

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 con-

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](#).

See also:
[FY23 Annual Report on Form 10-K](#)

| | | |
|-----|--|---|
| 2-3 | Reporting period, frequency, and contact point | See also: FY23 ESG Report FY23 Annual Report on Form 10-K FY23 Annual Report on Form 10-K Reporting Period: Fiscal Year, starting April 1, 2022, ending March 31, 2023 Reporting Frequency: Annual Contact Name: Elizabeth Wayt Contact Email: wayt_elizabeth@bah.com Contact Position: Director of Environmental, Social, Governance |
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2-4 Restatements of information There are no restatements of information presented in the FY23 ESG Report.

2-5 External assurance [FY23 ESG Report](#)

2. Activities and Workers

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



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2-10

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| | | |
|---|---|---|
| 2-20 | Process to determine remuneration | <p>See also: FY23 ESG Report FY23 Annual Report on Form 10-K FY23 Annual Report on Form 10-K FY23 Annual Report on Form 10-K</p> |
| 2-21 | Annual total compensation ratio | <p>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.</p> <p>See also: FY23 Proxy Statement FY23 Proxy Statement FY23 Proxy Statement</p> |
| 4. Strategy, policies, and practices | | |
| 2-22 | Statement on sustainable development strategy | <p>FY23 ESG Report</p> |
| 2-23 | Policy commitments | <p>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.</p> <p>See also: FY23 ESG Report FY23 ESG Report FY23 ESG Report Code of Business Ethics and Conduct Supplier Code of Conduct</p> <p>For more information regarding policy commitments, see our company website.</p> |
| 2-24 | Embedding policy commitments | <p>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</p> <p>See also: FY23 ESG Report FY23 ESG Report FY23 ESG Report FY23 ESG Report Code of Business Ethics and Conduct</p> |

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2-25 Processes to remediate negative impacts Committee of the Board and the Board-authorized executive-level ESG Committee.

obligations, and address risks and opportunities.

See also:

[FY23 ESG Report](#)

[FY23 ESG Report](#)

2-26 Mechanisms for seeking advice and raising concerns about ethics [FY23 ESG Report](#)
[Code of Business Ethics and Conduct](#)
[Mandatory Reporting and Non-Retaliation Policy](#)
[FY23 ESG Report](#)

2-27 Compliance with laws and regulations

2-28 Membership associations

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](#)

[FY23 Proxy Statement](#)

2-30 Collective bargaining agreements

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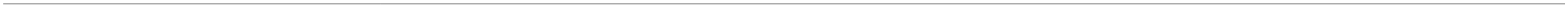
GRI 305: EMISSIONS 2016

| | | |
|-------|---|---|
| 305-1 | Direct (Scope 1) GHG emissions | FY23 ESG Report 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 | |
| 305-3 | Other indirect (Scope 3) GHG emissions | |
| 305-4 | GHG emissions intensity | Emissions intensity measurements can be seen in our FY23 CDP response See also: FY23 Greenhouse Gas Emissions Report FY23 ESG Report |

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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) |
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GRI 404: TRAINING AND EDUCATION 2016

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| 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 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 FY23 ESG Report FY23 ESG Report |
| 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 | 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 FY23 ESG Report Approach to ESG (Pages 8-11) FY23 ESG Report FY23 Proxy Statement FY23 Annual Report on Form 10-K |
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GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016

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|-------|--|---|
| 405-1 | Diversity of governance bodies and employees | _____ _____ _____ _____ _____ |
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NON-GRI TOPIC: CUSTOMER PRACTICES

GRI 3: MATERIAL TOPICS 2021

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|-----|-------------------------------|---|
| 3-3 | Management of material topics | FY23 ESG Report FY23 ESG Report FY23 ESG Report Approach to ESG (Pages 8-11) Code of Business Ethics and Conduct |
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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 FY23 ESG Report Approach to ESG (Pages 8-11) |
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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 FY23 ESG Report Approach to ESG (Pages 8-11) |
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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 FY23 ESG Report Approach to ESG (Pages 8-11) |
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NON-GRI TOPIC: GOVERNANCE STRUCTURES & MECHANISMS

GRI 3: MATERIAL TOPICS 2021

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|-----|-------------------------------|---|
| 3-3 | Management of material topics | FY23 ESG Report FY23 ESG Report Approach to ESG (Pages 8-11) |
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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 FY23 ESG Report Approach to ESG (Pages 8-11) |
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