

[Subject: 100 Years of Character]

"It's the People."

Listen to Booz Allen employees on their 5, 10, 15... year anniversaries talk about what's kept them here, or our "comeback kid" re-hires tell what brought them back – and this is the answer you hear over and over: "It's the people."

Ask our clients what makes Booz Allen stand apart from our competitors, or our community partners why they're so excited to see Booz Allen engaged with their cause, and this is what they say, "It's your people."

Our founding partner Edwin Booz, in giving advice about what to look for in people, wrote, *"Start with character, intelligence, and industry."* In 2014, for our commemoration of the firm's 100th anniversary, we chose his words for our centennial theme – because having the best people is the defining quality of our firm, and something that has not changed for 100 years.

Although I didn't know Ed Booz personally, I did have the privilege to know and learn from four other Booz Allen leaders who preceded me – Jim Allen, Jim Farley, Mike McCullough, and Bill Stasior. To me, Booz Allen people are *characters with character*. Our people are more than smart – we're interesting, passionate, and incredibly hard working. If you think of the people you work side by side with every day, you know exactly what I mean.

In the year ahead, Booz Allen's 100th anniversary will be best celebrated around our people. I encourage us to give our time and talents to the charity of our choice – we've set a 2014 goal of 100,000 hours of service firmwide. And, make a point to meet and learn something from at least one new Booz Allen person each month. It will be enriching and fun, and this time next year, we can look back on the centennial with the special rewards that come from giving of our brains and hearts.

I'm pleased to share with you this morning a brief history of Booz Allen Hamilton – "[100 Years in 100 Seconds](#)." I hope you'll share it with family and friends. And, check out our new centennial pages on www.boozallen.com and our new intranet site at 100Years.bah.com.

Today, we join all of Booz Allen's people, near and far, past and present, in ringing in our firm's new century. Thank you for your character, intelligence, and hard work.

Happy New Year,

A handwritten signature in black ink, appearing to read "Rajal". The signature is fluid and cursive, with a large initial "R" and a long, sweeping tail.

January 1, 2014

This e-mail to 20,000+ employees was reprinted in www.washingtonpost.com

Dear Colleagues,

You know first-hand the uncertainty our government clients are facing, and know from reading the news that companies across our industry are being affected by budget and program cuts. We believe Booz Allen is positioned well to serve our clients in their core missions, we're aligned against growth areas in the market, and we have an unmatched reputation for excellence, integrity, and client service. But, we are not immune to these challenging times. Our growth rate today is significantly lower than in the past.

To ensure that Booz Allen will succeed – and lead – in this difficult market, which shows no sign of improving, we are taking bold action to be out in front. We will become more cost-competitive to win and deliver premier services in all of the markets we choose to serve. And, we will become more agile, further shifting resources and increasing our investments in growth areas across government, commercial, and international such as cyber, health, C4ISR, and finance.

We are making reductions in the partner corps and senior staff, and we will take cost out of our infrastructure and overhead to make Booz Allen even more lean, agile, and better positioned to compete for, and expertly perform, important work for our clients. These changes will not be easy, and I assure you, they are not being undertaken lightly -- the hardest thing I have to do in my job is to tell a long-serving partner or hard-working staff member there is no longer a position in the firm. For the great majority of you, these changes will make Booz Allen a more successful, secure, and exciting place to grow and excel.

In my 38 years with the firm, I've seen boom times and hard times. When I look back – and more importantly, look forward – bold action is what propels us ahead. The future is ours to lead.

- Ralph