

## 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
<b>GRI 2: GENERAL DISCLOSURES 2021</b>		
<b>1. The organization and its reporting practices</b>		
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: <a href="#">FY23 Annual Report on Form 10-K</a>; 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: <a href="#">FY23 ESG Report</a>; Corporate Governance, About This Report (Page 57) <a href="#">FY23 Annual Report on Form 10-K</a>; Part II, Item 7, Basis of Presentation (Page 64) <a href="#">FY23 Annual Report on Form 10-K</a>; 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: <a href="mailto:wayt_elizabeth@bah.com">wayt_elizabeth@bah.com</a> Contact Position: Director of Environmental, Social, Governance</p>

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GRI STANDARD	DISCLOSURE	LOCATION AND/OR DISCUSSION
2-4	Restatements of information	There are no restatements of information presented in the FY23 ESG Report.
2-5	External assurance	<a href="#">FY23 ESG Report</a> ; Corporate Governance, Data Assurance (Page 57)
<b>2. Activities and Workers</b>		
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 <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 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 <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>There were no significant changes to the organization's size, structure, ownership, or supply chain during the reporting period.</p> <p>See also:  <a href="#">FY23 Annual Report on Form 10-K</a>; Part I, Item 1 (Pages 3-10)  <a href="#">FY23 ESG Report</a>; Introduction, Our Business (Page 7)  <a href="#">FY23 ESG Report</a>; Empower Diverse Talent, Diversity, Equity, &amp; Inclusion (Pages 13-16)  <a href="#">FY23 ESG Report</a>; Drive Community Resilience, Cybersecurity &amp; Data Privacy (Pages 46-47)  <a href="#">FY23 ESG Report</a>; Corporate Governance, Ethics &amp; Compliance (Pages 53-54)  <a href="#">FY23 ESG Report</a>; Corporate Governance, Supply Chain Management (Page 55)  <a href="#">FY23 ESG Report</a>; Corporate Governance, Human Rights (Page 56)</p>
2-7	Employees	Information about our permanent employees as of March 31, 2023, is provided on page 59 of the <a href="#">FY23 ESG Report</a> . 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.
<b>3. Governance</b>		
2-9	Governance structure and composition	<p>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.</p> <p>See also:  <a href="#">FY23 ESG Report</a>; Corporate Governance, Board of Directors (Page 52)  <a href="#">FY23 ESG Report</a>; Approach to ESG, Managing ESG Topics (Page 10)  <a href="#">FY23 Proxy Statement</a>; Corporate Governance and General Information Concerning the Board of Directors and Its Committees (Pages 15-18)  <a href="#">FY23 Proxy Statement</a>; Proposal 1: Election of Directors, Board Skills Matrix (Page 8)</p>

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GRI STANDARD	DISCLOSURE	LOCATION AND/OR DISCUSSION
2-10	Nomination and selection of the highest governance body	<a href="#">FY23 Proxy Statement</a> ; Proposal 1: Election of Directors, Board Skills Matrix (Page 8) <a href="#">FY23 Proxy Statement</a> ; Corporate Governance and General Information Concerning the Board of Directors and Its Committees (Pages 17-18)
2-11	Chair of the highest governance body	<a href="#">FY23 Proxy Statement</a> ; Proposal 1: Election of Directors, Director Nominees (Page 14) <a href="#">FY23 Proxy Statement</a> ; Corporate Governance and General Information Concerning the Board of Directors and Its Committees (Page 15) For more information, see our <a href="#">company website</a> .
2-12	Role of the highest governance body in overseeing the management of impacts	<a href="#">FY23 ESG Report</a> ; Approach to ESG, Managing ESG Topics (Page 10) <a href="#">FY23 Proxy Statement</a> ; Proxy Statement Summary (Pages 6-7) <a href="#">FY23 Proxy Statement</a> ; Corporate Governance and General Information Concerning the Board of Directors and Its Committees (Pages 19-20)
2-13	Delegation of responsibility for managing impacts	Our formal ESG governance includes oversight by our Board of Directors and the 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.  See also: <a href="#">FY23 ESG Report</a> ; Approach to ESG, Managing ESG Topics (Page 10) <a href="#">FY23 Proxy Statement</a> ; Corporate Governance and General Information Concerning the Board of Directors and Its Committees (Pages 19-20)
2-14	Role of the highest governance body in sustainability reporting	<a href="#">FY23 ESG Report</a> ; Approach to ESG, Managing ESG Topics (Page 10) <a href="#">FY23 Proxy Statement</a> ; Proxy Statement Summary (Pages 6-7)
2-15	Conflicts of interest	<a href="#">FY23 ESG Report</a> ; Corporate Governance, Ethics & Compliance (Page 53) <a href="#">FY23 Proxy Statement</a> ; Corporate Governance and General Information Concerning the Board of Directors and Its Committees, Code of Conduct and Ethics (Page 15) <a href="#">Code of Business Ethics and Conduct</a>
2-16	Communication of critical concerns	We rely on all Booz Allen employees to promptly escalate concerns about our firm's business or business practices. 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. Every report is evaluated and, if appropriate, investigated by our Legal Investigations and/or Employee Relations teams.  See also: <a href="#">FY23 ESG Report</a> ; Corporate Governance, Ethics & Compliance (Pages 53-54) <a href="#">Code of Business Ethics and Conduct</a> <a href="#">Mandatory Reporting and Non-Retaliation Policy</a>
2-17	Collective knowledge of the highest governance body	<a href="#">FY23 ESG Report</a> ; Corporate Governance; Board of Directors (Page 52) <a href="#">FY23 Proxy Statement</a> ; Proposal 1: Election of Directors (Pages 8-14)
2-18	Evaluation of the performance of the highest governance body	<a href="#">FY23 Proxy Statement</a> ; 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: <a href="#">FY23 ESG Report</a> ; Empower Diverse Talent, Pay Practices & Pay Equity (Page 25) <a href="#">FY23 Annual Report on Form 10-K</a> ; Part I, Item 1, Human Capital Management (Page 5) <a href="#">FY23 Proxy Statement</a> ; Compensation Discussion and Analysis (Pages 30-42) <a href="#">FY23 Proxy Statement</a> ; Compensation Recovery Provision (Clawbacks) in Incentive Plans (Page 43)

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GRI STANDARD	DISCLOSURE	LOCATION AND/OR DISCUSSION
2-20	Process to determine remuneration	<p>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.</p> <p>See also:  <a href="#">FY23 ESG Report</a>; Empower Diverse Talent, Pay Practices &amp; Pay Equity (Page 25)  <a href="#">FY23 Annual Report on Form 10-K</a>; Part I, Item 1, Human Capital Management (Page 5)  <a href="#">FY23 Annual Report on Form 10-K</a>; Part III, Item 11, Executive Compensation (Page 74)  <a href="#">FY23 Annual Report on Form 10-K</a>; Part III, Item 12, Security Ownership of Certain Beneficial Owners and Management of Related Stockholder Matters (Page 75)</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:  <a href="#">FY23 Proxy Statement</a>; Compensation Discussion and Analysis, Setting Executive Compensation and Peer Group (Page 33)  <a href="#">FY23 Proxy Statement</a>; Compensation Discussion and Analysis, Compensation Elements (Page 35)  <a href="#">FY23 Proxy Statement</a>; Compensation Discussion and Analysis, Pay Ratio (Page 58)</p>
<b>4. Strategy, policies, and practices</b>		
2-22	Statement on sustainable development strategy	<p><a href="#">FY23 ESG Report</a>; Introduction (Pages 3-4)  <a href="#">Commitment to Environmental Stewardship &amp; Sustainability</a></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:  <a href="#">FY23 ESG Report</a>; Corporate Governance, Ethics &amp; Compliance (Pages 53-54)  <a href="#">FY23 ESG Report</a>; Corporate Governance, Enterprise Risk Management (Page 55)  <a href="#">FY23 ESG Report</a>; Corporate Governance, Human Rights (Page 56)  <a href="#">Code of Business Ethics and Conduct</a>  <a href="#">Supplier Code of Conduct</a>            For more information regarding policy commitments, see our <a href="#">company website</a>.</p>
2-24	Embedding policy commitments	<p>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.</p> <p>See also:  <a href="#">FY23 ESG Report</a>; Approach to ESG, Managing ESG Topics (Page 10)  <a href="#">FY23 ESG Report</a>; Corporate Governance, Board of Directors (Page 52)  <a href="#">FY23 ESG Report</a>; Corporate Governance, Ethics &amp; Compliance (Pages 53-54)  <a href="#">FY23 ESG Report</a>; Corporate Governance, Human Rights (Page 56)  <a href="#">Code of Business Ethics and Conduct</a></p>

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GRI STANDARD	DISCLOSURE	LOCATION AND/OR DISCUSSION
2-25	Processes to remediate negative impacts	<p>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.</p> <p>Booz Allen both empowers its employees and requires them to raise a concern if they see something that they think, or have a good reason to suspect, may violate the law, our 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.</p> <p>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.</p> <p>See also:  <a href="#">FY23 ESG Report</a>; Corporate Governance, Board of Directors (Page 52)  <a href="#">FY23 ESG Report</a>; Corporate Governance, Ethics &amp; Compliance, Our Commitment to Nonretaliation (Page 54)</p>
2-26	Mechanisms for seeking advice and raising concerns about ethics	<p><a href="#">FY23 ESG Report</a>; Corporate Governance, Ethics &amp; Compliance (Pages 53-54)  <a href="#">Code of Business Ethics and Conduct</a>  <a href="#">Mandatory Reporting and Non-Retaliation Policy</a>  <a href="#">FY23 ESG Report</a>; Corporate Governance, Ethics &amp; Compliance, Our Commitment to Nonretaliation (Page 54)</p>
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.
<b>5. Stakeholder Engagement</b>		
2-29	Approach to stakeholder engagement	<p>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.</p> <p>See also:  <a href="#">FY23 ESG Report</a>; Approach to ESG, ESG Topic Materiality (Page 11)  <a href="#">FY23 Proxy Statement</a>; Proxy Statement Summary, Environmental, Social, and Governance Discussion and Highlights, ESG Impact Pillars and ESG Reporting (Page 6)</p>
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.
<b>GRI 3: MATERIAL TOPICS 2021</b>		
<b>2. Disclosures on material topics</b>		
3-1	Process to determine material topics	<p><a href="#">FY23 ESG Report</a>; Introduction, Our Business (Page 7)  <a href="#">FY23 ESG Report</a>; Approach to ESG (Pages 8-11)  <a href="#">FY23 ESG Report</a>; Corporate Governance, About This Report (Page 57)</p>
3-2	List of material topics	<a href="#">FY23 ESG Report</a> ; Approach to ESG, ESG Topic Materiality (Page 11)

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<b>GRI STANDARD</b>	<b>DISCLOSURE</b>	<b>LOCATION AND/OR DISCUSSION</b>
<b>ECONOMIC PERFORMANCE &lt;BOOZ ALLEN ESG MATERIAL TOPIC: BUSINESS MODEL RESILIENCE&gt;</b>		
<b>GRI 3: MATERIAL TOPICS 2021</b>		
3-3	Management of material topics	<a href="#">FY23 ESG Report</a> ; Approach to ESG (Pages 8-11) <a href="#">FY23 ESG Report</a> ; Drive Community Resilience, Resilience Through Community Engagement (Pages 48-49)
<b>GRI 201: ECONOMIC PERFORMANCE 2016</b>		
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 <a href="#">FY23 Annual Report on Form 10-K</a> . Community investment value in the forms of charitable cash contributions and pro bono services is detailed in the <a href="#">FY23 ESG Report</a> ; Drive Community Resilience, Resilience Through Community Engagement (Pages 48-49).
201-2	Financial implications and other risks and opportunities due to climate change	<a href="#">FY23 Annual Report on Form 10-K</a> ; Part I, Item 1A, Risk Factors (Pages 15-44)
<b>ANTICORRUPTION &lt;BOOZ ALLEN ESG MATERIAL TOPIC: ETHICAL CORPORATE BEHAVIOR&gt;</b>		
<b>GRI 3: MATERIAL TOPICS 2021</b>		
3-3	Management of material topics	<a href="#">FY23 ESG Report</a> ; Corporate Governance, Ethics & Compliance (Pages 53-54) <a href="#">FY23 ESG Report</a> ; Approach to ESG (Pages 8-11) <a href="#">Code of Business Ethics and Conduct</a>
<b>GRI 205: ANTICORRUPTION 2016</b>		
205-1	Operations assessed for risks related to corruption	<a href="#">FY23 Annual Report on Form 10-K</a> ; 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 <a href="#">company 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="#">FY23 ESG Report</a> ; Corporate Governance, Ethics & Compliance (Pages 53-54)
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.
<b>EMISSIONS &lt;BOOZ ALLEN ESG MATERIAL TOPIC: CLIMATE CHANGE &amp; EMISSIONS&gt;</b>		
<b>GRI 3: MATERIAL TOPICS 2021</b>		
3-3	Management of material topics	<a href="#">FY23 ESG Report</a> ; Drive Community Resilience, Climate Change (Pages 43-45) <a href="#">FY23 ESG Report</a> ; Approach to ESG (Pages 8-11)

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GRI STANDARD	DISCLOSURE	LOCATION AND/OR DISCUSSION
<b>GRI 305: EMISSIONS 2016</b>		
305-1	Direct (Scope 1) GHG emissions	<a href="#">FY23 ESG Report</a> ; Drive Community Resilience, Climate Change (Pages 43-45)  Additional information and details about our FY23 greenhouse gas emissions can be found in: <a href="#">FY23 Greenhouse Gas Emissions Report</a> <a href="#">FY23 CDP Response</a> <a href="#">Environmental Sustainability</a>
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 <a href="#">FY23 CDP response</a> ; CDP C6.10.  See also: <a href="#">FY23 Greenhouse Gas Emissions Report</a> <a href="#">FY23 ESG Report</a> ; 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: <a href="#">FY23 Greenhouse Gas Emissions Report</a> <a href="#">FY23 CDP Response</a> <a href="#">FY23 ESG Report</a> ; Drive Community Resilience, Climate Change (Pages 43-45) <a href="#">Environmental Sustainability</a>
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: <a href="#">FY23 Greenhouse Gas Emissions Report</a>
<b>EMPLOYMENT &lt;BOOZ ALLEN ESG MATERIAL TOPICS: WORKFORCE MANAGEMENT &amp; LABOR PRACTICES&gt;</b>		
<b>GRI 3: MATERIAL TOPICS 2021</b>		
3-3	Management of material topics	<a href="#">FY23 ESG Report</a> ; Empower Diverse Talent (Pages 12-31) <a href="#">FY23 ESG Report</a> ; Approach to ESG (Pages 8-11)
<b>GRI 401: EMPLOYMENT 2016</b>		
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 <a href="#">FY23 ESG Report</a> .  See also: <a href="#">FY23 Annual Report on Form 10-K</a> ; Part I, Item 1, Human Capital Management (Page 4)

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GRI STANDARD	DISCLOSURE	LOCATION AND/OR DISCUSSION
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: <a href="#">FY23 ESG Report</a> ; Empower Diverse Talent, Employee Wellbeing (Page 26) <a href="#">Total Rewards Program</a>
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: <a href="#">FY23 ESG Report</a> ; Empower Diverse Talent, Employee Wellbeing (Page 26) <a href="#">Total Rewards Program</a>
<b>OCCUPATIONAL HEALTH AND SAFETY &lt;BOOZ ALLEN ESG MATERIAL TOPIC: EMPLOYEE HEALTH AND SAFETY&gt;</b>		
<b>GRI 3: MATERIAL TOPICS 2021</b>		
3-3	Management of material topics	<a href="#">FY23 ESG Report</a> ; Empower Diverse Talent, Environmental Health & Safety (Page 28) <a href="#">FY23 ESG Report</a> ; Approach to ESG (Pages 8-11)
<b>GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018</b>		
403-1	Occupational health and safety management system	<a href="#">FY23 ESG Report</a> ; Empower Diverse Talent, Environmental Health & Safety (Page 28)  See also: <a href="#">Workplace Health, Safety, Security, and Access Policy</a>
403-2	Hazard identification, risk assessment, and incident investigation	<a href="#">FY23 ESG Report</a> ; Empower Diverse Talent, Environmental Health & Safety (Page 28)  See also: <a href="#">Workplace Health, Safety, Security, and Access Policy</a>
403-6	Promotion of worker health	<a href="#">FY23 ESG Report</a> ; Empower Diverse Talent, Employee Wellbeing (Page 26)  See also: <a href="#">Total Rewards Program</a>
403-8	Workers covered by an occupational health and safety management system	The <a href="#">Workplace Health, Safety, Security, and Access Policy</a> applies to all employees, officers, directors, subsidiaries, and affiliates of Booz Allen.
403-9	Work-related injuries	<a href="#">FY23 ESG Report</a> ; Empower Diverse Talent, Environmental Health & Safety (Page 28)



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

## GRI CONTENT INDEX continued

GRI STANDARD	DISCLOSURE	LOCATION AND/OR DISCUSSION
405-2	Ratio of basic salary and remuneration of women to men	We do not report the specific ratio at this time as it is Booz Allen confidential information. See also: <a href="#">FY23 ESG Report</a> ; Empower Diverse Talent, Pay Practices & Pay Equity (Page 25)
<b>NONDISCRIMINATION &lt;BOOZ ALLEN ESG MATERIAL TOPIC: ETHICAL CORPORATE BEHAVIOR &amp; ACCESS &amp; AFFORDABILITY&gt;</b>		
<b>GRI 3: MATERIAL TOPICS 2021</b>		
3-3	Management of material topics	<a href="#">FY23 ESG Report</a> ; Corporate Governance, Ethics & Compliance (Pages 53-54) <a href="#">FY23 ESG Report</a> ; Corporate Governance, Human Rights (Page 56) <a href="#">FY23 ESG Report</a> ; Approach to ESG (Pages 8-11)
<b>GRI 406: NONDISCRIMINATION 2016</b>		
406-1	Incidents of discrimination and corrective actions taken	We do not report total number of alleged incidents and any corrective actions taken as it is Booz Allen confidential information. See also: <a href="#">Code of Business Ethics and Conduct</a> <a href="#">FY23 ESG Report</a> ; Corporate Governance, Ethics & Compliance (Pages 53-54)
<b>CUSTOMER PRIVACY &lt;BOOZ ALLEN ESG MATERIAL TOPIC: CUSTOMER PRIVACY &amp; DATA SECURITY&gt;</b>		
<b>GRI 3: MATERIAL TOPICS 2021</b>		
3-3	Management of material topics	<a href="#">FY23 ESG Report</a> ; Drive Community Resilience, Cybersecurity & Data Privacy (Pages 46-47) <a href="#">FY23 ESG Report</a> ; Approach to ESG (Pages 8-11)
<b>GRI 418: CUSTOMER PRIVACY 2016</b>		
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: <a href="#">FY23 ESG Report</a> ; Drive Community Resilience, Cybersecurity & Data Privacy (Pages 46-47) <a href="#">Data Privacy Policy</a>
<b>NON-GRI TOPIC: HUMAN RIGHTS</b>		
<b>GRI 3: MATERIAL TOPICS 2021</b>		
3-3	Management of material topics	<a href="#">FY23 ESG Report</a> ; Corporate Governance, Human Rights (Page 56) <a href="#">FY23 ESG Report</a> ; Approach to ESG (Pages 8-11) <a href="#">Commitment to Human Rights and Combating Trafficking in Persons Policy</a>
<b>NON-GRI TOPIC: PHYSICAL &amp; SOCIOPOLITICAL RISKS</b>		
<b>GRI 3: MATERIAL TOPICS 2021</b>		
3-3	Management of material topics	<a href="#">FY23 ESG Report</a> ; Drive Community Resilience (Pages 40-50) <a href="#">FY23 ESG Report</a> ; 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 <a href="#">company website</a> .

## GRI CONTENT INDEX continued

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