

WORLD ECONOMIC FORUM (WEF) CORE STAKEHOLDER CAPITALISM METRICS CONTENT INDEX

The Booz Allen Hamilton 2021 Environmental, Social, Governance (ESG) Impact Report (our “[2021 ESG Impact Report](#)”) has been prepared in alignment with the World Economic Forum Core Stakeholder Capitalism Metrics (the “[WEF Framework](#)”), as applicable to our firm. The [WEF Core Stakeholder Capitalism Metrics](#) seek to improve the ways that companies measure and demonstrate their contributions towards creating more prosperous, fulfilled societies and a more sustainable relationship with our planet. Topics that may be deemed material under the WEF Framework are not necessarily material for purposes of the U.S. federal securities laws or for other purposes.

We reference several additional documents in this index, including the Booz Allen Hamilton FY21 Annual Report on Form 10-K (the “[FY21 Annual Report](#)”), the Booz Allen Hamilton Notice of 2021 Annual Meeting of Stockholders and Proxy Statement (the “[FY21 Proxy Statement](#)”), Booz Allen’s Code of Business Ethics and Conduct (the “[Code of Business Ethics and Conduct](#)” or the “[Code](#)”), Booz Allen’s [FY21 Carbon Footprint Report](#), and the CDP Climate Change Questionnaire 2021 (the “[FY21 CDP Response](#)”). Where appropriate, we also reference sections of our Global Reporting Initiative (“GRI”) Standards Content Index, Sustainability Accounting Standards Board (“SASB”) Content Index, and Financial Stability Board’s Task Force on Climate-related Financial Disclosures (“TCFD”) Content Index.

PILLAR 1 – PRINCIPLES OF GOVERNANCE

TOPIC	METRIC	RESPONSE
Setting Purpose	The company’s stated purpose, as the expression of the means by which a business proposes solutions to economic, environmental, and social issues. Corporate purpose should create value for all stakeholders, including shareholders.	Our corporate purpose is to Empower People to Change the World. 2021 ESG Impact Report ; Letter to Our Stakeholders and Friends (Page 3) 2021 ESG Impact Report ; Our Approach (Page 10) See also: • GRI Content Index ; GRI 102-16 • Our Purpose & Values
Governance body composition	Composition of the highest governance body and its committees by: competencies relating to economic, environmental, and social topics; executive or non-executive; independence; tenure on the governance body; number of each individual’s other significant positions and commitments, and the nature of the commitments; gender; membership of under-represented social groups; stakeholder representation.	2021 ESG Impact Report ; Governing Our ESG Impact (Page 11) 2021 ESG Impact Report ; Corporate Governance (Page 19) See also: • GRI Content Index ; GRI 102-18 • GRI Content Index ; GRI 405-1 • Leadership & Governance • FY21 Proxy Statement , Corporate Governance and General Information Concerning the Board of Directors and its Committees, Board Committees (Page 17)
Material issues impacting stakeholders	A list of the topics that are material to key stakeholders and the company, how the topics were identified and how the stakeholders were engaged.	2021 ESG Impact Report ; Engaging Our Stakeholders (Page 12) 2021 ESG Impact Report ; Assessing Our Impact (Page 13) 2021 ESG Impact Report ; Defining Our ESG Focus (Page 14) 2021 ESG Impact Report ; About Our Reporting (Page 66) See also: • GRI Content Index ; GRI 102-43 • GRI Content Index ; GRI 102-44 • GRI Content Index ; GRI 102-47
Anti-corruption	1. Total percentage of governance body members, employees and business partners who have received training on the organization’s anticorruption policies and procedures, broken down by region. a) Total number and nature of incidents of corruption confirmed during the current year, but related to previous years; and b) Total number and nature of incidents of corruption confirmed during the current year, related to this year.	2021 ESG Impact Report ; Ethical Leadership (Page 17) 2021 ESG Impact Report ; Acting with Integrity (Page 21) We do not report total number or nature of incidents as it is Booz Allen confidential information. See also: • GRI Content Index ; GRI 205-2

Data in this report primarily reflects performance and operations during our 2021 fiscal year, which ended March 31, 2021. Unless otherwise noted, references to years or fiscal years are those ending on March 31. Descriptions of our practices, policies, and programs may reflect more current information, where appropriate in the circumstances.

TOPIC	METRIC	RESPONSE
Anti-corruption (continued)	2. Discussion of initiatives and stakeholder engagement to improve the broader operating environment and culture, in order to combat corruption.	2021 ESG Impact Report ; Acting with Integrity (Page 21) See also: • Anticorruption and Anti-Bribery Compliance Program • GRI Content Index ; GRI 205-2
Protected ethics advice and reporting mechanisms:	A description of internal and external mechanisms for: 1. Seeking advice about ethical and lawful behavior and organizational integrity; and 2. Reporting concerns about unethical or unlawful behavior and lack of organizational integrity.	2021 ESG Impact Report ; Ethical Leadership (Page 17) 2021 ESG Impact Report ; Acting with Integrity (Page 21) See also: • Ethics and Compliance at Booz Allen
Integrating risk and opportunity into business process:	Company risk factor and opportunity disclosures that clearly identify the principal material risks and opportunities facing the company specifically (as opposed to generic sector risks), the company appetite in respect of these risks, how these risks and opportunities have moved over time and the response to those changes. These opportunities and risks should integrate material economic, environmental, and social issues, including climate change and data stewardship.	2021 ESG Impact Report ; Governing Our ESG Impact (Page 11) 2021 ESG Impact Report ; Defining Our ESG Focus (Page 14) 2021 ESG Impact Report ; Ethical Leadership (Page 18) 2021 ESG Impact Report ; Acting with Integrity (Page 21) 2021 ESG Impact Report ; Environmental Management & Climate Impact (Page 58) 2021 ESG Impact Report ; About Our Reporting (Page 67) See also: • FY21 Annual Report , Part I, Item 1A, Risk Factors (Page 18)

PILLAR 2 – PLANET

Greenhouse gas (GHG) emissions:	For all relevant greenhouse gases (e.g., carbon dioxide, methane, nitrous oxide, F-gases etc.), report in metric tonnes of carbon dioxide equivalent (tCO ₂ e) GHG Protocol Scope 1 and Scope 2 emissions. Estimate and report material upstream and downstream (GHG Protocol Scope 3) emissions where appropriate.	2021 ESG Impact Report ; Environmental Management & Climate Impact (Page 57) See also: • FY21 Carbon Footprint Report • FY21 CDP Response • GRI Content Index ; GRI 305-1 • GRI Content Index ; GRI 305-4
TCFD Implementation	Fully implement the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). If necessary, disclose a timeline of at most three years for full implementation. Disclose whether you have set, or have committed to set, GHG emissions targets that are in line with the goals of the Paris Agreement—to limit global warming to well below 2°C above preindustrial levels and pursue efforts to limit warming to 1.5°C—and to achieve net-zero emissions before 2050.	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: • 2021 ESG Impact Report ; Environmental Management & Climate Impact (Page 57) • TCFD Content Index • FY21 Carbon Footprint Report • FY21 CDP Response • GRI Content Index ; GRI 305-5

PILLAR 3 – PEOPLE

Diversity and inclusion (%):	Percentage of employees per employee category, by age group, gender, and other indicators of diversity (e.g., ethnicity).	2021 ESG Impact Report ; Diversity, Equity, Inclusion (Page 35) See also: • FY21 Annual Report , Part I, Item 1, Human Capital (Page 4) • GRI Content Index ; GRI 405-1
Pay equality (%):	Ratio of the basic salary and remuneration for each employee category by significant locations of operation for priority areas of equality: women to men, minor to major ethnic groups, and other relevant equality areas.	We do not report the specific ratio at this time, as it is Booz Allen confidential information. See also: • GRI Content Index ; GRI 405-2

TOPIC	METRIC	RESPONSE
Training provided (#, \$):	Average hours of training per person that the organization's employees have undertaken during the reporting period, by gender and employee category (total number of hours of training provided to employees divided by the number of employees). Average training and development expenditure per full time employee (total cost of training provided to employees divided by the number of employees).	<p>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.</p> <p>For additional information on training, please see:</p> <ul style="list-style-type: none"> • 2021 ESG Impact Report; Develop, Perform, Lead (Page 39) • 2021 ESG Impact Report; Ethical Leadership (Page 17) • 2021 ESG Impact Report; Acting with Integrity (Page 21) • GRI Content Index; GRI 205-2 • GRI Content Index; GRI 404-1 • GRI Content Index; GRI 412-2
PILLAR 4 – PROSPERITY		
Absolute number and rate of employment:	<p>1. Total number and rate of new employee hires during the reporting period, by age group, gender, other indicators of diversity and region.</p> <p>2. Total number and rate of employee turnover during the reporting period, by age group, gender, other indicators of diversity and region.</p>	<p>We do not report the total number of new employee hires at this time, as it is Booz Allen confidential information.</p> <p>We do report percentages of new employee hires by gender, BIPOC, and veteran status. As of March 31, 2021, based upon voluntary self-reporting: Of new employee hires, 30% globally identified as female, 34% globally identified as veterans, and 37% in the U.S. identified as BIPOC.</p> <p>2021 ESG Impact Report; Recruit, Reward, Recognize (Page 38)</p> <p>See also:</p> <ul style="list-style-type: none"> • GRI Content Index; GRI 401-1 • SASB Content Index; SV-PS-330a.2 • FY21 Annual Report, Part I, Item 1, Human Capital (Page 4) <p>We do not report the total number of employee turnover as this time, as it is Booz Allen confidential information.</p> <p>We do report percentages of employee turnover by gender, BIPOC, and veteran status. As of March 31, 2021, based upon voluntary self-reporting: Of employee departures, 30% globally identified as female, 36% globally identified as veterans, and 35% in the U.S. identified as BIPOC.</p> <p>2021 ESG Impact Report; Recruit, Reward, Recognize (Page 38)</p> <p>See also:</p> <ul style="list-style-type: none"> • GRI Content Index; GRI 401-1 • SASB Content Index; SV-PS-330a.2 • FY21 Annual Report, Part I, Item 1, Human Capital (Page 4)
Economic contribution:	<p>Direct economic value generated and distributed (EVG&D), on an accruals basis, covering the basic components for the organization's global operations, ideally split out by:</p> <ul style="list-style-type: none"> • Revenues • Operating costs • Employee wages and benefits • Payments to providers of capital • Payments to government • Community investment 	<p>2021 ESG Impact Report; Business Overview (Page 7)</p> <p>2021 ESG Impact Report; Non-GAAP Measures (Page 69)</p> <p>2021 ESG Impact Report; Community Investment (Page 45)</p> <p>2021 ESG Impact Report; Key Partnerships (Page 47)</p> <p>2021 ESG Impact Report; Investment in Innovation (Page 27)</p> <p>Other direct economic value information that is not provided in the FY21 Annual Report is omitted as confidential.</p> <p>See also:</p> <ul style="list-style-type: none"> • GRI Content Index; GRI 201-1 • FY21 Annual Report

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