

UNSTOPPABLE

A QUARTERLY DEI PUBLICATION

together



UNLOCKING BELONGING

How to know, partner with, and do right by our colleagues

FROM THE CDEIO

Dear Colleagues,

Within my family, I consider myself the unofficial historian—combing through records and old photographs to piece together our collective story.

Just as I work to nail down the details of my lineage, I also find myself wanting to articulate the story of Booz Allen's Diversity, Equity & Inclusion (DEI) efforts this past year and a half. It feels as if we are approaching a milestone moment that could set the tone for the path forward. Eighteen months into the refreshed DEI Strategy—after establishing the necessary governance, workstreams, reporting, and communications—we now have more clarity than when we started this journey.

Yes, we have a DEI Strategy with 16 action items, grouped into four thematic pillars. But all this work is ultimately in service of two overarching goals:

- To ensure firmwide representation in senior leadership is consistent with overall workforce representation; and
- To create an equitable and inclusive experience for all employees

We can draw a direct line from any DEI effort within the firm to these two goals. By defining our work in this way, we provide clarity for our business and hold the entire enterprise accountable.

Stories in this issue share progress against both of these goals, including "Action, Accountability, Alignment: New Tools in a DEI Story," which explains how we're measuring progress and adapting based on challenges we are experiencing. There's also a poignant story from Disabilities Business Resource Group (BRG) Co-Chair Cesca Daniels and a beautiful feature on the special wardrobe traditions we will celebrate in the upcoming holiday season. I hope you read something that inspires you to dig a little deeper into diversity, equity, and inclusion in these upcoming months.

Sincerely,




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ABOUT BOOZ ALLEN

For more than 100 years, military, government, and business leaders have turned to Booz Allen Hamilton to solve their most complex problems. As a consulting firm with experts in analytics, digital, engineering, and cyber, we help organizations transform. We are a key partner on some of the most innovative programs for governments worldwide and trusted by its most sensitive agencies. We work shoulder-to-shoulder with clients, using a mission-first approach to choose the right strategy and technology to help them realize their vision. With global headquarters in McLean, Virginia, our firm employs approximately 29,500 people globally as of March 31, 2022, and had revenue of \$8.4 billion for the 12 months ended March 31, 2022. To learn more, visit www.boozallen.com. (NYSE: BAH)



Throughout this issue you'll see these icons that show which stories link back to one of four DEI pillar areas: Lead By Example, Empower Potential, Inspire Belonging, and Use Our Voice. Check out [page 17](#) for an infographic about the DEI Strategy evolution.

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THE NEW SUMMIT SERIES: MORE CHANCES TO JOIN UNSTOPPABLE TOGETHER

Since 2019, Booz Allen's signature DEI program—Unstoppable Together—has launched the firm's annual thematic focus at a winter summit. Starting in February 2023, Booz Allen will transition from a once-a-year summit to a series of four shorter quarterly summits, continuing with the theme: Creating a More Equitable Future.

This adaptation was driven by participant insight—attendees wanted to spread out opportunities to engage throughout the calendar year in a way that more easily aligned with their client commitments.

Instead of a day of back-to-back sessions, these interactive expert panel discussions will be spread throughout the year, averaging just an hour each. Each will begin with a keynote and end with a Q&A. Sessions will continue to be driven by personal storytelling and reflect the voices of our Business Resource Groups (BRGs) and Network members and priorities of our business sectors.

This series will continue to not only engage the Booz Allen workforce but also welcome external thought partners and participants from across industries.

We hope to see you at the first installment of the Unstoppable Together summit series on Thursday, February 9, 2023!



Our firm's five Business Resource Groups (BRGs) inspire belonging and support the firm's DEI Strategy—for our firm to be a place where people are seen, heard, valued, and cared for. Visit BRG.bah.com to sign up as a member and register to join the events and tribute celebrations on the calendar.

SEPT 15 – OCT 15

HISPANIC HERITAGE MONTH

Join and follow the [Global Multicultural BRG](#) and the [Latin American Network](#) for more information and upcoming events.

OCTOBER

LGBT HISTORY MONTH

Join and follow the [Global GLOBE+ BRG](#) for more information and upcoming events.

OCTOBER

NATIONAL DISABILITY EMPLOYMENT AWARENESS MONTH

Join and follow the [Global Disabilities BRG](#) for more information and upcoming events.

NOVEMBER

NATIONAL VETERANS & MILITARY FAMILIES MONTH

Join and follow the [Global Military & Veterans BRG](#) for more information and upcoming events.

NOVEMBER

NATIONAL AMERICAN INDIAN & ALASKA NATIVE HERITAGE MONTH

Join and follow the [Indigenous Network](#) for more information and upcoming events.

OCTOBER

LGBT History Month
Breast Cancer Awareness Month
Domestic Violence Awareness Month
Down Syndrome Awareness Month
Family History Month
Filipino American History Month
Italian-American Heritage Month
National Bullying Prevention Month
National Work and Family Month
Polish-American Heritage Month
 International Day of Non-Violence (10/2)
 Yom Kippur begins — Judaism (sundown 10/4)
 Sukkot begins — Judaism (sundown 10/9)
 Indigenous Peoples' Day (formerly Columbus Day) (10/10)
 World Mental Health Day (10/10)
 National Coming Out Day (10/11)
 White Cane Safety Day (10/15)
 Boss's Day (10/16)
 Spirit Day — support of LGBTQ youth and anti-bullying (10/20)
 Birth of the Guru Granth — Sikhism (10/20)
 Diwali — Hinduism (10/24)
 Birth of the Bab — Baha'i (evening 10/25)
 Birth of Bahá'u'lláh — Baha'i (10/25)
 Halloween (10/31)

NOVEMBER

Movember (awareness of men's health issues)
 All Saints' Day — Roman Catholicism (11/1)
 Dia de Los Muertos (11/1–11/2)
 Election Day — United States (11/8)
 World Freedom Day (11/9)
 World Adoption Day (11/9)
 Veterans Day — United States (11/11)
 World Kindness Day (11/13)
 Transgender Day of Remembrance (11/20)
 Thanksgiving (11/24)
 Day After Thanksgiving Day (11/25)
 Day of the Covenant — Baha'i (evening 11/25)
 Ascension of Abdu'l-Bahá — Baha'i (evening 11/28)
 Giving Tuesday (11/29)

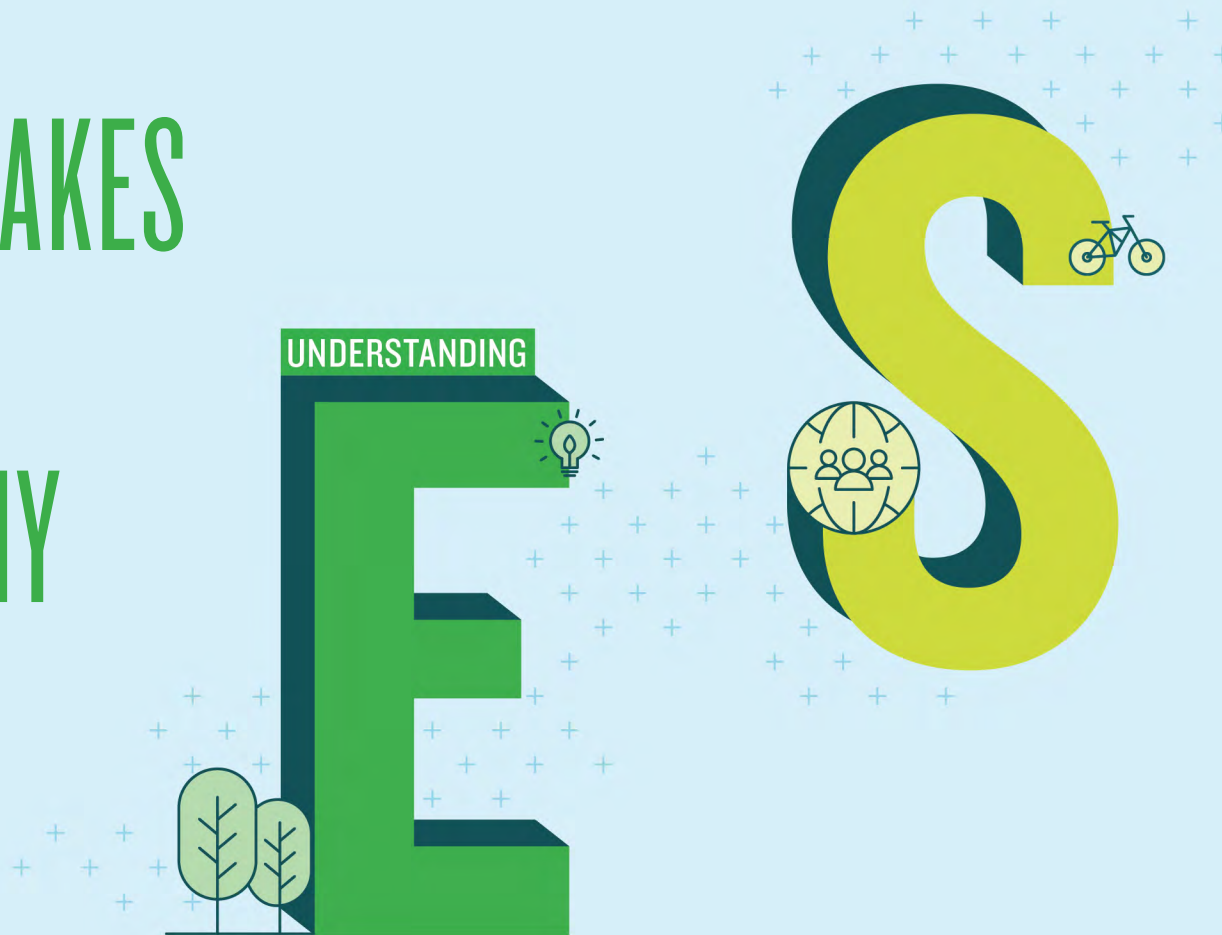
DECEMBER

HIV/AIDS Awareness Month
Universal Human Rights Month
 World AIDS Day (12/1)
 International Day of People with Disabilities (12/3)
 International Volunteer Day (12/5)
 Genocide Prevention Day (12/9)
 International Human Rights Day (12/10)
 Hanukkah begins — Judaism (evening 12/18)
 Yule Winter Solstice (12/21)
 Christmas Eve — Christianity (12/24)
 Christmas Day — Christianity (12/25)
 Christmas Holiday Observed (12/26)
 Kwanzaa begins (12/26)
 Boxing Day (12/28)
 New Year's Eve (12/31)

This is not an exhaustive list and not all dates listed here are [firm-recognized holidays](#). We are including them here as part of our commitment to increase awareness around celebrations and observances of diverse cultures happening during Q3. If you have ideas for additional tributes and celebrations, please [email us](#).

IN DEPTH

WHAT MAKES A GREAT COMPANY GOOD?



Environmental and social considerations have never been more important to consumers, employees, and companies. They inform what products people buy, which service providers people do business with, and where people direct charitable giving. In the business world, integrating these same types of considerations into decisions around product and service design, supply chain logistics, and workforce management, for example, is increasingly associated with long-term sustainability, positive brand and reputation, and employee satisfaction. People want to invest in and work for organizations that treat people and the earth fairly and make the world a better place.

What should you look for when assessing whether a company cares

about its environmental and social impact? Corporate communications, financial statements, Securities and Exchange Commission filings, and annual Environmental, Social, and Governance (ESG) reports have become important tools for companies in their communications with investors as well as potential talent. It is critical for an organization to ensure that all of these pieces are coordinated, consistent, and balanced to improve performance and manage risks.

Elizabeth Wayt leads the Booz Allen team that drives ESG strategy in support of the senior-level groups charged with overseeing the firm's ESG agenda. Wayt and the team work with business partners to guide and inform the firm's ESG commitments and performance. Their work provides stakeholders with clear, data-driven

insights into how our firm is fostering sustainable business practices that deliver positive impact. It's a mission that's constantly evolving and includes diversity, equity, and inclusion (DEI) throughout the portfolio.

Connecting DEI and ESG

Given the evolution of corporate social responsibility and social impact over the past several years—and the verbiage used to describe it—understanding the roles and relationships can get confusing.

“At Booz Allen, DEI is an ESG issue and folds under environmental, social, and governance,” Wayt explains.

While it's relatively easy to see how DEI fits into the “S” (social) aspect of ESG, she says, DEI's role in the “G” (governance) is too often undervalued.



This story highlights how we are making progress against the “Use Our Voice” pillar of the refreshed DEI Strategy.



“Our people are an essential part of how we operate. ESG data, with DEI woven in throughout, gives investors, clients, business partners, and employees an understanding of who they’re working with.”

— **ELIZABETH WAYT, HEAD OF ESG (ENVIRONMENTAL, SOCIAL, GOVERNANCE), BOOZ ALLEN**

“Governance is the backbone of the whole system,” she says. (Read more about DEI governance at Booz Allen in the [Winter 2021 issue of this magazine](#).) “Our DEI programs roll up to the board, and senior leaders and the board really are paying attention to what we’re doing. Moreover, Booz Allen is an industry leader in having a diverse board. Its diversity is viewed by stakeholders as a valuable asset, empowering the board in its effective oversight of our diverse organization.”

DEI not only factors into how Booz Allen talks about ESG, Wayt says. It is a key component in the three new pillars of the firm’s ESG platform: empowering diverse talent, making innovation accessible to all, and driving community resilience.

Sustainability then serves as an overarching umbrella. “This term has meant different things to different audiences over the years, but I see it as describing the respectful use and management of capital, both natural capital and human capital,” Wayt says.

Scanning the landscape for business intelligence

Wayt and her team work with Booz Allen’s leadership to identify different frameworks and standards to report against. International organizations like the [Global Reporting Initiative](#) have detailed requirements for reporting information in areas such as diversity and equal opportunity, nondiscrimination, and employment.

She also partners with counterparts in Booz Allen’s finance and corporate securities to look at reporting through a business development lens. How is ESG showing up in other companies’ financial statements? Are competitors reporting on an area of ESG that’s not yet on the firm’s radar?

“We are putting some structures in place for regular benchmarking, so we make sure we see what people are most interested in,” she says. “We’re constantly looking at financial statements and monitoring quarterly earnings calls and investor days. Where and how are our competitors talking about DEI and ESG?”

Serving as a conduit for issues and information

Throughout Booz Allen’s operations, DEI, ESG, and business strategy work together by design.

The board’s Nominating and Corporate Governance Committee has chartered oversight of ESG matters. It delegates activities like strategic planning and goal setting to an ESG Committee composed of senior executives including the chief legal officer and the president and chief executive officer. DEI is represented on the firm’s ESG Council, which brings together corporate- and market-facing leaders, by focusing on business sustainability, the social governance implications of Booz Allen’s work, and how the firm does it.

Wayt’s team serves as a conduit throughout. “When DEI leaders want to engage the ESG Committee to expand disclosures, we can give them a platform. We can also provide an additional mechanism to share information with the firm and other stakeholders.”

Getting the word out about all things ESG at Booz Allen

The final, important step is getting the word out through channels like Booz Allen’s annual ESG report.

One priority is making sure everyone’s on the same page. “Our team is looking for continuity and consistency in reporting,” Wayt says.

Another priority is telling a comprehensive story, using both quantitative and qualitative information. “Numbers are important. They’re an indicator of the follow-through,” she says. “Stakeholders, from investors to potential clients, look at targets for attracting and retaining employees, and they want some measure of proof that you’re actually developing a diverse workforce.”

Then it falls to the BRGs and other internal groups to weave ESG and DEI into the employee experience through activities and other initiatives. “When employees are not only informed about the results but feel empowered to get involved with the work, that’s when ESG becomes a foundational part of the Booz Allen experience.”

IN DEPTH

STEP ONE FOR MORE
INCLUSIVE TEAMS:

KNOW YOUR COLLEAGUES

Behavior change can feel like a big, complex challenge, especially in a global organization and in multifaceted areas like diversity, equity, and inclusion. But the steps to get things moving don't have to be.

As Stanford University behavior scientist BJ Fogg told NPR last winter: "It's easier to create habits and change than most people think, and it's faster than most people think. It can even be fun, if you do it in the right way."

Getting to know your colleagues aims to be one of these ways. It's grounded in the idea that you can't provide your colleagues with what they need unless you know them, and they can't do the same for you unless they know you.

Baris Yakin acknowledges this sounds obvious, and that learning each team member's unique strengths, goals, and career aspirations is critical to tapping their full potential.



This story highlights how we are making progress against the “Inspire Belonging” pillar of the refreshed DEI Strategy.

As the behavioral science lead on Booz Allen’s Diversity, Equity & Inclusion team, Yakin also understands that knowing each of your colleagues is easier said than done for busy people leaders and managers, even with the best of intentions. He’s working on ways to make these actions easier and more intuitive, as a part of the firm’s work within the “Inspire Belonging” pillar of its DEI strategy.

In a pilot program to run in select teams initially, all employees will receive short, simple suggested actions they can take in their daily activities, in areas like client delivery, goal achievement, proposals, and staffing.

“You can’t rely on an individual’s willpower and desire. This ebbs and flows,” Yakin explains. “Our pilot deliberately goes directly to people with tips and reminders focusing on how to do things more inclusively. And we’re proposing behaviors that don’t have a steep learning curve and that integrate easily into day-to-day work.”

Yakin offers more advice for managers—and all employees. “Ask a teammate what aspect of their work means the most to them. If you are a direct report, don’t wait for someone to ask you this question. Come into your next one-on-one, share your most meaningful career goal, and ask for help achieving it. These actions help generate intrinsic motivation, which unlocks a well of energy and ideas, empowers others to be true to themselves, and drives results—possibly even the next big innovation at Booz Allen.”

He also cautions that guidance, energy, and time dedicated to developing others need to be spent equitably across team members. “Remember that you’re leading the whole team and not just those you gravitate toward more, which is understandably easier. Engaging everyone on a team is not only good leadership, but it also unlocks a wide range of talents that strengthen the team.”

“For people leaders, getting to know their colleagues is a big opportunity to help make work more meaningful and craft a role that is engaging and more fulfilling. This builds a culture of trust, connection, and creativity, which makes work life better and has other benefits like retention and improved performance,” Yakin says.

“In an equitable culture, people know each other, partner with each other, and do right by each other,” Yakin concludes. “And this leads to more diverse ideas, better service to the client, and benefits to the business.”

“We want to change behaviors so all people are included and feel like they belong.” — Baris Yakin



Supporting Colleagues Through Imposterism

More than 70 percent of people report experiencing imposterism at some point in their lives. Doctor of Education candidate and Booz Allen lead associate Marquay Lee-Pearce recently joined the [Unstoppable Together Podcast](#) to chat about what it is, and how you can know, partner with, and do right by your colleagues when they experience it. Here are some of her tips:

First, understand what imposterism is: Imposterism can mean feeling like a fraud, downplaying your successes, or feeling like your colleagues are doing so. People experiencing imposterism might not be able to internalize the good things about their performance on the job.

Then, learn ways to support your colleagues:

- Get to know your colleagues—their competencies, skills, accomplishments, preferences, and goals.
- Provide encouragement when they do a job well. Be authentic and acknowledge their unique contributions.
- Express empathy and provide clear, honest feedback that will help your colleagues grow.
- Support continuous skill-building. When you see someone on your team doing something well, give positive reinforcement. Offer them an opportunity to do it even better through small, encouraging adjustments.
- Encourage your colleagues to seek out and apply to stretch roles.
- Model transparency and vulnerability by sharing stories of times you experienced imposterism.

Listen to the full episode [here](#).



This story highlights how we are making progress against the “Inspire Belonging” pillar of the refreshed DEI Strategy.



CESCA DANIELS: RAISING AWARENESS ABOUT DISABILITY ON HER OWN TERMS

As a wargaming expert, Francesca (“Cesca”) Daniels helps organizations “figure out their most wicked problems.” She has partnered with clients to tackle scenarios involving climate change and carbon emissions, the HIV epidemic, intelligence situations, and many more. But behind the scenes, she’s battling a wicked problem of her own: a progressively degenerative neurological disease.

Pain has been a constant throughout Cesca’s life. Since childhood, her team of physicians has not been able to successfully diagnose the root cause or determine a cure. But the pain never stopped her from pursuing her dreams. She earned two university degrees and pursued a career to “do good in the world and make the world a better place.” She did this first in education and then in national security.



I cannot say enough about Booz Allen’s accommodations team,” Cesca said. “From the beginning, they asked me, ‘what can we do to make your life better?’”

On the job and in her free time, Cesca charges forward 100 percent. “I’ve always been an alpha female—outgoing, active, traveling the world, hiking mountains, running marathons,” she said. She even tackled a Super Spartan.

“One day, I literally fell flat on my face at work—like a sequoia tree going down,” she said. “It was a wake-up call.”

A change of scenery—and mindset

At one point, her primary care physician guided her toward working with a neurologist, who diagnosed a progressively degenerative neurological disease—incurable, with an unknown root cause.

Over 6 years, Cesca had to make significant life changes to slow the onset of the disease, including exploring neurological trials. She moved herself and her dogs from the fast-

paced Washington, D.C., metropolitan area to a one-story house in coastal South Carolina with woods out back and her dad nearby. When possible, she tries to walk on the beach before work. But the overall adjustment to her new normal took far longer.

“The mental aspect was worse than the physical. I was raised in a ‘fight through it’ family. Owning my truth, in literally every aspect of my life, was so natural for me except this. I’m still struggling to say, ‘I’m no longer able-bodied.’”

Adaptive accommodations, from furniture to flip flops

Then, there were the challenges of Cesca’s job. The hours are long, the stakes high. In person or online, she’s often meeting with high-ranking officials. How did this all fit in with a progressive neurological disease?

“I cannot say enough about Booz Allen’s accommodations team,” Cesca said. “From the beginning, they asked me, ‘what can we do to make your life better?’”

Because she can’t sit for long periods of time, one solution was a desk with flexible sitting/standing capabilities. The team also asked if she could elevate her legs, which helps her tolerate the pain. Soon after, she found an ergonomic chair with an ottoman in her office.

Because of her medical condition, Cesca is limited to wearing open-toed shoes, like flip flops, which aren't traditional corporate attire. Even in this small but critically important way, she found support to wear the necessary shoes to help her do her job.

"People realize that my intellectual capital is not diminished by footwear," Cesca said.

Cesca later moved to teleworking so she can work while she can and rest when she needs.

"A force to be reckoned with"

In 2021, Cesca saw an email from Booz Allen Chief People Officer Betty Thompson looking for a co-chair for the firm's Global Disabilities Business Resource Group (BRG). "That's me!" was her first reaction, even though she'd never served on an executive board before. "I need to share my story and advocate for this new community that I just realized I'm a part of."

In 2021, Cesca assumed the co-chair leadership position. In the past year, she's driven numerous efforts, from developing content to co-sponsoring events, such as a session on intersectionality with the firm's Asian Pacific American Network.

In February, she facilitated a breakout session on accessibility at Booz Allen's Unstoppable Together summit. In May, she led the development and execution of the firm's mental health awareness initiatives. "We're destigmatizing disability, both visible and non-visible, such as anxiety, depression, and post-traumatic stress disorder (PTSD). And coming out of a global pandemic, tell me who isn't struggling? Who couldn't benefit from a firm that cares about their emotional well-being?"

All this feeds into Booz Allen's vision of being unstoppable, together. "Together we are a superpower, and a force to be reckoned with," she said.

Your DEI Dictionary

There are many terms used in diversity, equity, and inclusion (DEI) work, and sharing a common understanding of them is valuable. In this recurring feature, we explore frequently used terms* to create a shared understanding across the firm.

In celebration of Indigenous Peoples' Day on October 10, here are some terms to know related to Indigenous communities. When talking about or with Indigenous people or a particular group, ask about preferred language and avoid generalizations.

**There are many ways to define these terms, but for the purposes of DEI at Booz Allen, this is how we are thinking about them today. To explore previously defined terms, navigate to the "click to view documents" icon (📄) in the magazine navigation bar to access archived issues.*

Indigenous

People who identify as Indigenous are descended from the earliest known inhabitants of a place, especially a place colonized by a now-dominant group. Indigenous has become a more accepted replacement for legacy words that were not always geographically or historically accurate. *(Indian Health Services and Smithsonian)*

Native American

In the United States, Native American refers to an original or Indigenous inhabitant. Derivations, like Alaskan Native or Native Hawaiian, are sometimes used to refer to people who are original inhabitants of a particular region. Always ask to ensure the right information before naming any Indigenous group.

Two-Spirit

Traditionally, two-spirit people are male, female, or intersexed individuals who combine the activities of both men and women with traits unique to their status as two-spirit people. Most tribes consider them neither men nor women; they occupy a distinct, alternative gender status. In tribes referring to two-spirit males and females with the same term, this status is equivalent to a third gender. *(Indian Health Services)*

Tribes

The word tribe and nation are used interchangeably but hold very different meanings for many Native people. Tribes often have more than one name because when Europeans arrived in the Americas, they used inaccurate pronunciations of the tribal names or renamed the tribes with European names. Overall, please remember that there is no single American Indian culture or language. *(Smithsonian)*

ONGOING BRG AND NETWORK

Recognitions

Thanks to the tireless work of our Business Resource Groups (BRGs) and Networks, Booz Allen has won some exciting awards in 2022. Find out more at [BoozAllen.com](https://www.boozallen.com).

100%

score on the 2022
Disability:IN Disability
Equality Index (DEI)
Best Places to Work



#1

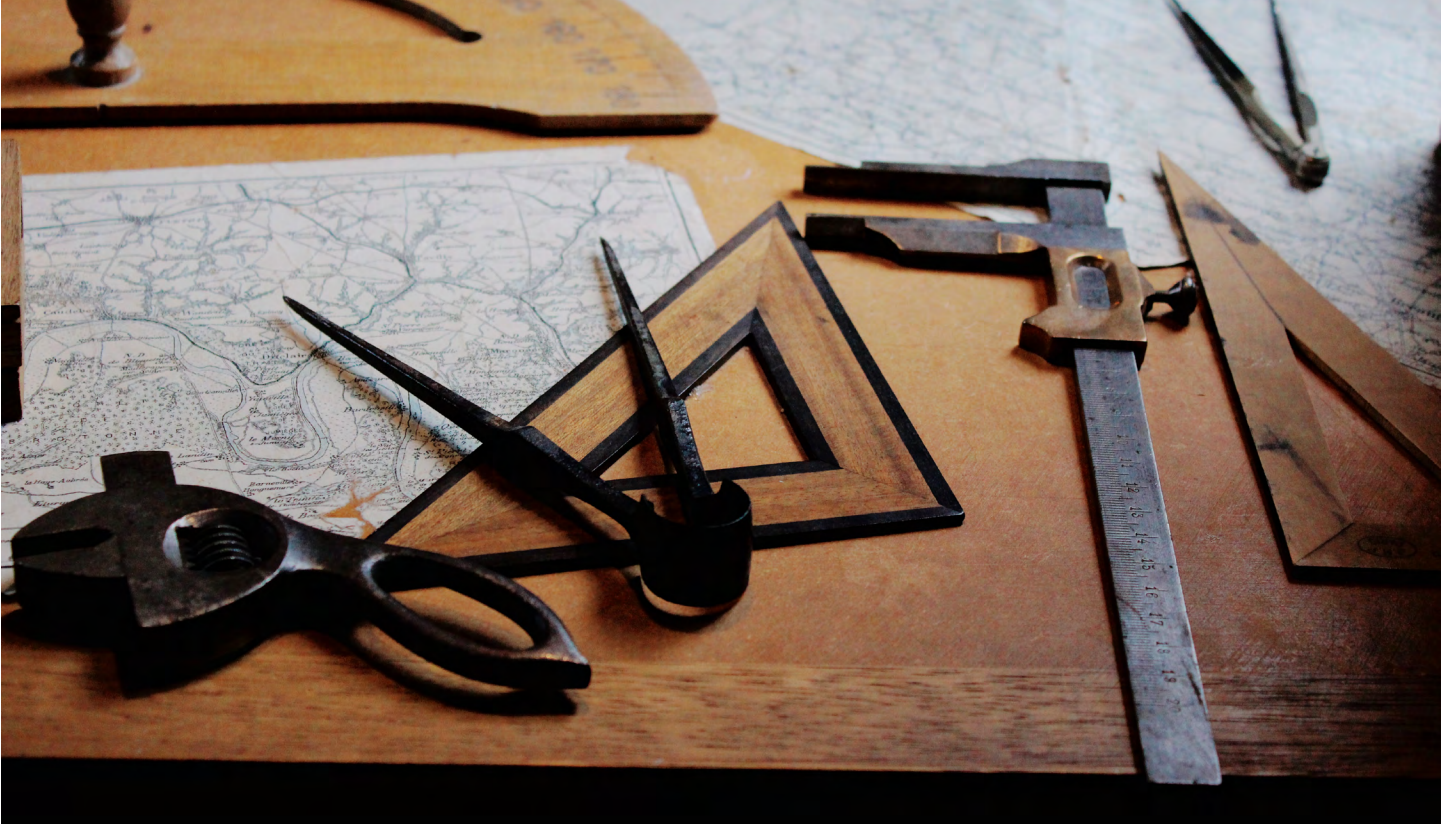
2022 Military Spouse
Friendly Employer
(Category Over \$5 Billion)





This story highlights how we are making progress against the “Lead By Example” pillar of the refreshed DEI Strategy.

IN BRIEF



Action, Accountability, Alignment: New Tools in an Evolving DEI Story

At Booz Allen, our diversity, equity, and inclusion (DEI) work is driven by a centralized strategy with decentralized execution. Having a centralized strategy means that all DEI efforts at Booz Allen align to two overarching goals: (1) to ensure that firmwide representation in senior leadership is consistent with overall workforce representation; and (2) to create an equitable and inclusive experience for all employees. Decentralized execution means the majority of the work takes place within the firm’s different business sectors.

Each business sector has its own set of priorities, which can make it challenging to track and report progress in a consistent way. Because of this, we have designed a measurement framework that enables us to measure, track, and assess the

work of individual leaders and their distinct portfolios in driving toward the two centralized goals.

Our business sectors use a tool called the DEI Report Card to assess their progress against the two goals. The report card uses eight progress indicators at both the account (individual business unit) and sector (market) level to show how effectively individual efforts are supporting the firm’s overarching DEI goals. Booz Allen’s business leaders use this tool to guide how they prioritize their DEI efforts and continuously monitor the efficacy of these efforts so they can rework and adjust as needed.

Plus, the DEI Report Card itself is a realization of the firm’s commitment to increase transparency and build clear accountability for leaders.

DEFINING THE FRAMEWORK

Goals—What Booz Allen wants to achieve as an organization

Progress Indicators—What we measure to determine if we are meeting our goals

Action Items—Firmwide commitments as defined in the DEI Strategy that are worked on by the firm’s internal operations. There are 16 action items grouped into four thematic pillars.

Tactics—Activities that Booz Allen’s various business sectors can take within their sphere of influence to impact the Progress Indicators. Tactics should align with the Action Items.

UNPACKING THE HOLIDAY CLOSET





This story highlights how we are making progress against the “Inspire Belonging” pillar of the refreshed DEI Strategy.

IN THE KNOW

Learn about various holidays via clothing

This issue examines Yom Kippur, Diwali, and Kwanzaa through the lens of wardrobe, similar to last year’s exploration of several holidays through food traditions. Along with understanding colleagues’ needs for flexible schedules for activities like fasting or family gatherings during the holidays, it’s also important to be aware of wardrobe preferences. Read on to learn about wardrobe traditions for these three holidays.



Yom Kippur

Tuesday, Oct. 4 (sundown) to Wednesday, Oct. 5, 2022 (sundown)

In the Jewish calendar, this is a day of atonement and a time of reflection that begins 10 days following Rosh Hashanah, the Jewish New Year. Jewish people fast for 25 hours and attend synagogue services during this time.

Men wear prayer shawls called Tallit to synagogue services, and some Ashkenazi Jewish men wear a kittle, or long white robe. All participating Jewish people wear white clothing. Finally, it is custom to not wear leather shoes, as they were considered a luxury until recent times, and the holy day is a time to eschew being comfortable.



Diwali

Sunday, Oct. 23 to Thursday, Oct. 27, 2022

The festival of lights is celebrated across India and around the world as it has grown in popularity. It is held over multiple days and symbolizes the start to the new year in lightness. People wear formal, colorful garments, many of which tend to vary regionally, as an expression of joy and excitement. These traditional garments are worn by many daily and during Diwali they tend to be embellished and colorful. Typically, this can include:

- **Saris:** unstitched garments made of silk, chiffon, or velvet draped over the body, paired with a blouse
- **Kurtas:** a loose-fitting shirt, either collarless or with a short collar, that usually falls around the knees, with a variety of colors and/or embroidery
- **Sherwani:** a long-sleeved knee-length coat, formalwear equivalent to a tux, made from formal fabric with intricate embroidery
- **Lehengas:** intricately decorated and embroidered ankle-length skirts, paired with a blouse



Kwanzaa

Monday, Dec. 26, 2022 to Sunday, Jan. 1, 2023

Kwanzaa is a 7-day holiday that celebrates and commemorates the customs and traditions that have helped the African American community remain strong and continue to prosper. Born out of the Civil Rights Movement, Kwanzaa builds on seven key principles rooted in community—Umoja (Unity), Kujichagulia (Self-Determination), Ujima (Collective Work and Responsibility), Ujamaa (Cooperative Economics), Nia (Purpose), Kuumba (Creativity), and Imani (Faith).

Families celebrating Kwanzaa decorate their households with the kinara (a seven-branched candleholder used in Kwanzaa celebrations), objects of art, and colorful African cloths such as kente. You may or may not find individuals donning African garb in celebration of the holiday, but you will most certainly find individuals celebrating their pride for the culture, their respect for the ancestors, and their commitment to what it means to be of African descent.



This story highlights how we are making progress against the “Lead By Example” pillar of the refreshed DEI Strategy.

Meet Some New DEI Executive Council members

To push the DEI work further into the business, Booz Allen continues to engage our executive leadership representing every sector and Global BRG and Network. Interested in how they ultimately govern DEI at the firm? Read our feature on [Carrying DEI Action Items Across the Finish Line](#).

(Note: Since that article was published, the firm has shifted its language from using “Group” to “Sector”)



Betty Thompson
Chief People Officer
DEI Executive
Co-Sponsor



Dennis Via
Executive Vice President
DEI Executive
Co-Sponsor



**Enterprise Ops
Sector Council Lead**
Laura Adams,
Senior Vice President



**Global GLOBE+
BRG Sponsor**
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Executive Vice President



**Global Women's
BRG Co-Sponsor**
Maisha Glover,
Senior Vice President



**Global Women's
BRG Co-Sponsor**
Katie Hermosilla,
Senior Vice President



Chief Legal Officer
Nancy Laben



**Global Disabilities
BRG Sponsor**
Brian MacCarthy,
Vice President



**Global Multicultural
BRG Co-Sponsor**
Jeniffer Malin De Jesus
Roberts, Vice President



**Chief Technology Office
Sector Council Lead**
Julie McPherson,
Executive Vice President



**Chief Diversity, Equity
& Inclusion Officer**
Jon G. Muñoz



**Global Multicultural
BRG Co-Sponsor**
Robert Silverman,
Executive Vice President



**Global Military and
Veterans BRG
Co-Sponsor**
Dennis Via,
Executive Vice President



**Global Defense Sector
Council Lead**
Angela Wallace,
Senior Vice President



**Global Military and
Veterans BRG
Co-Sponsor**
Greg Wenzel,
Executive Vice President

OUR DEI STRATEGY EVOLUTION

Building on a strong legacy of DEI work at Booz Allen

The firm’s refreshed DEI Strategy focuses on four overarching pillars—Lead By Example, Empower Potential, Inspire Belonging, and Use Our Voice. These pillars reflect and were shaped by the strengths of Project ‘25, the pillars of the Race & Social Equity Agenda, and the results of the independent assessment done by the Kaleidoscope Group. Each of those three efforts have been folded into and subsumed by this refreshed DEI Strategy. So while their names may have been “retired,” their intents are alive and well within the work of these four pillars.

Lead By Example	Empower Potential	Inspire Belonging	Use Our Voice
<i>We will be transparent and model inclusion.</i>	<i>We will drive equitable access and outcomes.</i>	<i>We will be a place where people are seen, heard, valued and cared for.</i>	<i>We will be a force for advancing equity and resilience.</i>

Project '25

Start at the top	●			
Apply potential		●		●
Revere our people		●	●	

Race & Social Equity Agenda

Launch an independent assessment		●		
Increase personal time and space			●	
Increase BIPOC representation at all levels	●	●		
Accelerate DEI learning	●	●	●	
Use our unique voice and capabilities for equity				●
Make RSE a major element of philanthropy				●

Independent Assessment Findings

Develop inspirational vision	●			
Establish accountability for sustaining DEI	●	●		
Communicate regularly about commitment to DEI	●		●	
More transparent info sharing	●			
Reduce subjectivity from people processes		●		
Get creative and intentional about BIPOC sponsorship		●	●	
Establish world-class supplier diversity program				●

HOW WE'LL CONTINUE TO SUCCEED

Our action plan is ambitious. The DEI Strategy to accelerate our sustainable growth is organized into four pillars and requires constant evaluation to ensure we are working toward our equitable outcomes. After one year of advancing the strategy, we evolved a few of the action items (**bolded below**) to reflect accomplishments achieved and continued areas of focus.



LEAD BY EXAMPLE

We will be transparent and model inclusion

Shepherd DEI Sector councils

Publish firmwide DEI goals and data (internally and externally) and advocate for our position and progress

Build clear accountability for all people leaders and recognize leaders championing DEI

Embed performance expectations for leaders to develop underrepresented talent



EMPOWER POTENTIAL

We will drive equitable access and outcomes

Increase diversity in our leadership pipeline and succession plan; launch diverse interview teams and require diverse slates for senior roles

Equip leaders to develop talent; clarify expectations to provide and solicit feedback

Provide greater access for all employees on key assignment and projects

Reduce bias and clarify expectations across all people processes; enforce consistency in execution



INSPIRE BELONGING

We will be a safe place where people are seen, heard, valued, and cared for

Celebrate diversity, share stories, and deploy capabilities to create equity

Guide our culture to be one in which we know, partner with, and do right by our colleagues

Expand listening sessions, connections to co-workers and communities

Continue to improve the employee experience —centering the unique needs of women of color



USE OUR VOICE

We will be a force for advancing equity and resilience

Support Environmental, Social, Governance commitments that serve the virtuous purpose of the firm

Activate multi-channel approach to build pipeline of underrepresented tech talent

Target philanthropic investments and relationships to create pathways to equity and resilience

Make supplier diversity central to our Global Supply Chain sourcing efforts

Learn more about Booz Allen's commitments to diversity, equity, and inclusion (DEI), including our Unstoppable Together Movement at [UNSTOPPABLETOGETHERMOVEMENT.COM](https://www.boozallen.com/unstoppabletogether)