

**PUSHING PACE**

# on the path to sustainability

2025 Sustainability Report



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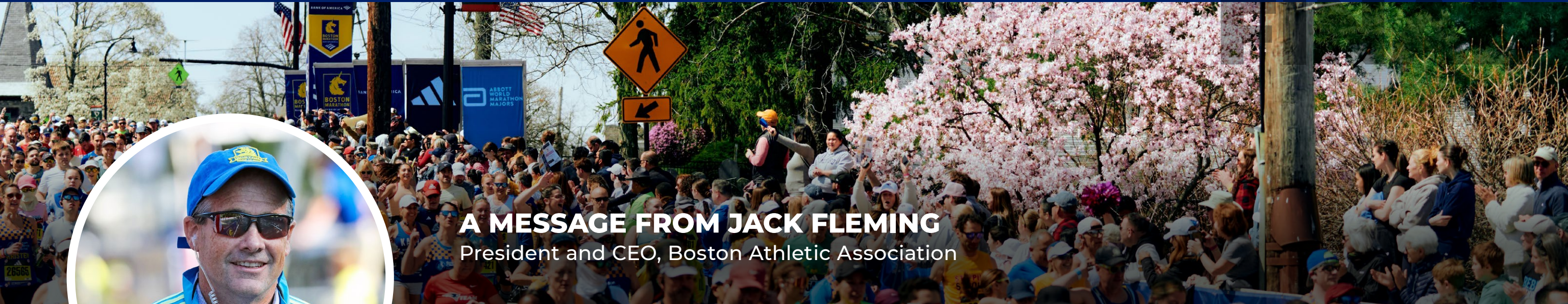
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**APPENDIX**

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We are pleased to introduce the Boston Athletic Association’s (B.A.A.) 2025 sustainability report, which details our approach to sustainability, including our efforts across relevant environmental, social and governance (ESG) topics. The B.A.A. reports our sustainability information annually, and this report shares our activities from January 1, 2025, through December 31, 2025, unless otherwise noted. We report with reference to the Global Reporting Initiative (GRI) reporting standards with details provided in our content index on [page 33](#).



**A MESSAGE FROM JACK FLEMING**  
 President and CEO, Boston Athletic Association



**“ Together, we’re proving that progress is possible when we move with purpose. ”**

**O**n behalf of the entire Boston Athletic Association team, I’m proud to share our 2025 Sustainability Report. This report is our second annual reflection on the progress we are making toward a more sustainable future for our organization, our community and the sport of running. This year’s report captures the momentum we have built and the meaningful strides we have taken to embed sustainability into the heart of everything we do. From race operations

to community programming, we have worked with intention to make our events more inclusive, more accessible and more environmentally responsible. These efforts are not just milestones. They’re part of a broader commitment to wellbeing, innovation and equity that touches thousands of lives each year.

We are deeply grateful to the athletes, volunteers, spectators, staff and partners who make our mission possible. Together, we’re proving that progress is possible when we move with purpose.

I’d also like to extend special thanks to our sustainability program partners

at Schneider Electric, whose expertise and collaboration have helped us shape a more resilient path forward. As we look ahead, we remain committed to continuous improvement and to building a future where every step we take reflects our values.

Thank you for being part of this journey.

**Jack Fleming**



# About the B.A.A.

The Boston Athletic Association is committed to a world where all people can access and benefit from running and an active lifestyle.

The Boston Athletic Association (B.A.A.) is a nonprofit organization established in 1887 and is best known for organizing the Boston Marathon presented by Bank of America, the world's oldest annual marathon. The B.A.A. also hosts a series of signature races including the Boston 5K, 10K and Half Marathon. These events are designed to welcome runners of all backgrounds and abilities.

As a proud member of the Abbott World Marathon Majors, the Boston Marathon stands alongside other iconic races in Tokyo, London, Berlin, Chicago, Sydney and New York City. This global network celebrates the power of endurance sport to unite people across cultures, and the B.A.A. is honored to contribute to this shared legacy.

## MISSION AND VISION

Established in 1887, the B.A.A. is a nonprofit organization with the mission of promoting a healthy lifestyle through sports, especially running.

We are committed to a world where all people can access and benefit from running and an active lifestyle. Beyond race day, **we invest deeply in year-round programming that supports the physical, emotional and social wellbeing of the Greater Boston community.** Through youth initiatives, inclusive fitness events and a robust charity program, we champion accessibility and equity in sport.

Whether it's **empowering young runners through school-based programs or partnering with nonprofits to build healthier communities**, we remain committed to ensuring that the joy and benefits of running are available to all.



# ►► Our Organization at a Glance



**\$509M+**

in economic activity statewide during Boston Marathon weekend

Highest in our race history | 2025



**60k+**

athletes participated in B.A.A. events



**10,200+**

volunteers across all B.A.A. events



**40+**

full-time and 2 part-time employees



**7**

Para Athletics Divisions, plus Wheelchair Division and Adaptive Programs

Offered through the Boston Marathon



**\$50.4M**

raised by Bank of America Boston Marathon Official Charity Program

2025



**22**

organizations received grants from B.A.A. Gives Back

2025



**\$1M+**

in cumulative prize awards for Boston Marathon

2025

# OUR HISTORY A Legacy of Impact

**1887**  
B.A.A. established

**1897**  
First Boston Marathon held

**1898**  
Boston Marathon celebrated its first international champion

**1928**  
Boston Marathon surpasses 200 person field size for the first time

**1968**  
Boston Marathon field size surpasses 1,000 runners for the first time

**1972**  
First year of women's official participation at the Boston Marathon

**1975**  
Boston Marathon became the first major marathon to include a wheelchair division

**1986**  
Boston Marathon began awarding prize money

**1988**  
Boston Marathon celebrated the first African to win a major marathon

**1989**  
B.A.A. established Boston Marathon Official Charity Program

**1996**  
Boston Marathon celebrated 100th year with 38,708 entrants

**2001**  
First B.A.A. Half Marathon held

**2006**  
Boston Marathon partnered with London, Berlin, Chicago and New York City marathons to launch the World Marathon Majors

**2009**  
First B.A.A. 5K held

**2011**  
First B.A.A. 10K held

**2021**  
B.A.A. launched Boston Running Collaborative; First race in the world to offer Para prize awards

**2022**  
B.A.A. launched Neighborhood Fitness Series

**2023**  
B.A.A. established B.A.A. Gives Back Grant program and Boston Marathon Medical Research Funding program

**2024**  
Bank of America becomes a B.A.A. sponsor and presenting partner of the Boston Marathon

**2025**  
B.A.A. Launched the Carson Beach Shoreline 5K; launched a new B.A.A. website



# Sustainability at the B.A.A.



**Sustainability is intertwined with our vision of creating a world where everyone can enjoy running in the environment, connect with the community and participate in safe, inclusive athletic events.**

Our goal is to be an environmental steward, providing access to running for generations to come. As such, we are committed to reducing our environmental impact while prioritizing the wellbeing of our team, participants, volunteers and the communities we serve.

By embracing sustainable practices throughout our operations, we aim to make running a source of positive impact for people and the planet, today and for decades to come.

## SUSTAINABILITY STRATEGY AND APPROACH

In 2025, we continued our partnership with Schneider Electric, our Official Sustainability Partner. As a global leader in energy management and automation, **Schneider Electric has helped us take meaningful steps toward our goal of becoming a sustainability leader in the running industry.** Since 2024, we've worked closely with their consulting branch, SE Advisory Services, to refine and implement our strategy, embedding more sustainable practices into our operations and events.

**Our activities to-date have included:**

▶ **Topic Prioritization:** Bringing together B.A.A.'s core sustainability team from multiple departments to discuss, identify, and upskill the sustainability topics that matter most to our organization and stakeholders.

▶ **Sustainability Data Management & Reporting:** Continuously assessing and improving our sustainability data to assess areas of priority to take action. Additionally, aligning our GHG data reporting to the GRI Standards for the first time. This ensures transparency, consistency and accountability in how we measure and communicate our sustainability performance.

▶ **Operational Efficiency Evaluation:** Working together to evaluate potential projects, upgrades and investments that can be made with our sustainability budget to maximize environmental and cost savings in the long-term.

▶ **Renewable Energy Credit Donation:** As the Official Sustainability Partner of the B.A.A., Schneider Electric donated, and will continue to donate, Renewable Energy Credits (RECs) in kind to the Boston Athletic Association to help address the organization's Scope 2 greenhouse gas emissions to cover our energy consumption. These RECs represent the environmental attributes of renewable electricity and support the B.A.A.'s commitment to reducing our environmental impact through clean energy.

▶ **Electrification Initiatives:** Assessing areas of opportunity to electrify races in the future, serving as the building blocks of our electrification strategy that we plan to launch at the 2026 Marathon and beyond.

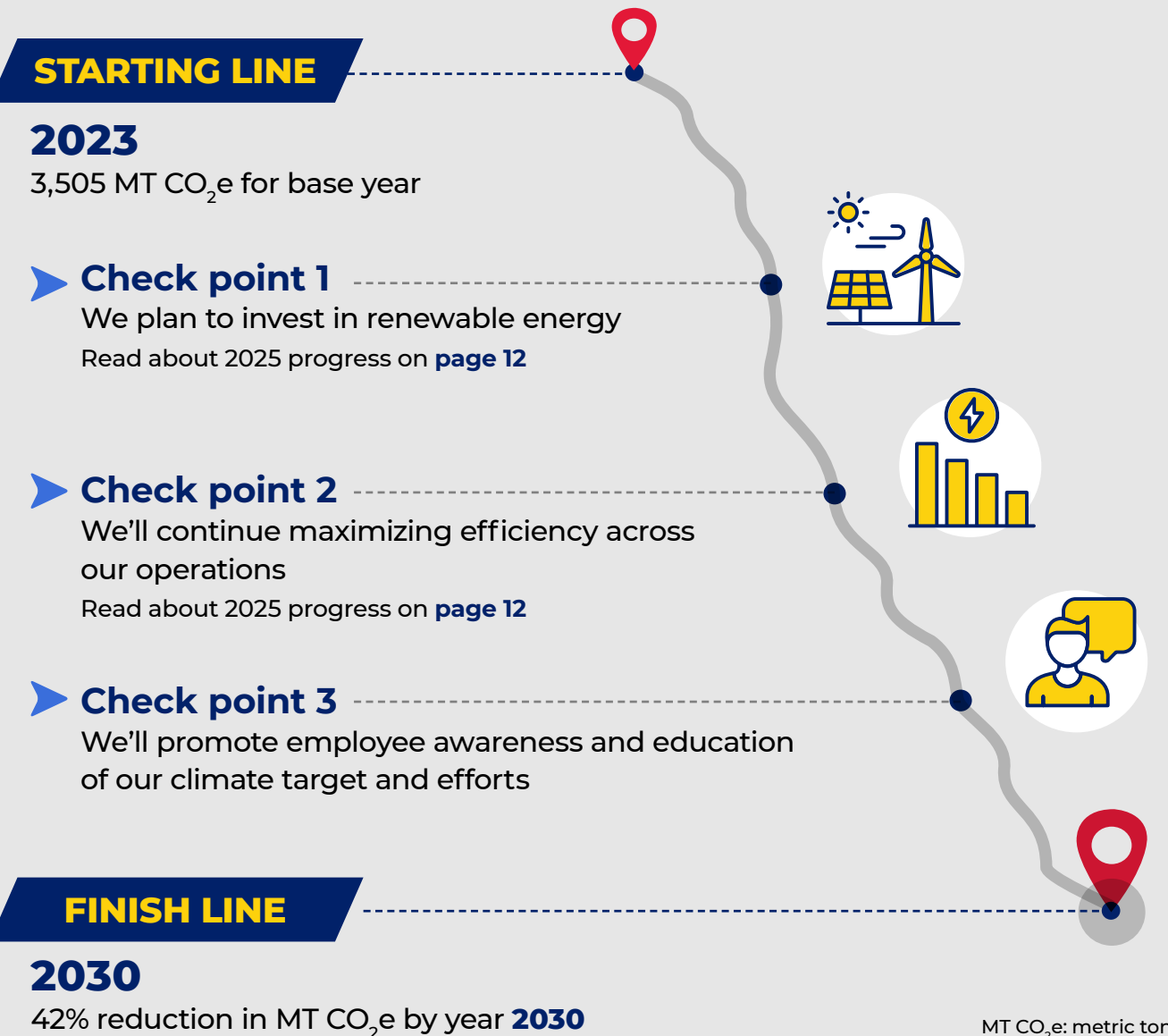
## STRATEGY OVERVIEW

### Sustainability Pillars and Key Topics

|                                   |   |
|-----------------------------------|---|
| Managing Our Environmental Impact | Emissions and energy management                 |
|                                   | Waste diversion                                 |
|                                   | Water conservation                              |
| Uplifting People and Communities  | Employee recruitment, development and retention |
|                                   | Athlete experience and satisfaction             |
|                                   | Safety and security                             |
|                                   | Community impact                                |
| Ensuring Responsible Governance   | Effective governance and leadership             |
|                                   | Ethics and integrity                            |
|                                   | Cybersecurity and data protection               |

## B.A.A.'S RACE TO 2030

### Our Race Path to a 42% Reduction in Scope 1 and 2 GHG emissions



MT CO<sub>2</sub>e: metric tons of carbon dioxide equivalent

## STAKEHOLDER ENGAGEMENT

Our stakeholders are central to our organization. Together, we have built a 139 year legacy of memorable running experiences and community impact. In 2025, we expanded our engagement based on our strategic planning sessions and feedback we received from our Human Resources Advisory Panel. **We regularly engage with the following stakeholders through various means:**

### Athletes

We connect with athletes through community races and events, surveys and online channels such as our website, newsletter, mobile app and email communications.

### Employees

We work together in both in-person and remote settings, collaborating across teams on mutual goals to continuously improve our organizational offerings and impact.

### Communities

We interact with community members through year-round public events and online resources, such as our website, mobile app and surveys. We also offer training and educational events for community volunteers at our races.

### Municipalities

We collaborate with the local municipalities to ensure our events comply with regulations and maintain high safety and security standards, primarily through in-person meetings and permit applications.

### Local Organizations and Sponsors

We engage with local organizations, sponsors and running groups through collaborative events, joint initiatives and regular communication to align our goals and maximize community impact.





## ENVIRONMENT

# Sustaining tomorrow, thriving today

### 2025 HIGHLIGHTS

**70%**

Boston Marathon total waste diversion rate

**19**

tons of clothing collected at the Marathon Athletes' Village/Start area

**10**

fewer tons of waste sent to landfill from the 2025 Boston Marathon

# Approach to Environmental Impact

Our commitment to environmental stewardship is rooted in a deep appreciation for the environments we run through, from the Charles River to the Emerald Necklace and Franklin Park.

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These parks and green spaces allow us to connect with our community in nature, and we are dedicated to ensuring that everyone can enjoy environments such as these in the future.

Through initiatives that address the environmental impacts of our operations – including emissions and energy, waste generation and water use – we aim to reduce our environmental footprint.

## ATHLETICS FOR A BETTER WORLD STANDARD

In 2024, World Athletics – the international governing body for track and field, cross country running, road running and other athletic disciplines – implemented the [Athletics for a Better World \(ABW\) Standard](#). The ABW Standard is a certification that evaluates, measures and scores an event's performance across 55 action areas, from waste management to diversity and accessibility.

**We received Silver Event ratings for the 2024 and 2025 Boston Marathons from World Athletics.** This evaluation places us on par with many of our peers, including the Berlin and Sydney marathons. The standard also enables us to identify areas of improvement each year.



## RUNNERS FOR CLIMATE

We launched our Climate Crew fundraising team in 2025 to support the B.A.A.'s environmental initiatives. As part of this program, registered athletes could elect to support the B.A.A. and upgrade their Boston Marathon experience with a sustainably made commemorative gift, dedicated bib pick up location at the Boston Marathon Expo, meet and greets with professional marathoners, and transportation in an electric school bus to the start line. **In 2025, the 44-member Climate Crew raised \$83,500.** Learn more about our Climate Crew on [page 25](#). In 2026, we expanded the initiative to 50 runners in the 130th Boston Marathon and intend to continue its growth in future years.



## GREENHOUSE GAS EMISSIONS AND ENERGY CONSUMPTION

Climate change is one of the most pressing challenges of our time, with significant impacts on our health, environment and communities. At the B.A.A., we are committed to doing our part by reducing our GHG emissions and energy use.

In 2024, we calculated our Scope 1, 2 and 3 GHG footprint in partnership with Schneider Electric to establish our emissions baseline, calendar year (CY) 2023, and **set a target to reduce our Scope 1 and 2 GHG emissions by 42%**

**by 2030.** Energy use is a key driver of our Scope 1 and 2 GHG emissions, with most of our electricity consumption coming from our two office locations: a leased building in Boston and an owned facility in Hopkinton, MA near the starting line of the Boston Marathon. Additionally, we manage two warehouses totaling 15,000 sq ft in Hopkinton, which serve as hubs for event equipment and logistics. The owner of these leased sites has installed onsite solar panels, which help reduce emissions associated

with energy use at these locations. Additional energy use is associated with powering our operations on race days, such as running our diesel generators. In 2025, we completed renovation at our historic office building in Hopkinton near the Boston Marathon start line. In addition to enhancing accessibility and updating the floorplan, **our renovations included upgrading HVAC systems to improve the building's energy efficiency.**

One way we aim to reduce our emissions is to expand our existing energy efficiency initiatives. In 2025, we focused on researching vendors to **expand our use of battery-powered generators** and assessing our building energy consumption to identify energy efficiency improvement opportunities.

For example, our 2025 half marathon used battery power for our sponsor activations, audio systems, course DJ setups, and tent light. **This helped reduce the need for constant running of generators during the event.** We are continuing to explore transportation opportunities to use electric vehicles in our rented fleet and transition from gas-powered golf carts over time.

The majority of our Scope 3 emissions are from Category 1: Purchased Goods and Services. These emissions are associated with our race events including our use of transportation buses, equipment rentals and supplies. Additional Scope 3 emissions are associated with product shipping, purchased machinery and employee commuting.



**100%** B.A.A. achieved 100% renewable electricity across our direct operations in 2024.

**In partnership with Schneider Electric, we donated 153 MW worth of Green-E RECs** that were retired on B.A.A.'s behalf to cover our 2024 operational electricity load.

**Our GHG Emissions**

| Scope  | CY 2023 Emissions<br>(Metric Tons of CO <sub>2</sub> e) | CY 2024 Emissions<br>(Metric Tons of CO <sub>2</sub> e) | % Change  |
|--|---|---|-----------|
| <b>Scope 1</b>                                       | 221.5   | 231.67  | 5%        |
| <b>Scope 2*</b>                                      | 24.1  |   | -100%     |
| <b>Scope 3</b>                                       | 3,226.1   | 3,287.4   |           |
| Category 1: Purchased Goods and Services             | 2,583.9   | 2,819.8   | 9%        |
| Category 2: Capital Goods                            | 80.0  | 95.6  | 20%       |
| Category 3: FERA                                     | 37.4  | 41.76   | 12%       |
| Category 4: Upstream Transportation and Distribution | 442.8   | 223.7   | -49%      |
| Category 5: Waste                                    | 15.1  | 24.6  | 63%       |
| Category 6: Business Travel                          | 22.1  | 25.9  | 18%       |
| Category 7: Employee Commuting                       | 33.6  | 48.8  | 45%       |
| Category 12: End-of-Life                             | 11.3  | 7.2   | -36%      |
| <b>Total Scopes 1, 2 and 3</b>                       | <b>3,471.8</b>  | <b>3,519.1</b>  | <b>1%</b> |

\*Market-based value

**Rebaselining Exercise**

In 2025, the B.A.A. undertook a rebaselining exercise to improve the accuracy of our reported 2023 greenhouse gas emissions. This rebaselining was undertaken to reflect material improvements in data quality and emissions attribution and does not reflect a change in underlying operational performance. As the B.A.A. team deepened our understanding of operational boundaries and the appropriate categorization of emissions across Scopes 1, 2 and 3, our ability to attribute emissions to the correct scope improved significantly. As a result, the rebaselined inventory provides a more complete and accurate representation of B.A.A.’s emissions profile, and the update emissions figures are reported in the table. We are also in the process of assessing our 2025 GHG emissions.

“One way we aim to reduce our emissions is to expand our existing energy efficiency initiatives.”



Climate Crew transported in electric bus



Upgraded HVAC systems



Battery-powered generators at events

## WASTE MANAGEMENT

Waste diversion and reduction are essential priorities within our operational strategy. Besides the athletes and volunteers who participate in our races, hundreds of thousands of family members, friends and spectators attend our events and other programming throughout the year. These high attendance rates result in significant waste generation, with our race operations producing 61.96 tons of waste in 2025. Race day waste includes clothing, promotional materials, and

single-use food packaging cups and bottles used for providing hydration and energy to runners.

All B.A.A. events have designated waste diversion areas with receptacles for recycling, compost and landfill throughout the venue. These sites are managed by our **B.A.A. Green Team, a collective of volunteers who help ensure event attendees properly sort and dispose of waste.** Other Green Team initiatives include post-event clean-up where we collect and properly dispose of leftover waste.

In general, B.A.A. events generate minimal hazardous waste. Any hazardous waste we dispose of is typically biomedical waste. We work with a vendor on disposal methods in compliance with local and national laws and regulations.

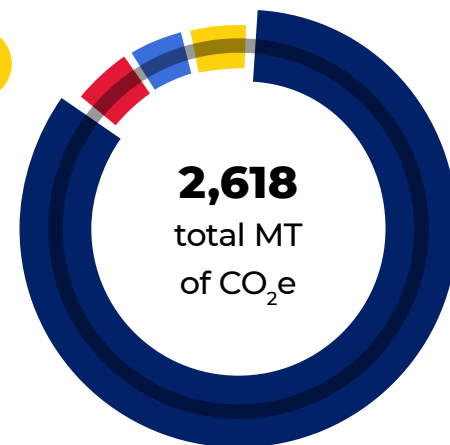
In addition to race event day waste, we have started to analyze our Marathon Expo events to understand the waste footprint of this preliminary event, as sponsors and vendors dispose of hangers for retail clothing, take-away food and beverage packaging, and promotional

materials at our event locations. For all of our events, we coordinate waste disposal or diversion with our local waste management vendors.

In 2025, we focused on improving how we sort materials at the Marathon Expo to ensure proper diversion or disposal. We also streamlined how we load and manage material brought in from sponsors or other Expo affiliates. We focused on separating waste by type to improve processing flows and recycling rates using signage for our haulers and engagement with our event partners.

### Emissions Breakdown by 2024 Races

|               |     |
|---------------|-----|
| Marathon      | 88% |
| 10K           | 5%  |
| 5K/Mile       | 4%  |
| Half Marathon | 3%  |



### Bringing Race Day Waste to the Right Finish Line



Specifically, we arranged collection bins for hangers to increase their rates of reuse or recycling.

**We also host a donation program to minimize waste:**

- ▶ **Leftover perishable items at our events are donated** to the Greater Boston Food Bank.
- ▶ Clothing left behind by Boston Marathon runners are collected and donated to Big Brothers Big Sisters of America, **averaging about 20 tons of clothing every year.**
- ▶ Runners attending the race expo at our marathon can donate old sneakers to Sneakers4Good. **In 2025, more than 1,000 pairs of sneakers were donated** from our events, up from 600 pairs in 2024.

**Boston Marathon Waste Diversion**

55% Waste Diversion (2024) → 70% Waste Diversion (2025)\*

**15%** improvement in waste diversion year-over-year

\*Waste diversion data provided by third party vendor



**Waste Reduction at the 2025 Half Marathon**

To further mitigate our waste impacts, **we partnered with Cavossa Disposal for waste removal and recycling during our 2025 Half Marathon.** We collaborated with venue management to install three waste stations and coordinated with volunteers to **sort materials into compost, recycling and trash.** Our B.A.A. Green Team also **expanded clothing collection efforts.** As the final wave of runners began, half the team collected discarded clothing while the other half picked up litter. Filled bags were passed over barricades and transported to the Operations Tent or designated trucks for proper disposal or donation.



**Initiatives Optimizing Material Use**

- ▶ Each year, Boston Marathon promotional banners are reclaimed and **repurposed into grocery bags** for our Unicorn Club.
- ▶ adidas has been the Official Footwear and Apparel Supplier of the Boston Marathon since 1989. All promotional materials sent by adidas contained recycled content in 2025.

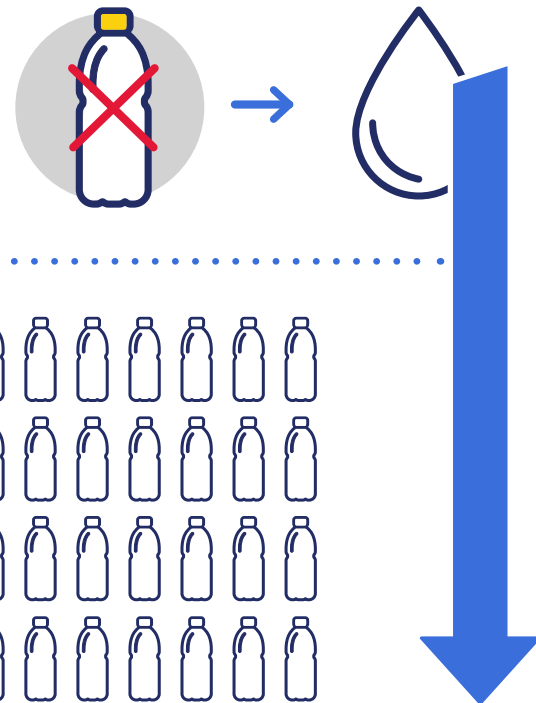
## WATER MANAGEMENT

Water management is an important focus at our events, ensuring runners and spectators remain hydrated while preventing unnecessary water waste. Of all water procured for our events, 100% is for human consumption, hydration or medical uses.

We continued our partnership with Poland Spring as our water sponsor in 2025 to set up water stations along our event courses. To minimize waste generated by single-use cups at water stations, compostable cups and collection bags are available at all of our events' water stations.

### EVERY DROP COUNTS

Avoiding hundreds of half-empty plastic bottles left on the course by pouring from jugs, allowing runners to take only what they need



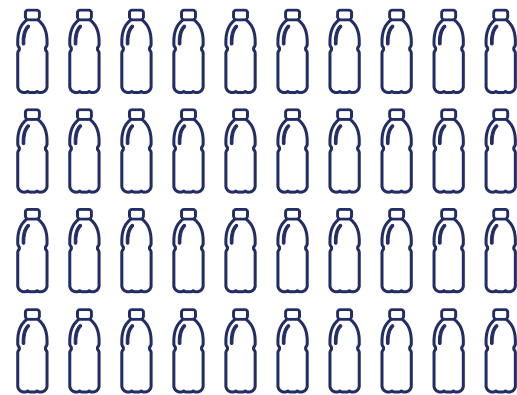
Each 5-gallon jug replaces nearly

**40**

single-use bottles



=



**7.7** tons of cups were collected along the course and diverted to compost





## **SOCIAL**

# Stronger together, mile by mile

### 2025 HIGHLIGHTS

**\$52.1M**

in total charity impact

**\$509M**

in economic activity  
generated

**10,200+**

volunteers

# Talent Recruitment, Retention and Engagement

Our employees are the backbone of the B.A.A.



**Every employee – regardless of role – contributes to the success of our events**, with team members from all departments supporting event execution, from race registration to on-the-ground logistics. Plus, year round, team members are contributing to the organization’s overall success and atmosphere, from our financial operations to corporate partnership support, community engagement efforts, data management, office building improvements, and so much more.

**The B.A.A.’s mission and vision serve as the north star that unites all team members.** Therefore, we recruit and hire people who share our passion for promoting a healthy lifestyle through sports.

## Our Locations

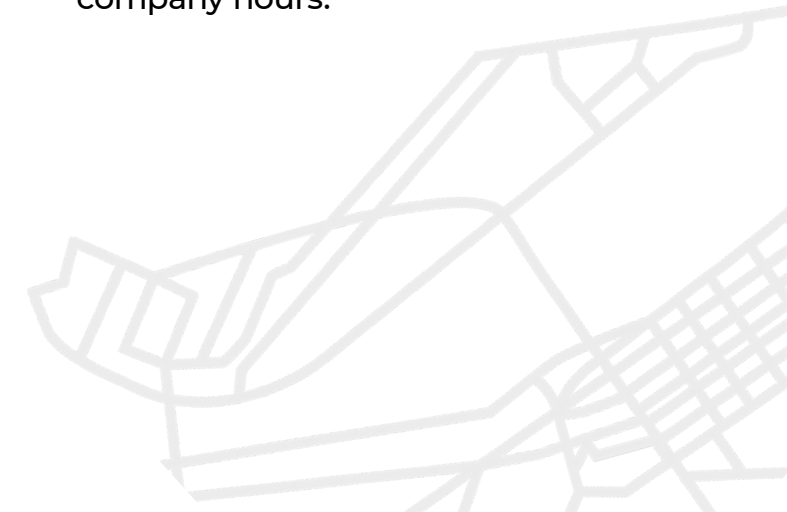
The B.A.A. operates out of two primary office locations: a leased building in Boston overlooking the Finish Line, and a standalone, owned facility in Hopkinton near the iconic Boston Marathon Start Line. These spaces serve as hubs for day-to-day operations and team collaboration for our employees.

In addition, we maintain two warehouse sites, including a 15,000-square-foot facility in Hopkinton that functions as the central logistics center for race equipment and event materials – supporting the seamless execution of events year round.

## Compensation and Benefits

To attract, engage and retain a motivated and diverse workforce, we consider a total compensation program with competitive compensation and comprehensive benefits packages including:

- ▶ **Health and dental** insurance plans.
- ▶ **401(k) plan** with matching dollar-for-dollar up to 6%.
- ▶ **Flexible Spending Accounts** for Health, Dependent Care and Commuting.
- ▶ **\$2,000 Professional Development allowance.**
- ▶ **Paid time off**, such as sick time, vacation time, compensatory time off, holidays and Summer Fridays.
- ▶ **Paid family and medical leave.**
- ▶ **Hybrid work schedule** for office-based positions.
- ▶ **Volunteer opportunities** during company hours.



## Learning and Development

Learning and development is an essential component of our retention strategy. We provide initiatives designed to support our employees in pursuing their career goals in ways that support their motivation and engage them in our mission and purpose.

### Our initiatives include:

- ▶ **Professional development funding of up to \$2,000 a year** for full-time employees and up to \$1,000 a year for part-time employees. Funds may be used for learning experiences and industry conferences.

- ▶ **Opportunities to participate in other Abbott World Marathon Majors races.** Staff may attend those races and additional events throughout the United States, with transportation and accommodations covered to observe, volunteer and gain greater insight from other mass participation events.
- ▶ **An employee-led Lunch and Learn program,** which fosters upskilling, professional development and cross-functional visibility. Sessions cover topics such as the history of the B.A.A., inclusion at our events and employee benefits – all designed to empower staff and strengthen organizational collaboration.

## Performance Reviews

We conduct annual performance reviews each fall with mid-year check-ins in the spring for 100% of our full-time and part-time employees. Our reviews support individual progress against set goals and evaluate career growth. This year’s process was conducted electronically in ADP – from goal setting, to mid-year check-ins to annual evaluations – simplifying the performance review process for all.

## Contractors

For event management, we work with a large network of contractors to staff our events. The B.A.A. relies on a dedicated network of external vendors, contractors and volunteers whose expertise and support are essential to delivering safe, inclusive and high-quality race experiences.

## 2025 Parental Leave

|   | Total   |
|---|---------|
| Number of employees entitled to parental leave  | 42      |
| Number of employees that took parental leave in 2025                                  | 4       |
| Number and rate of employees that returned to work after parental leave ended in 2025 | 4, 100% |

## Annual Staff Retreat

Each October, we host an annual all-staff retreat – an offsite gathering **focused on team building, professional development and organizational alignment.** This year’s retreat was centered on the rich history and evolving legacy of the B.A.A. With many new team members joining the organization, **the retreat offered a valuable opportunity to reflect on where we’ve been, where we are and where we’re headed.** A dedicated consultant supported the session, helping staff connect past milestones with future aspirations as we continue to grow and innovate together.





## Employee Engagement

We engage employees in a variety of ways, ensuring their voices are represented. One way is through surveys, which help us identify employee interests and preferences on specific topics, such as hybrid work schedules and workplace culture. As we develop our organization-wide strategy for 2026-2028, we aim to incorporate employee feedback into the strategic planning process based on their responses to visioning brainstorming sessions held in October.

Our **Human Resources (HR) Advisory Panel**, comprised of 8 employees from various teams and functions, meets monthly to provide input on HR-related

topics and initiatives. In 2025, their feedback helped inform our approach to 401(k) and medical benefit updates, the all-staff retreat and our hybrid work schedule, among other things.

Our **Office Wellness Committee (OWC)**, comprised of four employees, organizes internal activities that encourage team building, community engagement and staff recognition. In 2025, the OWC hosted a variety of events, including:

- Summer barbeque in Hopkinton
- Staff celebrations and team building events, such as the Celtics practice facility session
- Volunteering opportunities like Good Sports

## Diversity, Equity, Inclusion and Belonging (DEIB)

We are committed to equal opportunity and promoting inclusion and belonging for employees, participants, volunteers and other stakeholders. **We take a multi-pronged approach to this work including:**

- ▶ Considering and sourcing candidates with **multiple dimensions of diversity**.
- ▶ **Utilizing an inclusion and belonging focused competency in employee performance reviews**, with the expectation that everyone contributes on this front. This is evident in many B.A.A. events, processes and communications, which is demonstrated in other areas of this report, such as the **Athlete Experience** section.
- ▶ **Upskilling employee competencies** through training and workshops. Dedicated training is required for new hires, all staff and people managers. We provide additional training workshops for the leadership team and coaching for hiring managers. Our surveys on DEIB help us identify training topics.



**The OWC organized a gardening and tree planting opportunity.**

This event brought volunteers together to tend to our community's green spaces and appreciate their wellness benefits.





## RUNNER EXPERIENCE

We believe in going the distance to support our participants' journey – from before their first steps to after they cross the finish line. Through focused efforts, we lead, grow and strengthen the sport of running by creating memorable experiences for our athletes each step of the way.


### Approach to Creating Memorable Experiences


Our commitment to the community extends beyond the Boston Marathon to other diverse B.A.A. programming. Events such as the Boston 5K, 10K, Half Marathon, and youth and community races aim to celebrate health, community and personal achievement year-round.


**99%**  
of respondents reported overall satisfaction with their experience



To create the best running experiences, we constantly seek feedback from our event and program participants. To achieve this, we:

- 

**Actively seek feedback** through various channels throughout the year, including email, social media and post-event surveys.
- 

**Collect information,** such as demographics and qualifying times, and candid feedback via open-ended responses.
- 

**Host dedicated feedback gathering channels** with affinity groups and B.A.A. members.

This comprehensive feedback collection helps us better understand athletes' needs and enables us to tailor programming over time. In 2025, we received 4,550 responses for our 2025 Boston Marathon survey. Feedback we received includes 64.5% of respondents saying they support brands that focus on sustainability, **98% reporting they felt a sense of inclusion in the event,** and **over 99% reporting overall satisfaction** with their experience.

B.A.A. events are not just for the athletes who participate in our races. For the tens of thousands of family members, friends and spectators who attend the Boston Marathon, the **B.A.A. hosts Fan Fest, presented by DICK's Sporting Goods.** The event helps create lasting memories for attendees and serves as a gateway for many to discover the joy of running and engage with our organization. Designed to excite and engage participants during marathon weekend, Fan Fest is a lively gathering featuring musical performances, beer gardens and sponsor showcases. **It typically attracts over 40,000 fans and families of all ages.**

## Accessibility and Inclusion

We believe that creating memorable experiences goes hand-in-hand with fostering an inclusive, accessible environment, where everyone feels inspired and supported. **This commitment is reflected in our efforts at the Marathon and across our other events** ➡➡

## Native American and Indigenous Community Engagement

Honoring Indigenous and Native American people is an important part of our community engagement, as a large percentage of our courses run across ancestral Nipmuc lands. To increase Native American participants in our events, we engage with the Ohketeau Cultural Center, a local organization that helps us find local runners from the Eastern Woodlands Tribe. In 2025, two runners from the tribe participated in the Boston Marathon.



## ACCESSIBLE EVENTS

- Aiming for full **ADA compliance** at all our events.
- **Providing accessible ramps, pathways transportation** to race lines.
- Waving green flags at the race start lines in addition to pistols shots for **visual and sound cues** at the marathon, half marathon and 10K races.
- **Improving the 10K course following feedback** about slippery areas for wheelchair users.
- Introducing the option for runners to **register with their preferred name and gender**, alongside their government ID; this respects their personal identity while ensuring necessary verification.
- **Providing optional bibs for runners** who participate with a guide or support athlete.

- **Sensory Friendly Viewing Area** on the Boston Marathon course.

- **Providing medical provisions**, such as lactation accommodations and a medical device program.
- **Implementing back bibs** for our half marathon, so athletes with specific needs to self-identify can signal fellow runners to be extra considerate as they navigate the course.
- **Expanding Para Athletic Divisions** to include two new divisions for athletes with coordination impairments [T35-T38] and intellectual impairments [T20].
- **Providing a sensory-friendly spectator zone** at the Boston Marathon for the first time in 2025, in partnership with the Flutie Foundation and the town of Wellesley.

## TECHNOLOGY & LANGUAGE

- **Collaborating with our web and digital vendors** on Web Content Accessibility Guidelines (WCAG).
- **Collecting primary language preferences** to match runners with volunteers who can effectively assist them at bib pick-up areas.

- **Providing American Sign Language interpreters** at all press conferences, for expo panels where possible, and at the B.A.A. Gives Back Celebration.
- **Encouraging the use of closed captions** in presentations.
- **Adding facial recognition** in 2025 to help identify runners for photos when the bib is not visible.

## REGISTRATION

- **Collecting primary language preferences** to match runners with volunteers who can effectively assist them at bib pick-up areas.
- **Providing optional bibs for visually impaired or deaf runners** who participate with a guide or support athlete.
- **Streamlining process** for selected athletes in the top 3 age divisions to sign the World Athletics rules fair play waiver.
- **Adding icons to efficiently identify runners** from countries or states that recognize digital IDs.

## Athlete Communications

We keep prospective and registered athletes informed, engaged and supported through a variety of communications channels. **This includes our:**

- ▶ **Website**, a comprehensive resource that sees **400k visitors on average monthly**. On race weekend we see about 10,000,000 visitors to the site! Our website includes a detailed FAQ page that addresses common inquiries, ensuring participants can easily find answers. In 2025, we redesigned our website to enhance user experience and interface, making it easier for visitors to access clear, inclusive and up-to-date information on our programs and events.
- ▶ **Athletes' Village**, is the B.A.A. race registration platform. In 2025, we have **more than 221,000 athletes** in this community.
- ▶ **Pre-race survey**, sent to all participants to improve their race experience. It provides options for runners to register with their preferred name and gender, alongside their government ID, which respects their personal identity while ensuring necessary verification. Participants can also share safety concerns, allowing us to review and address them as needed.
- ▶ **B.A.A Racing App**, a go-to tool for our participants and volunteers that syncs to [BAA.org](https://www.baa.org) and offers real-time updates, donation features and race logistics.
- ▶ **Emails**, covering race day logistics and training tips. We have seen strong engagement through this channel with an **85% average open rate** in 2025.

.....

**400k**  
website visitors  
on average/month



**1,800+**  
medical volunteers

## Safety and Security

To create a secure environment for our marathon events, **we coordinate with a vast network of public safety partners** spanning local communities, state agencies and federal organizations. We coordinate this network through the Massachusetts Emergency Management Agency, with **support across 8 communities and federal or state levels**. This extensive collaboration enables us to deploy a seamless, comprehensive security strategy along our race routes.

We encourage everyone to play an active role when it comes to safety and security. Event volunteers and race participants receive communications on our “See Something, Say Something” campaign, which provides information about onsite safety resources if suspicious activity arises.

All races have a volunteer corp of healthcare professionals posted at medical stations throughout the courses. They are segmented by their special fields such as nursing, emergency medicine and athletic care. The 2025 Boston Marathon had more than **1,800 medical volunteers** across **30 medical stations**.

We also have **more than 600 volunteers** supporting each of our distance medley events. All volunteers undergo training for their respective roles and general conduct, including implicit bias training.

In 2025, we removed gender from the entrant list to respect individuals’ self-identification.

## COMMUNITY ENGAGEMENT

We are committed to making a meaningful, positive impact across Greater Boston, supporting health, inclusivity and community connection through a variety of initiatives.

We aim to uplift and unite through the power of sports, and these efforts reflect our dedication to building a healthier, more vibrant Boston for everyone. Our community impact areas >>>



### Community Investment

The B.A.A. demonstrates our commitment to community investment through our largest major gift to date: the Reggie Lewis Track and Athletic Center (RLTAC) in Roxbury. This multi-year partnership aims to enhance athletic opportunities at the RLTAC, a valuable athletic hub in the Boston community. Combined with fundraising potential from Boston Marathon entries, **the B.A.A.'s financial contribution over four years is expected to exceed \$1.3 million.**



**Health and Wellness**  
Promoting active lifestyles and supporting youth in building lifelong healthy habits



**Inclusivity and Accessibility**  
Creating inclusive spaces and expanding access to running for diverse communities



**Charitable Giving**  
Empowering nonprofits through grants and marathon charity partnerships to make a larger impact



**Local Economic Support**  
Strengthening the local economy by drawing visitors to B.A.A. events, generating economic activity for local businesses



### 2025 Awards and Recognition

In recognition of our longstanding support and recent partnership, the organization honored us with the Reggie Legacy in Philanthropy Award in 2025, which was accepted by our President and CEO Jack Fleming.

### Grant Program

Our B.A.A. Gives Back Grants program awards funding twice yearly to nonprofits aligned with our mission.



Grants of **\$5,000–\$15,000** are awarded to about **20 organizations** annually. In 2025, we awarded **\$250,000** to **22 nonprofits** and provided over **\$100,000** in programming and contributions.

### Official Charity Program

The Bank of America Boston Marathon Official Charity Program allows us to facilitate charitable giving on a much larger scale, providing select nonprofit

organizations with invitational entries to the Boston Marathon. With these entries, nonprofits recruit athletes who pledge to raise funds for their causes. In 2025, we introduced new diversity, equity and inclusion criteria for participating charities.

We reached a total fundraising amount of **\$50.4 million for 172 nonprofit recipients in 2025**, a record amount thanks in part to Bank of America’s award-winning marketing campaign for the charity program. Our nonprofit recipients included American Red Cross, Every Mother Counts and World Central Kitchen, among many others.



### B.A.A. Climate Crew Initiative

In 2025, we launched a program for athletes who have already qualified for the Boston Marathon to upgrade their experience and support climate action. The Boston Marathon Climate Crew is a team of athletes committed to advancing the Boston Athletic Association’s sustainability goals.

**Each member pledges to raise a minimum of \$1,500** to support initiatives that reduce the marathon’s environmental impact. These efforts include the purchase of Renewable

Energy Credits (RECs), verified carbon offsets in partnership with Schneider Electric and Blue Strike Environmental, and investments in reusable or sustainability-focused products and services.

#### Climate Crew participants receive several race-week benefits, including:

- A virtual meet-and-greet with a Boston Marathon icon
- A dedicated bib pick-up at the Bank of America Boston Marathon Expo
- Special transportation and indoor space at Athletes’ Village
- A commemorative gift designed with sustainability in mind

This initiative empowers athletes to contribute directly to climate action while participating in one of the world’s most celebrated races.

### Bank of America Boston Marathon Official Charity Program Growth

|                      | 2023           | 2024           | 2025           |
|----------------------|----------------|----------------|----------------|
| Total Raised         | \$40.2 million | \$45.7 million | \$50.4 million |
| Nonprofit Recipients | 163            | 168            | 176            |

## COMMUNITY PROGRAMS AND INITIATIVES

Community engagement is at the heart of our mission. Through a wide range of programs and initiatives, we strive to promote health and wellbeing across Greater Boston while expanding access to the sport of running for individuals of all backgrounds and abilities.



Whether through youth development, inclusive fitness opportunities or partnerships with local organizations, our efforts are designed to make running more welcoming, equitable and impactful for everyone we serve.

### Youth Programs

The B.A.A. recognizes the benefits of fostering healthy habits from a young age. Since 1997, we have helped over **35,000 Boston-area youth** discover and develop a passion for running. Today, we have **9 dedicated youth and community programs** that draw an average of **3,200 participants annually**. We added a youth development track meet that reached the Charlestown neighborhood for the first time in 2025.

### Neighborhood Fitness Series presented by Boston's Children's Hospital

Our B.A.A. Neighborhood Fitness Series aims to reach those who may be new or unfamiliar with the sport of running. Hosted in various Boston neighborhoods throughout the year, this free event series offers walks and runs of varying distances and family-activities to celebrate getting active. In 2025, we hosted **6 events** under this series, with an **average of more than 200 attendees per event**. Our Shoreline 5K event specifically aims to break down both financial and athletic barriers for new participants, including non-runners, to join.

### Boston Running Collaborative

The Boston Running Collaborative (BRC) was established to address the historic lack of inclusion in the sport of running and to build a more diverse and equitable running community across Greater Boston. In 2025, the **BRC brought together 25 local organizations committed to expanding access to running and walking**, particularly in communities of color, while promoting health and wellness. Guided by feedback from grassroots leaders, we are working to reduce key barriers—such as cost, safety, and representation—that have long limited participation in the sport.



**35K+**

Boston-area  
youth empowered  
through running

### Medley to Marathon Program

The B.A.A.'s Medley to Marathon program was created for those interested in participating in the Boston's Marathoners program but who need more time and running experience to train for the marathon distance. Participants complete a three-race progression—the Boston 5K, 10K, and Half Marathon—over the course of a year, building experience and endurance while training for the marathon distance in the next year. The program helps **reduce barriers to participation** and **expand access** to the Boston Marathon for runners connected to Boston and its running community.



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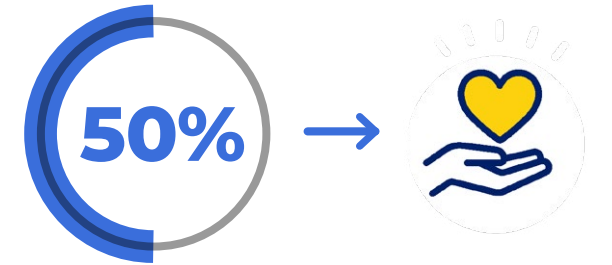
### Road to Wellness 5K

The Road to Wellness 5K event—presented in partnership with the Dimock Community Health Center and HoodFit, with support from the B.A.A.—celebrated its 11th year with record participation, welcoming **1,000 entrants to its free 5K run and 2-mile walk**. As part of the initiative, a **free summer training program** led by local Boston running leaders was offered every Saturday from June through September to help participants prepare and build community.



### Shoreline 5K

In its second and most impactful year, our Shoreline 5K welcomed 1,000 runners to our South Boston event in support of nonprofits. A total of 50% of the event's entries were granted to nonprofit community organizations and groups in the area at no charge.



**Free entries** granted in support of **nonprofit community organizations**

### Boston's Marathoners

The Boston's Marathoners program highlights runners from across Boston who represent the spirit and diversity of the city and its running community. The program was created to provide access for runners connected to the Boston running community and who otherwise wouldn't have access to the Boston Marathon, either through a qualifying time or fundraising networks to be a charity runner. The program:

- ▶ **Provides** selected local runners the opportunity to participate in their hometown Boston Marathon.
- ▶ **Elevates** the stories and experiences of runners from across Boston's neighborhoods.
- ▶ **Highlights** the role of local running groups and community leaders who create pathways into the sport.

In 2025, **55 athletes** participated through Boston's Marathoners and the City of Boston's CommUnity Runs Boston program, which partnered to support their training and marathon experience.



## EVENT VOLUNTEERS

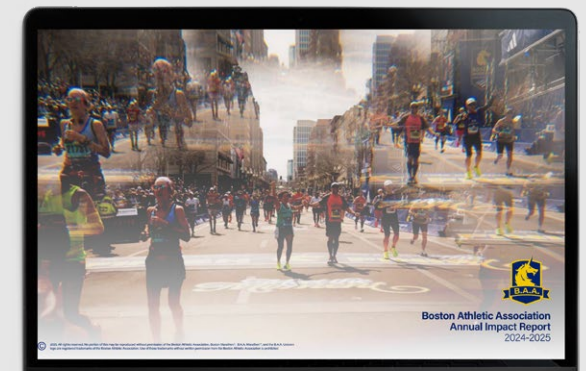
We engage **more than 9,000 volunteers** each year at the Boston Marathon, including **2,000 medical volunteers**. We also have **more than 600 volunteers** supporting each of our distance medley events. All volunteers undergo training for their respective roles and general conduct, including implicit bias training.

**Volunteers are an essential part of the B.A.A.'s success**, representing the spirit and dedication that define our events. Each year, we honor those who have demonstrated long-standing commitment to our mission. In November 2025, we celebrated **29 volunteers who contributed 30 years of service** to the Boston Marathon. Their continued support and presence are vital to the experience we deliver to athletes, spectators and the broader community.

## ECONOMIC IMPACT

Throughout the year, **B.A.A. events attract hundreds of thousands of people to the Greater Boston area**, serving as showcase events for the city and creating economic opportunities for local businesses. **Our events generate more than \$500 million each year in economic activity** at the state and local level.

For more information, download our [Impact report](#)





## GOVERNANCE

# Forward strides, lasting impact

### 2025 HIGHLIGHTS

**12**

total individuals on the  
Board of Governors

**4**

times a year, employees receive  
training on cybersecurity

# Ensuring Responsible Governance

As a nonprofit organization, we depend on the trust of our stakeholders to fulfill our mission.

From enhancing our governance structure to protecting data that passes through our organization, we are committed to high standards of excellence in the way we operate and serve our community.

## BOARD OF GOVERNORS AND LEADERSHIP OVERSIGHT

The Boston Athletic Association is led by our Board of Governors. The Board is responsible for the oversight of our business operations and strategic direction, which guides many of the decisions that we make, such as adding new partners, programs or events.

**The B.A.A. Board of Governors is comprised of 12 Governors.** Our Governors are experienced and mission-driven professionals who volunteer their time by providing their leadership and guidance in key areas of expertise, such as finance, real estate, technology, community and engagement.

Our governance structure is consistent with our bylaws, which are filed with the office of the Secretary of State of the Commonwealth of Massachusetts. Per our bylaws, Board officers include a Chair, President, Treasurer, and Clerk. **Board members serve across four subcommittees:**

- Nominating and Governance
- Finance and Audit
- Leadership Development and Compensation
- Charity and Community Engagement

Reporting to the Board of Governors is our President and Chief Executive Officer (CEO).

“  
*Our Governors are experienced and mission-driven professionals.*”

## B.A.A. LEADERSHIP

The B.A.A.'s organizational structure supports the effective management of our sustainability and organizational strategies. In 2025, we updated the organizational leadership and overall structure using an interactive design process with multiple stakeholder input. Our updates include two new leadership positions: our Chief Community Officer (CCO) and Chief Operating Officer (COO) roles. We also redesigned the Chief Financial Officer (CFO) role to focus entirely on financial matters.

## BUSINESS ETHICS AND INTEGRITY

In addition to the bylaws, our **Employee Handbook outlines B.A.A. policies, practices and benefits as well as expectations** for how we interact and support one another. The comprehensive document covers nearly 50 topics including conflict of interest and non-retaliation. All employees are required to acknowledge the content of this handbook upon hire and annually thereafter. When new policies are implemented, we provide training to ensure adoption and update the handbook.

### Responsible AI Policy

In Q4 2024, we established our **Generative AI (GAI) Policy in support of the responsible use of AI tools** by our employees. Its purpose is to protect our organization’s data security and maintain a professional, respectful

## CYBERSECURITY AND DATA PROTECTION

We take great care in handling the high volume of data associated with our employees, athletes, participants, volunteers and other stakeholders. Our **Cybersecurity and Regulatory Compliance Program has a comprehensive set of policies and procedures** designed to safeguard confidential third-party information as well as B.A.A.’s proprietary data and business practices. **This includes:**

- ▶ Continuously enhancing our employee cybersecurity program through quarterly training and real-time phishing exercises.

environment for all data users by promoting the responsible and ethical use of GAI. In our policy, **we align GAI use with our existing data security practices and policies**, and require GAI corrections for instances of bias and

- ▶ Ensuring proper use of company-issued technology and confidential information, as outlined in our Employee Handbook and our IT compliance policies.
- ▶ Limiting access to systems containing sensitive data on a need-governed basis through role-based authorization and secured through end-to-end encryption and two-factor authorization. Changes in an employee’s job function will prompt an audit related to their ability to access data against our need-governed parameters.

discrimination or inaccuracies. **We also require the use of AI systems that are transparent and explainable**, and provide examples of acceptable and unacceptable employee uses of GAI.

- ▶ Requiring vendors to complete a dedicated cybersecurity questionnaire, as part of our vendor management program governing risks. We perform risks assessments, and any remediation required are documented and managed to completion.

Our Privacy Policy further details how we collect, use and share data. It is available on our website at [www.baa.org/privacy-policy](http://www.baa.org/privacy-policy).

### Cybersecurity Training

Each year, all employees are required to complete cybersecurity training. The content of the training is continually refreshed through our provider KnowBe4 to help our employees remain aware of new and existing cybersecurity risks and respond to them effectively.





# Appendix

## GRI CONTENT INDEX

The Boston Athletic Association has reported the information cited in this GRI content index for the period calendar year 2025 with reference to the GRI Standards.

### General

| Disclosure | Disclosure Title  | Location Response   |
|------------|---|---|
| 2-1        | Organizational details  | About this Report, About B.A.A  |
| 2-2        | Entities included in the organization’s sustainability reporting            | About this Report, About B.A.A  |
| 2-3        | Reporting period, frequency, and contact point                              | About this Report   |
| 2-4        | Restatements of information   | Rebaselining Exercise   |
| 2-5        | External assurance  | We have not received external assurance   |
| 2-6        | Activities, value chain, and other business relationships                   | About B.A.A   |
| 2-7        | Employees   | Workforce Data  |
| 2-8        | Workers who are not employees   | During our races we work with various partners and contractors for skilled and specialized labor. Additionally, we have a large pool of volunteers that support smooth operations on race day. At this time we do not have approximate metrics to share regarding our contractor workforce. |
| 2-9        | Governance structure and composition  | Board of Governors and Leadership Oversight   |
| 2-11       | Chair of the highest governance body  | Board of Governors and Leadership Oversight   |
| 2-12       | Role of the highest governance body in overseeing the management of impacts | Board of Governors and Leadership Oversight   |
| 2-13       | Delegation of responsibility for managing impacts                           | Board of Governors and Leadership Oversight; B.A.A. Leadership  |

## General

| Disclosure | Disclosure Title  | Location Response  |
|------------|---|--|
| 2-14       | Role of the highest governance body in sustainability reporting | Sustainability at B.A.A.: Sustainability Strategy and Approach                                 |
| 2-15       | Conflicts of interest   | Our employee handbook outlines our conflicts of interest policy                                |
| 2-17       | Collective knowledge of the highest governance body             | Board of Governors and Leadership Oversight  |
| 2-22       | Statement on sustainable development strategy                   | Leadership Message   |
| 2-23       | Policy commitments  | Business Ethics and Integrity  |
| 2-24       | Embedding policy commitments                                    | Business Ethics and Integrity  |
| 2-25       | Process to remediate negative impacts                           | Sustainability at B.A.A., Business Ethics and Integrity  |
| 2-26       | Mechanisms for seeking advice and raising concerns              | Business Ethics and Integrity  |
| 2-27       | Compliance with laws and regulations                            | Business Ethics and Integrity  |
| 2-28       | Membership associations   | The Boston Athletic Association are members of Running USA and the Boston Chamber of Commerce. |
| 2-29       | Approach to stakeholder engagement                              | Sustainability Approach  |
| 2-30       | Collective bargaining agreements                                | Not applicable   |

## Material Topics

| Disclosure | Disclosure Title                     | Location Response  |
|------------|--------------------------------------|--|
| 3-1        | Process to determine material topics | We have not undergone a formal materiality assessment at this time. To determine our reporting topics, we conducted a topic prioritization exercise with the support of a third-party expert. See page 7 for additional details. |
| 3-2        | List of material topics              | Sustainability Strategy and Approach   |
| 3-3        | Management of material topics        | See page 8 for the list of our reporting topics and links/page numbers to their corresponding sections of the report.  |

## Climate Change

| Disclosure | Disclosure Title                             | Location Response  |
|------------|--|--|
| 102-4      | GHG emissions reduction targets and progress | Sustainability Strategy and Approach, Greenhouse Gas Greenhouse Gas Emissions and Energy Consumption             |
| 102-5      | Scope 1 GHG emissions                        | Our GHG Emissions  |
| 102-6      | Scope 2 GHG emissions                        | Our GHG Emissions  |
| 102-7      | Scope 3 GHG emissions                        | Our GHG Emissions  |
| 102-8      | GHG emissions intensity                      | Our GHG Emissions  |
| 102-9      | GHG removals in the value chain              | Not applicable – B.A.A does not invest in or conduct GHG removal activities within its value chain at this time. |
| 102-10     | Carbon credits                               | Not applicable – B.A.A does not invest in carbon credits at this time.   |

## Energy

| Disclosure | Disclosure Title   | Location Response                               |
|------------|--|---|
| 103-1      | Energy policies and commitments                                | Greenhouse Gas Emissions and Energy Consumption |
| 103-2      | Energy consumption and self-generation within the organization | Greenhouse Gas Emissions and Energy Consumption |
| 103-4      | Energy intensity   | Greenhouse Gas Emissions and Energy Consumption |
| 103-5      | Reduction in energy consumption                                | Greenhouse Gas Emissions and Energy Consumption |

## Anti-Corruption

| Disclosure | Disclosure Title   | Location Response   |
|------------|--|---|
| 205-2      | Communication and training about anti-corruption policies and procedures | Business Ethics and Integrity   |
| 205-3      | Confirmed incidents of corruption and actions taken                      | During the reporting period, B.A.A experienced no reported incidents of corruption. |

## Water and Effluents

| Disclosure | Disclosure Title                             | Location Response |
|------------|--|-------------------|
| 303-1      | Interactions with water as a shared resource | Water Management  |
| 303-3      | Water withdrawal                             | Water Management  |
| 303-5      | Water consumption                            | Water Management  |

## Waste

| Disclosure | Disclosure Title                                       | Location Response |
|------------|--|-------------------|
| 306-1      | Waste generation and significant waste-related impacts | Waste Management  |
| 306-2      | Management of significant waste-related impacts        | Waste Management  |
| 306-3      | Waste generated  | Waste Management  |
| 306-4      | Waste diverted from disposal                           | Waste Management  |

## Employment

| Disclosure | Disclosure Title   | Location Response  |
|------------|--|--|
| 401-2      | Benefits provided to full-time employees that are not provided to temporary or part-time employees | Compensation and Benefits, Part-time Employees and Contractors |
| 401-3      | Parental leave   | Compensation and Benefits                                      |

## Occupational Health and Safety

| Disclosure | Disclosure Title  | Location Response   |
|------------|---|---------------------|
| 403-1      | Occupational health and safety management system  | Safety and Security |
| 403-2      | Hazard identification, risk assessment, and incident investigation                      | Safety and Security |
| 403-3      | Occupational health services  | Safety and Security |
| 403-4      | Worker participation, consultation, and communication on occupational health and safety | Safety and Security |

## Occupational Health and Safety

| Disclosure | Disclosure Title  | Location Response   |
|------------|---|---------------------|
| 403-5      | Worker training on occupational health and safety   | Safety and Security |
| 403-6      | Promotion of worker health  | Safety and Security |
| 403-7      | Prevention and mitigation of occupational health and safety impacts directly linked by business relationships | Safety and Security |
| 403-9      | Work-related injuries   | Safety and Security |

## Training and Education

| Disclosure | Disclosure Title  | Location Response        |
|------------|---|--------------------------|
| 404-2      | Programs for upgrading employee skills and transition assistance programs | Learning and Development |

## Diversity and Equal Opportunity

| Disclosure | Disclosure Title                             | Location Response |
|------------|--|-------------------|
| 405-1      | Diversity of governance bodies and employees | Workforce Data    |

## Consumer Health and Safety

| Disclosure | Disclosure Title  | Location Response  |
|------------|---|--|
| 416-2      | Incidents of non-compliance concerning the health and safety impacts of products and services | In 2025, B.A.A experienced no incidents of non-compliance regarding the health and safety impacts of our services. |

## Customer Privacy

| Disclosure | Disclosure Title   | Location Response  |
|------------|--|--|
| 418-1      | Substantiated complaints concerning breaches of customer privacy and losses of customer data | In 2025, B.A.A experienced no material breaches of customer privacy and losses of customer data. |



699 Boylston Street, Suite 800  
Boston, MA 02116  
info@baa.org  
[baa.org](http://baa.org)