

## GLOBAL REPORTING INITIATIVE (GRI) CONTENT INDEX

The Booz Allen Hamilton 2022 Environmental, Social, Governance (ESG) Report (our “[2022 ESG Report](#)”) has been prepared in accordance with the GRI Standards: Core option. This index contains our responses to disclosures required by those standards, including certain General Standard disclosures that apply to all companies and Topic-Specific disclosures that we have identified as applicable to Booz Allen.

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

GRI STANDARD	DISCLOSURE	LOCATION AND/OR DISCUSSION
<b>GENERAL STANDARDS</b> <GRI 102: GENERAL DISCLOSURES 2016>		
<b>Organizational profile</b>		
102-1	Name of the organization	Booz Allen Hamilton Holding Corporation
102-2	Activities, brands, products, and services	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.  See also: <a href="#">FY22 Annual Report</a> ; Part I, Item 1 (Pages 3, 5-6) <a href="#">2022 ESG Report</a> ; Introduction, Our Business (Page 6)
102-3	Location of headquarters	8283 Greensboro Drive, McLean, Virginia 22102
102-4	Location of operations	We operate primarily in the United States, with U.S. government agencies accounting for 97% of our FY22 revenue and approximately 94% of total employee headcount being U.S.-aligned. Internationally, we also serve a portfolio of U.S. and non-U.S. government and commercial clients.  See also: <a href="#">FY22 Annual Report</a> ; Part I, Item 1 (Pages 7-9) <a href="#">2022 ESG Report</a> ; Empower Diverse Talent (Page 15)
102-5	Ownership and legal form	Publicly-traded (BAH) corporation (NYSE)
102-6	Markets served	<a href="#">FY22 Annual Report</a> ; Part I, Item 1 (Pages 7-8)
102-7	Scale of the organization	<a href="#">FY22 Annual Report</a> ; Part I, Item 1 (Pages 3-4, 7-9, 49) <a href="#">2022 ESG Report</a> ; Empower Diverse Talent (Page 15)
102-8	Information on employees and other workers	Information about our permanent employees as of March 31, 2022, is provided on page 15 of the <a href="#">2022 ESG Report</a> . In addition to our permanent employees, 4,654 of our workers were temporary/independent contractors for whom we do not capture demographic information. Of our permanent employees, 643 were part-time, including 229 males, 413 females, and 1 undisclosed. Of our part-time employees, 640 were based in the U.S.

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GRI STANDARD	DISCLOSURE	LOCATION AND/OR DISCUSSION
102-9	Supply chain	<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 <a href="#">Doing Business with Booz Allen</a>.</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 business concerns and minority institutions make important contributions to Booz Allen by enhancing our competitive edge, our performance on specific contracts, and our bottom line. They also play a critical role in the future of our global economy. Read more about <a href="#">Booz Allen and small businesses</a>.</p> <p>Read more about our standards for subcontractors and suppliers in our <a href="#">Supplier Code of Conduct</a>.</p> <p>See also:  <a href="#">2022 ESG Report</a>; Empower Diverse Talent, Diversity, Equity, &amp; Inclusion (Page 16)  <a href="#">2022 ESG Report</a>; Drive Community Resilience, Cybersecurity and Data Privacy (Pages 39-40)  <a href="#">2022 ESG Report</a>; Corporate Governance, Ethics &amp; Compliance (Pages 45-46)  <a href="#">2022 ESG Report</a>; Corporate Governance, Supply Chain Management (Page 47)  <a href="#">2022 ESG Report</a>; Corporate Governance, Human Rights (Page 48)</p>
102-10	Significant changes to the organization and its supply chain	There were no significant changes to the organization's size, structure, ownership, or supply chain during the reporting period.
102-11	Precautionary principle or approach	<p>Our Board of Directors oversees our action-oriented enterprise risk management strategy, including ESG-related issues management. This strategy is supported by our Enterprise Risk Management (ERM) Framework, which assesses the biggest risks to the firm with potential to have significant impact to the firm's value or reputation. Led by our President and Chief Executive Officer and facilitated by the ERM Steering Committee, the ERM Framework is designed to inform effective and efficient identification of risks and facilitate the evaluation of risks as an integral part of decision making.</p> <p>The ERM Framework process begins with an assessment of both prior risks and new and emerging risks. Insights are then collected from leaders through surveys and interviews on which risks they believe should be considered and addressed. The Top Risks (e.g., Tier I and Tier II) are then assigned a senior sponsor, who is responsible for risk mitigation and a risk owner who work in partnership with the Enterprise Risk &amp; Resilience team to take the steps needed to enhance Booz Allen's organizational preparedness and reduce our risk exposure.</p> <p>See also:  <a href="#">2022 ESG Report</a>; Corporate Governance, Enterprise Risk Management (Page 47)</p>
102-12	External initiatives	<p>The 2022 ESG Report has content indices aligned with GRI Standards, Sustainability Accounting Standards Board, Task Force for Climate-Related Financial Disclosures, World Economic Forum Core Stakeholder Capitalism Metrics, and the U.N. Guiding Principles Framework.</p> <p>Additionally, Booz Allen supports a wide variety of voluntary initiatives related to environmental, social, and governance topics we consider priorities. We do not currently report a centralized list of all such involvement.</p> <p>See also:  <a href="#">2022 ESG Report</a>; Reporting Frameworks (Page 49)</p>
102-13	Membership of associations	Booz Allen and Booz Allen people participate in numerous professional industry associations and community/non-profit organizations related to our business interests, environmental, social, and governance topics that we consider priorities, as well organizations and associations in the communities in which our employees live and work. We do not currently report a centralized list of all involvement.

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GRI STANDARD	DISCLOSURE	LOCATION AND/OR DISCUSSION
<b>Strategy</b>		
102-14	Statement from senior decision-maker	<a href="#">2022 ESG Report</a> ; Introduction (Pages 3-4)
102-15	Key impacts, risks, and opportunities	<a href="#">2022 ESG Report</a> ; Approach to ESG (Pages 7-11)
<b>Ethics and integrity</b>		
102-16	Values, principles, standards, and norms of behavior	<p>At Booz Allen, we empower people—our colleagues, our clients, our communities—to change the world. It's our purpose, and it's what we do every day through the expression of our values.</p> <ul style="list-style-type: none"> <li>• <b>Ferocious Integrity:</b> Do right, and hold yourself and each other accountable.</li> <li>• <b>Unflinching Courage:</b> Bring bold thinking and speak truth to power. Maintain conviction no matter the circumstances.</li> <li>• <b>Passionate Service:</b> Listen and act with empathy as you make meaningful connections. Build community through generosity, and above all, embrace the mission.</li> <li>• <b>Champion's Heart:</b> Bring joy to the pursuit and learn from failure. Compete with passion and crave being the best.</li> <li>• <b>Collective Ingenuity:</b> Be resourceful and creative, seek to make the biggest difference in every problem you solve. Be devoted to the team and harness the power of diversity.</li> </ul> <p>We require firmwide annual Ethics &amp; 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 information or serve as career managers. Firmwide training completion rates regularly exceed 99%. Additionally, our Code of Business Ethics and Conduct 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.</p> <p>Our Compliance Analytics function ensures we are using data to inform our risk assessment process, strategic planning efforts, and to operate our Ethics &amp; Compliance programs.</p> <p>See also:  <a href="#">2022 ESG Report</a>; Approach to ESG (Page 8)  <a href="#">2022 ESG Report</a>; Corporate Governance, Ethics &amp; Compliance (Pages 45-46)  <a href="#">Code of Business Ethics &amp; Conduct</a>  <a href="#">FY22 Annual Report</a>; Part I, Item 1, Human Capital (Page 4)</p>
102-17	Mechanisms for advice and concerns about ethics	<a href="#">2022 ESG Report</a> ; Corporate Governance, Ethics & Compliance (Pages 45-46) <a href="#">Code of Business Ethics &amp; Conduct</a> <a href="#">Mandatory Reporting &amp; Non-Retaliation Policy</a>
<b>Governance</b>		
102-18	Governance structure	<p>Booz Allen is governed by a Board of Directors comprised of ten directors (effective July 2022), nine 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 &amp; People Committee; and a Nominating and Corporate Governance Committee. Our Nominating and Corporate Governance Committee is responsible for, among its other duties and responsibilities, overseeing practices related to corporate governance and ESG matters, and our Audit Committee oversees the quality and integrity of our financial reporting.</p> <p>See also:  <a href="#">2022 ESG Report</a>; Corporate Governance, Board of Directors (Page 44)  <a href="#">2022 ESG Report</a>; Approach to ESG, Managing ESG Topics (Page 9)  <a href="#">FY22 Proxy Statement</a>; Corporate Governance and General Information Concerning the Board of Directors and Its Committees (Pages 16-21)</p>

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GRI STANDARD	DISCLOSURE	LOCATION AND/OR DISCUSSION
102-19	Delegating authority	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. These governance bodies and their authorities are described in the 2022 ESG Report.  See also: <a href="#">2022 ESG Report</a> ; Approach to ESG, Managing ESG Topics (Page 9)
<b>Stakeholder Engagement</b>		
102-40	List of stakeholder groups	<a href="#">2022 ESG Report</a> ; Approach to ESG, Materiality (Page 10)
102-41	Collective bargaining agreements	Booz Allen supports the rights of U.S.-based employees under Section 7 of the National Labor Relations Act to self-organization; to form, join or assist labor organizations; to bargain collectively through representatives of their own choosing; and to engage in other concerted activities for the purpose of collective bargaining or other mutual aid or protection, as well as the right to refrain from such activities. Currently, none of our U.S.-based staff are covered by a collective bargaining agreement.
102-42	Identifying and selecting stakeholders	<a href="#">2022 ESG Report</a> ; Approach to ESG, Materiality (Page 10)
102-43	Approach to stakeholder engagement	<a href="#">2022 ESG Report</a> ; Approach to ESG, Materiality (Page 10)
102-44	Key topics and concerns raised	<a href="#">2022 ESG Report</a> ; Approach to ESG, Materiality (Page 10)
<b>Reporting Practices</b>		
102-45	Entities included in the consolidated financial statements	The consolidated financial statements and notes of the Company include its subsidiaries, and the joint ventures and partnerships over which the Company has a controlling financial interest. The Company uses the equity method to account for investments in entities that it does not control if it is otherwise able to exert significant influence over the entities' operating and financial policies.  All of the entities included in the organization's consolidated financial statements are covered by this report.  See also: <a href="#">2022 ESG Report</a> ; About This Report (Page 71) <a href="#">FY22 Annual Report</a> ; Part II, Item 7, Basis of Presentation (Page 59) <a href="#">FY22 Annual Report</a> ; Exhibit 21, Subsidiaries of the Registrant
102-46	Defining report content and topic Boundaries	<a href="#">2022 ESG Report</a> ; Introduction, Our Business (Page 6) <a href="#">2022 ESG Report</a> ; Approach to ESG (Pages 7-11) <a href="#">2022 ESG Report</a> ; About This Report (Page 71)
102-47	List of material topics	<a href="#">2022 ESG Report</a> ; Approach to ESG, Materiality (Page 10)
102-48	Restatements of information	There are no restatements of information presented in the 2021 ESG Report.
102-49	Changes in reporting	Our 2022 ESG Report introduces--and is organized around--our new ESG strategy and three ESG impact pillars: Empower Diverse Talent; Make Innovation Accessible to All; and Drive Community Resilience. Our 2022 materiality assessment resulted in no notable changes to the list of material ESG topics addressed in our two prior ESG reports. See the <a href="#">2022 ESG Report</a> , pages 10-11, for more information. There are no changes to topic Boundaries in the 2022 ESG Report.
102-50	Reporting period	Fiscal Year ending March 31, 2022
102-51	Date of most recent report	November 2021
102-52	Reporting cycle	Annual

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GRI STANDARD	DISCLOSURE	LOCATION AND/OR DISCUSSION
102-53	Contact point for questions regarding the report	Name: Elizabeth Wayt Email: <a href="mailto:wayt_elizabeth@bah.com">wayt_elizabeth@bah.com</a> Position: Director of Environmental, Social, Governance
102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards: Core option.
102-55	GRI content index	This serves as our GRI Content Index. It is also available on our corporate <a href="#">website</a> .
102-56	External assurance	<a href="#">2022 ESG Report</a> ; Data Assurance (Page 71)
<b>TOPIC SPECIFIC STANDARDS</b>		
<b>MANAGEMENT APPROACH</b> <GRI 103: MANAGEMENT APPROACH 2016>		
103	Application of management approach to a number of topics	These management approach disclosures are applicable to all topics listed in this GRI Content Index and all material ESG topics discussed in the 2022 ESG Impact Report.  We take an approach that combines the best of independent responsibility for management and performance, with a layer of focused, cohesive accountability, as described in our 2022 ESG Impact Report. The principles of our overarching management approach span all material ESG topics, and are facilitated by a dedicated ESG function and cross-functional governance bodies. This structure serves to (1) enhance consistency through an integrated management approach to firmwide ESG performance, and (2) support collaboration, by providing a platform for broad initiatives.
103-1	Explanation of the material topic and its boundary	<i>Explanation of Materiality:</i> <a href="#">2022 ESG Report</a> ; Approach to ESG, Materiality (Page 10)  <i>Boundary:</i> <a href="#">2022 ESG Report</a> ; Introduction, Our Business (Page 6) <a href="#">2022 ESG Report</a> ; Approach to ESG (Pages 7-11)  <i>Limitations on Boundary:</i> <a href="#">2022 ESG Report</a> ; About This Report (Page 71)
103-2	The management approach and its components	<i>Explanation of Management Approach:</i> <a href="#">2022 ESG Report</a> ; Approach to ESG (Pages 7-11) <a href="#">2022 ESG Report</a> ; Corporate Governance, Board of Directors (Page 44) <a href="#">2022 ESG Report</a> ; Corporate Governance, Enterprise Risk Management (Page 47)  <i>Statement of Purpose of Management Approach:</i> We're committed to bringing together teams and leaders across our firm who have long been working to enhance our positive impact and avoid, mitigate, or remediate any negative impact, both independently and together, applying their expertise and experience against a shared purpose for cohesive impact and innovation. Our approach seeks to drive long-term growth and sustainable value for our stakeholders through enhanced transparency and strengthened incorporation of ESG considerations into our business strategy.  <i>Components of Management Approach:</i> Our management approach for all material ESG topics is grounded in our purpose and values as well as our Code of Business Ethics and Conduct. Our Code sets expectations and requirements for our conduct and refers to myriad other policies that apply to various aspects of our work, the way we do business, and the way our employees interact with each other, our clients, and our communities. Each of those policies forms an aspect of our approach to managing applicable impacts.

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GRI STANDARD	DISCLOSURE	LOCATION AND/OR DISCUSSION
103-2 <i>continued</i>	The management approach and its components	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 non-retaliation policy is subject to disciplinary consequences.
103-3	Evaluation of the management approach	<i>Mechanisms for Evaluation:</i> Our management approach is evaluated through the ESG governance structure in coordination with various functions throughout the firm responsible for managing elements of a given material ESG topic and in consultation with our stakeholders. <a href="#">2022 ESG Report</a> ; Approach to ESG (Pages 7-11)  <i>Evaluation Results:</i> The ESG Team continuously assesses our management approach using the benchmarking and analytics software described in our discussion of ESG topic materiality (Page 10). The ESG Team regularly briefs function leaders, as well as ESG Council and Committee Members, on internal and external audit findings, ESG raters assessments, and feedback from stakeholders including investors.  <i>Adjustments Related to Evaluation:</i> The ESG Team works with other functions at the firm, as appropriate, to facilitate adjustments based on the evaluation of the management approach, working with the ESG Council and Committee, and under the guidance of the Board of Directors. <a href="#">2022 ESG Report</a> ; Approach to ESG, Managing ESG Topics (Page 9)
<b>ECONOMIC PERFORMANCE</b> <GRI 201: ECONOMIC PERFORMANCE 2016>		
201-1	Direct economic value generated and distributed	Information regarding revenue, operating costs, payments to providers of capital, payments to the government may be found in the Booz Allen FY22 Annual Report Form 10-K.  Other direct economic value information that is not provided in the Booz Allen FY22 Annual Report Form 10-K is omitted as confidential.  Community investment value in the forms of charitable cash contributions and pro bono services is detailed in the 2022 ESG Impact Report; Drive Community Resilience, Resilience through Community Engagement (Pages 41-42).
<b>ANTI-CORRUPTION</b> <GRI 205: ANTI-CORRUPTION 2016>		
205-2	Communication and training about anti-corruption 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 corporate 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 corporate <a href="#">website</a> .  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: <a href="#">2022 ESG Report</a> ; Corporate Governance, Ethics & Compliance (Pages 45-46)

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GRI STANDARD	DISCLOSURE	LOCATION AND/OR DISCUSSION
ENVIRONMENTAL STANDARDS		
EMISSIONS <GRI 305: EMISSIONS 2016>		
305-1	Direct (Scope 1) GHG emissions	<p>Scope 1 – Fleet Vehicles and Generators: For Booz Allen vehicles, we used vehicle make, model, and mileage data provided by the local Booz Allen office associated with the vehicle to calculate emissions. We converted the reported data into CO<sub>2</sub>e emissions using GHG Protocol's tool for calculating emissions from mobile sources. Emissions in the calculation include CO<sub>2</sub>, CH<sub>4</sub>, and N<sub>2</sub>O, and the emissions factors and global warming potential values used were from the 2014 IPCC Fifth Assessment Report.</p> <p>Booz Allen directly purchases and consumes diesel fuel for use in emergency generators on a small number of our sites. We track quantity of fuel purchased and utilize the World Resource Institute GHG Protocol tool for stationary Combustion to calculate total emissions. Emissions in the calculation include CO<sub>2</sub>, CH<sub>4</sub>, and N<sub>2</sub>O, and the emissions factors and global warming potential values used are from the 2014 IPCC Fifth Assessment Report.</p> <p>Scope 2 – Facilities: Booz Allen's U.S. and international real estate holdings comprise approximately 2.7 million square feet of leased space. Booz Allen neither owns nor manages the buildings we occupy. Consequently, all facilities emissions fall within Scope 2. We calculate these emissions by estimating electrical consumption based on the number of occupied square feet in our domestic and international portfolio.</p> <p>For both U.S. and international facilities, we used data from the U.S. Energy Information Administration's 2012 Commercial Buildings Energy Consumption Survey to determine the average kilowatt hours (kWh) of electricity buildings comparable to those in our portfolio consume per square foot each year. We then estimated our own kWh consumption by multiplying these national averages by the number of square feet in each Booz Allen facility.</p> <p>In FY21, we were able to access utility bill data for 17 Booz Allen facilities, comprising nearly 40 percent of our total leased square footage. For these facilities, we were able to retrieve actual kWh consumption, as opposed to estimating using the aforementioned process.</p> <p>After kWh consumption was determined, for U.S. facilities, we used the GHG emissions factors from the U.S. Environmental Protection Agency's (EPA) 2018 Emissions and Generation Resource Integrated Database to calculate each building's emissions (differentiated by region). The formula we used to calculate emissions is: GHG emissions = Electricity consumed (in MWh) x EPA regional GHG emissions factor.</p> <p>We converted nitrogen dioxide and methane emissions to carbon dioxide equivalents (CO<sub>2</sub>e) using global warming potentials from the United Nations Intergovernmental Panel on Climate Change Fifth Assessment Report. Emissions in the calculation include CO<sub>2</sub>, CH<sub>4</sub>, and N<sub>2</sub>O.</p> <p>For international facilities, we substituted EPA regional emission factors with International Energy Agency (IEA) CO<sub>2</sub> emissions factors specific to each country. Emissions in the calculation include CO<sub>2</sub>.</p> <p>Scope 3 – Business Travel and Commuting: Our calculations include estimated emissions from employee business travel, which we define as work-related air travel, car rentals, billable personal miles, and hotel stays. These estimates were provided by our travel providers, who work closely with us to track the environmental impact of each trip. We also estimate emissions associated with employees' commutes to and from work. All business travel and commuting emissions are Scope 3. Emissions in the calculations include CO<sub>2</sub>, CH<sub>4</sub>, and N<sub>2</sub>O.</p> <p>Our Scope 1 Emissions increased to 40.54 MTCO<sub>2</sub>e from 32.00 MTCO<sub>2</sub>e in FY21.</p> <p>Our Scope 2 Emissions from our facilities increased to 14,298.82 MTCO<sub>2</sub>e from 13,825.00 MTCO<sub>2</sub>e in FY21.</p> <p>Our Scope 3 Emissions increased to 19,312.34 MTCO<sub>2</sub>e from 9,885.16 MTCO<sub>2</sub>e in FY21.</p> <p>Overall, our Scope 2 and Scope 3 emissions were 33,611.16 MTCO<sub>2</sub>e in FY22 (up from 23,710.16 MTCO<sub>2</sub>e in FY21, but down from 96,372.75 MTCO<sub>2</sub>e in FY20). While still significantly below our FY20 baseline year, our emissions increased as the conditions of the pandemic improved in the latter half of the fiscal year, allowing our company to resume necessary business travel and employees to return to the office as local conditions permitted.</p> <p>Booz Allen's emissions methodology and calculations were reviewed and verified by Apex Companies, LLC.</p> <p>Additional information and details about our FY22 Greenhouse Gas Emissions can be found in:  <a href="#">FY22 Carbon Footprint Report</a>  <a href="#">FY22 CDP Response</a>  <a href="#">2022 ESG Report</a>; Drive Community Resilience, Climate Change (Page 38)  <a href="#">Environmental Sustainability</a></p>

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GRI STANDARD	DISCLOSURE	LOCATION AND/OR DISCUSSION
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	<p>Emissions intensity measurements:                      0.51 MTCO<sub>2</sub>e/FTE employee                      0.0054 MTCO<sub>2</sub>e/Per Square Foot</p> <p>Calculations are based on US-only employees and apply to Scope 2 emissions. Scope 1 GHG emissions from fleet and combustion generators and Scope 3 emissions from business travel and employee commuting are not captured in the emissions intensity ratio, because the base metric is building floor area.</p> <p>See also:  <a href="#">FY22 Carbon Footprint Report</a>  <a href="#">FY22 CDP Response</a>  <a href="#">2022 ESG Report</a>; Drive Community Resilience, Climate Change (Page 38)</p>
305-5	Reduction of GHG emissions	<p>See response in 305-1 for Standards, Methodologies, and Assumptions used for GHG Calculations as well as reductions achieved from emissions reduction initiatives.</p> <p>Booz Allen has committed to set science-based targets through the Science Based Targets initiative and has joined the Business Ambition for 1.5C Campaign, committing to set targets aligned with a net-zero future.</p> <p><a href="#">FY22 Carbon Footprint Report</a>  <a href="#">FY22 CDP Response</a>  <a href="#">2022 ESG Report</a>; Drive Community Resilience, Climate Change (Page 37-38)  <a href="#">Environmental Sustainability</a></p>
<b>SOCIAL STANDARDS</b>		
<b>EMPLOYMENT</b> <GRI 401: EMPLOYMENT 2016>		
401-1	New employee hires and employee turnover	<p>Consistent with our commitment to diversity, equity, and inclusion, we report the composition of new hires and departures by demographic categories on page 15 of our <a href="#">2022 ESG Report</a>.</p> <p>See also:  <a href="#">FY22 Annual Report</a>; Part I, Item 1, Human Capital (Page 4)</p>
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	<p>In the U.S., where approximately 94% of our workforce is based, all benefits that are standard for full-time employees are also available to part-time employees who work at least 20 hours per week on a regular basis. Additionally, all part-time employees are eligible for Paid Time Off, which accrues in proportion to hours regularly worked per week.</p> <p>See also:  <a href="#">2022 ESG Report</a>; Empower Diverse Talent, Employee Well-being (Page 24)  <a href="#">Total Rewards Program</a></p>
401-3	Parental leave	<p>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.</p> <p>See also:  <a href="#">2022 ESG Report</a>; Empower Diverse Talent, Employee Well-being (Page 24)  <a href="#">Total Rewards Program</a></p>



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GRI STANDARD	DISCLOSURE	LOCATION AND/OR DISCUSSION
<b>OCCUPATIONAL HEALTH AND SAFETY &lt;GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2016&gt;</b>		
403-1	Occupational health and safety management system	<a href="#">2022 ESG Report</a> ; Empower Diverse Talent, Environmental Health & Safety (Page 25)  See also: <a href="#">Workplace Health, Safety, Security and Access Policy</a>
403-2	Hazard identification, risk assessment, and incident investigation	<a href="#">2022 ESG Report</a> ; Empower Diverse Talent, Environmental Health & Safety (Page 25)  See also: <a href="#">Workplace Health, Safety, Security and Access Policy</a>
403-6	Promotion of worker health	<a href="#">2022 ESG Report</a> ; Empower Diverse Talent, Employee Well-Being (Page 24)  See also: <a href="#">Total Rewards Program</a>
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.  <a href="#">Workplace Health, Safety, Security and Access Policy</a>
403-9	Work-related injuries	<a href="#">2022 ESG Report</a> ; Empower Diverse Talent, Environmental Health & Safety (Page 25)
<b>TRAINING AND EDUCATION &lt;GRI 404: TRAINING AND EDUCATION 2016&gt;</b>		
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: <a href="#">2022 ESG Report</a> ; Empower Diverse Talent, Talent Development (Pages 18-20) <a href="#">2022 ESG Report</a> ; Make Innovation Accessible to All, Cultivating an Innovation Ecosystem (Page 30) <a href="#">2022 ESG Report</a> ; Drive Community Resilience, Resilient Enterprise & Workforce (Page 35) <a href="#">2022 ESG Report</a> ; Drive Community Resilience, Cybersecurity and Data Privacy (Pages 39-40) <a href="#">2022 ESG Report</a> ; Corporate Governance, Ethics & Compliance (Pages 45-46)
404-2	Programs for upgrading employee skills and transition assistance programs	<a href="#">2022 ESG Report</a> ; Empower Diverse Talent, Talent Development (Pages 18-20)  <a href="#">Total Rewards Program</a>
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.  <a href="#">2022 ESG Report</a> ; Empower Diverse Talent, Talent Development (Page 18)

GRI CONTENT INDEX continued

GRI STANDARD	DISCLOSURE	LOCATION AND/OR DISCUSSION
<b>DIVERSITY AND EQUAL OPPORTUNITY</b> <GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016>		
405-1	Diversity of governance bodies and employees	<p><a href="#">2022 ESG Report</a>; Corporate Governance, Board of Directors (Page 44)  <a href="#">2022 ESG Report</a>; Empower Diverse Talent (Page 15)</p> <p>See also:  <a href="#">FY22 Proxy Statement</a>; Corporate Governance and General Information Concerning the Board of Directors and its Committees (Pages 18-21)  <a href="#">FY22 Annual Report</a>; Part I, Item 1, Human Capital (Page 4)</p>
405-2	Ratio of basic salary and remuneration of women to men	<p>We do not report the specific ratio at this time as it is Booz Allen confidential information.</p> <p>See also:  <a href="#">2022 ESG Report</a>; Empower Diverse Talent, Pay Practices &amp; Pay Equity (Page 23)</p>
<b>NON-DISCRIMINATION</b> <GRI 406: NON-DISCRIMINATION 2016>		
406-1	Incidents of discrimination and corrective actions taken	<p>We do not report total number of alleged incidents and any corrective actions taken as it is Booz Allen confidential information.</p> <p>See also:  <a href="#">Code of Business Ethics &amp; Conduct</a>  <a href="#">2022 ESG Report</a>; Corporate Governance, Ethics &amp; Compliance (Pages 45-46)</p>
<b>HUMAN RIGHTS ASSESSMENT</b> <GRI 412: HUMAN RIGHTS ASSESSMENT 2016>		
412-2	Employee training on human rights policies or procedures	<p>100% of our employees are required to complete annual training on Booz Allen's Code of Business Ethics and Conduct and related policies, many of which address aspects of human rights relevant to our operations.</p> <p>See also:  <a href="#">2022 ESG Report</a>; Corporate Governance, Human Rights (Page 48)</p>
<b>CUSTOMER PRIVACY</b> <GRI 418: CUSTOMER PRIVACY 2016>		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	<p>We address and resolve all complaints regarding customer privacy and customer data. We do not report total number of complaints as that is confidential information. The firm has not reported any material cybersecurity breaches in the last three years.</p> <p>See also:  <a href="#">2022 ESG Report</a>; Drive Community Resilience, Cybersecurity &amp; Data Privacy (Pages 39-40)  <a href="#">Data Privacy Policy</a></p>