

# Welcome to your CDP Climate Change Questionnaire 2021

## C0. Introduction

### C0.1

#### (C0.1) Give a general description and introduction to your organization.

For more than 100 years, business, government, and military leaders have turned to Booz Allen to solve their most complex problems. A values-driven organization with a guiding purpose to empower people to change the world, we remain focused on providing long-term solutions to our clients' emerging and ever-changing challenges. Our people are passionate about their service to our clients and their missions and the communities in which we live and work. This is our heritage, and it is as true today as when Booz Allen was founded in 1914.

We solve the most difficult management and technology problems through a combination of consulting, analytics, digital solutions, engineering, and cyber expertise. With global headquarters in McLean, Virginia, our firm employs more than 27,700 people and had revenue of \$7.8 billion for the 12 months ending March 31, 2021. To learn more, visit [BoozAllen.com](http://BoozAllen.com). (NYSE: BAH)

### C0.2

#### (C0.2) State the start and end date of the year for which you are reporting data.

	Start date	End date	Indicate if you are providing emissions data for past reporting years
Reporting year	April 1, 2020	March 31, 2021	No

### C0.3

#### (C0.3) Select the countries/areas for which you will be supplying data.

- Egypt
- Germany
- Japan
- Netherlands
- Qatar
- Republic of Korea
- Saudi Arabia

- Singapore
- United Arab Emirates
- United Kingdom of Great Britain and Northern Ireland
- United States of America

## C0.4

**(C0.4) Select the currency used for all financial information disclosed throughout your response.**

- USD

## C0.5

**(C0.5) Select the option that describes the reporting boundary for which climate-related impacts on your business are being reported. Note that this option should align with your chosen approach for consolidating your GHG inventory.**

- Operational control

# C1. Governance

## C1.1

**(C1.1) Is there board-level oversight of climate-related issues within your organization?**

- Yes

### C1.1a

**(C1.1a) Identify the position(s) (do not include any names) of the individual(s) on the board with responsibility for climate-related issues.**

Position of individual(s)	Please explain
Board-level committee	<p>Booz Allen’s Board of Directors provides governance and oversight over the strategy, risk, operations, and management of the firm. The Nominating &amp; Corporate Governance Committee is chartered with oversight of environmental, social, and governance (ESG) matters.</p> <p>Explanation of how the committee's responsibility is related to climate issues The Nominating &amp; Corporate Governance Committee oversees risks arising from the Company’s governance processes and practices related to ESG, which includes climate issues related to environmental performance and climate impact.</p> <p>Example of at least one climate-related decision made by the committee A climate related decision made by the Nominating &amp; Corporate Governance Committee in the reporting period was the decision to set new emissions reduction</p>

	targets aligned with the principles and methodology of the Science Based Targets initiative within 2 years, as reported in our ESG Impact Report.
Chief Executive Officer (CEO)	<p>Explanation of how the individual's responsibility is related to climate issues Our President and CEO is a member of the firm's Environmental, Social, Governance (ESG) Committee, which acts with the Board's authority to champion the firm's ongoing commitment to our ESG strategy (which includes climate impact and environmental performance) and integration of ESG principles into business strategy.</p> <p>Example of at least one climate-related decision made by the committee A climate related decision made by the ESG Committee, which includes the President and CEO, in the reporting period was the decision to set new emissions reduction targets aligned with the principles and methodology of the Science Based Targets initiative within 2 years, as reported in our ESG Impact Report.</p>

## C1.1b

**(C1.1b) Provide further details on the board's oversight of climate-related issues.**

Frequency with which climate-related issues are a scheduled agenda item	Governance mechanisms into which climate-related issues are integrated	Please explain
Scheduled – all meetings	<ul style="list-style-type: none"> <li>Reviewing and guiding strategy</li> <li>Reviewing and guiding major plans of action</li> <li>Reviewing and guiding risk management policies</li> <li>Reviewing and guiding annual budgets</li> <li>Reviewing and guiding business plans</li> <li>Setting performance objectives</li> <li>Monitoring implementation and performance of objectives</li> <li>Overseeing major capital expenditures,</li> </ul>	<p>The ESG Committee, which was formed by the Nominating &amp; Corporate Governance Committee of the Board of Directors and acts with its authority, champions the firm's ongoing commitment to our ESG strategy and integration of ESG principles into business strategy. All ESG Committee meetings include workstream updates on climate related initiatives, including, but not limited to, progress on the firm's commitment to and progress against Science Based Targets.</p>

	acquisitions and divestitures  Monitoring and overseeing progress against goals and targets for addressing climate-related issues	
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## C1.2

**(C1.2) Provide the highest management-level position(s) or committee(s) with responsibility for climate-related issues.**

Name of the position(s) and/or committee(s)	Responsibility	Frequency of reporting to the board on climate-related issues
Sustainability committee	Both assessing and managing climate-related risks and opportunities	Quarterly
Other C-Suite Officer, please specify Chief Legal Officer	Both assessing and managing climate-related risks and opportunities	Quarterly
Chief Executive Officer (CEO)	Both assessing and managing climate-related risks and opportunities	Quarterly

## C1.2a

**(C1.2a) Describe where in the organizational structure this/these position(s) and/or committees lie, what their associated responsibilities are, and how climate-related issues are monitored (do not include the names of individuals).**

Our formal ESG governance includes oversight by our Board of Directors and an executive management-level ESG Committee. The ESG Committee champions the firm’s ongoing commitment to our ESG strategy and integration of ESG principles into business strategy. Chaired by our Chief Legal Officer and composed of senior executives, including our CEO, the ESG Committee acts with the Board’s authority.

Description of the responsibilities of the ESG Committee with regard to the assessment and monitoring of climate-related issues:

The purpose of the ESG Committee (the “Committee”) is to assist the Nominating and Corporate Governance Committee of the Board of Directors in fulfilling its chartered responsibilities with respect to Booz Allen’s ongoing commitment to corporate citizenship and its strategically significant environmental, social, governance matters and opportunities (collectively, “ESG Matters”). The Committee is a cross-functional management group that provides management oversight and acts as an advisory body for the ESG function within the Office of the Corporate Secretary, champions the integration of ESG principles into strategic

business planning, and establishes and oversees an ESG Council to recommend and operationalize action plans for the achievement of objectives related to ESG Matters.

The Committee's duties and responsibilities include, but are not limited to, the following:

- Oversee reporting and disclosure with respect to ESG Matters;
- Assist the ESG Function in setting general strategy with respect to ESG Matters, and consider and recommend policies, practices, and disclosures that conform with the strategy;
- Encourage integration and consideration of strategically significant ESG Matters into overall business strategy, including building awareness and support for action among the Company's leadership and facilitating the deployment of resources to address opportunities and risks presented by such ESG Matters;
- Consider current and emerging ESG Matters that may significantly impact Booz Allen's business operations, performance, or reputation, or are otherwise pertinent to Booz Allen and its stakeholders, and to make recommendations with respect to Booz Allen's posture, internally and externally, and the applicability of its policies, practices, and disclosures to such ESG Matters;
- Identify relevant intersections and opportunities for collaboration and alignment between the ESG Function and other market and functional agendas and plans within the Company;
- Establish systems, as deemed necessary and appropriate, to monitor ESG Matters;
- Consider, approve, and support the achievement of initiatives, action plans, and corporate performance goals related to ESG Matters, as recommended by the ESG Function and the ESG Council; and
- Review and assess the Committee Charter annually and recommend any proposed changes for approval of the Nominating and Corporate Governance Committee.

## C1.3

**(C1.3) Do you provide incentives for the management of climate-related issues, including the attainment of targets?**

	Provide incentives for the management of climate-related issues	Comment
Row 1	Yes	Further information is included in response to C1.3a

## C1.3a

**(C1.3a) Provide further details on the incentives provided for the management of climate-related issues (do not include the names of individuals).**

Entitled to incentive	Type of incentive	Activity incentivized	Comment
Other, please specify Client Service Personnel	Monetary reward	Other (please specify) Sale of climate change services	The Strategic Awards program is available to Career Managers to recognize employees for their contribution to the growth of the climate

			change practice areas to include client service delivery and proposal/capture efforts. Senior staff is eligible for a performance-based annual bonus program that reflects individual's overall performance, impact, and contribution to the firm's businesses, including climate change services and business development efforts.
Environment/Sustainability manager	Monetary reward	Emissions reduction project Emissions reduction target Energy reduction project Energy reduction target Efficiency project Efficiency target Environmental criteria included in purchases Supply chain engagement Company performance against a climate-related sustainability index	The ESG Managers are eligible to receive monetary awards under the discretionary Strategic Awards program based on their performance under the climate-related programs. Senior staff is eligible for a performance-based annual bonus program that reflects individual's overall performance, impact, and contribution to the firm's businesses, including management of the climate-related and ESG objectives as applicable.

## C2. Risks and opportunities

### C2.1

**(C2.1) Does your organization have a process for identifying, assessing, and responding to climate-related risks and opportunities?**

Yes

### C2.1a

**(C2.1a) How does your organization define short-, medium- and long-term time horizons?**

	From (years)	To (years)	Comment
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Short-term	0	1	
Medium-term	1	3	
Long-term	3	100	

## C2.1b

### (C2.1b) How does your organization define substantive financial or strategic impact on your business?

In fiscal year 2021 that ended on March 31, 2021, we completed a comprehensive analysis and stakeholder engagement to determine areas of significant ESG impact that are both relevant to our business and important to our stakeholders. As we invest in shaping the future, we strive to create enduring positive impact for our clients and communities and to enhance the sustainability of our business. Both goals are best served through focus—on what matters most and where we are uniquely positioned to make a difference. From our assessment, six categories of significant ESG impacts emerged: Ethics & Integrity, Mission & Innovation, Employee Experience, Community Engagement, Global Resilience, and Information Security. Our stakeholder-focused approach enabled us to define categories that are broadly consistent with expectations for our industry and our enduring priorities while also accommodating factors that reflect our unique business and our agile approach to emerging opportunities and challenges. These categories have informed our first ESG Impact report published last year and will provide valuable insight as we continue to implement our ESG strategy, seeking to strengthen sustainable business practices that strive to deliver positive impact for Booz Allen and each of our stakeholder groups. We define our key impact areas through a future focused lens, expressing our aspirations as we shape what's to come.

## C2.2

### (C2.2) Describe your process(es) for identifying, assessing and responding to climate-related risks and opportunities.

#### Value chain stage(s) covered

Direct operations

#### Risk management process

Integrated into multi-disciplinary company-wide risk management process

#### Frequency of assessment

More than once a year

#### Time horizon(s) covered

Short-term

Medium-term

Long-term

#### Description of process

Description of the ERM process and how it identifies, assesses, and responds to climate related risks:

At the company level, 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 organization 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. The program uses a framework, leveraging the principles set forth by Committee of Sponsoring Organizations of the Treadway Commission (COSO) in 2017. The program considers risks more than six years out into the future, takes into account the global geographical areas, and identifies them into one of three categories: Tier 1, Tier 2 and Watchlist. Tier 1 risks have the highest potential to cause material damage to the firm's value or reputation. Tier 2 risks also have high potential for material damage to the firm's value or reputation but are seen as having a lower likelihood or longer time horizon than Tier 1 risks. At the third tier, "Watch List" items are industry trends or require periodic examination. The ERM program is mandated by the Board of Directors and sponsored by our CEO, with results reported to an ERM Steering Committee, and overseen day-to-day by a senior vice president. In addition to our annual risk refresh process, we frequently analyze top risks across different sources (industry lists, think tanks, geopolitical risks, etc.), looking for gaps in our firm ERM framework. If we were to uncover risks that would be material to the firm that should fall on our framework, we would work to incorporate them into one of our existing tiers.

Description of the Business Continuity (BC) process and how it identifies, assesses, and responds to climate related risks:

At the asset level, an all-hazards approach is used to identify and monitor human, natural, and technological risks. Climate change considerations influence natural disaster probabilities and severities. Risk factors are applied to all corporate facilities worldwide as part of annual risk assessments. The assessment outputs are used to forecast near and long-term weather and climate-related threats, and they drive mitigation and response planning. All offices maintain, train, and test response plans that reflect the natural hazards present in their vicinity. We conduct annual, topical training for our office leads as well as general employee awareness campaigns on seasonal risks, e.g., tornados, wildfires, earthquakes, and winter weather. We monitor emerging risks at our facilities globally and use these risk alerting tools to identify potential threats to our staff, offices, or operations and prepare to respond in the event of a weather-related emergency or climate-related threat. Our BC plans include recovery strategies for any incident that causes the following business impacts (for any reason): Loss of Personnel; Loss of Information Services; Loss of our Local Facilities; Loss of a Key Supplier; Loss of the Washington Metropolitan Area. Additionally, the Business Assurance Office (BAO) has Incident / Crisis Management plans with tools to implement programs and conduct scenario-based exercises such as physical climate risks (extreme weather patterns, flooding, sea level rise, etc.).



## C2.2a

### (C2.2a) Which risk types are considered in your organization's climate-related risk assessments?

	Relevance & inclusion	Please explain
Current regulation	Relevant, always included	<p>Booz Allen Code of Business Ethics and Conduct states that we follow all applicable law, which includes all applicable environmental laws and regulations. It is important to our business to understand what climate related laws and regulations impact us, and how we can maintain compliance. Current regulation presents a risk to our company as laws and regulations may potentially impose added costs on our business and our failure to comply with them may lead to civil or criminal penalties, termination of our U.S. government contracts, and/or suspension or debarment from contracting with federal agencies. Therefore, regulation related-risks have been identified as relevant through the firm's Enterprise Risk Management (ERM) process.</p> <p>These regulation-related risks are included in our climate related risk assessments by evaluating them through inclusion and assessment under our ERM program, which is discussed further in 2.2.</p> <p>While relevant to our business, climate related risks do not pose a substantial risk for Booz Allen. Currently, we are not subject to climate related regulations due to the nature of our business as a management consulting services provider, and since we lease, as opposed to own, all of our offices. Therefore, we do not have any facilities that are currently targeted for regulation.</p>
Emerging regulation	Relevant, always included	<p>Booz Allen Code of Business Ethics and Conduct states that we follow all applicable law, which includes all applicable environmental laws and regulations. It is important to our business to be aware of what emerging regulation may impact our firm and require changes in business operations to comply with the regulations. Examples of emerging legislation risks include the potential introduction of carbon taxes in countries where we operate which could increase operation costs for the Firm.</p> <p>Booz Allen assesses emerging regulation, including emerging climate related regulations, through inclusion and assessment under our ERM program, which is discussed further in 2.2.</p>
Technology	Relevant, always included	<p>We create, implement, and maintain information technology and engineering that are often critical to our clients' operations, some of which involve sensitive information and may be conducted in war zones or other hazardous environments, or include information whose confidentiality is protected by law. As a result, we are at risk for</p>

		<p>systems or service failures, including those resulting from climate related natural disasters. If our technology systems fail, our operations could be interrupted or suspended, which could have a material adverse effect on our business and results of operations.</p> <p>Furthermore, Booz Allen must be sure that we are staying on top of the latest climate related technology and are adapting to and leveraging the opportunities it provides to provide the best and most innovative services to our clients. Failure to do so leaves us at risk of hindering future contract win rates from not being able to provide competitive solutions to potential clients.</p> <p>Climate related technology risks are included in Booz Allen's climate-related risk assessments through inclusion and assessment under our ERM program, which is discussed further in 2.2.</p>
Legal	Relevant, always included	<p>Legal risk is included in Booz Allen's risk assessment, as we are subject to, and may become a party to, a variety of litigation or other claims and suits that arise from time to time in the ordinary course of our business. The results of litigation and other legal proceedings are inherently uncertain and adverse judgments or settlements in legal disputes may result in materially adverse monetary damages or injunctive relief against us. Any claims or litigation, even if fully indemnified or insured, could damage our reputation and make it more difficult to compete effectively or obtain adequate insurance in the future. From the perspective of climate change, these risks increase as environmental legislation that Booz Allen may be subject to continues to develop. Booz Allen evaluates legal risk, including climate related legal risk, through inclusion and assessment under our ERM program, which is discussed further in 2.2.</p>
Market	Relevant, always included	<p>We depend on contracts with U.S. government agencies for about 97 percent of our revenue. U.S. government spending and mission priorities could change in a manner that adversely affects our future revenue and limits our growth prospects. Therefore, Booz Allen must be aware of the changing market and understanding the changing expectations and needs of our government clients and be prepared to evolve as market needs shift. Climate change is a driver of market change and will undoubtedly increase and decrease demand for a variety of services provided by Booz Allen, such as increasing the demand for sustainability service offerings. We must make sure that we are able to keep up with the evolving demand. The risks and market trends are even more volatile for our firm, as market priorities often change (sometimes drastically) with new administrations.</p> <p>These market related risks are included in our climate related risk assessments through inclusion and assessment under our ERM</p>

		program, which is discussed further in 2.2.
Reputation	Relevant, always included	<p>Our professional reputation is critical to our business, and any harm to our reputation could decrease the amount of business the U.S. government does with us, which could have a material adverse effect on our future revenue and growth prospects. As our reputational risk relates to climate, if Booz Allen is perceived as a company that harms the environment or is not a steward of sustainability, it could negatively impact the public's perception of the firm and reduce growth prospects for our sustainability service offerings and/or the business as a whole as customers seek contractors that are taking progressive steps to address climate change.</p> <p>Reputational risks are assessed and included in our climate related risk assessments through inclusion and assessment under our ERM program, which is discussed further in 2.2.</p>
Acute physical	Relevant, always included	<p>Acute physical risks are considered specific, immediate, physical events resulting from changes in the climate such increases in extreme weather and natural disasters, including floods, heat waves, extreme cold, etc.</p> <p>These acute physical risks are included in our climate related risk assessments through an all-hazards approach, which is used to identify and monitor these risks. The identified risk factors are applied to all corporate facilities worldwide as part of annual risk assessments. The assessment outputs are used to forecast near and long-term weather and climate-related threats, and they drive mitigation and response planning. All offices maintain, train, and test response plans that reflect the natural hazards present in their vicinity. We monitor emerging risks at our facilities globally and use these risk alerting tools to identify potential threats to our staff, offices, or operations and prepare to respond in the event of a weather-related emergency or climate-related threat.</p> <p>Furthermore, they are included in our climate vulnerability assessment tool, which allows us to identify climate risks at our offices and to model probable/likely impacts on our current and future business. The tool is an interactive map with several climate change scenarios (e.g., sea level rise, water inundation, and wildfires) and overlay Booz Allen operations-related and estimated revenue loss data. Users can select a climate scenario and see the potential operational and financial impact to a specific mission-critical geographic location. Users can also see summary statistics for individual facilities such as facility address, square footage, number of Booz Allen employees reporting daily, dollar values of major contracts, potential compromised revenue, and climate risk summary.</p>

<p>Chronic physical</p>	<p>Relevant, always included</p>	<p>Chronic physical risks are considered as physical risks that emerge from longer-term changes in the climate changes that are slower in their onset, such as sea level rise and increasingly volatile and unpredictable weather patterns.</p> <p>These chronic physical risks are included in our climate related risk assessments through an all-hazards approach, which is used to identify and monitor these risks. The identified risk factors are applied to all corporate facilities worldwide as part of annual risk assessments. The assessment outputs are used to forecast near and long-term weather and climate-related threats, and they drive mitigation and response planning. All offices maintain, train, and test response plans that reflect the natural hazards present in their vicinity. We conduct annual, topical training for our office leads as well as general employee awareness campaigns on seasonal risks, e.g., tornados, wildfires, earthquakes, and winter weather. We monitor emerging risks at our facilities globally and use these risk alerting tools to identify potential threats to our staff, offices, or operations and prepare to respond in the event of a weather-related emergency or climate-related threat.</p> <p>Furthermore, they are included in our climate vulnerability assessment tool. This tool allows us to identify climate risks at our offices and model probable/likely impacts on our current and future business. The tool is an interactive map with several climate change scenarios (e.g., sea level rise, water inundation, and wildfires) and overlays Booz Allen operations-related and estimated revenue loss data. Users can select a climate scenario and see the potential operational and financial impact to a specific mission-critical geographic location. Users can also see summary statistics for individual facilities such as facility address, square footage, number of Booz Allen employees reporting daily, dollar values of major contracts, potential compromised revenue, and climate risk summary.</p> <p>Chronic Physical risks are assessed and included in our climate related risk assessments through inclusion and assessment under our ERM program, which is discussed further in 2.2.</p>
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### C2.3

**(C2.3) Have you identified any inherent climate-related risks with the potential to have a substantive financial or strategic impact on your business?**

No

## C2.3b

**(C2.3b) Why do you not consider your organization to be exposed to climate-related risks with the potential to have a substantive financial or strategic impact on your business?**

	Primary reason	Please explain
Row 1	Risks exist, but none with potential to have a substantive financial or strategic impact on business	<p>A clear rationale and company-specific explanation as to why your organization is not exposed to climate-related risks with potential to have a substantive financial or strategic impact on business:</p> <p>Booz Allen is a management consulting services company and operates entirely within leased facilities and facilities owned/leased/operated by our clients in locations that do not face unique physical risks from climate change. While the locations where we have offices and concentrations of employees may be impacted by extreme weather or other physical impacts, as well as uncertainty caused by an evolving regulatory landscape, the associated risk of increased operational cost is minimal based on the nature of our business, and Booz Allen has taken steps to maintain plans that ensure continuity of business operations.</p> <ul style="list-style-type: none"> <li>• For physical risks, Booz Allen manages and mitigates potential disruptions through distribution of staff and business operations. Decentralization of resources reduces the magnitude of individual weather events, and offices are generally located in areas with low risk of sea level rise. Additionally, our corporate Crisis Management (CM) and Business Continuity (BC) capabilities employ an automated planning system (Fusion Framework System) and Emergency Alert System (EAS), which greatly increase productivity and the speed in which we plan, respond and recover from business interruption events.</li> <li>• For transitional risks, because of the nature of our business as a management consulting services provider and because we lease (rather than own) all of our offices, we do not have any facilities that are currently targeted for regulation. We also work with outside legal counsel and other advisors to anticipate and prepare for potential relevant regulatory changes.</li> </ul> <p>These plans have been incorporated as part of routine business practices and do not incur additional financial strain on the business. The aforementioned risks, while present, have not been determined to have a substantive financial or strategic impact on business at this time.</p> <p>An explanation covering the process that has/is being used to assess why your company is not exposed to climate-related risks:</p> <p>There are numerous processes in place that are continually utilized to assess risk to the business, including physical and transitional risks caused by climate change. Risks are assessed by our ERM system,</p>

		described further in 2.2 and 2.2a.
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## C2.4

**(C2.4) Have you identified any climate-related opportunities with the potential to have a substantive financial or strategic impact on your business?**

Yes

## C2.4a

**(C2.4a) Provide details of opportunities identified with the potential to have a substantive financial or strategic impact on your business.**

### Identifier

Opp1

### Where in the value chain does the opportunity occur?

Direct operations

### Opportunity type

Products and services

### Primary climate-related opportunity driver

Shift in consumer preferences

### Primary potential financial impact

Increased revenues resulting from increased demand for products and services

### Company-specific description

Booz Allen's federal clients are affected by changing U.S. regulatory requirements, including those relating to climate. This has resulted in increased demand for services to assist clients in understanding and navigating the new regulatory landscape and how they can both comply and further the executive branch's focus and efforts related to climate. Changing reporting requirements provides opportunities for Booz Allen to navigate new requirements and assist clients in GHG and sustainability reporting services. This provides an opportunity for our sustainability experts to win more of this type of work to meet the increased demand, resulting in increased sales for the firm.

### Time horizon

Short-term

### Likelihood

Virtually certain

### Magnitude of impact

Medium

**Are you able to provide a potential financial impact figure?**

No, we do not have this figure

**Potential financial impact figure (currency)**

**Potential financial impact figure – minimum (currency)**

**Potential financial impact figure – maximum (currency)**

**Explanation of financial impact figure**

Booz Allen provides consulting services related to emissions reporting. As regulations continue to evolve and requirements shift, we estimate that the demand for these services will continue, resulting in increased revenue for the firm. At this time we are unable to provide an estimated value.

**Cost to realize opportunity**

0

**Strategy to realize opportunity and explanation of cost calculation**

Booz Allen proactively engages with clients facing challenges associated with a rapidly changing regulatory environment and enables them to meet their obligations. To do this, we continuously assess new and emerging reporting requirements and conduct market sensing activities that allow us to anticipate demand and prepare new services early to meet client challenges and missions.

The costs associated with pursuing this opportunity are absorbed into our general and business development budgets and have zero additional cost.

**Comment**

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**Identifier**

Opp2

**Where in the value chain does the opportunity occur?**

Upstream

**Opportunity type**

Products and services

**Primary climate-related opportunity driver**

Shift in consumer preferences

**Primary potential financial impact**

Increased revenues resulting from increased demand for products and services

**Company-specific description**

Changes to natural resource availability could impact Booz Allen clients and, therefore, create opportunities for Booz Allen to provide strategic advisory services to help clients overcome the potential impact. For example, Booz Allen has been tasked with greening the fleets of clients to reduce fuel consumption. As resources become more scarce and clients desire to reduce resource usage and consumption, Booz Allen will have the opportunity to assist in their transition to lower emissions and less natural resource consumption, gaining increased revenue for Booz Allen.

**Time horizon**

Medium-term

**Likelihood**

Virtually certain

**Magnitude of impact**

Medium

**Are you able to provide a potential financial impact figure?**

No, we do not have this figure

**Potential financial impact figure (currency)****Potential financial impact figure – minimum (currency)****Potential financial impact figure – maximum (currency)****Explanation of financial impact figure**

Booz Allen provides fuel reduction services to civilian and defense clients. As resources become more scarce, we expect the demand for this type of lower emissions services to continue, which would increase revenue for the firm. At this time we are unable to provide an estimated value.

**Cost to realize opportunity**

0

**Strategy to realize opportunity and explanation of cost calculation**

We proactively engage with clients and conduct market sensing activities that allow us to anticipate demand and prepare new services early to meet client challenges and missions. For example, Booz Allen has facilitated workshops with local government, nonprofit organizations, and representatives from State and Federal governments to identify potential needs related to climate change and areas where Booz Allen can build out our service offerings to realize those opportunities. The costs associated with pursuing this opportunity are absorbed into our general and business development budgets and have zero additional cost.

**Comment**



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**Identifier**

Opp3

**Where in the value chain does the opportunity occur?**

Direct operations

**Opportunity type**

Products and services

**Primary climate-related opportunity driver**

Development of climate adaptation, resilience and insurance risk solutions

**Primary potential financial impact**

Increased revenues resulting from increased demand for products and services

**Company-specific description**

Booz Allen has the opportunity to expand our service offerings and generate increased revenue from developing climate adaptation and resilience solutions that would be valuable to our clients.

**Time horizon**

Medium-term

**Likelihood**

Likely

**Magnitude of impact**

Low

**Are you able to provide a potential financial impact figure?**

No, we do not have this figure

**Potential financial impact figure (currency)**

**Potential financial impact figure – minimum (currency)**

**Potential financial impact figure – maximum (currency)**

**Explanation of financial impact figure**

Booz Allen could see increased financial returns as a result of expanding our service offerings to include climate adaptation and resilience support. At this time we are unable to provide an estimated value of the increased revenue.

**Cost to realize opportunity**

0

**Strategy to realize opportunity and explanation of cost calculation**

An example of how Booz Allen is working to realize this opportunity is that we are currently developing a climate vulnerability assessment tool to evaluate the impact of projected climate change on the firm’s operations. The tool evaluates the climate risks at Booz Allen’s current and planned facilities, client facilities (where Booz Allen provides on-site contracted support), and telework locations. The objectives of the tool are to support Booz Allen with planning and mitigating climate risks through the firm’s corporate risk management protocol and to address the potential material damage to the firm’s value or reputation based on the probability and potential magnitude of impact on six factors: (1) health and safety of employees, (2) business operations and financial health, (3) facilities, (4) legal and regulatory requirements, (5) corporate reputation, and (6) protection of the firm’s intellectual property and sensitive information. Once this tool has been finalized, we hope to be able to offer it to our clients to help them understand their climate vulnerabilities as well to increase resilience. This new service offering would allow for increased revenue.

The costs associated with pursuing this opportunity are absorbed into our general and business development budgets and have zero additional cost to the firm.

**Comment**

**C3. Business Strategy**

**C3.1**

**(C3.1) Have climate-related risks and opportunities influenced your organization’s strategy and/or financial planning?**

Yes

**C3.1b**

**(C3.1b) Does your organization intend to publish a low-carbon transition plan in the next two years?**

	<b>Intention to publish a low-carbon transition plan</b>	<b>Intention to include the transition plan as a scheduled resolution item at Annual General Meetings (AGMs)</b>	<b>Comment</b>
Row 1	Yes, in the next two years	No, we do not intend to include it as a scheduled AGM resolution item	Booz Allen intends to publicly disclose a low-carbon transition plan through the implementation of Science Based Targets within the next two years.

## C3.2

### (C3.2) Does your organization use climate-related scenario analysis to inform its strategy?

Yes, qualitative and quantitative

## C3.2a

### (C3.2a) Provide details of your organization’s use of climate-related scenario analysis.

Climate-related scenarios and models applied	Details
<p>RCP 2.6 RCP 4.5 RCP 8.5</p>	<p>How the selected scenario(s) were identified, with reference to the inputs, assumptions and analytical methods used. For existing scenarios (e.g. IEA 450 etc.), disclose how we have altered/changed the inputs, assumptions or analytical methods to cater to our needs:</p> <ul style="list-style-type: none"> <li>Booz Allen utilized three representation concentration pathways (RCP): 2.6, 4.5, and 8.5 These were chosen based on their use in the 2018 National Climate Assessment. As the National Climate Assessment was a document produced by our primary client, the United States Federal Government, the decision was made to rely on its interpretations of these models. Thus, changes were not made to these projections to fit this analysis. The only exception being that in the sea level rise analysis, to avoid uncertainty and simplify the process of estimating impacts in 2050, Booz Allen assumed that the sea level rise would occur in a linear fashion although sea level rise is an exponential phenomena.</li> </ul> <p>A description of the time horizon(s) considered, and why they are relevant to Booz Allen:</p> <ul style="list-style-type: none"> <li>Booz Allen focused on two points in time: 2050 and 2100. The first, 2050, was chosen in recognition of the time period of long-term building leases for Booz Allen. By choosing 2050, Booz Allen can make decisions regarding new leasing decisions. The second point in time, 2100, was chosen for two reasons: it is a common point of reference in materials documenting the impacts of climate change, and our clients control high value assets that presumably will still be functioning by the end of the century. Assets managed by existing clients include military bases and airports.</li> </ul> <p>A description of the areas of Booz Allen that have been considered as part of the scenario analysis:</p> <ul style="list-style-type: none"> <li>Booz Allen focused on coastal areas due to their vulnerability to sea level rise and extreme weather events. The impacts of sea level rise had been previously identified by Booz Allen as posing a significant challenge to both our clients and our business. The majority of Booz Allen employees and revenue are generated by our facilities that are adjacent to or near the coasts.</li> </ul> <p>A company specific description summary of the results of the conducted scenario</p>

	<p>analysis:</p> <ul style="list-style-type: none"> <li>• Extreme Weather Events:</li> </ul> <p>Preliminary analysis by Booz Allen determined that major storm events on the level of Hurricane Harvey and Hurricane Michael are capable of creating significant disruption to employee productivity. The occurrence of Hurricane Harvey is correlated to an approximately fifty percent drop in productivity to our facilities in Houston. The drop in productivity from Hurricane Michael was not as dramatic, but was noticeable. Hurricane Florence did not appear to cause significant disruption to employee productivity.</p> <p>A description of how the results of the scenario analysis have informed your business objectives and strategy:</p> <ul style="list-style-type: none"> <li>• Booz Allen has been able to take the office locations and using GIS, map them out against climate and weather data to visualize the impacts past events and forecasted future events are to those locations. We are working with firm leadership to showcase this interactive geospatial tool to visualize what the futuristic scenarios which could have significant impact on our business.</li> </ul> <p>A case study/example of how the results of scenario analysis have directly influenced your business objectives and strategy:</p> <ul style="list-style-type: none"> <li>• Booz Allen used climate related scenario analysis when picking a new facility location. In most instances, Booz Allen is bound to geographies or cities based on where our clients are located. However, when we are able to establish a location not directly related to a specific client, we are able to assess locations based on climate vulnerabilities and risks, along with other risk assessments.</li> </ul>
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### C3.3

**(C3.3) Describe where and how climate-related risks and opportunities have influenced your strategy.**

	Have climate-related risks and opportunities influenced your strategy in this area?	Description of influence
Products and services	Evaluation in progress	Our mid-to-long term firmwide strategy reflects analysis and insights from internal teams and external consultants, synthesizing results into future strategy elements that will be communicated to the firm and external stakeholders, and will be executed across the organization. Our current review is expected to complete during FY22.
Supply chain and/or value chain	Evaluation in progress	Our mid-to-long term firmwide strategy reflects analysis and insights from internal teams and external consultants, synthesizing results into future strategy elements that will be communicated to the firm and external stakeholders,

		and will be executed across the organization. Our current review is expected to complete during FY22.
Investment in R&D	Evaluation in progress	Our mid-to-long term firmwide strategy reflects analysis and insights from internal teams and external consultants, synthesizing results into future strategy elements that will be communicated to the firm and external stakeholders, and will be executed across the organization. Our current review is expected to complete during FY22.
Operations	Evaluation in progress	Our mid-to-long term firmwide strategy reflects analysis and insights from internal teams and external consultants, synthesizing results into future strategy elements that will be communicated to the firm and external stakeholders, and will be executed across the organization. Our current review is expected to complete during FY22.

### C3.4

**(C3.4) Describe where and how climate-related risks and opportunities have influenced your financial planning.**

	Financial planning elements that have been influenced	Description of influence
Row 1	Revenues	<p>Case study of how climate-related risks and opportunities have influenced your financial planning:</p> <p>The impact of climate related risks and opportunities on revenues are factored into our financial planning process for certain areas of the firm - such as our Energy, Infrastructure, and Environment team, which provides services related to climate change. The opportunities described above provide for the possibility of increased revenues for this part of the business, which is factored into forecasting and revenue planning for these parts of our business. The magnitude of this impact is relatively low, as the portion of climate related services provided by the firm is small.</p> <p>Specifies the time horizon covered by the financial planning of the element selected:</p> <p>Forecasting and revenue planning take place annually.</p>

### C3.4a

**(C3.4a) Provide any additional information on how climate-related risks and opportunities have influenced your strategy and financial planning (optional).**

N/A

## C4. Targets and performance

### C4.1

**(C4.1) Did you have an emissions target that was active in the reporting year?**

Intensity target

### C4.1b

**(C4.1b) Provide details of your emissions intensity target(s) and progress made against those target(s).**

---

**Target reference number**

Int 1

**Year target was set**

2014

**Target coverage**

Company-wide

**Scope(s) (or Scope 3 category)**

Scope 2 (location-based)

**Intensity metric**

Metric tons CO<sub>2</sub>e per unit FTE employee

**Base year**

2014

**Intensity figure in base year (metric tons CO<sub>2</sub>e per unit of activity)**

0.98

**% of total base year emissions in selected Scope(s) (or Scope 3 category) covered by this intensity figure**

100

**Target year**

2026

**Targeted reduction from base year (%)**

15

**Intensity figure in target year (metric tons CO<sub>2</sub>e per unit of activity) [auto-calculated]**

0.833

**% change anticipated in absolute Scope 1+2 emissions**

-30

**% change anticipated in absolute Scope 3 emissions****Intensity figure in reporting year (metric tons CO<sub>2</sub>e per unit of activity)**

0.5

**% of target achieved [auto-calculated]**

326.5306122449

**Target status in reporting year**

Achieved

**Is this a science-based target?**

No, but we anticipate setting one in the next 2 years

**Target ambition****Please explain (including target coverage)**

All our facilities emissions are Scope 2. We do not have any other Scope 2 emissions. In 2014, we set a goal of reducing the intensity of facilities-related emissions (i.e., Scope 2 emissions) per FTE employee by 15% by 2026 vs. 2014 levels. We formerly used a calendar year (CY) reporting schedule when the baseline was set and have switched to a fiscal year (FY) reporting schedule. Consequently, the baseline year is CY2014 and the target year is FY2026. In FY2021, Scope 2 emissions per employee was 0.50 MTCO<sub>2</sub>e/FTE, which exceeded our goal and was a 30% reduction vs. the CY2014 baseline.

As we embark on a new phase of environmental governance, we are excited to apply the knowledge we have gained since setting our current goals. We are implementing new strategies and initiatives to reduce our greenhouse gas emissions, including the establishment of meaningful, data-driven, and rigorous reduction goals. Our objective is to set new targets aligned with the principles and methodology of the Science Based Targets initiative within 2 years, with our fiscal year 2020 emissions serving as a baseline.

**Target reference number**

Int 2

**Year target was set**

2014

**Target coverage**

Company-wide

**Scope(s) (or Scope 3 category)**

Scope 2 (location-based)

**Intensity metric**Metric tons CO<sub>2</sub>e per square foot**Base year**

2014

**Intensity figure in base year (metric tons CO<sub>2</sub>e per unit of activity)**

0.0074

**% of total base year emissions in selected Scope(s) (or Scope 3 category) covered by this intensity figure**

100

**Target year**

2026

**Targeted reduction from base year (%)**

15

**Intensity figure in target year (metric tons CO<sub>2</sub>e per unit of activity) [auto-calculated]**

0.00629

**% change anticipated in absolute Scope 1+2 emissions**

-27

**% change anticipated in absolute Scope 3 emissions****Intensity figure in reporting year (metric tons CO<sub>2</sub>e per unit of activity)**

0.0055

**% of target achieved [auto-calculated]**

171.1711711712

**Target status in reporting year**

Achieved

**Is this a science-based target?**

No, but we anticipate setting one in the next 2 years

**Target ambition****Please explain (including target coverage)**

All our facilities emissions are Scope 2. We do not have any other Scope 2 emissions. In 2014, we set a goal of reducing the intensity of facilities-related emissions (i.e., Scope 2 emissions) per square foot by 15% by 2026 vs. 2014 levels. We formerly used a calendar year (CY) reporting schedule when the baseline was set and have switched to a fiscal year (FY) reporting schedule. Consequently, the baseline year is CY2014 and the target year is FY2026. In FY2021, Scope 2 emissions per square foot was 0.0055



MTCO<sub>2</sub>e/sqft, which exceeded our goal and was a 27% reduction vs. the CY2014 baseline.

As we embark on a new phase of environmental governance, we are excited to apply the knowledge we have gained since setting our current goals. We are implementing new strategies and initiatives to reduce our greenhouse gas emissions, including the establishment of meaningful, data-driven, and rigorous reduction goals. Our objective is to set new targets aligned with the principles and methodology of the Science Based Targets initiative within 2 years, with our fiscal year 2020 emissions serving as a baseline.

## C4.2

**(C4.2) Did you have any other climate-related targets that were active in the reporting year?**

No other climate-related targets

## C4.3

**(C4.3) Did you have emissions reduction initiatives that were active within the reporting year? Note that this can include those in the planning and/or implementation phases.**

Yes

### C4.3a

**(C4.3a) Identify the total number of initiatives at each stage of development, and for those in the implementation stages, the estimated CO<sub>2</sub>e savings.**

	Number of initiatives	Total estimated annual CO <sub>2</sub> e savings in metric tonnes CO <sub>2</sub> e (only for rows marked *)
Under investigation	1	0
To be implemented*	0	0
Implementation commenced*	1	3,300
Implemented*	0	0
Not to be implemented	0	0

### C4.3b

**(C4.3b) Provide details on the initiatives implemented in the reporting year in the table below.**

---

#### Initiative category & Initiative type

Energy efficiency in buildings

Other, please specify

NexGen Strategy Optimizing office space and design. NexGen optimizes an open workspace concept and allows more natural lighting, enhanced connectivity tools, and a variety of work and collaboration spaces while reducing square footage and energy use.

**Estimated annual CO2e savings (metric tonnes CO2e)**

3,300

**Scope(s)**

Scope 2 (location-based)

**Voluntary/Mandatory**

Voluntary

**Annual monetary savings (unit currency – as specified in C0.4)**

0

**Investment required (unit currency – as specified in C0.4)**

0

**Payback period**

No payback

**Estimated lifetime of the initiative**

Ongoing

**Comment**

Booz Allen continued to experience significant growth in client work and number of employees in FY21. As a result of the COVID-19 pandemic, we implemented a mandatory telework policy during FY21 for employees whose assignments and clients permitted remote work. In anticipation of a post-pandemic return to work, we continued implementation of our NexGen office space strategy to improve office space efficiency and enhance workplace mobility while responding to this growth and maintaining certain technological changes made during this period of primarily remote delivery that enhanced the sustainability of our standard ways of working. This project has helped us reduce our absolute Scope 2 emissions year over year and helped us achieve our target of 15% reductions in Scope 2 emissions intensity by 2026 years ahead of schedule. Since we began implementing our NexGen strategy in 2011, we have reduced emissions per employee by 71% (from 1.72 MTCO2e/FTE in 2010 to 0.5 MTCO2e/FTE in FY21); and reduced square foot per employee by 15% (from 124.4 sq. ft./FTE in 2010 to 92.29 sq. ft./FTE in FY21). If square foot per employee remained the same as it was before we implemented the program, our scope 2 emissions would be 241% higher than they currently are, implying an estimated 33,327.60 MTCO2e savings over the 10 years of program implementation, which equates to approximately 3,300 MTCO2e each year.

## C4.3c

**(C4.3c) What methods do you use to drive investment in emissions reduction activities?**

Method	Comment
Other ESG Council	Booz Allen’s Environmental, Social, and Governance (ESG) Council is management-level and is chartered to inform and support the ESG Committee, which consists of senior executives charged to support the Board’s oversight of the firm’s ESG strategy. The ESG Council leverages the collective ingenuity of key functional and business leaders from across the firm, each of whom hold operational or policy-level responsibility for an area of our performance or practice that relates to our ESG priorities. The Council provides a forum for integrating our approach to ESG impact across the firm and cohesive deployment of the ESG Committee’s commitments and change initiatives. Ensuring oversight and buy-in from operational-level leaders across the firm drives investment in all ESG initiatives, including emissions reductions.
Other Dedicated ESG Function	Booz Allen's dedicated ESG function drives ESG strategy and supports the Board, ESG Committee, and ESG Council through three primary means: <ul style="list-style-type: none"> <li>• Decision Support: Facilitates strategic decision making by contributing subject matter expertise and insight into the firm’s efforts to apply best practices to our operating context.</li> <li>• Transparency: Supports accountability for impact management by advising Council members of best practices, tracking performance against individual team and cross-functional initiative goals, and reporting progress to the ESG Committee and Board and externally through annual reporting.</li> <li>• Integration: Supports integration of ESG principles into business strategy by recommending policy and practices to the ESG Committee and facilitating Council execution against the ESG Committee’s strategic direction.</li> </ul>

## C4.5

**(C4.5) Do you classify any of your existing goods and/or services as low-carbon products or do they enable a third party to avoid GHG emissions?**

No

## C5. Emissions methodology

### C5.1

**(C5.1) Provide your base year and base year emissions (Scopes 1 and 2).**

#### Scope 1

**Base year start**

April 1, 2019

**Base year end**

March 31, 2020

**Base year emissions (metric tons CO<sub>2</sub>e)**

33.26

**Comment**

In FY19, Booz Allen was able to obtain data and start reporting on a small number of US-based vehicles. In FY20, Stationary Combustion emissions were added to our Scope 1 emissions, rounding out our Scope 1 emissions and creating a full baseline.

While no firm-wide goals have been established for Scope 1 emissions at this time, we are implementing new strategies and initiatives to reduce our greenhouse gas emissions, including the establishment of meaningful, data-driven, and rigorous reduction goals. Our objective is to set new targets aligned with the principles and methodology of the Science Based Targets initiative within 2 years, with our fiscal year 2020 emissions serving as a baseline.

**Scope 2 (location-based)**

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**Base year start**

January 1, 2014

**Base year end**

December 31, 2014

**Base year emissions (metric tons CO<sub>2</sub>e)**

21,088.69

**Comment**

When we established our baseline in 2014, our reporting schedule was based on calendar years. We have since changed to fiscal year-based reporting.

**Scope 2 (market-based)**

---

**Base year start**

**Base year end**

**Base year emissions (metric tons CO<sub>2</sub>e)**

**Comment**

## C5.2

**(C5.2) Select the name of the standard, protocol, or methodology you have used to collect activity data and calculate emissions.**

The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)  
 US EPA Center for Corporate Climate Leadership: Direct Emissions from Mobile Combustion Sources  
 US EPA Emissions & Generation Resource Integrated Database (eGRID)

## C6. Emissions data

### C6.1

**(C6.1) What were your organization’s gross global Scope 1 emissions in metric tons CO2e?**

**Reporting year**

---

**Gross global Scope 1 emissions (metric tons CO2e)**

32

**Comment**

Booz Allen's Scope 1 emissions are from a small fleet of vehicles and stationary combustion of fuel to support emergency generators and forklifts at a small number of our sites.

### C6.2

**(C6.2) Describe your organization’s approach to reporting Scope 2 emissions.**

**Row 1**

---

**Scope 2, location-based**

We are reporting a Scope 2, location-based figure

**Scope 2, market-based**

We have no operations where we are able to access electricity supplier emission factors or residual emissions factors and are unable to report a Scope 2, market-based figure

**Comment**

Booz Allen operates in a 100% leased environment and does not currently have access to contractual instruments or emissions factors from utility companies. Our facilities teams continue to work with landlords and property managers to identify leased properties for which utility information may be made available, and to develop a system to collect and monitor this information.

### C6.3

**(C6.3) What were your organization’s gross global Scope 2 emissions in metric tons CO2e?**

**Reporting year**

---

**Scope 2, location-based**

13,825

**Comment**

Booz Allen's U.S. and international real estate holdings comprise approximately 2.5 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. In FY2021, 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. For international facilities, we substituted EPA regional emission factors with International Energy Agency (IEA) CO2 emissions factors specific to each country.

**C6.4**

**(C6.4) Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure?**

No

**C6.5**

**(C6.5) Account for your organization's gross global Scope 3 emissions, disclosing and explaining any exclusions.**

**Purchased goods and services**

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**Evaluation status**

Relevant, not yet calculated

**Please explain**

Booz Allen is working to calculate emissions associated with purchased goods and services and plans to publish these values within the next 1-2 years.

**Capital goods**

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**Evaluation status**

Not relevant, explanation provided

**Please explain**

Capital goods are not material as Booz Allen is a management consulting services firm. Due to the nature of our business, we do not manufacture or produce goods. Also, we lease all of our offices and do not have ownership of major capital goods.

**Fuel-and-energy-related activities (not included in Scope 1 or 2)**

---

**Evaluation status**

Not relevant, explanation provided

**Please explain**

Booz Allen's energy-related emissions are reported under Scope 1 and 2. These emissions are related to energy used to power our offices (all of which are leased), as well as mobile combustion from a small fleet as well as stationary combustion for on-site generators. We have nothing relevant under Scope 3.

**Upstream transportation and distribution**

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**Evaluation status**

Not relevant, explanation provided

**Please explain**

Booz Allen is a management consulting services firm. Due to the nature of our business at this time, we only provide our clients with services and solutions rather than goods. Therefore, transportation and distribution are not relevant for our operations.

**Waste generated in operations**

---

**Evaluation status**

Not relevant, explanation provided

**Please explain**

Booz Allen is a management consulting services firm. Due to the nature of our business, waste generation is not a material source of GHG emissions. We do proactively manage our e-Waste as part of our broader environmental program.

**Business travel**

---

**Evaluation status**

Relevant, calculated

**Metric tonnes CO<sub>2</sub>e**

3,764.62

**Emissions calculation methodology**

Corporate Value Chain (Scope 3) Accounting and Reporting Standard. In collaboration with our travel service provider, Booz Allen receives a record of employee travel (rental car and airline) miles. Starting in FY18, we also receive a record of employee hotel stays. For airline reservations made with our travel service provider, flight segments provide mileage and type of aircraft associated with each flight. For rental car mileage, Booz Allen receives quarterly reports identifying miles travelled, rental car size used, and duration of travel. This calculation includes, when available, estimated emissions from available information about our employee business travel, including air travel, rental car mileage, and use of personal vehicles for work-related activities. For each mode of travel, we used an EPA Climate Leaders emissions factor or similar emission factor to calculate the estimated CO<sub>2</sub> emissions. For hotel stays made with our travel service provider, we used UK Government GHG Conversion Factors for Company

reporting to calculate the estimated CO2 emissions based on the number of hotel nights spent in each country.

**Percentage of emissions calculated using data obtained from suppliers or value chain partners**

93

**Please explain**

Booz Allen has been tracking business travel for more than 10 years, and our calculations are based on individual employee travel. Data from air travel, rental car travel, and hotel stays are obtained from our travel provider, while reimbursed mileage data is sourced internally. This makes up 93% of our business travel emissions calculated using data obtained from suppliers or value chain partners.

**Employee commuting**

---

**Evaluation status**

Relevant, calculated

**Metric tonnes CO2e**

6,120.54

**Emissions calculation methodology**

Corporate Value Chain (Scope 3) Accounting and Reporting Standard - Technical Guidance for Calculating Scope 3 Emissions, Chapter 7, Employee Commuting. We used the average-data method of converting average daily commuting distance into annual average commuting distance by multiplying the one-way distance by two for the daily return trip and by the average number of days worked per year (excluding weekends and days spent on business travel, vacation, or working from home). We then used conversion factors provided by EPA's Emission Factors for Greenhouse Gas Inventories, and AR5 - IPCC Fifth Assessment to determine Total GHG emissions for employee commuting.

**Percentage of emissions calculated using data obtained from suppliers or value chain partners**

0

**Please explain**

Our employee commuting footprint is estimated using an annual, voluntary employee survey launched in FY16. However, due to the COVID-19 pandemic and telework-first policy that was in effect throughout FY21, we did not employ a survey this year, noting that greater than 85% of our workforce on average was in a mandatory telework posture during FY21. In the absence of a commuting survey for FY21, FY20 commuting survey data was used to identify mode utilization and average distance travelled per mode. This data was extrapolated out over the estimated number of employees that reported to a Booz Allen office in FY21 based on badging data.

**Upstream leased assets**

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**Evaluation status**



Not relevant, explanation provided

**Please explain**

Booz Allen leases 100% of our office facilities. We report emissions associated with energy use in those facilities under Scope 2 emissions.

**Downstream transportation and distribution**

---

**Evaluation status**

Not relevant, explanation provided

**Please explain**

Booz Allen is a management consulting services firm focused on providing professional services and solutions. Due to the nature of our business, we do not transport or distribute products.

**Processing of sold products**

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**Evaluation status**

Not relevant, explanation provided

**Please explain**

Booz Allen is a management consulting services firm focused on providing professional services and solutions. Therefore, we do not process any sold products.

**Use of sold products**

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**Evaluation status**

Not relevant, explanation provided

**Please explain**

Booz Allen is a management consulting services firm focused on providing professional services and solutions as opposed to products. Due to the nature of our business, the impact of use of sold products is immaterial.

**End of life treatment of sold products**

---

**Evaluation status**

Not relevant, explanation provided

**Please explain**

Booz Allen is a management consulting services firm focused on providing professional services and solutions. We do not dispose of products for other organizations.

**Downstream leased assets**

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**Evaluation status**

Not relevant, explanation provided

**Please explain**

Booz Allen does not lease assets to other organizations in any material way. Therefore, this is not part of our operational boundary for GHG emissions calculations.

## Franchises

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### Evaluation status

Not relevant, explanation provided

### Please explain

Booz Allen is not operated within or utilizing a franchise structure.

## Investments

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### Evaluation status

Not relevant, explanation provided

### Please explain

Booz Allen's environmental measurement is limited to those activities within our operational boundary. We do not measure or include GHG emissions associated with investments.

## Other (upstream)

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### Evaluation status

Not relevant, explanation provided

### Please explain

No other applicable scope 3 upstream emissions exist.

## Other (downstream)

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### Evaluation status

Not relevant, explanation provided

### Please explain

No other applicable scope 3 downstream emissions exist.

## C6.7

**(C6.7) Are carbon dioxide emissions from biogenic carbon relevant to your organization?**

No

## C6.10

**(C6.10) Describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tons CO<sub>2</sub>e per unit currency total revenue and provide any additional intensity metrics that are appropriate to your business operations.**

---

### Intensity figure

0.56

**Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO<sub>2</sub>e)**

13,857

**Metric denominator**

full time equivalent (FTE) employee

**Metric denominator: Unit total**

27,453

**Scope 2 figure used**

Location-based

**% change from previous year**

10

**Direction of change**

Decreased

**Reason for change**

Modernization efforts across U.S. facilities as part of our NexGen Strategy, explained further in 4.3b, and a 5% reduction in our physical footprint accounted for a 10% decrease in emissions per employee.

**Intensity figure**

0.0055

**Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO<sub>2</sub>e)**

13,857

**Metric denominator**

square foot

**Metric denominator: Unit total**

2,533,479

**Scope 2 figure used**

Location-based

**% change from previous year**

3

**Direction of change**

Decreased

**Reason for change**

Modernization efforts across U.S. facilities and a 5% reduction in our physical footprint accounted for a 3% decrease in emissions per square foot.

## C7. Emissions breakdowns

### C7.1

**(C7.1) Does your organization break down its Scope 1 emissions by greenhouse gas type?**

Yes

### C7.1a

**(C7.1a) Break down your total gross global Scope 1 emissions by greenhouse gas type and provide the source of each used greenhouse warming potential (GWP).**

Greenhouse gas	Scope 1 emissions (metric tons of CO <sub>2</sub> e)	GWP Reference
CO <sub>2</sub>	31.87	IPCC Fifth Assessment Report (AR5 – 100 year)
CH <sub>4</sub>	0.071	IPCC Fifth Assessment Report (AR5 – 100 year)
N <sub>2</sub> O	0.044	IPCC Fifth Assessment Report (AR5 – 100 year)

### C7.2

**(C7.2) Break down your total gross global Scope 1 emissions by country/region.**

Country/Region	Scope 1 emissions (metric tons CO <sub>2</sub> e)
Egypt	0
Germany	0
Japan	0
Republic of Korea	0
Netherlands	0
Qatar	0
Saudi Arabia	0
Singapore	0
United Arab Emirates	0
United Kingdom of Great Britain and Northern Ireland	0
United States of America	32

### C7.3

**(C7.3) Indicate which gross global Scope 1 emissions breakdowns you are able to provide.**

By activity

### C7.3c

**(C7.3c) Break down your total gross global Scope 1 emissions by business activity.**

Activity	Scope 1 emissions (metric tons CO <sub>2</sub> e)
mobile combustion	2.55
stationary combustion	29.451

### C7.5

**(C7.5) Break down your total gross global Scope 2 emissions by country/region.**

Country/Region	Scope 2, location-based (metric tons CO <sub>2</sub> e)	Scope 2, market-based (metric tons CO <sub>2</sub> e)	Purchased and consumed electricity, heat, steam or cooling (MWh)	Purchased and consumed low-carbon electricity, heat, steam or cooling accounted for in Scope 2 market-based approach (MWh)
Egypt	1		1.28	0
Germany	13		27.07	0
Japan	9		16.68	0
Republic of Korea	4		12.43	0
Netherlands	2		3.36	0
Qatar	24		47.48	0
Saudi Arabia	115		161.55	0
Singapore	26		58.42	0
United Arab Emirates	81		125.66	0
United Kingdom of Great Britain and Northern Ireland	16		38.84	0
United States of America	13,535		38,558.46	0

### C7.6

**(C7.6) Indicate which gross global Scope 2 emissions breakdowns you are able to provide.**

By activity

### C7.6c

**(C7.6c) Break down your total gross global Scope 2 emissions by business activity.**

Activity	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
Purchased Electricity Usage	13,511.37	
Purchased Natural Gas Usage	24.051	

## C7.9

**(C7.9) How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to those of the previous reporting year?**

Decreased

### C7.9a

**(C7.9a) Identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined), and for each of them specify how your emissions compare to the previous year.**

	Change in emissions (metric tons CO2e)	Direction of change	Emissions value (percentage)	Please explain calculation
Change in renewable energy consumption	0	No change	0	There was no change in our renewable energy consumption.
Other emissions reduction activities	1,288.48	Decreased	8.53	Modernization efforts across U.S. facilities as part of our NexGen Strategy, explained further in 4.3b, and a 5% reduction in our physical footprint accounted for a 1,288.48 MTCO2e (8.53%) reductions in total scope 2 emissions. This was calculated by taking the difference of FY20 and FY21 scope 2 emissions and dividing them by FY20 emissions, which gives us the percent change between the two years.
Divestment				
Acquisitions				
Mergers				
Change in output				

Change in methodology				
Change in boundary				
Change in physical operating conditions				
Unidentified				
Other				

### C7.9b

**(C7.9b) Are your emissions performance calculations in C7.9 and C7.9a based on a location-based Scope 2 emissions figure or a market-based Scope 2 emissions figure?**

Location-based

## C8. Energy

### C8.1

**(C8.1) What percentage of your total operational spend in the reporting year was on energy?**

0%

### C8.2

**(C8.2) Select which energy-related activities your organization has undertaken.**

	Indicate whether your organization undertook this energy-related activity in the reporting year
Consumption of fuel (excluding feedstocks)	Yes
Consumption of purchased or acquired electricity	Yes
Consumption of purchased or acquired heat	No
Consumption of purchased or acquired steam	No
Consumption of purchased or acquired cooling	No

Generation of electricity, heat, steam, or cooling	No
--	----

## C8.2a

**(C8.2a) Report your organization's energy consumption totals (excluding feedstocks) in MWh.**

	Heating value	MWh from renewable sources	MWh from non-renewable sources	Total (renewable and non-renewable) MWh
Consumption of fuel (excluding feedstock)	Unable to confirm heating value	0	256.67	256.67
Consumption of purchased or acquired electricity		0	43,486.13	43,486.13
Total energy consumption		0	43,742.8	43,742.8

## C8.2b

**(C8.2b) Select the applications of your organization's consumption of fuel.**

	Indicate whether your organization undertakes this fuel application
Consumption of fuel for the generation of electricity	Yes
Consumption of fuel for the generation of heat	No
Consumption of fuel for the generation of steam	No
Consumption of fuel for the generation of cooling	No
Consumption of fuel for co-generation or tri-generation	No

## C8.2c

**(C8.2c) State how much fuel in MWh your organization has consumed (excluding feedstocks) by fuel type.**

---

### Fuels (excluding feedstocks)

Natural Gas



**Heating value**

Unable to confirm heating value

**Total fuel MWh consumed by the organization**

133.1

**MWh fuel consumed for self-generation of electricity**

133.1

**MWh fuel consumed for self-generation of heat**

0

**Emission factor**

53.06

**Unit**

kg CO2 per million Btu

**Emissions factor source**

Emission factors sourced from EPA's Emission Factors Hub, March 2020

**Comment**

---

**Fuels (excluding feedstocks)**

Diesel

**Heating value**

Unable to confirm heating value

**Total fuel MWh consumed by the organization**

51.46

**MWh fuel consumed for self-generation of electricity**

51.46

**MWh fuel consumed for self-generation of heat**

0

**Emission factor**

10.13

**Unit**

kg CO2 per gallon

**Emissions factor source**

2014 IPCC Fifth Assessment Report via the World Resource Institute (2015) GHG Protocol tool for stationary combustion version 4.1.

**Comment**

World Resource Institute (2015) GHG Protocol tool for stationary combustion version 4.1 was used to calculate emissions associated with diesel consumption. This tool uses conversion factors from the 2014 IPCC Fifth Assessment Report, however, does not directly disclose the emissions factors in the tool. The emission factor provided was derived by dividing the tool-calculated CO<sub>2</sub> emissions by the amount of diesel used and entered as an input, resulting in 10.13 kg CO<sub>2</sub> per gallon of diesel fuel.

**Fuels (excluding feedstocks)**

Propane Liquid

**Heating value**

Unable to confirm heating value

**Total fuel MWh consumed by the organization**

72.11

**MWh fuel consumed for self-generation of electricity**

72.11

**MWh fuel consumed for self-generation of heat**

0

**Emission factor**

0.067

**Unit**

metric tons CO<sub>2</sub> per million Btu

**Emissions factor source**

2014 IPCC Fifth Assessment Report via the World Resource Institute (2015) GHG Protocol tool for stationary combustion version 4.1.

**Comment**

World Resource Institute (2015) GHG Protocol tool for stationary combustion version 4.1 was used to calculate emissions associated with diesel consumption. This tool uses conversion factors from the 2014 IPCC Fifth Assessment Report, however, does not directly disclose the emissions factors in the tool. The emission factor provided was derived by dividing the tool-calculated CO<sub>2</sub> emissions by the amount of propane used and entered as an input, resulting in 0.067 metric tons of CO<sub>2</sub> per million Btu of propane.

## C9. Additional metrics

### C9.1

(C9.1) Provide any additional climate-related metrics relevant to your business.

## C10. Verification

### C10.1

(C10.1) Indicate the verification/assurance status that applies to your reported emissions.

	Verification/assurance status
Scope 1	Third-party verification or assurance process in place
Scope 2 (location-based or market-based)	Third-party verification or assurance process in place
Scope 3	Third-party verification or assurance process in place

### C10.1a

(C10.1a) Provide further details of the verification/assurance undertaken for your Scope 1 emissions, and attach the relevant statements.

#### Verification or assurance cycle in place

Annual process

#### Status in the current reporting year

Complete

#### Type of verification or assurance

Limited assurance

#### Attach the statement

 BAH FY21 GHG Verification Opinion.pdf

#### Page/ section reference

1-2

#### Relevant standard

ISO14064-3

#### Proportion of reported emissions verified (%)

100

## C10.1b

**(C10.1b) Provide further details of the verification/assurance undertaken for your Scope 2 emissions and attach the relevant statements.**

---

**Scope 2 approach**

Scope 2 location-based

**Verification or assurance cycle in place**

Annual process

**Status in the current reporting year**

Complete

**Type of verification or assurance**

Limited assurance

**Attach the statement**

 BAH FY21 GHG Verification Opinion.pdf

**Page/ section reference**

1-2

**Relevant standard**

ISO14064-3

**Proportion of reported emissions verified (%)**

100

## C10.1c

**(C10.1c) Provide further details of the verification/assurance undertaken for your Scope 3 emissions and attach the relevant statements.**

---

**Scope 3 category**

Scope 3: Business travel

**Verification or assurance cycle in place**

Annual process

**Status in the current reporting year**

Complete

**Type of verification or assurance**

Limited assurance

**Attach the statement**

 BAH FY21 GHG Verification Opinion.pdf

**Page/section reference**

1-2

**Relevant standard**

ISO14064-3

**Proportion of reported emissions verified (%)**

100

---

**Scope 3 category**

Scope 3: Employee commuting

**Verification or assurance cycle in place**

Annual process

**Status in the current reporting year**

Complete

**Type of verification or assurance**

Limited assurance

**Attach the statement**

 BAH FY21 GHG Verification Opinion.pdf

**Page/section reference**

1-2

**Relevant standard**

ISO14064-3

**Proportion of reported emissions verified (%)**

100

## C10.2

**(C10.2) Do you verify any climate-related information reported in your CDP disclosure other than the emissions figures reported in C6.1, C6.3, and C6.5?**

No, but we are actively considering verifying within the next two years

## C11. Carbon pricing

### C11.1

**(C11.1) Are any of your operations or activities regulated by a carbon pricing system (i.e. ETS, Cap & Trade or Carbon Tax)?**

No, and we do not anticipate being regulated in the next three years

### C11.2

**(C11.2) Has your organization originated or purchased any project-based carbon credits within the reporting period?**

No

### C11.3

**(C11.3) Does your organization use an internal price on carbon?**

No, and we do not currently anticipate doing so in the next two years

## C12. Engagement

### C12.1

**(C12.1) Do you engage with your value chain on climate-related issues?**

Yes, other partners in the value chain

### C12.1d

**(C12.1d) Give details of your climate-related engagement strategy with other partners in the value chain.**

Who: Our key stakeholder groups: investors, employees, clients, regulators, potential employees, suppliers and subcontractors, nonprofit partners, and community and industry.  
How: Through tailored, continuous, inclusive engagement. In addition to including perspectives from each of these groups in our ESG priority assessment, we derive critical feedback from each of these groups through informal and formal business engagement and corporate actions relating to the full ESG spectrum, including environmental performance and climate impact.  
Clients: Project quality assurance, periodic information requests, industry engagement, long-standing leadership relationships  
Investors: Earnings calls, investor conferences, corporate governance and ESG outreach, investor audits, proxy advisor and ESG information requests  
Suppliers and Subcontractors: Supplier Code of Conduct, small business program, mentor-protege program  
Nonprofit Partners: Long-term strategic nonprofit partnerships, pro bono service, senior leader engagement on nonprofit boards and coalitions  
Employees: Ethics Hotline, Speak Your Mind, Business Resource Groups, firmwide experience surveys, newsletters, and social media

Potential Employees: Thought leadership, event sponsorship, news releases, community engagement, economic development programs

Regulators: Government-relations engagement, continuous environmental scans for ESG and other applicable laws, regulations, or guidance

Community & Industry: Economic development consortia, association memberships and leadership, university collaborations, reputation sensing

**Case Study:** Virtually Inspiring Future Innovators

When COVID-19 kept kids away from hands-on learning exhibits, National Children’s Museum in Washington, D.C., partnered with Booz Allen to launch a daily, digital series celebrating all things STEAM—science, technology, engineering, arts, and math. The #STEAMwork series features interactive online activities that promote the Museum’s mission to inspire children to care about and change the world, including Climate Action Hero Mondays, where Booz Allen technical experts and STEAM leaders helped inspire the tech talent of the future.

## C12.3

**(C12.3) Do you engage in activities that could either directly or indirectly influence public policy on climate-related issues through any of the following?**

No

## C12.3g

**(C12.3g) Why do you not engage with policy makers on climate-related issues?**

Booz Allen Hamilton has been in business for more than 100 years serving clients as trusted advisors and management consultants. Integrity is a cornerstone of our business practice and reputation. We pride ourselves on our objectivity and independence, especially in the federal government, where administrations and policies change with regularity. Booz Allen has not engaged in political or public policy advocacy meant to influence policy on climate change. Individual employees from Booz Allen may engage in personal activities involving influencing public policy on climate change. However, these activities are personal in nature and are not done on behalf of, at the request of, or with the support of Booz Allen.

## C12.4

**(C12.4) Have you published information about your organization’s response to climate change and GHG emissions performance for this reporting year in places other than in your CDP response? If so, please attach the publication(s).**

---



### Publication

In voluntary sustainability report

### Status

Underway – previous year attached

### Attach the document

-  2020-global-reporting-initiative-content-index.pdf
-  esg-impact-report-2020.pdf

**Page/Section reference**

- 2020 ESG Impact Report page 56-57
- 2020 GRI Index page 6-7

**Content elements**

- Governance
- Strategy
- Risks & opportunities
- Emissions figures
- Emission targets
- Other metrics

**Comment**

## C15. Signoff

### C-FI

**(C-FI) Use this field to provide any additional information or context that you feel is relevant to your organization's response. Please note that this field is optional and is not scored.**

### C15.1

**(C15.1) Provide details for the person that has signed off (approved) your CDP climate change response.**

	<b>Job title</b>	<b>Corresponding job category</b>
Row 1	Corporate Secretary	Other, please specify Corporate Secretary

## SC. Supply chain module

### SC0.0

**(SC0.0) If you would like to do so, please provide a separate introduction to this module.**



## SC0.1

**(SC0.1) What is your company's annual revenue for the stated reporting period?**

	Annual Revenue
Row 1	7,858,938,000

## SC0.2

**(SC0.2) Do you have an ISIN for your company that you would be willing to share with CDP?**

Yes

## SC0.2a

**(SC0.2a) Please use the table below to share your ISIN.**

	ISIN country code (2 letters)	ISIN numeric identifier and single check digit (10 numbers overall)
Row 1	US	0995021062

## SC1.1

**(SC1.1) Allocate your emissions to your customers listed below according to the goods or services you have sold them in this reporting period.**

### Requesting member

U.S. General Services Administration - OMB ICR #3090-0319

### Scope of emissions

Scope 2

### Allocation level

Company wide

### Allocation level detail

### Emissions in metric tonnes of CO<sub>2</sub>e

147.12

### Uncertainty (±%)

50

### Major sources of emissions

The sources of emissions include space occupied by Booz Allen staff to perform work.

**Verified**

No

**Allocation method**

Allocation based on the market value of products purchased

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

Booz Allen employees complete work for GSA at Booz Allen facilities. We calculated the allocation based on percentage of total revenue generated that could be assigned to the requesting agency. We used an internal contracts tracking database to identify all orders with GSA as the ultimate client for FY21. The data is provided in aggregate. Many of our staff co-locate with staff working on other engagements. As a result, it would be very difficult and laborious to identify which staff are working for any given client on a particular day and then to aggregate that for more precise data to represent actual client impact.

---

**Requesting member**

U.S. General Services Administration - OMB ICR #3090-0319

**Scope of emissions**

Scope 3

**Allocation level**

Commodity

**Allocation level detail**

**Emissions in metric tonnes of CO<sub>2</sub>e**

105.19

**Uncertainty (±%)**

50

**Major sources of emissions**

The sources of emissions include business travel and commuting by Booz Allen staff to perform work.

**Verified**

No

**Allocation method**

Allocation based on the market value of products purchased

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

We calculated the allocation based on percentage of total revenue generated that could be assigned to the requesting agency. We used an internal contracts tracking database to identify all orders with GSA as the ultimate client for FY21. The data is provided in aggregate. Many of our staff co-locate with staff working on other engagements. As a result, it would be very difficult and laborious to identify which staff are working for any given client on a particular day and then to aggregate that for more precise data to represent actual client impact.

## SC1.2

**(SC1.2) Where published information has been used in completing SC1.1, please provide a reference(s).**

N/A

## SC1.3

**(SC1.3) What are the challenges in allocating emissions to different customers, and what would help you to overcome these challenges?**

Allocation challenges	Please explain what would help you overcome these challenges
Doing so would require we disclose business sensitive/proprietary information	Using the revenue approach to allocating emissions is not difficult; however, revenue may not be the best indicator for total emissions produced by Booz Allen. Booz Allen is looking for alternative techniques to accurately allocate emissions to client organizations.

## SC1.4

**(SC1.4) Do you plan to develop your capabilities to allocate emissions to your customers in the future?**

Yes

### SC1.4a

**(SC1.4a) Describe how you plan to develop your capabilities.**

Booz Allen is exploring the use and usefulness of third-party software to assist in allocation of emissions to customers.

## SC2.1

**(SC2.1) Please propose any mutually beneficial climate-related projects you could collaborate on with specific CDP Supply Chain members.**

## SC2.2

**(SC2.2) Have requests or initiatives by CDP Supply Chain members prompted your organization to take organizational-level emissions reduction initiatives?**

No

## SC4.1

**(SC4.1) Are you providing product level data for your organization’s goods or services?**

No, I am not providing data

## Submit your response

**In which language are you submitting your response?**

English

**Please confirm how your response should be handled by CDP**

	<b>I am submitting to</b>	<b>Public or Non-Public Submission</b>	<b>Are you ready to submit the additional Supply Chain questions?</b>
I am submitting my response	Investors Customers	Public	Yes, I will submit the Supply Chain questions now

**Please confirm below**

I have read and accept the applicable Terms