



UNGC Communication on Progress 2021

BAIN & COMPANY 

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Our Sustainability

Our sustainable impact doesn't stop at client work. We believe in leading by example, so we embed a deep commitment to social and environmental standards in everything we do.

Sustainability isn't something we just talk to others about. Certified carbon neutral since 2012 and regularly ranked as one of the best places to work, Bain strives every day to reduce our environmental footprint, enhance employee well-being, practice the highest levels of ethics and procure supplies and services sustainably.

By the Numbers

10

Consecutive
years
CarbonNeutral®

#1

Best Place to
Work, as ranked
by Glassdoor

A-

Climate change
score from CDP

\$1.1B

committed to pro
bono consulting
teams by 2025

A Letter From Our CEO

October 27, 2021
H.E. António Guterres
Secretary-General
United Nations
New York, NY 10017 USA

Dear Mr. Secretary-General,

Following our commitment last year to implement the principles of the UN Global Compact, I am pleased to submit our first Communication on Progress.

Bain & Company remains a strong supporter of the United Nations Global Compact (UNGC) and its Ten Principles. Below are some of the many ways in which we ensure the UNGC principles are embedded in our strategy, culture and day-to-day operations.

- **Human Rights.** We support the universal protection of human rights – across our 63 offices in 38 countries and in our broader communities. Our Supplier Code of Conduct and Sustainable Procurement Policy set the same expectations for our suppliers worldwide.
- **Labor Standards.** We have comprehensive labor policies, including nondiscrimination, equal opportunity and anti-harassment. These policies cover 100% of our operations and 100% of our employees are trained on them.
- **Environment.** This year we celebrate 10 consecutive years of carbon neutrality across our global operations. We are proud to have reached our goal of utilizing 100% renewable energy one year ahead of schedule. As a signatory to the Science Based Targets initiative, we have committed to reduce absolute scope 1 and 2 GHG emissions 30% by 2026 from a 2019 base year. We also commit to reduce scope 3 GHG emissions from business travel by 35% per FTE within the same timeframe.
- **Anti-Corruption.** We abide by all applicable laws, treaties and regulations that prohibit bribery and other corruption. Our Supplier Code of Conduct and Sustainable Procurement Policy set the same expectations for our suppliers worldwide.

We acknowledge that these contributions to people and the planet are our responsibility and our privilege as corporate leaders. As an employer, as a partner to our clients, and as a champion for global communities, we challenge ourselves every day to find new ways to create a more sustainable world. There is still much work to be done, but we are committed to learning and adapting as we continue this journey.

Sincerely yours,



Manny Maceda
Worldwide Managing Partner,
Bain & Company



Materiality Assessment

It's imperative that we cover every aspect of the business that affects our company's sustainability, so we developed an exhaustive list of environmental, social and corporate governance (ESG) topics by analyzing Global Reporting Initiative (GRI) standards and benchmarking against other companies in our industry. We were then able to define our final list of material topics.

- **Stakeholder inputs:** We surveyed an extensive sample of important internal and external stakeholders and asked them to rate ESG topics in accordance with their relative importance.
- **Business inputs:** To identify the ESG topics that had a major impact on the business, senior executives at Bain took a survey and rated each topic in accordance with its business impact on the organization.
- **Industry benchmarks:** We used industry benchmarks such as CDP and EcoVadis to assess our material topics and identify best practices.

Our Stakeholders

Employees

Our company is made up of extraordinarily talented individuals who share a passion for achieving the very best in everything they do. They are integral to our ability to deliver high-quality services to our clients.

We continuously communicate with our employees through events, global intranets, email newsletters, and we solicit their feedback through local, regional, and global surveys; town hall events; and formal and informal meetings

Suppliers

Our suppliers help us achieve our objectives through the provision of goods and services.

Our supplier code of conduct communicates the expectations we have for our suppliers, including their ESG activities. We continuously engage with our suppliers through formal meetings and surveys to understand the impact of our policies and supplier priorities.

Ecosystem Partners

We work closely with an external network of experts and partner companies to deliver projects to our clients.

We engage with these ecosystem partners through formal and 1:1 meetings.

Clients

Our clients are the reason why we exist. We partner closely with them to inform their strategic decision making.

We develop our understanding of clients' values and priorities through channels such as client meetings, site visits, virtual and in-person events, requests for proposals (RFPs) and Net Promoter ScoreSM surveys. We strive to keep open channels of communication with all of our past, present and prospective clients regarding Bain policies.

Communities

Our company contributes to communities around the globe, through our business decisions, volunteer activities, and fundraising efforts.

Our understanding of our communities is shaped by our engagement more than 160+ nonprofits around the globe, that are positioned closely to our communities and their needs. We engage these nonprofits through provision of professional services, meetings and events, site visits, and surveys. We also reach the broader community through press releases, social media, and media engagement.

Planet

Our business depends on a sustainable future.

We ensure that all of our policies and priorities are in line with widely accepted ESG mandates.

Material Topics

Climate Change

Bain's commitment to the environment is defined by our unrelenting efforts to reduce the footprint of our business operations and to help our clients, suppliers and employees become better stewards of the environment.

This includes identifying, measuring and offsetting the environmental impact of our scope 1, 2 and 3 emissions; empowering green teams to coordinate local sustainability initiatives; maintaining full compliance with applicable environmental laws, regulations and other obligations; and helping clients reduce their carbon footprint and environmental impact, including support with portfolio re-invention.

Anti-Corruption

Guided by True North, we believe in winning business through our expertise, people and integrity. We promote the same values in our suppliers, employees and our clients.

This includes abiding by all applicable laws in all the countries in which we operate, our gifts and entertainment policies, insider trading policies, our supplier code of conduct and our whistle blower hotlines.

Data Security

In the course of working with our clients, we are often granted access to their confidential information. We have an individual and collective obligation to our clients, to each other and to our company to ensure appropriate security for all confidential information and other information assets within our control.

This includes but is not limited to data management, classification, security trainings, penetration tests, global certifications, system and network access and encryption standards.

Diversity and Equal Opportunity

Our commitment to diversity, equity and inclusion (DEI), and collaboration is key to building extraordinary teams. We provide support and community/connectivity for our diverse populations, including initiatives to support equity and reduce unconscious bias.

This includes our DEI council, diversity hiring practices, regional transformation offices and sustainable procurement practices (from businesses owned by women, veterans, LGBTQ, minorities etc.)

Economic Performance

We are a private company so we do not disclose financial data. We create jobs through our 59 offices in 37 countries and impact our clients' ability to transform the world.

Hiring Practice

Our focus is on hiring a community of people with exceptional talents, abilities and potential, and creating an environment where they can become the best version of themselves.

We are focused on increasing diversity of hiring through equitable processes in all functions and regions, at all levels; our six formal affinity groups (Asians at Bain, Blacks at Bain, BGLAD, Latinx at Bain, Veterans at Bain and Women at Bain) support recruiting and retention by driving professional development, connectivity and external impact activities



Sustainability at Bain: Our Planet

Climate change and the sustainable management of natural resources are an urgent priority. At Bain, we respect our planet by taking a number of steps to reduce our operational footprint.

This year, Bain celebrates 10 consecutive years of carbon neutrality across our global operations. This means we offset 100% of our greenhouse gas emissions, including every flight, taxi, and train that our employees take to visit clients, as well as every kilowatt-hour of energy required to power our 60 offices.

We reduced our emissions by 73% in 2020 compared with 2019, largely due to operational changes in light of the pandemic. While this was an exceptional year, we have been making meaningful annual reductions to our footprint since the launch of our carbon neutrality program—from 2011 to 2019, our carbon intensity declined 12%.

Bain has carefully selected a portfolio of offset investments linked to our sustainability priorities, our global office footprint, and our value chain. One example is our focus on low-carbon transportation. We offset 30% of our 2020 total carbon footprint with high-quality, nature-based carbon removal projects.

In addition, we are proud to have reached our goal of utilizing 100% renewable energy a year ahead of schedule. We have reduced our Scope 2 emissions by more than 60% over the past five years by creating energy-efficient office spaces and upgrading our technology infrastructure. For example, we have recently virtualized all of our servers, resulting in about 182 kilowatts of power savings.

Our global network of 45 grassroots green teams has propelled our sustainable transformation. Covering more than 85% of our operations, each green team is made up of employees who are passionate about reducing our environmental footprint and who champion sustainability initiatives in their local offices. They have enabled us to conserve energy and supported local efforts to reduce waste. Today, we divert 76% of our waste from landfills, with a target of 90% by 2030. Our goal is to have a green team in every office by the end of 2021.

Looking forward, as a signatory to the Science Based Targets initiative (SBTi) “Business Ambition for 1.5°C” letter, Bain has committed to achieve net-zero carbon emissions by 2030. More information on our SBT commitments is available here: <https://www.bain.com/about/media-center/press-releases/2021/bain-to-reduce-business-travel-emissions>



Sustainability at Bain: Our People

[Diversity, equity and inclusion](#) are central to creating the extraordinary teams required to generate breakthrough results for our clients, and that includes diversity of experience, background, strengths and perspective.

We continue to build our understanding of these issues, including the need to address unconscious bias. Helping to lead these efforts are our aforementioned six formal global affinity groups.

In addition to our internal efforts, we are active participants in the broader dialogue about diversity and inclusion; we have published extensively on this topic, including a number of pieces on [gender parity](#).

- [Take Action, Gain Traction: Inclusion and Diversity in the UK Workplace](#)
- [Gender \(Dis\)parity in South Africa](#)
- [Charting the Course: Getting Women to the Top](#)
- [The Power of Flexibility: A Key Enabler to Boost Gender Parity and Employee Engagement](#)

Sustainability at Bain: Business Impact

Bain continuously strives to conduct business in a sustainable and responsible way by enhancing our governance and risk management policies and procedures, and expanding our training programs on professionalism and ethical standards, and sourcing and [procuring in a sustainable way](#).

Implementing the 10 Principles

UNGC Scope	Criteria for Advanced Differentiation	References
Implementing the Ten Principles into Strategies & Operations	Criterion 1: The COP describes mainstreaming into corporate functions and business units	<p>GRI</p> <p>Bain Impact Report (each chapter lists SDGs addressed, all SDGs covered)</p> <p>UN SDGs: Goal 1 & 2, 4 & 8, 12 & 13, 14 & 15</p>
	Criterion 2: The COP describes value chain implementation	<p>GRI: Procurement Practices 103-1, 103-2 (Continued)</p> <p>CDP: Section(s) C2.2</p> <p>Supplier Code of Conduct</p> <p>Sustainable Procurement Policy</p> <p>CIPS Corporate Ethics Register</p>

Human Rights

UNGC Principle	Criteria for Advanced Differentiation	References
<p>Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights</p> <p>Principle 2: Make sure that they are not complicit in human rights abuses</p>	Criterion 3: The COP describes robust commitments, strategies or policies in the area of human rights	<p>GRI: Labor/ management relations 103-2, 103-2 (Continued), Child labor 103-2</p> <p>Bain Impact Report</p> <p>Supplier Code of Conduct</p> <p>Anti-Forced Labor Statement</p>
	Criterion 4: The COP describes effective management systems to integrate the human rights principles	<p>GRI: Labor/ management relations 103-2, 103-2 (Continued), Diversity and equal opportunity 103-2</p> <p>WEF Metrics: Governance – Ethical behavior</p> <p>UN SDGs: Goal 8</p> <p>Bain’s Commitment to Promote Racial and Social Equity</p> <p>Bain Impact Report 2021</p>
	Criterion 5: The COP describes effective monitoring and evaluation mechanisms of human rights integration	<p>GRI: Labor/ management relations 103-2, 103-2 (Continued)</p>

Labor Standards

UNGC Principle	Criteria for Advanced Differentiation	References
<p>Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining</p> <p>Principle 4: The elimination of all forms of forced and compulsory labour</p> <p>Principle 5: The effective abolition of child labour</p> <p>Principle 6: The elimination of discrimination in respect of employment and occupation</p>	<p>Criterion 6: The COP describes robust commitments, strategies or policies in the area of labor</p>	<p>GRI: Labor/ management relations 103-2, 103-2 (Continued), Diversity and equal opportunity 103-1, 103-2, 103-3, 103-3 (Continued), 405-1 Inclusion 103-2, 406-1, Child labor 103-2</p> <p>WEF Metrics: People – Compensation, Compensation (Continued)</p> <p>UN SDGs: Goal 8</p> <p>Sustainable Procurement Policy</p> <p>Striving for Parity</p> <p>UN's LGBTI Standards for Business</p> <p>Supplier Code of Conduct</p> <p>Anti-Forced Labor Statement</p>
	<p>Criterion 7: The COP describes effective management systems to integrate the human rights principles</p>	<p>GRI: Governance 102-30, Diversity and equal opportunity 103-2, Inclusion 103-2, 406-1, Labor/ management relations 103-2, 103-2 (Continued)</p> <p>Bain Impact Report 2021</p> <p>Supplier Code of Conduct</p> <p>Our Stakeholders – Suppliers</p>
	<p>Criterion 8: The COP describes effective monitoring and evaluation mechanisms of human rights integration</p>	<p>GRI: Employment 103-2, 103-2 (Continued) Procurement practices 103-2, 103-2 (continued)</p> <p>Our Stakeholders – Suppliers</p>

Environment

UNGC Principle	Criteria for Advanced Differentiation	References
<p>Principle 7: Businesses should support a precautionary approach to environmental challenges</p> <p>Principle 8: Undertake initiatives to promote greater environmental responsibility</p> <p>Principle 9: Encourage the development and diffusion of environmentally friendly technologies</p>	<p>Criterion 9: The COP describes robust commitments, strategies or policies in the area of environmental stewardship</p>	<p>GRI: Organizational profile 102-11, Climate change 103-1, 103-2, 103-2 (Continued), 103-3, 103-3 (Continued), Emissions & Waste</p> <p>CDP: Section(s) C4.1a, C12.1d, C12.3c, 12.3f</p> <p>SBTi Commitment Press Release</p> <p>Letter from Manny</p> <p>Bain Environmental Policy</p> <p>10th Year of 100% Carbon Neutrality</p> <p>Supplier Code of Conduct</p> <p>Sustainable Procurement Policy</p> <p>SBTi Official Link</p> <p>Carbon Neutral</p>
	<p>Criterion 10: The COP describes effective management systems to integrate the environmental principles</p>	<p>GRI: Climate Change 103-2, 103-2 (Continued), 103-3, 103-3 (Continued), Governance 102-18</p> <p>CDP: Section(s) C1.3, C1.3a, C2.2, 12.3f</p>
	<p>Criterion 11: The COP describes effective monitoring and evaluation mechanisms for environmental stewardship</p>	<p>GRI: Climate Change 103-3, 103-3 (Continued), Governance 102-18</p> <p>WEF Metrics: Governance - Quality of governing body</p> <p>CDP: Section(s) 1.2, 1.2a, 2.2</p> <p>10th Year of 100% Carbon Neutrality</p> <p>SBTi Commitment Press Release</p> <p>SBTi Official Link</p>

Anti-Corruption

UNGC Principle	Criteria for Advanced Differentiation	References
<p>Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery</p>	<p>Criterion 12: The COP describes robust commitments, strategies or policies in the area of anti-corruption</p>	<p>GRI: Anti-Corruption 103-1, 103-2, 103-3, 205-2, 205-2 (Continued)</p> <p>WEF Metrics: Governance – Anti-corruption</p> <p>Supplier Code of Conduct</p>
	<p>Criterion 13: The COP describes effective management systems to integrate the anti-corruption principle</p>	<p>GRI: Anti-Corruption 103-2, 205-2, 205-2 (Continued), Governance 102-30</p> <p>WEF Metrics: Governance – Ethical behavior</p> <p>Supplier Code of Conduct</p> <p>CIPS Corporate Ethics Register</p> <p>Sustainable Procurement Factsheet</p>
	<p>Criterion 14: The COP describes effective monitoring and evaluation mechanisms for the integration of anti-corruption</p>	<p>WEF Metrics: Governance – Ethical behavior</p> <p>CDP: Section(s) 1.2, 1.2a</p>

Support of Broader UN Goals & Issues

UNGC Scope	Criteria for Advanced Differentiation	References
Taking Action in Support of Broader UN Goals and Issues	Criterion 15: The COP describes core business contributions to UN goals and issues	<p>UN SDGs: Goal 1 & 2, 4 & 8, 12 & 13, 14 & 15</p> <p>CDP: Section(s) C2.4a, C3.3</p> <p>Bain Impact Report 2021</p> <p>SBTi Commitment Press Release</p>
	Criterion 16: The COP describes strategic social investments and philanthropy	<p>Unprecedented Challenge of Covid-19</p> <p>Bain Impact Report 2021</p> <p>Bain Social Impact</p> <p>Bain and WEF</p>
	Criterion 17: The COP describes advocacy and public policy engagement	<p>UN SDGs: Goal 1 & 2, 4 & 8, 12 & 13, 14 & 15</p> <p>CDP: Section(s) C2.4a, C12.3, C12.3a</p> <p>Bain Impact Report 2021</p> <p>WBCSD Press Release</p> <p>Bain and WEF</p> <p>Bain and WEF: Articles</p> <p>AEPW</p>
	Criterion 18: The COP describes partnerships and collective action	<p>CDP: Section(s) C2.4a, C12.3c, 12.3e</p> <p>Bain Social Impact</p> <p>Bain Impact Report 2021</p> <p>WBCSD Press Release</p> <p>Bain and WEF</p> <p>Bain and WEF: Articles</p> <p>Bain and TNC</p> <p>Bain and WBCSD: Report</p>

Corporate Sustainability Governance and Leadership

UNGC Scope	Criteria for Advanced Differentiation	References
Corporate Sustainability Governance and Leadership	Criterion 19: The COP describes CEO commitment and leadership	<p>GRI: Governance 102-18</p> <p>CDP: Section(s) 1.1a, 1.2a, 1.3a</p> <p>Letter from Manny</p> <p>UNGC Commitment Letter</p> <p>Sustainable & Inclusive World</p> <p>S&R Press Release</p>
	Criterion 20: The COP describes Board adoption and oversight	<p>GRI: Governance 102-18</p> <p>WEF Metrics: Governance - Quality of governing body</p> <p>CDP: Section(s) C1.1a, 1.2a, 12.3f</p>
	Criterion 21: The COP describes stakeholder engagement	<p>GRI: Labor/ management relations 103-2, 103-2 (Continued)</p> <p>Our Stakeholders</p> <p>Supplier Code of Conduct</p>

Examples of Bain's Support for the United Nations Sustainable Development Goals



Goal 1: End poverty in all its forms everywhere

We are committed to alleviating poverty by increasing access to economic resources for vulnerable populations, while also building their resilience in the face of major challenges.

- Around the world, many smallholder farmers live on income of less than \$5.50 per day. In sub-Saharan Africa and South Asia, agriculture is dominated by smallholder farmers who own 0.5 to 2 hectares of land. More often than not, these farmers lack affordable access to yield-enhancing inputs such as seed and fertilizer, technical assistance, financing, and markets. Bain partners with organizations that help improve smallholder farmer productivity and livelihoods, including TechnoServe, Partners in Food Solutions, and Ethiopia's Agricultural Transformation Agency. Over 6 million smallholder farmer families have been reached by our partners.
- Where traditional philanthropic and market solutions have fallen short, social-first impact investors step in. Unlike investors that focus first on financial returns, this group has a high tolerance for risk and a long time horizon. They support innovative enterprises that serve the world's poor with business models that can ultimately become commercially viable and self-sustaining. Bain works with leading organizations, including Acumen, Accion, and Root Capital, to help them set a bold ambition for growth and systemic impact, and develop a clear roadmap for getting there. Over 330 million lives have been touched by our impact investing partners.

Goal 2. End hunger, achieve food security and improved nutrition, and promote sustainable agriculture

We believe everyone deserves safe, nutritious, and sufficient food, and to live without fear of hunger or malnutrition. We are playing an active role in transforming Africa's food systems to strengthen food security on the continent.

- Founded by the Global Dairy Platform (GDP), Dairy Nourishes Africa (DNA), is a public-private partnership leveraging the collective strength of the global dairy sector and local stakeholders. With dairy processors as the linchpin for transformation, DNA uses a market systems approach to ensure food systems become more resilient, inclusive, and environmentally sustainable. GDP is providing critical technical dairy capabilities in partnership with Land O'Lakes Venture37 (driving inclusive dairy development) and Bain & Company (accelerating the ability of critical dairy enterprises to grow and increase their impact).
- In May 2020, we joined forces with a number of our enduring pro bono clients—including TechnoServe, Partners in Food Solutions, Root Capital, and Land O'Lakes Venture37—and the United States African Development Foundation (USADF) to establish the Coalition for Farmer-Allied Intermediaries (CFAI). The coalition's mission is to catalyze a movement around farmer-allied intermediaries in order to transform and build more resilient African food systems. We aim to help scale many more profitable, competitive enterprises that enhance smallholder farmer livelihoods, nutrition and food security, socioeconomic development, and environmental sustainability through more effective collaborative action. Our report [*How Farmer-Allied Intermediaries Can Transform Africa's Food Systems*](#) serves as the intellectual underpinning of CFAI and several other multi-stakeholder partnerships that aim to transform food systems in Africa.

Examples of Bain's Support for the United Nations Sustainable Development Goals



Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

We understand the power of education to transform a life. That's why we work with school systems and high-impact education nonprofits to transform education and help students from traditionally underserved communities have the chance to lead lives of choice and opportunity. We focus on career-connected learning, human capital, school systems, early childhood development, and education technology.

- Rapid advances in technology are changing the nature of work. While many jobs are going away, our research has found that good jobs are still plentiful. Yet our education system is not adequately preparing students to get these jobs and succeed in them. To do that, we need to move past the traditional construct of study-then-work to a study-and-work, career-connected learning (CCL) model that combines classroom instruction with relevant, real-world experience. Bain partners with education providers, businesses, government, and others to make clear the good jobs such programs should target, to highlight best practices, and to bring successful CCL programs to scale. We have shaped CCL programs for vast university and public school systems, such as CUNY, Career Connect Washington, and the Denver Public Schools.
- We work with leading school systems in the US and around the world, such as KIPP, the Los Angeles Unified School District, and Ark, particularly those educating traditionally underserved populations, to accelerate student achievement and ensure students have access to choice-filled lives.
- We know from hundreds of examples nationwide that extraordinary student outcomes are possible at the individual school level. These persistent rays of hope shine through even in the most challenging of educational environments. Breakthrough results in student achievement occur when the significant challenges our students face are met with an even greater level of teacher talent and dedication—when talented individuals work together to do extraordinary things. Yet we also know that these kinds of schools don't develop randomly on their own; an essential ingredient behind each of these success stories is transformational leadership. We are committed to growing the ranks of qualified teachers, through our partnerships with organizations like Teach for America/Teach for All.

Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

We believe in economic growth that is inclusive and sustainable for all. More progress is needed to support entrepreneurs particularly those who can create jobs and uplift communities and to upskill members of vulnerable communities so they don't get left behind. This work has only increased in urgency and importance as economies and communities around the world face unprecedented challenges arising from the Covid-19 pandemic.

- Small businesses need a support system to become big businesses. A strong entrepreneurial ecosystem fosters innovation and growth, and businesses that are part of one have a much higher chance of success. There is groundbreaking evidence that the most vibrant entrepreneurship develops when high-impact entrepreneurs operate in tight-knit networks, nurturing fellow risk-takers and trading know-how, capital and tough love. Endeavor is a leader in the global high-impact entrepreneurship movement. Over the last two decades, it has helped promising entrepreneurs scale by facilitating access to mentorship, networks, talent, and capital. Bain has supported Endeavor since 2011, through pro bono case teams, externs, senior partner mentors, and panelists at Endeavor's International Selection Panels.
- Bain is a founding member of OneTen, a coalition of leading CEOs and organizations that will combine the power of these committed American companies to upskill, hire, and promote 1 million Black Americans over the next 10 years into family-sustaining jobs with opportunities for advancement. OneTen connects employers with talent partners, leading non-profits, and other skill-credentialing organizations that support the development of diverse talent.

Examples of Bain's Support for the United Nations Sustainable Development Goals



Goal 12. Ensure sustainable consumption and production patterns

We believe in honoring our planet by helping our clients accelerate sustainable consumption and production strategies.

- Our Sustainability & Responsibility practice integrates sustainability goals and approaches into the core of companies' strategies, and designs environmentally and socially sustainable supply chains. During 2018 and 2019, we completed over 60 projects for clients on the topics of circularity, recycling, and waste/packaging strategy.
- We helped the UK's Department for Environment, Food and Rural Affairs (DEFRA) build a roadmap toward a sustainable and equitable food system for the approximately 56 million residents of England.
- We helped establish the Alliance to End Plastic Waste, a consortium of major companies in the plastic supply chain, with the goal of eliminating plastic waste in the environment. This helped secure a commitment of \$1.5 billion from over 40 companies to fund efforts to reduce plastic waste.
- We helped The Nature Conservancy design and implement a sustainable tuna supply chain from the Pacific Island fisheries to the US retail market.
- In Brazil, we worked with The Nature Conservancy to develop a strategy to generate incentives for deforestation-free cattle and leather production.

Goal 13. Take urgent action to combat climate change and its impacts

We see climate change as an urgent priority. The climate crisis is growing while the timeline to address it is shrinking. We are committed to helping our clients take climate action while also reducing our own operational footprint.

- Through our Sustainability & Responsibility practice, we partner with companies to stretch their emissions reduction goals and put in place programs to reduce their carbon emissions across Scopes 1, 2, and 3. From 2019 to 2020, we completed more than 400 cases on the topics of carbon emissions and the energy transition. Specifically, we have helped several companies set net-zero emissions targets.
- Since 2012, Bain has been formally certified by Natural Capital Partners as a CarbonNeutral® company across our global operations. We offset 100% of our greenhouse gas emissions, including all client and internal travel.
- Bain pledged to further reduce its scope 1 and 2 emissions—from activities such as heating and powering its offices—by 30% over the next five years, and it plans to reduce its scope 3 emissions from business travel by 35% per employee over the same time period.
- We have long been a sustainability frontrunner in the industry, achieving carbon neutral status for the past ten years in a row. Since 2011, we have reduced our scope 1 and 2 emissions by 78% by converting to 100% renewable electricity, improving the energy efficiency of our office spaces and finding ways to reduce waste from our operations. In 2014, we set a goal to get to a 90% reduction by 2030.

Examples of Bain's Support for the United Nations Sustainable Development Goals



Goal 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development

We are committed to the sustainable management and protection of marine environments, in recognition of the vital role that the ocean plays in livelihoods, global supply chains, and ecosystems.

- Through our enduring partnership with The Nature Conservancy, we supported the restoration of critical oyster reefs in Australia
- We collaborated with The Nature Conservancy to assess the level of microplastic emissions from the global apparel manufacturing supply chain. Together, we designed an intervention to reduce these emissions of microplastics into the environment by 90%
- We provided strategic guidance to the Alliance to End Plastic Waste, in support of its efforts to reduce plastic pollution in water bodies across the globe.

Goal 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

We are dedicated to promoting the sustainable management, restoration and use of our planet's forests and other terrestrial resources. Through our close partnership with The Nature Conservancy—the world's largest conservation organization—we have had the opportunity to help shape global conservation efforts:

- We developed a strategy to restore the health of Californian forests to prevent further destruction due to wildfires, drought, and disease.
- We supported the development of a strategy to conserve a large tract of coastal land in Georgia.
- We developed a strategic roadmap for The Nature Conservancy to strengthen the organization and accelerate its ability to execute its mission.



Bain GRI Index 2020

BAIN & COMPANY 

GRI – General disclosures

Organizational profile

Disclosure	Description	Reference or additional information
102-1	Name of the organization	Bain & Company
102-2	Information on activities, brands, products & services, employees and other workers	About Bain ; What We Do
102-3	Location of headquarters	Bain & Company, Inc., 131 Dartmouth Street, Boston, Massachusetts 02116, United States. For more information please see Headquarters Location .
102-4	Location of operations	Bain & Company has 59 offices in 37 countries, see the list of offices at Global Offices .
102-5	Ownership and legal form	Bain & Company is a corporation owned by the members of its partnership.
102-6	Markets served	Bain & Company has 59 offices in 37 countries; see the list of offices at Global Offices . Our experience spans ~22 industry verticals , giving us a unique perspective that we bring to every client relationship. We have 14 functions and capabilities .
102-7	Scale of the organization	Bain has approximately 12,500 employees: About Bain .

GRI – General disclosures

Organizational profile

Disclosure	Description	Reference or additional information
102-8	Information on employees and other workers	<p>In every office, on every team, you'll find passionate, collaborative people who care for our clients, our communities and our world. At the end of each client engagement, we survey all case team members to gauge their satisfaction. We also conduct an annual global worldwide employee satisfaction survey of all staff. The results are reviewed and discussed at all levels of the firm – our operating committee, our regions, our offices and our functions. In 2020, our global employee Net Promoter Score was 70%. Our target is to increase this every year in all regions, offices and functions.</p> <p>Bain offers its employees multiple flexible opportunities and approximately 11% of our staff participated in a flexible option for some portion of 2020.</p> <p>In addition to our employees, we have a robust and diverse network of external advisors and experts who provide specialized support to our client work.</p>
102-9	Supply chain	Bain Sustainability Report, Our Stakeholders; Supplier Code of Conduct.
102-10	Significant changes to the organization and its supply chain	No significant changes.

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GRI – General disclosures

Organizational profile

Disclosure	Description	Reference or additional information
102-11	Precautionary Principle or approach	<p>Bain brings innovative, market-oriented solutions to environmental problems and is committed to reducing the footprint of our business operations. In 2019, we sourced 93% of our energy from renewable sources. Our target for 2020 is to reach 100%. 76% of our waste is diverted from landfills with a target of 90% by 2030. We have 40 green teams across our local offices focused on a variety of environmental sustainability initiatives. Our target is to have a green team in every office by the end of 2021.</p> <p>More information can be found in our Bain Sustainability Report; Environment at Bain; Bain Environmental Policy.</p>
102-12	External initiatives	<p>By signing the <i>Business Ambition for 1.5° C</i> commitment letter with SBTi, submitting a public response to CDP and participating in UNGC we publicly reiterate our commitment to safeguarding the environment and advancing sustainable development.</p>
102-13	Membership of associations	<p>Bain has enduring partnerships and affiliations with a number of like-minded organizations and leaders who are eager to help drive global change and deliver true results. For more information please visit Global Affiliations.</p>

GRI – General disclosures

Strategy

Disclosure	Description	Reference or additional information
102-14	Statement from a decision maker	Bain Sustainability Report, A Letter from Our CEO

Ethics and integrity

Disclosure	Description	Reference or additional information
102-16	Values, principles, standards, and norms of behavior	Our Mission ; About Bain ; What We Do ; UNGC participant page
102-17	Mechanisms for advice and concerns about ethics	Our Bain Code of Conduct and Supplier Code of Conduct, Section 5, Ethical Standards clearly outline our ethical standards and provide mechanisms for individuals to ask questions and express concerns.

GRI – General disclosures

Governance

Disclosure	Description	Reference or additional information
102-18	Governance structure	<p>Worldwide Managing Partner (WMP):</p> <p>Leads the Board and chairs the Global Operating Committee.</p> <p>Board of Directors (BoD): Sets the high-level strategy for Bain, including Bain’s overall agenda related to climate change and sustainability.</p> <p>Global Risk Committee: Empowered to predict our risks and help us be proactive in dealing with them. It also develops and updates our 10-part risk framework and evaluates Bain’s operational decisions against this framework.</p> <p>For more information please visit Bain CDP Disclosure.</p>
102-30	Effectiveness of risk management processes	<p>Bain conducts a thorough risk assessment of its operations annually for 100% of its offices. The risk analysis is undertaken across all domains and sub-domains of Bain’s comprehensive 10-part risk framework (including environment, corruption, business ethics, IT/information security and employee health and safety) and is presented to the Board of Directors.</p>

GRI – General disclosures

Stakeholder engagement

Disclosure	Description	Reference or additional information
102-40	Stakeholder groups	Bain Sustainability Report, Our Stakeholders
102-41	Collective bargaining agreements	<p>UNGC participant page</p> <p>We wholly support the protection of human rights overall and our employees' rights to participate in collective bargaining. Most of our global employees are not covered by collective bargaining agreements and we do not track this globally.</p>
102-42	Identifying and selecting stakeholders	Bain Sustainability Report, Our Stakeholders
102-43	Approach to stakeholder engagement	Bain Sustainability Report, Our Stakeholders
102-44	Key topics and concerns raised	Bain Sustainability Report, Material Topics

GRI – General disclosures

Reporting practice

Disclosure	Description	Reference or additional information
102-45	Entities included in the consolidated financial statements	Bain & Company has 59 offices in 37 countries; see the list of offices at Global Offices . Our financial and sustainability reporting covers all global locations and complies with local market requirements.
102-46	Defining report content and topic Boundaries	Bain Sustainability Report, Material Topics
102-47	List of material topics	Bain Sustainability Report, Material Topics
102-48	Restatements of information	This is our first annual sustainability report; no restatements are required.
102-49	Changes in reporting	This is our first annual sustainability report; there are no changes to report.
102-50	Reporting period	Information on GHG emissions are from calendar year 2019. For all other topics, we have referred to calendar year 2020 as the reporting period.
102-51	Date of most recent report	This is our first annual sustainability report.
102-52	Reporting cycle	Annually.

GRI – General disclosures

Reporting practice

Disclosure	Description	Reference or additional information
102-53	Contact point for questions regarding the report	Bain welcomes your comments and questions regarding this report. Please contact us at SustainabilityAtBain@Bain.com .
102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards: Core option.
102-55	GRI Index	This document, GRI Index 2020.
102-56	External assurance	Bain & Company works with external partners (Natural Capital Partners and Ecometrica) to calculate and offset our GHG emissions in line with The CarbonNeutral Protocol and the GHG Scope 2 guidance. This includes a rigorous and independent assessment of seven different greenhouse gas emissions, coupled with an offset-inclusive emissions reduction program. In 2020, we will work with The Carbon Trust to conduct third party verification of our full GHG emissions program.

GRI – Topic specific disclosures

Anti-corruption

Disclosure	Description	Reference or additional information
103-1	Explanation of the material topic and its Boundary	Bain Sustainability Report, Material Topics, Anti-Corruption ; UNGC Participant page
103-2	The management approach and its components	<p>Supplier Code of Conduct, Section 12, Business Integrity, Corruption</p> <p>Our commitment to anti-bribery and corruption and our expectation of all Bain employees and contractors in regard to anti-bribery and corruption are included in our employee Code of Conduct, relevant excerpts of which are included below.</p> <p>Bain believes in winning business through the strength of our people, our experience and expertise, our approach, and our commitment to excellence and integrity. We abide by all applicable laws, treaties and regulations that prohibit bribery and other corruption, including the US Foreign Corrupt Practices Act, the UK Bribery Act and equivalent laws in every country in which we do business. This means that we are all prohibited from any involvement in bribery with any person or company including any government official, government body, private person or company. Our prohibition against engaging in bribery or other corrupt behavior must be respected in all of our business practices, including our approaches toward offering any benefits, gifts or entertainment to clients, acquaintances or other third parties. We expect officers, employees, suppliers, clients and others with whom we conduct business to follow these principles as well.</p>

GRI – Topic specific disclosures

Anti-corruption

Disclosure	Description	Reference or additional information
103-3	Evaluation of the management approach	See section 103-2.
205-2	Communication and training about anti-corruption policies	<p>We abide by all applicable laws, treaties and regulations that prohibit bribery and other corruption, including the US Foreign Corrupt Practices Act, the UK Bribery Act and equivalent laws in every country in which we do business.</p> <p>Our anti-corruption policy is communicated to 100% of our colleagues annually through our Bain Code of Conduct. In 2020, 97% of employees completed a comprehension quiz on select elements of the Code which is included in the communication. Our goal is to have 100% of employees complete this step by 2023. We follow up this annual communication with monthly reminders on specific professional standards practices (including anti-corruption) to 100% of our colleagues.</p> <p>Business ethics (including anti-corruption) is a central part of our 10-part risk framework. 100% of Bain offices are evaluated annually across this framework with mitigating actions implemented where required.</p>

(continued on next page)

GRI – Topic specific disclosures

Anti-corruption

Disclosure	Description	Reference or additional information
205-2 (continued)	Communication and training about anti-corruption policies	<p>For 2021, our goal is to roll out an online training module focused on anti-bribery and corruption globally with a tracking mechanism for completion.</p> <p>Our anti-corruption policy is communicated to our suppliers and external business partners in our Supplier Code of Conduct, Section 12, Business Integrity, Corruption. We make this Code available to all stakeholders on our website.</p>

GRI – Topic specific disclosures

Data security

Disclosure	Description	Reference or additional information
103-1	Explanation of the material topic and its Boundary	Bain Sustainability Report, Material Topics, Data Security
103-2	The management approach and its components	<p>Supplier Code of Conduct, Section 4, Data Privacy and Confidentiality</p> <p>Our commitment to and our expectation of all Bain employees and contractors in regard to data security, data privacy and confidentiality are included in our employee Code of Conduct, relevant excerpts from which are included below.</p> <p>In the course of working with our clients, we are often granted access to their confidential information. We have an individual and collective obligation to our clients, to each other and to our company to ensure appropriate security for all confidential information and other information assets within our control.</p> <p>To fulfill our duties, we follow Bain’s “Golden Rules of IT Security”:</p> <ul style="list-style-type: none"> • <p>Do not cause harm to our clients</p> <p>(for example, by circumventing user authentication, exporting software, introducing the network to malicious programs or installing or using personal file-sharing applications).</p> <p>(continued on next page)</p>

GRI – Topic specific disclosures

Data security

Disclosure	Description	Reference or additional information
103-2 (continued)	The management approach and its components	<ul style="list-style-type: none"> <li data-bbox="676 568 1249 774">• Do not cause harm to our company (for example, by using unapproved cloud-based applications, installing risky software, revealing passwords or forging emails). <li data-bbox="676 774 1249 948">• Do not cause harm to others (for example, by misusing confidential information, sending chain or junk mail, or violating intellectual property rights). <p data-bbox="676 948 1249 1155">100% of our employees receive regular, focused on-line training on data security (Q4 2020 topics included (security when working from home, email security essentials and secure browsing). 80% of our staff engaged in the training (representing a total of ~5200 hours of training).</p> <p data-bbox="676 1184 1249 1593">Our data security policy is communicated to 100% of our employees annually through Bain’s Code of Conduct. In 2020, 97% of employees completed a comprehension quiz on select elements of the Code which is included in the communication. Our goal is to have 100% of employees complete this step by 2023. Additionally, we communicate regular updates to 100% of our colleagues on specific topics regarding IT security, data privacy and information security. These updates also include comprehension quizzes.</p>

GRI – Topic specific disclosures

Data security

Disclosure	Description	Reference or additional information
103-3	Evaluation of the management approach	See section 103-2.
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	<p>The IT environment in 100% of Bain’s offices have been certified as aligned with ISO/IEC 27002:2013 standards, having well- established guidelines and principles for starting, implementing, maintaining and improving the management of information security. Our offsite global data centers are maintained in compliance with ISO 27001/2 and SSAE-16 SOC-1 standards.</p> <p>Bain considers data/privacy complaints, if any, to be confidential.</p>

GRI – Topic specific disclosures

Diversity and equal opportunity

Disclosure	Description	Reference or additional information
103-1	Explanation of the material topic and its Boundary	Bain Sustainability Report, Material Topics, Diversity and Equal Opportunity; Diversity, Equity & Inclusion at Bain
103-2	The management approach and its components	Council for Diversity, Equity & Inclusion at Bain; Supplier Code of Conduct, Section 7, Prohibitions Against Discrimination and Harassment

In 2020, Bain formed the Global Diversity, Equity & Inclusion (DEI) Council. Along with Bain’s Board of Directors, the council is a passionate, change-oriented group of internal leaders and external partners, focused on setting the global and regional strategy for DEI at Bain and embedding it within the broader firm strategy. See [Bain & Company announces three new leadership positions focused on Diversity, Equity & Inclusion](#).

Our stance on anti-harassment and anti-discrimination is communicated to 100% of our colleagues annually through our Bain Code of Conduct. In 2020, 97% of employees completed a comprehension quiz on select elements of the Code which is included in the communication. Our goal is to have 100% of employees complete this step by 2023. We reinforce this annual communication with monthly reminders on specific professional standards practices (including DEI) to 100% of our colleagues.

GRI – Topic specific disclosures

Diversity and equal opportunity

Disclosure	Description	Reference or additional information
103-3	Evaluation of the management approach	<p data-bbox="676 568 991 637">Non-Discrimination and Equal Opportunities</p> <p data-bbox="676 672 1236 838">Our commitment to and our expectation of all Bain employees and contractors in regard to non-discrimination and equal opportunity are included in our employee Code of Conduct, relevant excerpts from which are included below.</p> <p data-bbox="676 873 1232 1286">We believe that diversity and inclusion contribute to our excellence. We strive to recruit people from diverse backgrounds who have exceptional talent and ability. We celebrate our differences and believe that our different perspectives are a key factor in our success and the impact our work has in the world. We are committed to making Bain a place where everyone has the potential to succeed. We support active networks throughout Bain that foster an inclusive work environment by offering coaching, mentoring and professional development.</p> <p data-bbox="676 1321 1222 1700">To support a diverse and inclusive workforce, we emphasize to our employees that we must each do our part to ensure that Bain attracts, develops and retains highly qualified people. Each of us receives equal opportunities for success—based on merit. We do not engage in unlawful discrimination based on race, color, religion, national origin, sexual orientation, gender, gender identity, pregnancy, marital status, age, disability, social/economic status or any other legally protected status.</p> <p data-bbox="676 1734 955 1763">(continued on next page)</p>

GRI – Topic specific disclosures

Diversity and equal opportunity

Disclosure	Description	Reference or additional information
103-3 (continued)	Evaluation of the management approach	<p>Anti-Harassment</p> <p>Our commitment to and our expectation of all Bain employees and contractors in regard to anti-harassment are included in our employee Code of Conduct, relevant excerpts from which are included below.</p> <p>We define “harassment” to include all conduct that has the purpose or effect of creating an intimidating, hostile or offensive work environment for any person or group of people. Harassing conduct can be either sexual or non-sexual in nature. At Bain, harassment of any kind is not acceptable and will not be tolerated.</p> <p>While harassment based on an employee’s protected status (such as race, gender, religion, etc.) also may be unlawful in most locations, we consider harassment for any reason to be a violation of our Code of Conduct.</p> <p>Bain takes all allegations of harassment seriously; we will respond promptly to complaints of harassment and take action when inappropriate conduct has occurred. Individuals found in violation of these policies will be subject to disciplinary action, up to and including termination.</p>

GRI – Topic specific disclosures

Diversity and equal opportunity

Disclosure	Description	Reference or additional information
405-1	Employees by gender	<p>Gender diversity is a strategic priority for our firm. We invest deeply to ensure we are hiring the world’s most talented female business leaders and helping each one to thrive personally and professionally.</p> <p>Women represent 43% of our full-time work force and make up 30% of our leadership. During the reporting period, 41% of our new hires were women.</p> <p>We omit reporting on the percentage of individuals on our governance body and in each employee category by age group or other indicators of diversity such as race or vulnerable groups, as that information is not collected and/or subject to confidentiality constraints.</p>

GRI – Topic specific disclosures

Inclusion

Disclosure	Description	Reference or additional information
103-1	Explanation of the material topic and its Boundary	Bain Sustainability Report, Material Topics, Diversity and Equal Opportunity; Diversity, Equity & Inclusion at Bain
103-2	The management approach and its components	<p>Sustainable Procurement Policy</p> <p>Please see Bain Code of Conduct extract in Diversity section.</p> <p>As of 2020, we have conducted live Unconscious Bias (UB) trainings for 90%+ of our global offices, and we will reach 100% by mid-2021. In addition, we have UB mitigation training for 100% of new consulting team analysts and consultants joining the business from October 2020, and our goal is that 100% of new hires to Bain will go through UB mitigation training during their integration from Q4 2021.</p> <p>In addition to training on inclusive leadership for all participants of our new Senior Manager Training program, we measure 100% of our consulting case teams for inclusive team culture during our weekly pulse check.</p>
103-3	Evaluation of the management approach	Diversity, Equity & Inclusion at Bain

GRI – Topic specific disclosures

Inclusion

Disclosure	Description	Reference or additional information
406-1	Incidents of discrimination and corrective actions taken	<p>Bain believes that diversity and inclusion contribute to our excellence. We are committed to providing an inclusive working environment that is free from harassment. We encourage honest communication on these topics including the reporting of violations without fear of retaliation. In 2020, we launched a global hotline – our True North Line – to allow whistleblowers and other concerned colleagues to report potential issues. We consider discrimination complaints, if any, and corrective actions to be confidential. We take any such allegations very seriously and conduct appropriate investigations.</p> <p>In 2020, Bain formed the Global Diversity, Equity & Inclusion (DEI) Council. Along with Bain’s board, the council is a passionate, change-oriented group of internal leaders and external partners, focused on setting the global and regional strategy for DEI at Bain and embedding it within the broader firm strategy.</p>

GRI – Topic specific disclosures

Climate change

Disclosure	Description	Reference or additional information
103-1	Explanation of the material topic and its Boundary	Bain Sustainability Report, Material Topics, Climate Change ; Environment at Bain
103-2	The management approach and its components	<p>Bain Environmental Policy; Supplier Code of Conduct, Chapter 9, Environment</p> <p>A comprehensive description of our approach to environmental sustainability is available in our CDP disclosure, available here: Bain CDP Disclosure</p> <p>In 2020, we set a target to be net zero carbon across all operations by 2030. We will complete the work to set science-based targets in 2021.</p> <p>Our approach to environmental sustainability is communicated to 100% of our colleagues annually through our Bain Code of Conduct. It is communicated to our suppliers through our Supplier Code of Conduct.</p> <p>Bain's network of 44 Green Teams (covering >85% of our operations, will have teams covering 100% of our operations in 2021) run office-level initiatives focused on employee awareness as a part of their work to implement our sustainability strategy in local offices.</p> <p>(continued on next page)</p>

GRI – Topic specific disclosures

Climate change

Disclosure	Description	Reference or additional information
103-2 (continued)	The management approach and its components	<p>We evaluate offices on 2 KPIs for employee awareness/training:</p> <ol style="list-style-type: none"> 1. Frequency of education sessions offered and 2. Newsletter cadence. <p>The KPIs are updated every 6 months in order to track improvements and assign targets. Our target is to have a minimum of 1 local office awareness building event in each office every year.</p> <p>We work directly on topics related to the Environment through our Social Impact practice. Since 2014, we have invested more than \$30M in pro bono Environment-related work (involving more than 160 Bainies across more than 20 offices). In 2020, we placed more than 20 Bain employees in short-term externships and internships within Environmental non-profit organizations.</p> <p>Bain is also committed to sustainability in its IT infrastructure and has reduced its hardware footprint through the virtualization of its servers (saving more than 180 kW of energy).</p>

GRI – Topic specific disclosures

Climate change

Disclosure	Description	Reference or additional information
103-3	Evaluation of the management approach	<p>Since 2011, Bain & Company has reduced its Scope 1 and 2 direct emissions by 68 percent, with a target of achieving a 90 percent reduction by 2030. 100% of Bain facilities have been collectively certified 100% CarbonNeutral for the 9th year in a row.</p> <p>Our environmental sustainability program received an A- (leadership level) from CDP in 2020.</p> <p>Our commitment to environmental sustainability is included in our employee Code of Conduct, relevant excerpts from which are included below.</p> <p>Bain has made a significant commitment to—and investment in—managing our own business in the most environmentally sustainable way possible. As good corporate citizens, we comply with all applicable environmental laws, rules and regulations in effect in the locations where we do business. We monitor the environmental impact of our business activities across the globe, as well as measure and fully offset our Scopes 1, 2, and 3 carbon emissions (via our CarbonNeutral® certification).</p> <p>(continued on next page)</p>

GRI – Topic specific disclosures

Climate change

Disclosure	Description	Reference or additional information
103-3 (continued)	Evaluation of the management approach	<p>Through our entrepreneurial network of office-level “Green Teams,” we also champion and implement local sustainability initiatives that reduce our emissions. All Bain employees are encouraged to submit any suggestions and ideas for reducing our environmental impact to their local Green Team Leader or the Global Social Impact Practice Vice President.</p> <p>Environmental risk is embedded within Bain’s comprehensive country risk assessment. 100% of operations are evaluated for environmental risk at least annually and 100% of new operations/ offices are screened for environmental risk.</p>

GRI – Topic specific disclosures

Climate change

Disclosure	Description	Reference or additional information
305-1	GHG Emissions (Scope 1)	Scope 1 emissions for 2019 were 2.95 KtCo2e.
305-2	GHG Emissions (Scope 2)	Scope 2 emissions for 2019 were 7.01 KtCo2e.
305-3	GHG Emissions (Scope 3)	Scope 3 emissions for 2019 were 114.08 KtCo2e.
305-4	GHG Emissions intensity	GHG emissions intensity ratio for Bain was 12.87 tCo2e/FTE in 2019. (Scope 1, 2 & 3 included). The denominator chosen was Full Time Employees (FTEs).
305-5	GHG Emissions reduction	Our emission reduction efforts have resulted in a decrease of our scope 1 & 2 emissions by 68% since 2011. Our emission intensity has been decreasing at 4% CAGR for the past 5 years.
306-3	Waste generated	The total waste generation for 2019 was 3.2K metric tons (0.34 metric tons per FTE).

GRI – Topic specific disclosures

Procurement practices

Disclosure	Description	Reference or additional information
103-1	Explanation of the material topic and its Boundary	https://www.bain.com/about/sustainable-procurement-policy/
103-2	The management approach and its components	<p>Bain is committed towards social impact and strives for sustainability across every function, including sourcing and procurement. Our sustainable procurement policy describes the four key elements of our approach:</p> <ol style="list-style-type: none"> 1. Upholding the laws and regulations of the respective countries we operate in; 2. Endorsing highest standards of economic, social, ethical and environmental practices; 3. Identifying and moderating risks associated with our procurement process; 4. Communicating the policy with stakeholders (internal and external) and raising awareness among our suppliers. <p>Our Supplier Code of Conduct sets out the high standard of ethics and sustainability for our vendors and contractors worldwide. This code of conduct is available on our website and is communicated to 100% of our suppliers. https://www.bain.com/about/supplier-code-of-conduct/</p> <p>(continued on next page)</p>

GRI – Topic specific disclosures

Procurement practices

Disclosure	Description	Reference or additional information
103-2 (continued)	The management approach and its components	<p>We train our buyers on sustainable procurement practices—in 2020 100% of our buyers globally completed the CIPS certification. In addition, 100% of our procurement leadership has sustainability embedded within their targets and performance evaluations.</p> <p>In 2020, we developed standard language on sustainability to embed within key supplier contracts.</p> <p>We believe in supporting our suppliers on their sustainability journey. In 2020, we developed a sustainable procurement fact-sheet which includes Bain policies on sustainability overall and within procurement as well as links to resources our suppliers can use to learn more about the topic. This is available to all suppliers on our website and in 2021 we will begin to proactively send this to our top suppliers (in parallel to launching a sustainability assessment survey).</p>
103-3	Evaluation of the management approach	See section 103-2.

GRI – Topic specific disclosures

Employment

Disclosure	Description	Reference or additional information
103-2	The management approach and its components	<p>Bain is committed to the professional development of each member of its global team. Our policies state that 100% of our full time employees should receive a performance review at least once a year (frequency of reviews vary by role).</p> <p>All roles at Bain have formal training programs. Every 18-24 months, every member of the consulting staff has access to a multi-day, focused training event. More than 15K employees have attended a formal training event since 2019. In 2020, more than 1200 training days were offered across Bain. We also have on-line training platforms which provide access to training modules on a wide range of topics. Since 2019, more than 460K modules have been viewed.</p> <p>Bain's commitment to diversity, equity and inclusion and collaboration is key to building extraordinary teams. We hire people with exceptional talents, abilities and potential, then create an environment in which they can thrive. For disabled employees, this involves creating a highly customized, individual plan to ensure the employee can succeed.</p> <p>(continued on next page)</p>

GRI – Topic specific disclosures

Employment

Disclosure	Description	Reference or additional information
103-2 (continued)	The management approach and its components	<p>Bain conducts a comprehensive risk assessment of its operations annually for 100% of its offices. This includes an assessment of multiple topics related to employee health and safety (e.g., health/occupational safety processes).</p> <p>100% of Bain’s full-time employees are provided access to healthcare coverage.</p> <p>Bain offers a wide range of flexible working opportunities to its employees, including part-time work, LOAs, virtual working arrangements, WFH arrangements, job sharing, externships, internships, internal rotational assignments and international transfers. In 2020, approximately 11% of our staff participated in a flexible option for some portion of the year.</p>
103-3	Evaluation of the management approach	See section 103-2.

GRI – Topic specific disclosures

Labor/management relations

Disclosure	Description	Reference or additional information
103-2	The management approach and its components	<p>We wholly support the protection of human rights overall and our employees’ rights to participate in collective bargaining. Bain does not object to anyone joining a union where they are legally able to do so. Most of our global employees are not covered by collective bargaining agreements and we do not track this globally.</p> <p>We pursue a number of different avenues to maintain an open and ongoing social dialogue with all of our global employees; depending on the market this takes different forms:</p> <ul style="list-style-type: none"> • <p>Global dialogues on inclusion: in 2020, we held more than 100 interactive events with senior leadership and Bain employees focused on fostering inclusion at Bain</p> <ul style="list-style-type: none"> • <p>Class and functional dialogues/teams: a key mechanism for dialogue between leadership and employees is our class councils; these groups are present in 100% of all offices/ regions/functions</p> <ul style="list-style-type: none"> • <p>Town hall meetings and “ask anything” sessions: 100% of our offices hold regular interactive town hall meetings and many hold Q&A sessions with senior leaders</p> <p>(continued on next page)</p>

GRI – Topic specific disclosures

Labor/management relations

Disclosure	Description	Reference or additional information
103-2 (continued)	The management approach and its components	<ul style="list-style-type: none"> Worldwide employee survey and dialogue: We have a comprehensive process to discuss the results of our annual employee satisfaction survey (which covers 100% of Bain employees); dialogues are held in 100% of our offices and functions. Pulse check surveys: All Bain client case teams and most functions use regular, anonymous NPS pulse check surveys to identify issues and create a mechanism for dialogue on how to improve each employee's experience Employee representative bodies: we have active employee representative committees (who are formally elected) present in 2 of our offices (Paris and Warsaw) that address topics on working conditions, health and safety and employee rights
103-3	Evaluation of the management approach	See section 103-2.

GRI – Topic specific disclosures

Child labor

Disclosure	Description	Reference or additional information
103-2	The management approach and its components	<p>As a leading global management consulting firm, Bain upholds the highest moral, ethical and legal standards in all we do. This includes ensuring that slavery, unlawful child labour and human trafficking are not taking place in our business or in our supply chains. Our full statement is available here: https://www.bain.com/about/anti-slavery-statement/.</p> <p>In relation to our supply chains, we continue to make little use of services demanding unskilled labour and those products and services we do consume are sourced from reputable suppliers. We will continue to remain vigilant to ensure that this remains the case and that our Supplier Code of Conduct, that sets out the high standard of ethics that we require from our vendors and contractors worldwide, ensures our suppliers are complying with the legislation where required.</p> <p>We are continuing to review our vendor contracts and sourcing processes periodically to ensure that our zero tolerance policy towards slavery, unlawful child labour and human trafficking is upheld.</p>
103-3	Evaluation of the management approach	See section 103-2.



Stakeholder Capitalism Metrics

World Economic Forum

BAIN & COMPANY 

Governance

Description

Reference or additional information

Governing purpose

Setting purpose

Bain is where aspiration meets innovation, candor fuels collaboration and impossible surrenders to teamwork. We champion the bold to achieve the extraordinary.

See also: [About Bain](#); [Letter from our CEO](#)

Quality of governing body

Governance body composition In 2020, Bain formed the Global Diversity, Equity & Inclusion (DEI) Council. Along with Bain’s Board of Directors, the council is a passionate, change-oriented group of internal leaders and external partners, focused on setting the global and regional strategy for DEI at Bain and embedding it within the broader firm strategy.

Globally, we have made significant progress toward reaching gender parity, particularly among our leadership team—a third of our global leadership team and almost 40% of our US leadership team identify as women. We are also proud of the increasing number of employees who feel safe to identify openly as LGBTQ. For example, BGLAD, our LGBTQ affinity group, now nearly 500 strong, has grown 154% overall over the past five years and 175% outside of North America within the same time frame.

We report our sustainability progress to the Global Risk Committee annually, which is a Board Committee.

See also: [Our People](#)

Stakeholder engagement

Materiality assessment It’s imperative that we cover every aspect of the business that affects our company’s sustainability, so we developed an exhaustive list of environmental, social and corporate governance (ESG) topics by analyzing Global Reporting Initiative (GRI) standards and benchmarking against other companies in our industry. We were then able to define our final list of material topics.

See also: Comprehensive materiality assessment is available here: [Our Sustainability](#)

WEF Stakeholder Capitalism Metrics – Governance

Description	Reference or additional information
Anti-corruption	
Anti-corruption training	<p>Our commitment to anti-bribery and corruption and our expectation of all Bain employees and contractors in regard to anti-bribery and corruption are included in our employee Code of Conduct, relevant excerpts of which are included below.</p> <p>Bain believes in winning business through the strength of our people, our experience and expertise, our approach, and our commitment to excellence and integrity. We abide by all applicable laws, treaties and regulations that prohibit bribery and other corruption, including the US Foreign Corrupt Practices Act, the UK Bribery Act and equivalent laws in every country in which we do business. This means that we are all prohibited from any involvement in bribery with any person or company including any government official, government body, private person or company. Our prohibition against engaging in bribery or other corrupt behavior must be respected in all of our business practices, including our approaches toward offering any benefits, gifts or entertainment to clients, acquaintances or other third parties. We expect officers, employees, suppliers, clients and others with whom we conduct business to follow these principles as well.</p> <p>Our anti-corruption policy is communicated to 100% of our colleagues annually through our Bain Code of Conduct. In 2020, 97% of employees completed a comprehension quiz on select elements of the Code which is included in the communication. Our goal is to have 100% of employees complete this step by 2023. We follow up this annual communication with monthly reminders on specific professional standards practices (including anti-corruption) to 100% of our colleagues.</p> <p>Business ethics (including anti-corruption) is a central part of our 10-part risk framework. 100% of Bain offices are evaluated annually across this framework with mitigating actions implemented where required.</p> <p>Our anti-corruption policy is communicated to our suppliers and external business partners in our Supplier Code of Conduct. We make this Code available to all stakeholders on our website.</p> <p>See also: Supplier Code of Conduct, Bain GRI Index</p>
Incidence reporting	<p>We consider ethical complaints, if any, and corrective actions to be confidential. We take any such allegations very seriously and conduct appropriate investigations.</p>

WEF Stakeholder Capitalism Metrics – Governance

Description	Reference or additional information
Ethical behavior	
Ethics advice and reporting	<p>Employees at Bain are always encouraged to discuss problems, ideas or questions with a manager or another individual with whom they feel comfortable, without fear of retaliation or impact on their employment. Because retaliatory conduct hurts our ability to work as a team, Bain does not allow any form of retaliation against any person who has reported a possible violation in good faith.</p> <p>We set a high standard for how we respond to employee complaints and concerns – respect, confidentiality and consistency are key guiding principles. In 2020, we launched a global hotline – our True North Line – to allow whistleblowers and other concerned colleagues to report potential issues. The hotline is a means to raise concerns in a secure environment regarding possible violations of our values and standards, which can lead to negative consequences for our clients, employees or the firm. The True North Line is a secure and anonymous two-way communication channel which is provided by an external service provider. Bain takes these issues very seriously and seeks to take prompt, effective corrective actions.</p>
Risk and opportunity oversight	
Risk framework and processes	<p>Bain’s Global Risk Committee is empowered to predict our risks and help us be proactive in dealing with them. It also develops and updates our 10-part risk framework and evaluates Bain’s operational decisions against this framework.</p> <p>Bain conducts a thorough risk assessment of its operations annually for 100% of its offices. The risk analysis is undertaken across all domains and sub-domains of Bain’s comprehensive 10-part risk framework (including environment, corruption, business ethics, IT/information security and employee health and safety) and is presented to the Board of Directors.</p>

WEF Stakeholder Capitalism Metrics – Governance

Description	Reference or additional information
Climate change	
GHG emissions	<p>Bain has long been a sustainability frontrunner in our industry, achieving carbon neutral status for the past ten years in a row. Since 2011, we have reduced our scope 1 and 2 emissions by 78% by converting to 100% renewable electricity, improving the energy efficiency of our office spaces and finding ways to reduce waste from our operations. In 2014, we set a goal to get to a 90% reduction by 2030.</p> <p>Since 2012, Bain has been formally certified by Natural Capital Partners as a CarbonNeutral® company across its global operations. We offset 100% of all our Scope 1 & 2 greenhouse gas emissions and all business travel emissions, including all flights, hotels and taxis.</p> <p>Scope 1 emissions for 2020 were 2.01 KtCo2e. Scope 2 emissions (location-based) for 2020 were 6.09 KtCo2e. Scope 3 emissions for 2020 were 79.72 KtCo2e. Our footprint has been independently verified by The Carbon Trust in line with ISO 14064-3.</p> <p>GHG emissions intensity ratio for Bain was 8.15 tCo2e/FTE in 2020. (Scope 1, 2 & 3 included). The denominator chosen was Full Time Employees (FTEs).</p> <p>See also: Bain Environmental Policy; Supplier Code of Conduct, Chapter 9, Environment; Environment at Bain</p>
TCFD implementation	<p>Bain supports and publicly endorses the TCFD framework for climate disclosure.</p> <p>In 2020 we signed the Business Ambition for 1.5° C commitment letter with SBTi, publicly reiterating our commitment to safeguarding the environment and advancing sustainable development. We also set a target to be net-zero carbon across all operations by 2030.</p> <p>Our environmental sustainability program received an A- (leadership level) from CDP in 2020. A comprehensive description of our approach to environmental sustainability is available in our CDP disclosure, available here: Bain CDP Disclosure</p> <p>See also: Business Travel Reduction: Press Release</p>

WEF Stakeholder Capitalism Metrics – Planet

Description	Reference or additional information
Nature and biodiversity	
Land use	<p>Bain’s offices are primarily leased and located in urban, densely developed areas. As a result, we do not currently measure our impact on land use.</p> <p>We set high standards for the efficiency of our operations. Since 2011, on an FTE intensity bases, we have reduced our scope 1 emissions by ~12%. In 2020, 100% of our energy was sourced from renewable sources.</p> <p>Globally, Bain has reduced its hardware footprint (leading to reductions of power consumption and lower e-waste) through the virtualization of its servers (using “virtual” servers on one physical piece of hardware instead of multiple servers). This has created a savings of ~181.7 kW of energy (physical servers would have consumed 240 kW, virtual servers consume 58.3 kW).</p> <p>Within our local offices, Bain has an extensive network of Green Teams in >85% of our operations. These teams implement sustainability initiatives such as encouraging use of video conferencing systems, powering down office equipment during off hours, usage of smart power strips/lighting and recycling/composting.</p>
Water consumption	
Water use	<p>As a strategic consulting firm, Bain’s water usage is not extensive and as such we have not tracked it historically. In 2021, we will ask our network of local carbon data managers to collect and report water consumption in all our offices.</p>

WEF Stakeholder Capitalism Metrics – People

Description	Reference or additional information
Our people	
Diversity & inclusion	<p>We are a global company powered by the insights of extraordinary teams of individuals from diverse backgrounds and with unique experiences. Diversity, equity, and inclusion (DEI) makes us a better partner to our clients, a better employer, and a better corporate citizen. Our legacy of DEI work dates back more than 30 years to the founding of our first employee affinity groups and has expanded over time to encompass efforts to make our firm more inclusive and mitigate bias. We are proud of our progress and the consistent recognition we receive for how we support our people in 61 offices across 38 countries.</p> <p>Globally, we have made significant progress toward reaching gender parity, particularly among our leadership team—a third of our global leadership team and almost 40% of our US leadership team identify as women. Across the globe, our newest Bainees are more diverse than ever before. In the US, for example, almost 50% of new hires identify as Black, Latinx, Asian, or multiracial, and 46% identify as women. We are committed to making further progress for diverse representation within our leadership team and to retaining and developing our pipeline of diverse future leaders.</p> <p>Complete data on our progress is available in our DEI report: 2021 DEI Report</p> <p>See also: Awards & Recognition</p>

WEF Stakeholder Capitalism Metrics – People

Description	Reference or additional information
Compensation	
Pay equity	<p>Bain’s approach to equality (including wage equality) is summarized in our code of conduct: “To support a diverse and inclusive workforce, we each do our part to ensure that Bain attracts, develops and retains highly qualified people. Each and every one at Bain receives equal opportunities for success— based on merit. Bain does not engage in unlawful discrimination based on race, color, religion, national origin, sexual orientation, gender, gender identity, pregnancy, marital status, age, disability, social/ economic status or any other legally protected status.”</p> <p>The notion of meritocracy – equality of opportunities and rewards for all our team members – is a fundamental principle of our culture. Bain has 3 basic compensation principles: Alignment, Meritocracy & Exceptional Economics.</p> <p>All information pertaining to compensation (including bonus) is conveyed to 100% of employees both before joining and through the annual performance assessment and review process. All employees are given a detailed breakdown of their compensation annually. As a part of the compensation process, the complete process and approach behind the calculation of base pay is conveyed to all employees.</p> <p>See also: Striving for Parity</p>

WEF Stakeholder Capitalism Metrics – People

Description	Reference or additional information
Compensation	
Wage level	<p data-bbox="365 481 1308 633">Compensation is a key component of a highly attractive overall employee value proposition for top talent. Our compensation philosophy is rooted in our aim to be the best place to work for top talent. We must have a highly attractive value proposition overall – and within that, we will ensure that we have highly attractive compensation.</p> <p data-bbox="365 662 1296 780">In the United States, the minimum of our base pay range for regular employees* exceeds \$20 per hour, over three times the federal minimum wage. Most of our roles are paid well above that level and significantly above what is mandated by applicable federal, state, and local laws.</p> <p data-bbox="365 809 1308 962">Bain is a high-performance culture. We reflect this both in our approach to career progression and promotion and in our approach to compensation. In our compensation we provide strong incentives for performance. All regular employees across all career levels are eligible for the annual individual performance bonus.</p> <p data-bbox="365 991 1315 1045">In addition to base pay and individual annual bonus, all Bain regular employees in the US are eligible for 401k contribution made by Bain.</p> <p data-bbox="365 1074 1296 1352">We undertake a formal benchmarking exercise each year, and sometimes more frequently when needed. We participate in several compensation benchmarking surveys to ensure we have the latest and best market intelligence to set our competitive pay structures for base salaries and bonuses. Bain follows a systematic approach for reviewing jobs and classifying them into a pay grade structure based on the function of the job/role. This allows Bain to ensure our programs and structures are assigned to roles across the grades in a consistent manner, and thus reflect the competitive wages specific to the job/role in a given market.</p>

WEF Stakeholder Capitalism Metrics – People

Description	Reference or additional information
Human rights	
Child/forced labor	<p>As a leading global management consulting firm we uphold the highest moral, ethical and legal standards in all we do. This includes ensuring that slavery, unlawful child labor and human trafficking are not taking place in our business or in our supply chains.</p> <p>The nature of the services we provide and the policies and procedures we already operate mean that we consider ourselves to be at 'low risk' risk of slavery, unlawful child labor or human trafficking existing within our own business.</p> <p>In our supply chains, we make little use of services demanding unskilled labor and those products and services we do consume are sourced from reputable suppliers. We will continue to remain vigilant to ensure that this remains the case and that our Supplier Code of Conduct, that sets out the high standard of ethics that we require from our vendors and contractors worldwide, ensures our suppliers are complying with the legislation where required.</p> <p>We review our vendor contracts and sourcing processes periodically to ensure that our zero-tolerance policy towards slavery, unlawful child labor and human trafficking is upheld.</p> <p>See also: Supplier Code of Conduct; Sustainable Procurement Policy, Anti Forced Labor Statement</p>

WEF Stakeholder Capitalism Metrics – People

Description	Reference or additional information
Wellness	
Health and safety	<p>At Bain, employee’s safety and security is taken very seriously. Each employee undergoes safety and emergency training during onboarding and understands the protocols that are to be followed in case an unforeseen event were to arise. In 100% of our offices, Bain has a designated Office Safety & Response Team (OSRT) along with First Aiders, Fire Wardens and provides regular updates on office safety and security plans.</p> <p>Bain conducts a comprehensive risk assessment of its operations annually for 100% of its offices. This includes an assessment of multiple topics related to employee health and safety (e.g., health/occupational safety processes).</p> <p>As a professional-services firm, our risk from work-related injuries and fatalities is low. As such, we do not publish specific incidence numbers globally.</p>
Healthcare and benefits	<p>Bain has a variety of benefits in place for the health care coverage of its employees. All benefits at Bain are aligned to a common global standard but may differ by market based on local needs/regulations.</p> <p>All employees working a regular schedule of 20 or more hours per week are eligible for healthcare benefits. Employees may also choose to cover their spouse/ domestic partner and/or children. In countries without universal healthcare, Bain pays a major portion of the premium for healthcare coverage. The employees pay the remaining portion of the premium through payroll deductions.</p> <p>Health at Bain includes both physical and mental health. Bain provides 100% of its employees with counselling services for employees and their family members. In addition to personal counseling sessions, information and support is accessible via phone, text, email and online chat 24x7x365 for an employee or their family member.</p> <p>Bain offers a wide range of flexible working opportunities to its employees, including part-time work, LOAs, job sharing, externships, internships, internal rotational assignments and international transfers. In 2020, approximately 11% of our staff participated in a flexible option for some portion of the year.</p>

WEF Stakeholder Capitalism Metrics – People

Description	Reference or additional information
Professional development	
Training	All roles at Bain have formal training programs. Every 18-24 months, every member of the consulting staff has access to a multi-day, focused training event. More than 15K employees have attended a formal training event since 2019. In 2020, more than 1200 training days were offered across Bain. We also have on-line training platforms which provide access to training modules on a wide range of topics. Since 2019, more than 460K modules have been viewed by our global team.

WEF Stakeholder Capitalism Metrics – Prosperity

Description	Reference or additional information
Employment and economic contribution	
Employment size and rate	<p>Bain has approximately 12,500 employees.</p> <p>In every office, on every team, you'll find passionate, collaborative people who care for our clients, our communities and our world. At the end of each client engagement, we survey all case team members to gauge their satisfaction. We also conduct an annual global worldwide employee satisfaction survey of all staff. The results are reviewed and discussed at all levels of the firm – our operating committee, our regions, our offices and our functions. In 2020, our global employee Net Promoter Score® was 70%.</p> <p>See also: About Bain</p>
Economic value generated	As a private company, Bain does not report financial information.
Financial assistance	As a private company, Bain does not report financial information.
Financial investments	
Capital expenditure	As a private company, Bain does not report financial information.
Share buybacks	As a private company, Bain does not report financial information.
R&D	As a private company, Bain does not report financial information.
Taxes	
Taxes paid	As a private company, Bain does not report financial information.

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