ethical Companies” for four consecutive years, a rarity among our immediate industry peers.



Our Commitment to Nonretaliation

We rely on all Booz Allen employees to promptly escalate concerns about our firm’s business or business practices. This information is vital to honoring our commitment to cultivate an ethical culture and stay true to our purpose and values. We provide multiple avenues for our people to do so, including our Ethics Helpline, which is always available and provides the option to report issues anonymously.

We have a network of more than 150 employees serving as ethics advisors, another firm reporting channel, to whom employees can report concerns outside of their management chain. We also provide channels outside of Legal, Ethics, and Compliance (LEC) to report concerns regarding the LEC function or its members, and these reports are subject to investigation by non-LEC resources. Our Ethics Helpline is also available to our suppliers, clients, and the general public to report concerns. Every report is evaluated and, if appropriate, investigated by our Legal Investigations and/or Employee Relations teams. Booz Allen strictly prohibits retaliation against anyone who raises a concern in good faith.

Technology-Enabled Compliance

We enhance our Ethics and Compliance program through the use of technology. Over the past year, we implemented several new and enhanced existing technology solutions, including an integrated Ethics Reporting Helpline and Investigations Case Management System, Policy Management System, Conflict of Interest Disclosure Management System, Policy Library, and Third-Party Risk Management System. These systems help provide us with greater data-driven insights and align with our continuous improvement mindset.

Looking ahead, we will continue to evolve our program to align with our ongoing organizational transformation and changes in the regulatory environment. This includes clear and robust policies to drive desired employee behaviors, targeted and content-driven training and communications, an increased focus on transparency, enhancing our risk assessment process along with our data analytics, monitoring, and testing capabilities, more robust engagement with business leaders, and maturing our practices related to our third-party ecosystem, which includes suppliers, business partners, and clients.

Speaking Up
Is Expected
and Safe

Booz Allen people can raise concerns about potential violations of law, firm policies, the Code of Business Ethics and Conduct, or security issues via established internal reporting channels, including the helpline. The third-party hosted helpline creates another layer of encouragement to speak up by providing an option for people to report concerns anonymously, should they choose that avenue. The Booz Allen helpline can be reached at +1-888-475-0009 (international) or +1-800-501-8755 (U.S.) or speakup.bah.com.

ENTERPRISE RISK MANAGEMENT

Our Board of Directors and its committees play an important role in overseeing the company’s action-oriented enterprise risk management process, which includes risk oversight on ESG-related risks. The primary tool that facilitates the Board’s oversight of risk and related mitigation actions is the Enterprise Risk Management (ERM) program led and sponsored by our Chief Operating Officer (COO) that enables the company to look holistically at risks which may cause a material impact to our value or reputation. As part of the ERM program, the COO directs the ERM Steering Committee to:

- ▶ Annually review and approve the ERM Risk Framework, which provides the criteria and structure for how top enterprise risks are tiered and categorized;
- ▶ Annually review and approve the ERM Risk Profile, which identifies the top enterprise risks and prioritizes them per the ERM Risk Framework;
- ▶ Discuss and evaluate the company’s risk appetite with respect to different types of risk (including those related to strategy, reputation and brand, operational, financial, and compliance and legal); and
- ▶ Assign Risk Owners and Sponsors to top-tiered risks who work in partnership with the Enterprise Risk and Resilience (ER&R) team to develop action plans to enhance organizational preparedness and reduce risk exposure.

These efforts are supported by the ER&R team, and collectively, the ERM program works to ensure steps are taken to enhance Booz Allen’s organizational preparedness and reduce the firm’s risk exposure.

SUPPLY CHAIN MANAGEMENT

At Booz Allen, our supply chain is an integral part of our value proposition and critical to achieving our clients’ missions. Booz Allen exercises a holistic approach to engaging with our 5,000+ active suppliers by employing a thorough and rigorous supplier selection process.

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 our suppliers. We require our suppliers to comply with applicable laws and regulations and ensure entrusted information is protected. We actively screen our suppliers for compliance with requirements related to DFARS 252.204-7012, NIST SP 800-171, and the Cybersecurity Maturity Model Certification (CMMC) process where appropriate.

Booz Allen is committed to ensuring that 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 workflow that help us identify and mitigate supplier risk.

At Booz Allen, we recognize both the value of our suppliers and the complexities in managing a broad supplier base. Led by our Global Supply Chain team, we continuously seek ways to improve our third-party vetting process through a coordinated focus across the firm, use of technology, and an understanding of current threats.

HUMAN RIGHTS

Human rights are at the heart of our purpose and values. We maintain our commitment to respecting human rights as they are defined by the United Nations Universal Declaration of Human Rights (UDHR), the International Labor Organization’s 1998 Declaration on Fundamental Principles and Rights at Work, the United Nations Guiding Principles (UNGP) on Business and Human Rights, and the Federal Acquisition Regulation (FAR).

Our global policies, procedures, and practices—including our publicly available Code of Business Ethics and Conduct, Supplier Code of Conduct, and Commitment to Human Rights and Combating Trafficking in Persons Policy—reflect our commitment to human rights and fair labor conditions and our expectations of those with whom we do business.

We assess third parties to help ensure violations of human rights, financial crimes, or other criminal activity are not occurring in our supply chain. We compete fairly for business, protect the privacy of data entrusted to us, engage solely in compliant human research, and engage in sustainable procurement, including no use of conflict minerals, among many other practices.

Within our business and operations, we are deeply committed to supporting our employees and treating them fairly, always seeking to maintain an equitable and inclusive atmosphere for a workforce that thrives on diversity. We provide access to benefits that promote employees’ health, wellbeing, and security, and that of their families. We respect our employees’ rights to discuss and agree to terms and conditions of employment without coercion and to freely terminate their employment. We ensure that our employees are of legal working age for their position and have a safe, healthy, and respectful workplace.

We engage with our stakeholders regularly to identify human rights issues of interest, the effectiveness of our efforts, and channels for receiving feedback. We integrate any findings into planning and decision making through means tailored to the circumstances and regularly evaluate for any changes needed.

In this report, we describe our general approaches to managing our impacts related to human rights relevant to our business.

We Demonstrate Our Commitment to Upholding Human Rights When We:

- ▶ Support and promote our employees’ wellbeing.
- ▶ Create a diverse and inclusive work environment that is free of harassment, discrimination, and retaliation.
- ▶ Promote fair competition.
- ▶ Engage in sustainable procurement, including no use of conflict minerals.
- ▶ Take actions to identify and detect human rights violations in our supply chain through risk-based due diligence.
- ▶ Undertake only compliant human subject research.
- ▶ Protect the environment and support our communities.

For more information on Booz Allen’s policies, processes, programs, and practices in support of our commitment to human rights, see [our website](#).

ABOUT THIS REPORT

DATA ASSURANCE

- Introduction
- Approach to ESG
- Empower Diverse Talent
- Make Innovation Accessible to All
- Drive Community Resilience

Data in Booz Allen Hamilton’s 2023 Environmental, Social, Governance Report (“this report”) primarily reflects performance and operations during our 2023 fiscal year, which ended March 31, 2023. Except where otherwise noted, the report may not reflect acquisitions and dispositions that occurred during the time frame of this report. Unless the context otherwise indicates or requires, information contained in this report relates to Booz Allen Hamilton Holding Corporation’s consolidated global operations and references in this report to “Booz Allen,” “we,” “us,” “our,” our “firm,” or our “company” refer to Booz Allen Hamilton Holding Corporation, its consolidated subsidiaries, and its predecessors. Unless the context otherwise indicates or requires, all references to “dollars” or “\$” or “US\$” or currency or monetary values shall mean in United States (U.S.) dollars. A significant portion of our business relates to contracts with the U.S. government that are classified or subject to security restrictions. Because associated contracts, laws, and regulations limit our ability to provide information about this work, any associated details, impacts, risks, and opportunities are necessarily omitted from the scope of this report.

This report has been prepared with reference to the Global Reporting Initiative (“GRI”) Standards (2021). We provide supporting content indices aligned with Sustainability Accounting Standards Board (“SASB”), Task Force for Climate-related Financial Disclosures (“TCFD”), World Economic Forum (“WEF”) Stakeholder Capitalism Metrics, and the UN Guiding Principles Reporting Framework (“UNGP Framework”).

The GRI defines as “material” those ESG topics that may reasonably be considered important for (1) reflecting an organization’s economic, environmental, or social impact, or (2) substantively influencing the assessments and decisions of stakeholders. Within this report, we primarily employed the GRI’s concept of materiality, presenting among our material topics those aspects that have been identified through our assessment as most relevant to understanding our business’ impact and of substantial importance to our stakeholders. In some instances, we also employed a concept of materiality based on our own assessment of such relevance. Topics that may be deemed material under the GRI or such assessments are not necessarily material for purposes of the U.S. federal securities laws or for other purposes. The inclusion or absence of information in this report should not be construed to represent any belief regarding the materiality, relevance, or financial impact of that information as such terms are defined or characterized by U.S. federal securities laws or associated accounting standards and guidelines. Annual, quarterly, and other reports filed with the U.S. Securities and Exchange Commission by Booz Allen Hamilton contain important additional information about the company, and readers are urged to read the 2023 ESG Report together with those filings, copies of which are available on [our website](#).

Certain financial data presented in this report was audited for disclosure in the Booz Allen FY23 Annual Report on Form 10-K. Our FY23 greenhouse gas (GHG) emissions data have been third-party verified by Apex Companies LLC with reasonable assurance regarding Scope 1 and Scope 2 GHG emissions and limited assurance regarding Scope 3 GHG emissions in accordance with the International Organization for Standardization (ISO) 14064-3, the World Resources Institute (WRI)/ World Business Council for Sustainable Development (WBCSD) Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard (Scope 1 and Scope 2), and the WRI/WBCSD Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (Scope 3) GHG reporting protocols. Where applicable, data measurement tools, methods, and calculations are included in footnotes and/or other visual guides.

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 have been 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), including our Annual Report on Form 10-K for the fiscal year ended March 31, 2023, which can be found at the SEC’s website at 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.

BOOZ ALLEN'S WORKFORCE METRICS

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CATEGORY	TOTAL WORKFORCE (%)			SENIOR LEADERS ³ (%)			ALL OTHER EMPLOYEES ⁴ (%)			NEW HIRES (%)			DEPARTURES (%)		
	FY21	FY22	FY23	FY21	FY22	FY23	FY21	FY22	FY23	FY21	FY22	FY23	FY21	FY22	FY23
Employee Headcount ^{1, 5}	27,727	29,317	31,409	2,016	1,987	2,158	25,711	26,512	29,198	—	—	—	—	—	—
U.S.-Aligned Employee Headcount ^{1, 5}	26,827	27,553	30,438	—	—	—	—	—	—	—	—	—	—	—	—
American Indian or Alaska Native ²	0.3	0.2	0.2	0.2	0.2	0.1	0.3	0.2	0.3	0.4	0.2	0.3	0.3	0.3	0.3
Asian ²	11.0	11.5	11.9	7.9	7.8	8.2	11.2	11.8	12.1	12.3	13.5	12.2	10.6	11.5	10.5
Black or African American ²	11.1	11.2	11.5	4.7	4.8	5.2	11.6	11.7	12.0	13.4	12.9	14.3	13.2	13.0	13.8
Hispanic or Latino ²	6.2	6.2	6.4	4.0	4.1	3.8	6.4	6.3	6.6	6.9	6.5	7.5	6.7	7.0	6.6
Native Hawaiian or Other Pacific Islander ²	0.4	0.4	0.4	0.5	0.5	0.3	0.3	0.3	0.4	0.2	0.2	0.4	0.3	0.2	0.4
Two or More Races ²	3.4	3.5	3.8	2.4	2.5	2.4	3.5	3.6	3.9	4.1	4.4	4.9	3.8	4.1	4.1
White ²	60.6	60.2	59.3	77.3	76.5	76.3	59.3	58.9	58.0	54.5	54.2	52.9	55.3	55.6	55.5
Race and Ethnicity Unknown/Undisclosed ²	7.1	6.9	6.5	3.1	3.7	3.7	7.4	7.1	6.7	8.3	7.9	7.5	9.8	8.4	8.8
Female	36.2	35.8	35.6	34.4	35.4	36.7	36.4	35.8	35.5	29.8	32.1	31.4	30.2	33.8	31.9
Male	63.7	64.1	64.3	65.6	64.5	63.3	63.6	64.1	64.4	69.7	67.3	68.1	69.7	66.2	68.1
Under 30 years	19.7	19.6	20.2	0.2	0.2	0.2	21.2	21.1	21.6	36.2	39.1	37.2	19.1	26.0	23.6
30–50 years	57.4	56.9	54.7	64.0	61.4	58.3	56.8	56.6	54.4	50.2	48.2	49.2	56.5	53.6	54.5
Over 50 years	22.9	23.5	25.2	35.8	38.4	41.5	22.0	22.3	23.9	13.6	12.7	13.5	24.4	20.4	21.8
Military/Veteran	27.4	27.9	28.0	22.8	23.0	22.6	27.8	28.2	28.4	33.9	30.6	33.6	35.6	29.7	33.4
Individuals with Disabilities	6.9	8.1	9.8	3.9	4.7	5.5	7.2	8.4	10.1	11.4	13.5	15.7	8.6	8.1	10.2
LGBTQIA+ ²	2.1	2.3	2.8	1.6	1.7	1.9	2.2	2.4	2.8	2.4	2.9	3.9	1.9	2.1	2.8

Workforce composition percentages are based on active employee full-time equivalents (FTEs) as of March 31, 2023, and may not include the demographic data of employees acquired in certain recent transactions.

¹Employee headcount is based on total active employees as of March 31, 2023, and may not include employees acquired in certain recent transactions.

²Demographic information related to race, ethnicity, and sexual orientation is based on voluntary self-reporting and presented as a percentage of U.S.-aligned employees.

³Senior Leaders includes employees at and above the senior associate level but does not include executive advisors.

⁴All Other Employees includes employees at and below the lead associate level as well as executive advisors.

⁵Omitted data is withheld as it is Booz Allen confidential information.

GLOBAL REPORTING INITIATIVE (GRI) CONTENT INDEX

The Booz Allen Hamilton 2023 Environmental, Social, Governance (ESG) Report (“FY23 ESG Report”) has been prepared with reference to the GRI Standards for the period April 1, 2022, to March 31, 2023. 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.

GRI: Foundation 2021

Applicable GRI Sector Standard(s): None

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](#).

GRI STANDARD	DISCLOSURE	LOCATION AND/OR DISCUSSION
GRI 2: GENERAL DISCLOSURES 2021		
1. The organization and its reporting practices		
2-1	Organizational details	<p>Booz Allen Hamilton Holding Corporation Publicly traded corporation (NYSE: BAH) Headquarters Location: 8283 Greensboro Drive, McLean, Virginia, 22102</p> <p>We operate primarily in the United States. We derived 97% of our revenue from contracts where the end client was an agency or department of the U.S. government. Approximately 97% of our total employee headcount is U.S.-aligned. Internationally, we serve a portfolio of U.S. and non-U.S. government and commercial clients.</p> <p>Principal offices outside of McLean, Virginia, include: Annapolis Junction, Maryland; Bethesda, Maryland; Laurel, Maryland; San Diego, California; Herndon, Virginia; Charleston, South Carolina; Arlington, Virginia; Alexandria, Virginia; and Washington, DC.</p> <p>See also: FY23 Annual Report on Form 10-K; Part I, Item 1, History and Corporate Structure (Page 3)</p>
2-2	Entities included in the organization's sustainability reporting	<p>The consolidated financial statements and notes of Booz Allen Hamilton Holding Corporation 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.</p> <p>Except as noted under About This Report, all of the entities included in the organization's consolidated financial statements are covered by this report.</p> <p>See also: FY23 ESG Report; Corporate Governance, About This Report (Page 57) FY23 Annual Report on Form 10-K; Part II, Item 7, Basis of Presentation (Page 64) FY23 Annual Report on Form 10-K; Exhibit 21, Subsidiaries of the Registrant (Page 79)</p>
2-3	Reporting period, frequency, and contact point	<p>Reporting Period: Fiscal Year, starting April 1, 2022, ending March 31, 2023 Reporting Frequency: Annual ESG Report Publication Date: November 14, 2023 Contact Name: Elizabeth Wayt Contact Email: wayt_elizabeth@bah.com Contact Position: Director of Environmental, Social, Governance</p>

Data in this report primarily reflects performance and operations during our 2023 fiscal year, which ended March 31, 2023. 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.

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	GRI STANDARD	DISCLOSURE	LOCATION AND/OR DISCUSSION
Introduction	2-4	Restatements of information	There are no restatements of information presented in the FY23 ESG Report.
	2-5	External assurance	FY23 ESG Report; Corporate Governance, Data Assurance (Page 57)
	2. Activities and Workers		
Approach to ESG	2-6	Activities, value chain, and other business relationships	<p>We support critical missions for a diverse base of federal government clients, including nearly all of the U.S. government's cabinet-level departments, as well as for commercial clients, both domestically and internationally. We support our federal government clients by helping them tackle their most complex and pressing challenges, such as protecting soldiers in combat and supporting their families, advancing cyber capabilities, keeping our national infrastructure secure, enabling and enhancing digital services, transforming the healthcare system, and improving governmental efficiency to achieve better outcomes. We serve commercial clients across industries, including financial services, health and life sciences, energy, and technology. We offer five functional service offerings: Analytics, Digital Solutions, Engineering, Cyber, and Consulting.</p> <p>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 doing business with Booz Allen.</p> <p>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 and minority-owned businesses 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.</p> <p>Read more about Booz Allen and small businesses.</p> <p>Read more about our standards for subcontractors and suppliers in our Supplier Code of Conduct.</p> <p>There were no significant changes to the organization's size, structure, ownership, or supply chain during the reporting period.</p> <p>See also: FY23 Annual Report on Form 10-K; Part I, Item 1 (Pages 3-10) FY23 ESG Report; Introduction, Our Business (Page 7) FY23 ESG Report; Empower Diverse Talent, Diversity, Equity, & Inclusion (Pages 13-16) FY23 ESG Report; Drive Community Resilience, Cybersecurity & Data Privacy (Pages 46-47) FY23 ESG Report; Corporate Governance, Ethics & Compliance (Pages 53-54) FY23 ESG Report; Corporate Governance, Supply Chain Management (Page 55) FY23 ESG Report; Corporate Governance, Human Rights (Page 56)</p>
Empower Diverse Talent			
Make Innovation Accessible to All			
Drive Community Resilience			
Corporate Governance			
	2-7	Employees	Information about our permanent employees as of March 31, 2023, is provided on page 59 of the FY23 ESG Report. Of our permanent employees, 653 were part time; of those, 32.7% were males and 67.3% were females. Of our part-time employees, 652 were based in the U.S.
	2-8	Workers who are not employees	In addition to our permanent employees, 4,555 of our workers were temporary/independent contractors for whom we do not capture demographic information.

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GRI STANDARD	DISCLOSURE	LOCATION AND/OR DISCUSSION
3. Governance		
Introduction	2-9	Governance structure and composition
Approach to ESG		Booz Allen is governed by a Board of Directors comprised of 11 directors, 10 of whom 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, and People Committee; and a Nominating and Corporate Governance Committee. Among its other duties and responsibilities, our Nominating and Corporate Governance Committee is responsible for overseeing practices related to corporate governance and ESG matters. Our Audit Committee oversees the quality and integrity of our financial reporting.
Empower Diverse Talent		See also: FY23 ESG Report; Corporate Governance, Board of Directors (Page 52) FY23 ESG Report; Approach to ESG, Managing ESG Topics (Page 10) FY23 Proxy Statement; Corporate Governance and General Information Concerning the Board of Directors and Its Committees (Pages 15-18) FY23 Proxy Statement; Proposal 1: Election of Directors, Board Skills Matrix (Page 8)
Make Innovation Accessible to All	2-10	Nomination and selection of the highest governance body
	2-11	Chair of the highest governance body
Drive Community Resilience	2-12	Role of the highest governance body in overseeing the management of impacts
	2-13	Delegation of responsibility for managing impacts
Corporate Governance	2-14	Role of the highest governance body in sustainability reporting
	2-15	Conflicts of interest
	2-16	Communication of critical concerns
	2-17	Collective knowledge of the highest governance body

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	GRI STANDARD	DISCLOSURE	LOCATION AND/OR DISCUSSION
Introduction	2-18	Evaluation of the performance of the highest governance body	FY23 Proxy Statement ; Corporate Governance and General Information Concerning the Board of Directors and Its Committees, Annual Board Performance Assessment (Page 17)
	2-19	Remuneration policies	At Booz Allen, we are committed to providing a fair and equitable workplace for employees, including through our pay practices. This commitment is woven into the firm's Compensation philosophy, Code of Business Ethics and Conduct, and practices, with support and oversight from the Compensation, Culture, and People Committee of the firm's Board of Directors. See also: FY23 ESG Report; Empower Diverse Talent, Pay Practices & Pay Equity (Page 25) FY23 Annual Report on Form 10-K ; Part I, Item 1, Human Capital Management (Page 5) FY23 Proxy Statement ; Compensation Discussion and Analysis (Pages 30-42) FY23 Proxy Statement ; Compensation Recovery Provision (Clawbacks) in Incentive Plans (Page 43)
Approach to ESG			
Empower Diverse Talent			
Make Innovation Accessible to All	2-20	Process to determine remuneration	As part of our commitment to pay equity, we have processes in place to monitor our compensation practices and we conduct a pay equity analysis on an annual basis in the U.S. to examine differences in pay between employees of different genders, races, and ethnicities. See also: FY23 ESG Report; Empower Diverse Talent, Pay Practices & Pay Equity (Page 25) FY23 Annual Report on Form 10-K ; Part I, Item 1, Human Capital Management (Page 5) FY23 Annual Report on Form 10-K ; Part III, Item 11, Executive Compensation (Page 74) FY23 Annual Report on Form 10-K ; Part III, Item 12, Security Ownership of Certain Beneficial Owners and Management of Related Stockholder Matters (Page 75)
	2-21	Annual total compensation ratio	The ratio of the annual total compensation of our CEO to the median of the annual total compensation of our employees (the "Pay Ratio") was approximately 98 to 1. See also: FY23 Proxy Statement ; Compensation Discussion and Analysis, Setting Executive Compensation and Peer Group (Page 33) FY23 Proxy Statement ; Compensation Discussion and Analysis, Compensation Elements (Page 35) FY23 Proxy Statement ; Compensation Discussion and Analysis, Pay Ratio (Page 58)
Drive Community Resilience			
Corporate Governance			
4. Strategy, policies, and practices			
	2-22	Statement on sustainable development strategy	FY23 ESG Report; Introduction (Pages 3-4) Commitment to Environmental Stewardship & Sustainability
	2-23	Policy commitments	Our policies and practices support our commitments to responsible business conduct and respect for human rights and apply to all relevant workers, business parties, and other relevant parties. See also: FY23 ESG Report; Corporate Governance, Ethics & Compliance (Pages 53-54) FY23 ESG Report; Corporate Governance, Enterprise Risk Management (Page 55) FY23 ESG Report; Corporate Governance, Human Rights (Page 56) Code of Business Ethics and Conduct Supplier Code of Conduct For more information regarding policy commitments, see our company website .

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	GRI STANDARD	DISCLOSURE	LOCATION AND/OR DISCUSSION
Introduction	2-24	Embedding policy commitments	Booz Allen's Board of Directors, through delegation to its Nominating and Corporate Governance Committee, provides oversight of Booz Allen's approach to ESG matters. The integration of specific ESG policy commitments into Booz Allen's strategies and operational procedures is overseen by our Board of Directors and an executive management-level ESG Committee, operationalized by an ESG Council, and integrated with enterprise-wide strategic direction by a dedicated function within the Office of the Corporate Secretary. See also: FY23 ESG Report; Approach to ESG, Managing ESG Topics (Page 10) FY23 ESG Report; Corporate Governance, Board of Directors (Page 52) FY23 ESG Report; Corporate Governance, Ethics & Compliance (Pages 53-54) FY23 ESG Report; Corporate Governance, Human Rights (Page 56) Code of Business Ethics and Conduct
Approach to ESG			
Empower Diverse Talent	2-25	Processes to remediate negative impacts	Our commitment to ESG 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. 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 Code, 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 nonretaliation policy is subject to disciplinary consequences. In addition, Booz Allen retains its ISO 14005:2015 certification for our McLean campus, which supports Booz Allen in our effort to identify and manage the firm's environmental impacts, fulfill our compliance obligations, and address risks and opportunities. See also: FY23 ESG Report; Corporate Governance, Board of Directors (Page 52) FY23 ESG Report; Corporate Governance, Ethics & Compliance, Our Commitment to Nonretaliation (Page 54)
Make Innovation Accessible to All			
Drive Community Resilience			
Corporate Governance	2-26	Mechanisms for seeking advice and raising concerns about ethics	FY23 ESG Report; Corporate Governance, Ethics & Compliance (Pages 53-54) Code of Business Ethics and Conduct Mandatory Reporting and Non-Retaliation Policy FY23 ESG Report; Corporate Governance, Ethics & Compliance, Our Commitment to Nonretaliation (Page 54)
	2-27	Compliance with laws and regulations	Booz Allen has not identified any noncompliance with social and economic laws or regulations in FY23.
	2-28	Membership associations	Booz Allen and Booz Allen people participate in numerous professional industry associations and community/nonprofit organizations related to our business interests; environmental, social, and governance topics that we consider priorities; as well as organizations and associations in the communities in which our employees live and work. We do not currently report a centralized list of all involvement.
	5. Stakeholder Engagement		
	2-29	Approach to stakeholder engagement	We have expended resources to monitor, report on, and adopt policies and practices that we believe will improve alignment with our evolving ESG strategy and goals, as well as ESG-related standards and expectations of legal regimes and stakeholders such as clients, investors, stockholders, raters, employees, and business partners. See also: FY23 ESG Report; Approach to ESG, ESG Topic Materiality (Page 11) FY23 Proxy Statement ; Proxy Statement Summary, Environmental, Social, and Governance Discussion and Highlights, ESG Impact Pillars and ESG Reporting (Page 6)
	2-30	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.

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GRI STANDARD	DISCLOSURE	LOCATION AND/OR DISCUSSION
GRI 3: MATERIAL TOPICS 2021		
2. Disclosures on material topics		
3-1	Process to determine material topics	FY23 ESG Report; Introduction, Our Business (Page 7) FY23 ESG Report; Approach to ESG (Pages 8-11) FY23 ESG Report; Corporate Governance, About This Report (Page 57)
3-2	List of material topics	FY23 ESG Report; Approach to ESG, ESG Topic Materiality (Page 11)
ECONOMIC PERFORMANCE <BOOZ ALLEN ESG MATERIAL TOPIC: BUSINESS MODEL RESILIENCE>		
GRI 3: MATERIAL TOPICS 2021		
3-3	Management of material topics	FY23 ESG Report; Approach to ESG (Pages 8-11) FY23 ESG Report; Drive Community Resilience, Resilience Through Community Engagement (Pages 48-49)
GRI 201: ECONOMIC PERFORMANCE 2016		
201-1	Direct economic value generated and distributed	Information regarding revenue, operating costs, payments to providers of capital, and payments to the government may be found in the Booz Allen FY23 Annual Report on Form 10-K . Community investment value in the forms of charitable cash contributions and pro bono services is detailed in the FY23 ESG Report; Drive Community Resilience, Resilience Through Community Engagement (Pages 48-49).
201-2	Financial implications and other risks and opportunities due to climate change	FY23 Annual Report on Form 10-K ; Part I, Item 1A, Risk Factors (Pages 15-44)
ANTICORRUPTION <BOOZ ALLEN ESG MATERIAL TOPIC: ETHICAL CORPORATE BEHAVIOR>		
GRI 3: MATERIAL TOPICS 2021		
3-3	Management of material topics	FY23 ESG Report; Corporate Governance, Ethics & Compliance (Pages 53-54) FY23 ESG Report; Approach to ESG (Pages 8-11) Code of Business Ethics and Conduct
GRI 205: ANTICORRUPTION 2016		
205-1	Operations assessed for risks related to corruption	FY23 Annual Report on Form 10-K ; Part I, Item 1A, Risk Factors (Pages 15-44)
205-2	Communication and training about anticorruption policies and procedures	Booz Allen's anticorruption policies and procedures are contained within our Code of Business Ethics and Conduct and Supplier Code of Conduct and posted on our company website. Additional detailed policies, 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 company website . We require firmwide annual Ethics & Compliance training to help guide employees and provide them with the information needed to live our purpose and values and to adhere to our Code of Business Ethics and Conduct. The firmwide training covers a variety of risk-based focus areas such as Data Privacy and Protection, Information Security, Competition, Anti-Corruption, Organizational Conflicts of Interest, and Intellectual Property. See also: FY23 ESG Report; Corporate Governance, Ethics & Compliance (Pages 53-54)

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205-3	Confirmed incidents of corruption and actions taken	We do not report the total number of alleged incidents and any corrective actions taken as it is Booz Allen confidential information.
EMISSIONS <BOOZ ALLEN ESG MATERIAL TOPIC: CLIMATE CHANGE & EMISSIONS>		
GRI 3: MATERIAL TOPICS 2021		
3-3	Management of material topics	FY23 ESG Report; Drive Community Resilience, Climate Change (Pages 43-45) FY23 ESG Report; Approach to ESG (Pages 8-11)
GRI 305: EMISSIONS 2016		
305-1	Direct (Scope 1) GHG emissions	FY23 ESG Report; Drive Community Resilience, Climate Change (Pages 43-45) Additional information and details about our FY23 greenhouse gas emissions can be found in: FY23 Greenhouse Gas Emissions Report FY23 CDP Response Environmental Sustainability
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.
305-4	GHG emissions intensity	Emissions intensity measurements can be seen in our FY23 CDP response ; CDP C6.10. See also: FY23 Greenhouse Gas Emissions Report FY23 ESG Report; Drive Community Resilience, Climate Change (Pages 43-45)
305-5	Reduction of GHG emissions	See response in 305-1 for standards, methodologies, and assumptions used for GHG calculations as well as reductions achieved from emissions reduction initiatives. 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. See also: FY23 Greenhouse Gas Emissions Report FY23 CDP Response FY23 ESG Report; Drive Community Resilience, Climate Change (Pages 43-45) Environmental Sustainability
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	This FY, we are adding our NOx and SOx specific emissions to our statement, which are calculated at 13,278.32 NOx emissions and 10,285.82 SOx emissions within our Scope 2 reporting. See also: FY23 Greenhouse Gas Emissions Report
EMPLOYMENT <BOOZ ALLEN ESG MATERIAL TOPICS: WORKFORCE MANAGEMENT & LABOR PRACTICES>		
GRI 3: MATERIAL TOPICS 2021		
3-3	Management of material topics	FY23 ESG Report; Empower Diverse Talent (Pages 12-31) FY23 ESG Report; Approach to ESG (Pages 8-11)

Data in this report primarily reflects performance and operations during our 2023 fiscal year, which ended March 31, 2023. 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 CONTENT INDEX continued

GRI STANDARD	DISCLOSURE	LOCATION AND/OR DISCUSSION
GRI 401: EMPLOYMENT 2016		
401-1	New employee hires and employee turnover	Consistent with our commitment to diversity, equity, and inclusion, we report the composition of new hires and departures by demographic categories on page 59 of our FY23 ESG Report. See also: FY23 Annual Report on Form 10-K ; Part I, Item 1, Human Capital Management (Page 4)
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	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. See also: FY23 ESG Report; Empower Diverse Talent, Employee Wellbeing (Page 26) Total Rewards Program
401-3	Parental leave	All benefits-eligible employees receive up to 6 weeks of paid parental leave after the birth or adoption of a child. This is in addition to short-term disability leave available to employees who experience pregnancy and childbirth. See also: FY23 ESG Report; Empower Diverse Talent, Employee Wellbeing (Page 26) Total Rewards Program
OCCUPATIONAL HEALTH AND SAFETY <BOOZ ALLEN ESG MATERIAL TOPIC: EMPLOYEE HEALTH AND SAFETY>		
GRI 3: MATERIAL TOPICS 2021		
3-3	Management of material topics	FY23 ESG Report; Empower Diverse Talent, Environmental Health & Safety (Page 28) FY23 ESG Report; Approach to ESG (Pages 8-11)
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018		
403-1	Occupational health and safety management system	FY23 ESG Report; Empower Diverse Talent, Environmental Health & Safety (Page 28) See also: Workplace Health, Safety, Security, and Access Policy
403-2	Hazard identification, risk assessment, and incident investigation	FY23 ESG Report; Empower Diverse Talent, Environmental Health & Safety (Page 28) See also: Workplace Health, Safety, Security, and Access Policy
403-6	Promotion of worker health	FY23 ESG Report; Empower Diverse Talent, Employee Wellbeing (Page 26) See also: Total Rewards Program
403-8	Workers covered by an occupational health and safety management system	The Workplace Health, Safety, Security, and Access Policy applies to all employees, officers, directors, subsidiaries, and affiliates of Booz Allen.
403-9	Work-related injuries	FY23 ESG Report; Empower Diverse Talent, Environmental Health & Safety (Page 28)

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GRI STANDARD	DISCLOSURE	LOCATION AND/OR DISCUSSION
TRAINING AND EDUCATION <BOOZ ALLEN ESG MATERIAL TOPIC: WORKFORCE MANAGEMENT>		
GRI 3: MATERIAL TOPICS 2021		
3-3	Management of material topics	FY23 ESG Report; Empower Diverse Talent, Talent Development (Pages 19-20) FY23 ESG Report; Approach to ESG (Pages 8-11)
GRI 404: TRAINING AND EDUCATION 2016		
404-1	Average hours of training per year per employee	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. See also: FY23 ESG Report; Empower Diverse Talent, Talent Development (Pages 19-20) FY23 ESG Report; Make Innovation Accessible to All, Cultivating an Innovation Ecosystem (Page 33) FY23 ESG Report; Drive Community Resilience, Resilient Enterprise & Workforce (Pages 41-42) FY23 ESG Report; Drive Community Resilience, Cybersecurity & Data Privacy (Pages 46-47) FY23 ESG Report; Corporate Governance, Ethics & Compliance (Pages 53-54)
404-2	Programs for upgrading employee skills and transition assistance programs	FY23 ESG Report; Empower Diverse Talent, Talent Development (Pages 19-20) Total Rewards Program Create and Grow Your Career with Us
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. FY23 ESG Report; Empower Diverse Talent, Talent Development (Pages 19-20)
DIVERSITY AND EQUAL OPPORTUNITY <BOOZ ALLEN ESG MATERIAL TOPIC: EMPLOYEE DIVERSITY & INCLUSION>		
GRI 3: MATERIAL TOPICS 2021		
3-3	Management of material topics	FY23 ESG Report; Empower Diverse Talent, Diversity, Equity, & Inclusion (Pages 13-16) FY23 ESG Report; Approach to ESG (Pages 8-11) FY23 ESG Report; Corporate Governance, Board of Directors (Page 52) FY23 Proxy Statement ; Proposal 1: Election of Directors (Pages 8-14) FY23 Annual Report on Form 10-K ; Part I, Item 1, Human Capital Management (Page 4)
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016		
405-1	Diversity of governance bodies and employees	FY23 ESG Report; Corporate Governance, Board of Directors (Page 52) FY23 ESG Report; Empower Diverse Talent, Booz Allen Workforce at a Glance (Page 15) FY23 ESG Report; Booz Allen's Workforce Metrics (Page 59) See also: FY23 Proxy Statement ; Corporate Governance and General Information Concerning the Board of Directors and Its Committees (Pages 18-21) FY23 Annual Report on Form 10-K ; Part I, Item 1, Human Capital Management (Page 4)

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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. See also: FY23 ESG Report; Empower Diverse Talent, Pay Practices & Pay Equity (Page 25)
NONDISCRIMINATION <BOOZ ALLEN ESG MATERIAL TOPIC: ETHICAL CORPORATE BEHAVIOR & ACCESS & AFFORDABILITY>		
GRI 3: MATERIAL TOPICS 2021		
3-3	Management of material topics	FY23 ESG Report; Corporate Governance, Ethics & Compliance (Pages 53-54) FY23 ESG Report; Corporate Governance, Human Rights (Page 56) FY23 ESG Report; Approach to ESG (Pages 8-11)
GRI 406: NONDISCRIMINATION 2016		
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. See also: Code of Business Ethics and Conduct FY23 ESG Report; Corporate Governance, Ethics & Compliance (Pages 53-54)
CUSTOMER PRIVACY <BOOZ ALLEN ESG MATERIAL TOPIC: CUSTOMER PRIVACY & DATA SECURITY>		
GRI 3: MATERIAL TOPICS 2021		
3-3	Management of material topics	FY23 ESG Report; Drive Community Resilience, Cybersecurity & Data Privacy (Pages 46-47) FY23 ESG Report; Approach to ESG (Pages 8-11)
GRI 418: CUSTOMER PRIVACY 2016		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	We address and resolve all complaints regarding customer privacy and customer data. We do not report total number of complaints as it is Booz Allen confidential information. Booz Allen has not reported any material cybersecurity breaches in the last three years. See also: FY23 ESG Report; Drive Community Resilience, Cybersecurity & Data Privacy (Pages 46-47) Data Privacy Policy
NON-GRI TOPIC: HUMAN RIGHTS		
GRI 3: MATERIAL TOPICS 2021		
3-3	Management of material topics	FY23 ESG Report; Corporate Governance, Human Rights (Page 56) FY23 ESG Report; Approach to ESG (Pages 8-11) Commitment to Human Rights and Combating Trafficking in Persons
NON-GRI TOPIC: PHYSICAL & SOCIOPOLITICAL RISKS		
GRI 3: MATERIAL TOPICS 2021		
3-3	Management of material topics	FY23 ESG Report; Drive Community Resilience (Pages 40-50) FY23 ESG Report; Approach to ESG (Pages 8-11) Detailed policies, such as our Political Activities and Lobbying Policy, among others, are communicated to all employees and made publicly available on our company website .

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GRI STANDARD	DISCLOSURE	LOCATION AND/OR DISCUSSION
NON-GRI TOPIC: CUSTOMER PRACTICES		
GRI 3: MATERIAL TOPICS 2021		
3-3	Management of material topics	FY23 ESG Report; Corporate Governance, Ethics & Compliance (Pages 53-54) FY23 ESG Report; Corporate Governance, Human Rights (Page 56) FY23 ESG Report; Approach to ESG (Pages 8-11) Code of Business Ethics and Conduct
NON-GRI TOPIC: TRANSPARENCY		
GRI 3: MATERIAL TOPICS 2021		
3-3	Management of material topics	FY23 ESG Report; Empower Diverse Talent (Pages 12-31) FY23 ESG Report; Corporate Governance (Pages 51-58) FY23 ESG Report; Approach to ESG (Pages 8-11)
NON-GRI TOPIC: COMMUNITY RELATIONS		
GRI 3: MATERIAL TOPICS 2021		
3-3	Management of material topics	FY23 ESG Report; Empower Diverse Talent (Pages 12-31) FY23 ESG Report; Make Innovation Accessible to All (Pages 32-39) FY23 ESG Report; Drive Community Resilience (Pages 40-50) FY23 ESG Report; Approach to ESG (Pages 8-11) Community Impact & Philanthropy at Booz Allen
NON-GRI TOPIC: INNOVATION & TECHNOLOGY		
GRI 3: MATERIAL TOPICS 2021		
3-3	Management of material topics	FY23 ESG Report; Make Innovation Accessible to All (Pages 32-39) FY23 ESG Report; Drive Community Resilience (Pages 40-50) FY23 ESG Report; Approach to ESG (Pages 8-11) Technology & Innovation
NON-GRI TOPIC: GOVERNANCE STRUCTURES & MECHANISMS		
GRI 3: MATERIAL TOPICS 2021		
3-3	Management of material topics	FY23 ESG Report; Corporate Governance (Pages 51-58) FY23 ESG Report; Approach to ESG (Pages 8-11)
NON-GRI TOPIC: SOURCING EFFICIENCY & MANAGEMENT		
GRI 3: MATERIAL TOPICS 2021		
3-3	Management of material topics	FY23 ESG Report; Empower Diverse Talent (Pages 12-31) FY23 ESG Report; Corporate Governance (Pages 51-58) FY23 ESG Report; Approach to ESG (Pages 8-11)

SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) CONTENT INDEX

The Booz Allen Hamilton 2023 Environmental, Social, Governance (ESG) Report (“FY23 ESG Report”) has been prepared in accordance with the Sustainability Accounting Standards Board (SASB) Index: Professional and Commercial Services subset Version 2023-06. 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](#).

CODE	METRIC	LOCATION AND/OR DESCRIPTION
DATA SECURITY		
SV-PS-230a.1	Description of approach to identifying and addressing data security risks	<p>FY23 ESG Report; Drive Community Resilience, Cybersecurity & Data Privacy (Pages 46-47)</p> <p>FY23 ESG Report; Corporate Governance, Ethics & Compliance (Pages 53-54)</p> <p>FY23 ESG Report; Corporate Governance, Enterprise Risk Management; Supply Chain Management (Page 55)</p> <p>FY23 Annual Report on Form 10-K; Part I, Item 1A, Risk Factors (Pages 15-16, 21-24)</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>At the enterprise level, Information Services, Security, Enterprise Risk Management, Legal, Ethics and 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">• Track systems integration effectiveness, efficiency, and data integrity.• 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 walk-throughs for continuous improvement.• Collect, consume, and distribute cyber threat intelligence reporting.• Maintain partnerships within the information security community.• 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.• Facilitate both internal and external collaboration for intelligence sharing.• Promote organizational effectiveness through employee training.• Proactively search for vulnerabilities and attackers utilizing automated and manual techniques.• Conduct adversary emulation exercises using both in-house and external professionals without notice to threat defenders to continuously test our defend and respond capabilities.• Advise on standards for firm storage and cloud computing and client delivery environments.• Maintain secure facilities up to Top Secret and Sensitive Compartmented Information Facilities accredited by various agencies.• Advise on enterprise and entrusted asset privacy and international trade compliance, brand use and protection requirements, and intellectual property protection.• Advise on public reporting requirements and treatment of material nonpublic information. <p>Every Booz Allen person is responsible for doing their part to maintain the integrity, proper use, and handling of information. All employees are required to participate in annual information security training on a variety of topics, including data privacy, phishing, and other emerging issues. We offer additional training, depending on an employee’s job function, to make sure they are equipped to respond in a rapidly evolving cyber threat landscape.</p> <p>For security related questions or concerns contact:</p> <ul style="list-style-type: none">• Cyber Incident Response Team (cirt@bah.com) or 703-984-1933) for observed or suspected information security incidents.• Security Services (security_services@bah.com) for security for safety concerns.

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SASB CONTENT INDEX continued

	CODE	METRIC	LOCATION AND/OR DESCRIPTION
Introduction	SV-PS-330a.2	(1) Voluntary and (2) involuntary turnover rate for employees	FY23 ESG Report; Booz Allen's Workforce Metrics FY23 (Page 59) FY23 Annual Report on Form 10-K ; Part I, Item 1, Human Capital Management (Page 4) We do not report aggregate voluntary and involuntary annual turnover rates as that information as it is Booz Allen confidential information. Consistent with our commitment to diversity, equity, and inclusion, we do report the percentages of new hires and departures by demographic categories on page 59 of our FY23 ESG Report.
Approach to ESG	SV-PS-330a.3	Employee engagement as a percentage	FY23 ESG Report; Empower Diverse Talent, Employee Engagement (Pages 21-24) FY23 ESG Report; Empower Diverse Talent (Pages 12-31) FY23 ESG Report; Empower Diverse Talent, Talent Development (Pages 19-20) FY23 Annual Report on Form 10-K ; Part I, Item 1, Employee Engagement (Page 4) We conduct an annual Employee Experience Survey, which measures, among other factors, our employees' impression of the inclusiveness of our work environment. The survey results provide insights into how employees experience Booz Allen and our culture, helping our leaders better understand areas of opportunity and areas for greater attention. We engaged with employees to understand how we could best help them, including maintaining a robust benefits program, financial and job security, enhanced caregiver support, and telework resources. In our FY23 Employee Experience Survey, 86% of Booz Allen people said the firm helps them build relevant skills, and 84% of Booz Allen people said the firm supports their professional development. We do not disclose employee engagement as a percentage; however, the references provided include discussions of our practices.
Empower Diverse Talent			
Make Innovation Accessible to All			
Drive Community Resilience			
Corporate Governance			
	PROFESSIONAL INTEGRITY		
	SV-PS-510a.1	Description of approach to ensuring professional integrity	FY23 ESG Report; Corporate Governance, Ethics & Compliance (Pages 53-54) FY23 ESG Report; Corporate Governance, Supply Chain Management (Page 55) Ethics and Compliance Program Code of Business Ethics and Conduct Our employees are required to complete annual training on our Code of Business Ethics and Conduct. Additionally, our Code expresses our expectation that all our business partners, including subcontractors, suppliers, vendors, and business intermediaries, 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: Our Purpose and Values Supplier Code of Conduct Ethics & Compliance Policies FY23 Annual Report on Form 10-K ; Part I, Item 1, Human Capital Management (Pages 4-6)
	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 METRICS		
	SV-PS-000.A	Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract	Refer to the FY23 ESG Report, Booz Allen's Workforce Metrics on page 59 for information on our permanent employees as of March 31, 2023. Of these, 653 were part time. In addition to our permanent employees, 4,555 of our workers were temporary/independent contractors.
	SV-PS-000.B	Employee hours worked, percentage billable	The company monitors all hours worked by employees. We do not report total number of employees hours worked or percentage billable as it is Booz Allen confidential information. See also: Code of Business Ethics and Conduct (Page 26)

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TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD) CONTENT INDEX

The Booz Allen Hamilton 2023 Environmental, Social, Governance (ESG) Report (“FY23 ESG Report”) seeks to align with the disclosure and implementation guidance of the [Task Force on Climate-related Financial Disclosures](#) (“TCFD”). The following index provides links to Booz Allen’s disclosures on climate-related risks and opportunities.

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TOPICS	RESPONSE
GOVERNANCE	
Describe the Board’s oversight of climate-related risks and opportunities	<p>Our formal ESG governance includes oversight by our Board of Directors and an executive management-level ESG Committee, operational responsibility by an ESG Council, and enterprise-wide strategic direction by a dedicated function within the Office of the Corporate Secretary.</p> <p>Our firmwide environmental management and climate impact strategy is guided by our Commitment to Sustainability and our Code of Business Ethics and Conduct. We comply with an ISO 14001:2015 environmental management system (EMS) that has been certified for our global headquarters and apply those considerations across our global operations, as appropriate. Our EMS supports the tracking and reporting of our company’s greenhouse gas emissions.</p> <p>FY23 ESG Report; Approach to ESG, Managing ESG Topics (Page 10) FY23 ESG Report; Drive Community Resilience, Climate Change (Pages 43-45) FY23 ESG Report; Corporate Governance, Board of Directors (Page 52) FY23 Proxy Statement, Corporate Governance and General Information Concerning the Board of Directors and Its Committees (Pages 16-24) FY23 Annual Report on Form 10-K; Part I, Item 1A, Risk Factors (Pages 15-44) FY23 CDP Response; CDP 1.1a, 1.1b, 1.2</p>
Describe management’s role in assessing and managing climate-related risks and opportunities	<p>See discussion above and supporting references for information related to our Board of Directors’ and ESG Governance Bodies’ roles in assessing and managing climate-related risks and opportunities.</p> <p>FY23 ESG Report; Approach to ESG, Managing ESG Topics (Page 10) FY23 ESG Report; Drive Community Resilience, Climate Change (Pages 43-45) FY23 CDP Response; CDP 1.1a, 1.1b, 1.2, 1.3, 1.3a, 2.2</p>
STRATEGY	
Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term	<p>Climate-related risks have been assessed as part of our Enterprise Risk Management (ERM) program, and any potential substantive financial or strategic impacts on our business are discussed in our FY23 Annual Report on Form 10-K and FY23 CDP Response.</p> <p>FY23 Annual Report on Form 10-K; Part I, Item 1A, Risk Factors (Pages 15-16, 38-39) FY23 CDP Response; CDP 2.1, 2.1a, 2.2, 2.2a</p>
Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning	<p>Climate-related risks have been assessed as part of our Enterprise Risk Management (ERM) program, and any potential substantive financial or strategic impact on our business are discussed in our FY23 Annual Report on Form 10-K and FY23 CDP Response.</p> <p>FY23 ESG Report; Drive Community Resilience, Climate Change (Pages 43-45) FY23 CDP Response; CDP 3.1, 3.2, 3.2a, 3.3, 3.4</p>
Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	<p>Booz Allen has committed to reaching net-zero greenhouse gas emissions no later than 2050. We submitted two goals to the Science Based Targets initiative (SBTi), which independently assesses corporate emissions reduction targets in keeping with what climate science says is needed to meet the goals of the Paris Agreement. Our goals are: (1) an overall 50.4% emissions reduction by 2032, and (2) a 90% reduction by 2050.</p> <p>FY23 ESG Report; Drive Community Resilience, Climate Change (Pages 43-45) FY23 Greenhouse Gas Emissions Report</p>

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TCFD CONTENT INDEX continued

TOPICS	RESPONSE
RISK MANAGEMENT	
Introduction	Describe the organization’s processes for identifying and assessing climate-related risks Booz Allen’s Enterprise Risk Management (ERM) program, established in 2011, identifies, analyzes, monitors, and manages key operational risks at the enterprise level on a monthly basis. Operational risks are defined as follows: the financial, reputational, or strategic losses incurred by the company due to inadequate or failed policies, procedures, practices, or systems. Climate-related risks are considered as a part of that assessment, as the ERM program identifies and assesses potential impacts, severity, and likelihood of these risks. FY23 CDP Response ; CDP 2.2, 2.2a
Approach to ESG	Describe the organization’s processes for managing climate-related risks FY23 ESG Report; Approach to ESG, Managing ESG Topics (Page 10) FY23 ESG Report; Drive Community Resilience, Climate Change (Pages 43-45) FY23 CDP Response ; CDP 2.2, 2.2a FY23 Greenhouse Gas Emissions Report
Empower Diverse Talent	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization’s overall risk management FY23 ESG Report; Approach to ESG, Managing ESG Topics (Page 10) FY23 ESG Report; Drive Community Resilience, Climate Change (Pages 43-45) FY23 CDP Response ; CDP 2.2, 2.2a FY23 Greenhouse Gas Emissions Report
METRICS	
Drive Community Resilience	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management FY23 ESG Report; Drive Community Resilience, Climate Change (Pages 43-45) FY23 Greenhouse Gas Emissions Report FY23 CDP Response ; CDP 2.3, 2.3a
Corporate Governance	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks FY23 CDP Response ; CDP 6.1, 6.2, 6.3, 6.4, 6.5, 6.10, 7, 7.1a, 7.6, 10.1a, 10.1b, 10.1c FY23 ESG Report; Drive Community Resilience, Climate Change (Pages 43-45) FY23 Greenhouse Gas Emissions Report
	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets Booz Allen has committed to a long-term target to reach net-zero greenhouse gas emissions no later than 2050. We submitted two goals to the Science Based Targets initiative (SBTi), which independently assesses corporate emissions reduction targets in keeping with what climate science says is needed to meet the goals of the Paris Agreement. Our goals are: (1) an overall 50.4% emissions reduction by 2032, and (2) a 90% reduction by 2050. FY23 CDP Response ; CDP 4.1a FY23 ESG Report; Drive Community Resilience, Climate Change (Pages 43-45) FY23 Greenhouse Gas Emissions Report

UN GUIDING PRINCIPLES (UNGP) REPORTING FRAMEWORK INDEX

Booz Allen has applied the [UN Guiding Principles Reporting Framework](#) in preparing its 2023 Environmental, Social, Governance (ESG) Report (“FY23 ESG Report”) and the index below. The UN Guiding Principles Reporting Framework is a comprehensive guide for companies to report on human rights issues in line with their responsibility to respect human rights. This responsibility is outlined in the global standard, UN Guiding Principles on Business and Human Rights. Booz Allen strives to align with the UN Guiding Principles, as indicated through the index below and as may be supplemented on our company website at www.BoozAllen.com.

GOVERNANCE OF RESPECT FOR HUMAN RIGHTS	
POLICY COMMITMENT	
A1. What does the company say publicly about its commitment to respect human rights?	<p>FY23 ESG Report; Corporate Governance, Human Rights (Page 56)</p> <p>Code of Business Ethics and Conduct (Page 40)</p> <p>Commitment to Human Rights and Combating Trafficking in Persons Policy</p> <p>See also:</p> <p>Booz Allen Policies and Programs</p>
EMBEDDING RESPECT FOR HUMAN RIGHTS	
A2. How does the company demonstrate the importance it attaches to the implementation of its human rights commitment?	<p>See our FY23 ESG Report for discussion of our Board of Directors’ role with respect to ESG matters (page 52); pay practices and pay equity (page 25); environmental health and safety (page 28); ethics and compliance programs, including third-party risk management (pages 53-54); and our overarching approach to human rights (page 56).</p> <p>Employees are made aware of their responsibilities related to human rights through mandatory annual training through our Ethics and Compliance Program and the reflection of such responsibility throughout our Code of Business Ethics and Conduct and related corporate policies referenced above in A1.</p> <p>We make clear our expectations related to human rights and standards for subcontractors and suppliers through our Supplier Code of Conduct.</p>
DEFINING A FOCUS OF REPORTING	
B1. Statement of salient issues: State the salient human rights issues associated with the company’s activities and business relationships during the reporting period.	<p>FY23 ESG Report; Corporate Governance, Human Rights (Page 56)</p> <p>FY22 ESG Report; Corporate Governance, Ethics & Compliance (Pages 53-54)</p> <p>See also:</p> <p>Code of Business Ethics and Conduct</p>
B2. Determination of salient issues: Describe how the salient human rights issues were determined, including any input from stakeholders.	<p>FY23 ESG Report; Approach to ESG, Our ESG Strategy (Page 9)</p> <p>FY23 ESG Report; Approach to ESG, Managing ESG Topics (Page 10)</p> <p>FY23 ESG Report; Approach to ESG, ESG Topic Materiality (Page 11)</p> <p>FY23 ESG Report; Corporate Governance, Human Rights (Page 56)</p> <p>Commitment to Human Rights and Combating Trafficking in Persons Policy</p>
B3. Choice of focal geographics: If reporting on the salient human rights issues focuses on particular geographies, explain how that choice was made.	N/A
B4. Additional severe impacts: Identify any severe impacts on human rights that occurred or were still being addressed during the reporting period, but which fall outside of the salient human rights issues and explain how they have been addressed.	N/A

UNGP REPORTING FRAMEWORK INDEX continued

MANAGEMENT OF SALIENT HUMAN RIGHTS ISSUES		
SPECIFIC POLICIES		
C1. Does the company have any specific policies that address its salient human rights issues and, if so, what are they?	<div>FY23 ESG Report; Empower Diverse Talent (Pages 12-31)</div> <div>FY23 ESG Report; Drive Community Resilience, Cybersecurity & Data Privacy (Pages 46-47)</div> <div>FY23 ESG Report; Corporate Governance, Ethics & Compliance (Pages 53-54)</div> <div>FY23 ESG Report; Corporate Governance, Supply Chain Management (Page 55)</div> <div>FY23 ESG Report; Corporate Governance, Human Rights (Page 56)</div> <div>Commitment to Human Rights and Combating Trafficking in Persons Policy</div> <div>See also:</div> <div><ul style="list-style-type: none">• Code of Business Ethics and Conduct• Anticorruption and Anti-Bribery Policy• Data Privacy Policy• Equal Employment Opportunity and Affirmative Action Policy• Gifts and Business Courtesies Policy• Mandatory Reporting and Non-Retaliation Policy• Total Rewards Program• Working with Ethical Business Intermediaries Policy• Workplace and Sexual Harassment Policy• Workplace Health, Safety, Security, and Access Policy• Supplier Code of Conduct• Compliance with International Trade Regulations Policy</div>	
STAKEHOLDER ENGAGEMENT		
C2. What is the company’s approach to engagement with stakeholders in relation to each salient human rights issue?	<div>FY23 ESG Report; Approach to ESG, Our ESG Strategy (Page 9)</div> <div>FY23 ESG Report; Approach to ESG, Managing ESG Topics (Page 10)</div> <div>FY23 ESG Report; Approach to ESG, ESG Topic Materiality (Page 11)</div> <div>FY23 ESG Report; Corporate Governance, Board of Directors (Page 52)</div> <div>FY23 ESG Report; Corporate Governance, Ethics & Compliance (Pages 53-54)</div> <div>FY23 ESG Report; Corporate Governance, Enterprise Risk Management (Page 55)</div> <div>FY23 ESG Report; Corporate Governance, Supply Chain Management (Page 55)</div> <div>FY23 ESG Report; Corporate Governance, Human Rights (Page 56)</div> <div>See also policies referenced above in C1.</div>	
C3. How does the company identify any changes in the nature of each salient human rights issue over time?	<div>FY23 ESG Report; Approach to ESG, ESG Topic Materiality (Page 11)</div> <div>FY23 ESG Report; Corporate Governance, Ethics & Compliance (Pages 53-54)</div> <div>FY23 ESG Report; Corporate Governance, Enterprise Risk Management (Page 55)</div> <div>FY23 ESG Report; Corporate Governance, Human Rights (Page 56)</div> <div>Commitment to Human Rights and Combating Traffic in Persons Policy</div> <div>See also:</div> <div>Risk Matrix Policy</div> <div>Ethics and Compliance Program</div>	

UNGP REPORTING FRAMEWORK INDEX continued

C4. How does the company integrate its findings about each salient human rights issue into its decision-making processes and actions?	<p>FY23 ESG Report; Approach to ESG, Our ESG Strategy (Page 9)</p> <p>FY23 ESG Report; Approach to ESG, Managing ESG Topics (Page 10)</p> <p>FY23 ESG Report; Approach to ESG, ESG Topic Materiality (Page 11)</p> <p>FY23 ESG Report; Corporate Governance, Board of Directors (Page 52)</p> <p>FY23 ESG Report; Corporate Governance, Ethics & Compliance (Pages 53-54)</p> <p>FY23 ESG Report; Corporate Governance, Enterprise Risk Management (Page 55)</p> <p>FY23 ESG Report; Corporate Governance, Human Rights (Page 56)</p> <p>See also:</p> <p>Risk Matrix Policy</p> <p>Ethics and Compliance Program</p>
C5. How does the company know if its efforts to address each salient human rights issues are effective in practice?	<p>FY23 ESG Report; Approach to ESG, Managing ESG Topics (Page 10)</p> <p>FY23 ESG Report; Corporate Governance, Board of Directors (Page 52)</p> <p>FY23 ESG Report; Corporate Governance, Ethics & Compliance (Pages 53-54)</p> <p>FY23 ESG Report; Corporate Governance, Enterprise Risk Management (Page 55)</p> <p>FY23 ESG Report; Corporate Governance, Human Rights (Page 56)</p> <p>See also:</p> <p>Risk Matrix Policy</p> <p>Ethics and Compliance Program</p> <p>Commitment to Human Rights and Combating Traffic in Persons Policy</p>
C6. How does the company enable effective remedy if people are harmed by its actions or decisions in relation to the salient human rights issues?	<p>FY23 ESG Report; Corporate Governance, Ethics & Compliance (Pages 53-54)</p> <p>See also:</p> <p>Code of Business Ethics and Conduct</p> <p>Risk Matrix Policy</p> <p>Mandatory Reporting and Non-Retaliation Policy</p> <p>Ethics and Compliance Program</p>

WORLD ECONOMIC FORUM (WEF) STAKEHOLDER CAPITALISM METRICS CONTENT INDEX

The Booz Allen Hamilton 2023 Environmental, Social, Governance (ESG) Report (“FY23 ESG Report”) has been prepared in alignment with the World Economic Forum Core Stakeholder Capitalism Metrics (the “WEF Framework”), as applicable to our firm. The [WEF Core Stakeholder Capitalism Metrics](#) seek to improve the ways that companies measure and demonstrate their contributions toward creating more prosperous, fulfilled societies and a more sustainable relationship with our planet. Topics that may be deemed material under the WEF Framework are not necessarily material for purposes of the U.S. federal securities laws or for other purposes.

TOPIC	METRIC	RESPONSE
PILLAR 1 – PRINCIPLES OF GOVERNANCE		
Setting purpose	The company's stated purpose, as the expression of the means by which a business proposed solutions to economic, environmental, and social issues. Corporate purpose should create value for all stakeholders, including shareholders.	Our corporate purpose is: Empower People to Change the World®. FY23 ESG Report; Introduction, Leadership Welcome (Pages 3-4) FY23 ESG Report; Introduction, Our Business (Page 7) See also: GRI Content Index; GRI 2-12 Our Purpose and Values
Governance body composition	Composition of the highest governance body and its committees by: competencies relating to economic, environmental, and social topics; executive or nonexecutive; tenure on the governance body; number of each individual's other significant positions and commitments; gender; membership of underrepresented social groups; stakeholder representation.	FY23 ESG Report; Corporate Governance, Board of Directors (Page 52) See also: GRI Content Index; GRI 2-9 GRI Content Index; GRI 405-1 Leadership & Governance FY23 Proxy Statement ; Proposal 1: Election of Directors, Board Skills Matrix (Page 8) FY23 Proxy Statement ; Corporate Governance and General Information Concerning the Board of Directors and Its Committees (Pages 15-23)
Material issues impacting stakeholders	A list of the topics that are material to key stakeholders and the company, how the topics were identified, and how the stakeholders were engaged.	FY23 ESG Report; Approach to ESG, ESG Topic Materiality (Page 11) FY23 ESG Report; Approach to ESG, Our ESG Strategy (Page 9) See Also: 2022 ESG Materiality Assessment Reference Guide GRI Content Index; GRI 3-2 GRI Content Index; GRI 2-12 GRI Content Index; GRI 2-29
Anticorruption	1. Total percentage of governance body members, employees, and business partners who have received training on the organization's anticorruption policies and procedures, broken down by region. 2a) Total number and nature of incidents of corruption confirmed during the current year, but related to previous years. 2b) Total number and nature of incidents of corruption confirmed during the current year, related to this year. 3. Discussion of initiatives and stakeholder engagement to improve the broader operating environment and culture, in order to combat corruption.	FY23 ESG Report; Corporate Governance, Ethics & Compliance (Page 53-54) Anticorruption and Anti-Bribery Compliance Program We do not report total number or nature of incidents as it is Booz Allen confidential information. See also: GRI Content Index; GRI 205-2

WEF CONTENT INDEX continued

	TOPIC	METRIC	RESPONSE
Introduction	Protected ethics advice and reporting mechanisms	A description of internal and external mechanisms for: 1. Seeking advice about ethical and lawful behavior and organizational integrity. 2. Reporting concerns about unethical or unlawful behavior and lack of organizational integrity.	FY23 ESG Report; Corporate Governance, Ethics & Compliance (Pages 53-54) Working with Ethical Business Intermediaries Policy Booz Allen's Code of Business Ethics and Conduct See also: GRI Content Index; GRI 2-26
Approach to ESG	Integrating risk and opportunity into business process	Company risk factor and opportunity disclosures that clearly identify the principal material risks and opportunities facing the company specifically (as opposed to generic sector risks), the company appetite in respect of these risks, how these risks and opportunities have moved over time, and the responses to those changes. These opportunities and risks should integrate material economic, environmental, and social issues, including climate change and data stewardship.	FY23 ESG Report; Approach to ESG, Managing ESG Topics (Page 10) FY23 ESG Report; Drive Community Resilience, Climate Change (Pages 43-45) See also: FY23 Annual Report on Form 10-K ; Part I, Item 1A, Risk Factors (Pages 15-16, 38-39) SASB Content Index; SV-PS-230a.1
Empower Diverse Talent	PILLAR 2 – PLANET		
Make Innovation Accessible to All	Greenhouse gas (GHG) emissions	For all relevant greenhouse gases (e.g., carbon dioxide, methane, nitrous oxide, F-gases, etc.), report in metric tonnes of carbon dioxide equivalent (tCO2e) GHG Protocol Scope 1 and Scope 2 emissions. Estimate and report material upstream and downstream (GHG Protocol Scope 3) emissions where appropriate.	FY23 ESG Report; Drive Community Resilience, Climate Change (Pages 43-45) See also: FY23 Greenhouse Gas Emissions Report FY23 CDP Response GRI Content Index; GRI 305:1-4
Drive Community Resilience	TCFD implementation	Fully implement the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). If necessary, disclose a timeline of at most three years for full implementation. Disclose whether you have set, or have committed to set, GHG emissions targets that are in line with the goals of the Paris Agreement—to limit global warming to well below 2°C above preindustrial levels and pursue efforts to limit warming to 1.5°C—and to achieve net-zero emissions before 2050.	TCFD Content Index Booz Allen has committed to reaching net-zero greenhouse gas emissions no later than 2050. We submitted two goals to the Science Based Targets initiative (SBTi), which independently assesses corporate emissions reduction targets in keeping with what climate science says is needed to meet the goals of the Paris Agreement. Our goals are: (1) an overall 50.4% emissions reduction by 2032, and (2) a 90% reduction by 2050. See also: FY23 ESG Report; Drive Community Resilience, Climate Change (Pages 43-45) FY23 Greenhouse Gas Emissions Report FY23 CDP Response GRI Content Index; GRI 305-5
Corporate Governance	PILLAR 3 – PEOPLE		
	Diversity and inclusion (%)	Percentage of employees per employee category by age group, gender, and other indicators of diversity (e.g., ethnicity)	FY23 ESG Report; Empower Diverse Talent, Diversity, Equity, & Inclusion (Page 13) See also: FY23 Annual Report on Form 10-K ; Part I, Item 1, Human Capital Management (Page 4) GRI Content Index; GRI 405-1

Data in this report primarily reflects performance and operations during our 2023 fiscal year, which ended March 31, 2023. 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.

WEF CONTENT INDEX continued

	TOPIC	METRIC	RESPONSE
Introduction	Pay equality (%)	Ratio of the basic salary and remuneration for each employee category by significant locations of operation for priority areas of equality: women to men, minor to major ethnic groups, and other relevant equality areas.	We do not report the specific ratio at this time, as it is Booz Allen confidential information. FY23 ESG Report; Empower Diverse Talent, Pay Practices & Pay Equity (Page 25) See also: GRI Content Index; GRI 405-2 FY23 Proxy Statement ; Compensation Discussion and Analysis, Setting Executive Compensation and Peer Group (Page 33) FY23 Proxy Statement ; Compensation Discussion and Analysis, Compensation Elements (Page 35)
Approach to ESG			
Empower Diverse Talent	Wage level (%)	Ratios of standard entry-level wage by gender compared to local minimum wage. Ratio of the annual total compensation of the CEO to the median of the annual total compensation of all its employees, except the CEO.	Booz Allen currently does not report the ratio of standard entry-level wage by gender compared to local minimum wage. The ratio of the annual total compensation of our CEO to the median of the annual total compensation of our employees (the Pay Ratio) was approximately 98 to 1. FY23 Proxy Statement ; Compensation Discussion and Analysis, Setting Executive Compensation and Peer Group (Page 33) FY23 Proxy Statement ; Compensation Discussion and Analysis, Compensation Elements (Page 35) FY23 Proxy Statement ; Compensation Discussion and Analysis, Pay Ratio (Page 58) GRI Content Index; GRI 2-21
Make Innovation Accessible to All	Health and safety (%)	1. The number and rate of fatalities as a result of work-related injury, high-consequence work-related injuries (excluding fatalities), recordable work-related injuries, main types of work-related injury, and the number of hours worked.	FY23 ESG Report; Empower Diverse Talent, Environmental Health & Safety (Page 28) Further information regarding Booz Allen work-related injuries can be located in the Workplace Health, Safety, Security, and Access Policy .
Drive Community Resilience		2. An explanation of how the organization facilitates workers’ access to nonoccupational medical and healthcare services, and the scope of access provided for employees and workers.	For nonoccupational medical and healthcare services, refer to the firm’s Total Rewards Fact Sheet . See Also: GRI Content Index; GRI 403-9 GRI Content Index; GRI 403-6
Corporate Governance	Training provided (#, \$)	1. Average hours of training per person that the organization’s employees have undertaken during the reporting period by gender and employee category (total number of hours of training provided to employees divided by the number of employees). 2. Average training and development expenditure per full-time employee (total cost of training provided to employees divided by the number of employees).	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. See also: FY23 ESG Report; Empower Diverse Talent, Talent Development, Skills Credentialing (Page 20) FY23 ESG Report; Empower Diverse Talent, Talent Development, Executive Development (Page 19) FY23 ESG Report; Drive Community Resilience, Resilient Enterprise & Workforce, Employee Emergency Preparedness (Page 41) FY23 ESG Report; Drive Community Resilience, Cybersecurity & Data Privacy (Pages 46-47) FY23 ESG Report; Corporate Governance, Ethics & Compliance (Page 53) GRI Content Index; GRI 205-2 GRI Content Index; GRI 404-1

WEF CONTENT INDEX continued

TOPIC	METRIC	RESPONSE
PILLAR 4 – PROSPERITY		
Introduction	Absolute number and rate of employment	FY23 ESG Report; Empower Diverse Talent, Diversity, Equity, & Inclusion (Page 13)
Approach to ESG		FY23 ESG Report; Booz Allen's Workforce Metrics FY23 (Page 59) See also: GRI Content Index; GRI 404-1 SASB Content Index; SV-PS-330a.2 FY23 Annual Report on Form 10-K ; Part I, Item 1, Human Capital Management (Page 5)
Empower Diverse Talent	Economic contribution	FY23 ESG Report; Drive Community Resilience, Resilience Through Community Engagement (Pages 48-49) FY23 Proxy Statement ; Company Performance and Highlights (Pages 30-31)
Make Innovation Accessible to All		Other direct economic value information that is not provided in the FY23 Annual Report on Form 10-K is omitted as it is Booz Allen confidential information. See also: GRI Content Index; GRI 201-1 FY23 Annual Report on Form 10-K
Drive Community Resilience	Wealth creation and employment	Since we do not own any of our facilities, our capital expenditure requirements primarily relate to the purchase of computers, management systems, furniture, and leasehold improvements to support our operations. Direct facility and equipment costs billed to clients are not treated as capital expenses. Our capital expenditures for fiscal year 2023 and 2022 were \$76.1 million and \$80.0 million, respectively.
Corporate Governance		The company paid \$1.76 in dividends per share to shareholders of record in fiscal year 2023. During fiscal years 2023 and 2022, the company repurchased 2.1 million and 4.7 million shares of the company's Class A Common Stock, respectively, for an aggregate of \$196.2 million and \$389.9 million, respectively. As of March 31, 2023, the company had approximately \$855.9 million remaining under the repurchase program. See also: FY23 Annual Report on Form 10-K ; Part II, Item 7, Dividends and Share Repurchases (Page 70) FY23 Annual Report on Form 10-K ; Part II, Item 7, Capital Expenditures (Page 70)

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