



UNGC Communication on Progress 2022

Contents

Introduction	4
A Letter From Our CEO	5
Materiality Assessment	6
Our Stakeholders	7
Material Topics	9
Sustainability at Bain	11
Our Planet	11
Our People	12
Business Impact	12
UNGC Index	13
Bain’s Support for UN SDGs	21
Bain GRI Index 2021	30



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

11

Consecutive
years
CarbonNeutral®

#3

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 21, 2022
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 second Communication on Progress.

Bain & Company remains a strong supporter of the United Nations Global Compact (UNGC) and its Ten Principles. Our mission is to help our clients create such high levels of value that together we set new standards of excellence in our respective industries. Now more than ever, we are living out our mission by defining that value in economic, environmental, and social terms. We are bringing the full force of our talent and passion to help address some of the world's most urgent challenges. 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 64 offices in 39 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.** We are proud to take an aggressive stance on decarbonization, becoming the first firm in our industry to achieve net negative carbon emissions. As a signatory to the Science Based Targets initiatives Business Ambition for 1.5°C letter, we have committed to reduce our scope 1 and 2 emissions 30% by 2026 and to reduce our scope 3 emissions intensity from business travel by 35% per employee over the same time period.
- **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, and remain committed to learning, adapting and being transparent about our progress as we continue this journey.



Manny Maceda
Worldwide Managing Partner,
Bain & Company





Materiality Assessment

We conduct a thorough process to identify the topics most material to Bain’s ESG disclosures, refreshed annually. Using feedback from our listed stakeholders below and benchmarking against other companies in our industry, we shortlisted the topics which are relevant to Bain & Company as a professional services firm.

Off that shortlist, topics were prioritized by senior leadership and ESG experts within the company based on impact on our business and impact on our stakeholders. While all listed topics are of importance to Bain and are monitored routinely, we have shortlisted seven topics as most material to our operations.

Stakeholder inputs

We surveyed an extensive sample of 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 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

Workforce

Our company is made up of extraordinarily talented individuals who share a passion for achieving the very best in everything they do. We also consider future talent a key stakeholder that would augment our current employees. Both current employees and future talent 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. We gather inputs from prospective hires through campus interactions, placement talks, internships and seminars.

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.

Our Stakeholders

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 with 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

Sustainability is central to our firm strategy; our business depends on a sustainable future.

We take into consideration long term implications of our operations in terms of global warming impact, biodiversity, and deforestation, and strive every day to reduce our environmental footprint.

Civil Society

Beyond our immediate communities, we acknowledge our responsibility to act as an ethical corporate citizen of the world at large.

We use widely accepted ESG standards (EcoVadis, UN Global Compact, and the WEF stakeholder capitalism metrics) as our guide to ensure our policies incorporate the interests of civil society.

Leadership

Our firm leadership sets strategic priorities for the firm and represents the interests of the partnership.

The leadership team provides input on our ESG commitments through regular updates and partner meetings, and is specifically surveyed as part of our materiality assessment.

Material Topics

Client's ESG Transition

Our clients are facing increasing and often existential demands around sustainability, social impact, and DEI. Through new models of leadership and collaboration, organizations can create growth engines for the business and energize employees while having a transformative impact on communities.

As trusted advisors to many of the world's largest companies, Bain & Company is in a position to leverage our expertise to help our clients deliver positive impact for all stakeholders. Our integrated impact practice, Further, helps companies and industries thrive with change to create a more sustainable, responsible and profitable future through our Sustainability & Responsibility practice, and helps our clients build a truly representative organization characterized by a culture of belonging, support and trust through our DE&I practice.

Talent Strategy

Our people are core to our business. We focus on hiring a community of people with exceptional talents, abilities and potential; providing them with best-in-class training and tools; 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 seven formal affinity groups (Asians at Bain, Blacks at Bain, BGLAD, Latinx at Bain, Veterans at Bain, Diverse Abilities at Bain, and Women at Bain) support recruiting and retention by driving professional development, connectivity and external impact activities.

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.

Material Topics

Diversity, Equity and Inclusion

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 and minorities).

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.

Bain's Internal Climate Efforts

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, and maintaining full compliance with applicable environmental laws, regulations and other obligations.

Economic Performance

We are a private company, so we do not disclose financial data.

We create jobs through our 64 offices in 39 countries and impact our clients' ability to transform the world.



Sustainability at Bain: Our Planet

Starting with our 2021 carbon footprint, Bain is net-negative carbon, offsetting more than 100% of Scope 1, 2, and 3 emissions with nature-based carbon removal projects. The firm plans to achieve net-negative status every year going forward.

Bain has committed to reduce its scope 1 and 2 emissions—from activities such as heating and powering its offices—by 30% by 2026 from a 2019 baseline, and further commits to reduce its scope 3 emissions from business travel by 35% per employee over the same time period. Our emissions reduction targets have been approved by the Science Based Targets initiative as consistent with levels required to meet the goals of the Paris Agreement and are considered ambitious. The SBTi's Target Validation Team has classified our scope 1 and 2 target ambition as in line with a 1.5°C trajectory.

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 84% 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.

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.

We signed the Business Ambition for 1.5°C commitment letter in 2020, committing to achieve 100% net-zero carbon across all of our operations by 2030.

Our local office green teams are made up of employees who are passionate about reducing our environmental impact and who champion local sustainability initiatives. They help us to further minimize waste and conserve energy around the globe.



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](#).

UNGC Index



United Nations
Global Compact

Implementing the 10 Principles

UNGC Principle	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: General disclosures (2-12, 2-13), Bain’s Internal Climate Action (3-3)</p> <p>CDP: Section(s) C1.2a, C1.3, C1.3a</p> <p>Bain Impact Report</p> <p>UN SDGs: Goal 1 & 2, 4 & 8, 12 & 13, 14 & 15</p> <p>Further Webpage</p>
Human Rights	Criterion 2: The COP describes value chain implementation	<p>GRI: General disclosures (2-6-b-ii, 2-6-b-iii, 2-23, 2-24), Bain’s Internal Climate Actions (3-3)</p> <p>Sustainable Procurement Fact-Sheet</p> <p>CDP: Section(s) C12.1, C12.2</p> <p>Supplier Code of Conduct</p> <p>Sustainable Procurement Policy</p> <p>CIPS Corporate Ethics Register</p>

UNGC Index



United Nations
Global Compact

Implementing the 10 Principles (cont.)

UNGC Principle	Criteria for Advanced Differentiation	References
<p>Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights</p>	<p>Criterion 3: The COP describes robust commitments, strategies or policies in the area of human rights</p>	<p>GRI: Talent Strategy (3-3, 401-1, 404-3) Bain Impact Report Supplier Code of Conduct Anti-Forced Labor Statement Code of Conduct</p>
<p>Principle 2: Make sure that they are not complicit in human rights abuses</p>	<p>Criterion 4: The COP describes effective management systems to integrate the human rights principles</p>	<p>GRI: Talent Strategy (3-3, 401-1, 404-3), Diversity, Equity & Inclusion (DEI) (3-3, 405-1), General Disclosures (2-23, 2-25, 2-26) UN SDGs: Goal 8 Bain’s Commitment to Promote Racial and Social Equity DEI Report Bain Impact Report Code of Conduct</p>
	<p>Criterion 5: The COP describes effective monitoring and evaluation mechanisms of human rights integration</p>	<p>GRI: Talent Strategy (3-3, 401-1, 404-3), General disclosure (2-23, 2-24, 2-25, 2-26)</p>

UNGC Index



United Nations
Global Compact

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>Criterion 6: The COP describes robust commitments, strategies or policies in the area of labor</p>	<p>GRI: Material topics (3-1, 3-2), General Disclosure (2-23), Talent strategy (3-3, 401-1)</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>DEI Report</p> <p>Bain Impact Report</p>
<p>Principle 4: The elimination of all forms of forced and compulsory labour</p>	<p>Criterion 7: The COP describes effective management systems to integrate the labor principles</p>	<p>GRI: General disclosure (2-23, 2-24, 2-25, 2-26), Talent strategy (3-3) DEI (3-3)</p> <p>Bain Impact Report</p> <p>Supplier Code of Conduct</p> <p>Our stakeholders – Workforce</p>
<p>Principle 5: The effective abolition of child labour</p>	<p>Criterion 8: The COP describes effective monitoring and evaluation mechanisms of labor principles integration</p>	<p>GRI: GRI Talent Strategy (404-3, 3-3)</p> <p>Our stakeholders – Workforce</p>
<p>Principle 6: The elimination of discrimination in respect of employment and occupation</p>		

UNGC Index



United Nations
Global Compact

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>Criterion 9: The COP describes robust commitments, strategies or policies in the area of environmental stewardship</p>	<p>GRI: General disclosures (2-23), Bain’s Internal Climate Actions (3-3, 302-1, 305-1, 305-2, 305-3, 305-4, 305-5, 306-3) CDP: Section(s) c12.1d, c4.1a Letter from Manny Bain Environmental Policy Supplier Code of Conduct Sustainable Procurement Policy SBTi Official Link Carbon Neutral Bain Impact Report</p>
	<p>Criterion 10: The COP describes effective management systems to integrate the environmental principles</p>	<p>GRI: General Disclosure (2-26), Bain’s Internal Climate Actions (3-3) CDP: Section(s) C1.1a, C1.1b, C1.1d, C1.2, C1.2a, C2.2, C2.2a, C2.3a, C3.2a, C4.3b</p>
<p>Principle 9: Encourage the development and diffusion of environmentally friendly technologies</p>	<p>Criterion 11: The COP describes effective monitoring and evaluation mechanisms for environmental stewardship</p>	<p>GRI: Bain’s Internal Climate Actions (302-1, 3-3, 305-5, 306-3) CDP: Section(s) 1.1a, 1.1b, 1.2, 1.2a, 2.2, Bain Carbon Net Negative Press Release SBTi Official Link Bain Impact Report</p>

UNGC Index



United Nations
Global Compact

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 (3-3, 205-1), General disclosure (2-23) Supplier Code of Conduct Bain code of conduct</p>
	<p>Criterion 13: The COP describes effective management systems to integrate the anti-corruption principle</p>	<p>GRI: Anti-Corruption (3-3, 205-1, 205-2), General Disclosures (2-26, 2-23) Supplier Code of Conduct CIPS Corporate Ethics Register Sustainable Procurement Factsheet</p>
	<p>Criterion 14: The COP describes effective monitoring and evaluation mechanisms for the integration of anti-corruption</p>	<p>GRI: General Disclosures (2-16, 2-23), Anti-corruption (3-3, 205-1) Code of Conduct</p>

UNGC Index



United Nations
Global Compact

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	UN SDGs: Goal 1 & 2 , 4 & 8 , 12 & 13 , 14 & 15 CDP: Section(s) C3.3 Launch of Further Bain Impact Report Net Negative Carbon Press Release
	Criterion 16: The COP describes strategic social investments and philanthropy	Bain Impact Report Bain Social Impact Bain and WEF Further Webpage GRI: General Disclosures (2-25) CDP: Section(s) 12.3a, 12.3b & 12.3c
	Criterion 17: The COP describes advocacy and public policy engagement	UN SDGs: Goal 1 & 2 , 4 & 8 , 12 & 13 , 14 & 15 CDP: Section(s) C12.3a, C12.3b & 12.3c Bain Impact Report WBCSD Press Release Bain and WEF Bain and WEF: Articles AEPW Climateweek Webpage (Sponsors-partners)

UNGC Index



United Nations
Global Compact

Support of Broader UN Goals & Issues (cont.)

UNGC Scope	Criteria for Advanced Differentiation	References
Taking Action in Support of Broader UN Goals and Issues	Criterion 18: The COP describes partnerships and collective action	CDP: Section(s) C12.3a, 12.3b & 12.3c Bain Social Impact Bain Impact Report Further Webpage WBCSD Press Release Bain and WEF Bain and WEF: Articles Bain and TNC Bain and WBCSD: Report

UNGC Index



United Nations
Global Compact

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	GRI: Governance (2-9) CDP: Section(s) 1.1a Letter from Manny UNGC Commitment Letter Sustainable & Inclusive World S&R Press Release Bain Impact Report
	Criterion 20: The COP describes Board adoption and oversight	GRI: Governance (2-9) CDP: Section(s) C1.1a, 1.2a
	Criterion 21: The COP describes stakeholder engagement	GRI: General Disclosures (2-25 , 2-26) Our Sustainability (Materiality Matrix) Our Stakeholders Supplier Code of Conduct

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.

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



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). After a successful pilot in Tanzania from 2020-21, we are now scaling our work as part of the Tanzania Inclusive Processor-Producer Partnerships in Dairy (TI3P) Program, funded by the Bill & Melinda Gates Foundation, and implemented in partnership with the Tanzania Agricultural Development Bank. DNA was also launched in Kenya in 2021 and there are plans for subsequent scaling in Uganda, Ethiopia and Rwanda.
- 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.

- Career Connect Washington (CCW) is a public-private coalition working to ensure that all young people in the state of Washington have access to high-quality academic and work-based experiences. Bain first engaged with CCW five years ago to help create the statewide vision for career-connected learning – an approach to education that combines classroom instruction with relevant, real-world experience. In the time since, we have continued to support CCW's growth and most recently helped create a plan to ensure CCW's efforts will sustain into the future. Due in part to Bain's support over the years, CCW recently won a highly competitive federal grant that will enable the coalition to significantly expand the number of students benefitting from their career-connected programs.
- 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.

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



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.

- 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.
- OneTen is a coalition of 50+ Fortune 100 companies committed to hiring, up/re-skilling, and promoting 1M Black individuals over the next 10 years. Bain is a founding partner and worked directly with the CEO and board of directors – helping them launch the non-profit, recruit members, assess technology infrastructure, and refine communications and logistics. With the support of Bain, OneTen grew to 60 member companies, 50 talent developers, 17,000 hires, and 4,000 promotions by the end of its first year – a significant first step toward OneTen's long-term mission.

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.

- We partnered with a leading global producer of food packaging to refresh their sustainable strategy. To help our client achieve system-level change, we collaborated with SYSTEMIQ, a specialized sustainable systems change consultancy. We worked as one team to update our client's sustainability and circularity ambitions, targets and actions, while simultaneously raising the bar on competitive advantage.
- 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.
- In Brazil, we worked with The Nature Conservancy to develop a strategy to generate incentives for deforestation-free cattle and leather production.

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



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. We have completed more than 650 climate projects in the last five years, and have helped several companies set net-zero emissions targets.
- We have set aggressive emissions reduction targets in line with the Science Based Targets Initiative's 1.5oC pathway. We have committed to cut our scope 1 and 2 emissions 30% by 2026 (from a 2019 base year) and to reduce our scope 3 emissions from business travel by 35% per employee over the same period.
- In 2011, we were the first of our peers to become certified Carbon Neutral. This year, we led the way again by being the first in our industry to achieve net negative carbon emissions. This means Bain purchases sufficient carbon credits funding high-quality, nature-based and innovative carbon removal projects to offset more than 100% of our scopes 1, 2 and 3 carbon emissions. And we intend to achieve net negative carbon emissions status every year going forward, continuing at the same time to reduce absolute emissions in line with our science-based targets.

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 (TNC), we supported the restoration of critical oyster reefs in Australia and have collaborate with TNC 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%
- Bain worked with The Nature Conservancy's Large Scale Fisheries division, which seeks to address, among other things, environmental and social sustainability in tuna fishing and processing in the Pacific Islands. Through a series of cases, Bain helped TNC develop, design, and launch Pacific Island Tuna – a joint venture between TNC and the Republic of the Marshall Islands. Most recently, Bain facilitated a commercial agreement between Pacific Island Tuna and Walmart to bring more sustainable and transparent canned tuna to store shelves through Walmart's Great Value private label. This initiative represents a revolutionary step towards creating the necessary incentives and economics to ensure greater environmental and social outcomes. It also serves as a powerful model for other industries to replicate.
- 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.

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



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 2021

Materiality Assessment

To ensure we cover every aspect of the business that affects our company’s sustainability, we developed a comprehensive list of environmental, social, and corporate governance (ESG) topics that are relevant to either our business or our stakeholders, based on feedback from stakeholders and benchmarking against other companies in our industry.

Topics from that shortlist of important topics were prioritized by senior leadership and ESG experts within the company based on their impact on both our business and our stakeholders. While all listed topics are of importance to Bain and are monitored routinely, we prioritized the seven areas listed below as the ones most material for the purposes of our ESG reporting.

For additional information on our broader ESG strategy and actions as a firm, please refer to our [Further Impact Report](#).

See our website for more detail on our [materiality assessment](#).

Stakeholder Impact	Priority ESG Topics	Reported Material Topics
	<ul style="list-style-type: none"> • Social Impact work • Human rights • Working conditions • Responsible innovation 	<ul style="list-style-type: none"> • Clients’ ESG transformation • Talent strategy • DEI • Data security • Anti-corruption • Bain’s internal climate efforts • Economic performance
	Additional ESG Topics Monitored	
	<ul style="list-style-type: none"> • ESG reporting • Labor practices • Procurement practices • Waste • Public policy & advocacy 	
	Business Impact	

GRI General Disclosures

Disclosure	Description	Reference or additional information
2-1	Organization Details	
2-1-a	Report its legal name	Bain & Company, Inc
2-1-b	Nature of ownership and legal form	Bain & Company is a corporation owned by the members of its partnership.
2-1-c	Location of headquarters	Bain & Company, Inc., 131 Dartmouth Street, Boston, Massachusetts 02116, United States. For more information, please see Headquarters Location .
2-1-d	Countries of operations	Bain & Company has 65 offices in 40 countries; see the list of offices at Global Offices .
2-2	Entities included in the organization's sustainability reporting	<p>Our sustainability reporting covers all global offices listed above and complies with local market requirements. Our sustainability reporting covers our operational boundaries, and incorporates GHG emissions from minority investments in our Scope 3 emissions.</p> <p>Acquisitions are incorporated into Bain & Company's overall disclosures within a year of being acquired. Historically, we have not restated prior year carbon footprints to include emissions of acquired companies prior to the acquisition, only activity post-acquisition.</p> <p>We follow this same approach across disclosures in this Standard and across all material topics.</p>

GRI General Disclosures

Disclosure	Description	Reference or additional information
2-3	Reporting period, frequency & contact	
2-3-a	Reporting period for, and the frequency of, its sustainability reporting	Our sustainability reporting is done annually. The reporting period for our sustainability activities and metrics included herein is calendar year 2021 unless otherwise specified. Our GHG emissions for both CY 2020 and CY 2021 are included this year. This change in cadence is intended to align the reporting year of all sustainability metrics from this year forward.
2-3-b	Reporting period for its financial reporting	Bain & Company is a privately held corporation and we do not publicly disclose our financial records.
2-3-c	Publication date of report	June 30, 2022
2-3-d	Contact point	For questions regarding this report, please contact us here .
2-4	Restatements of information	Change in emission calculation methodology: In June 2021, we increased the coverage of our Scope 3 emissions reporting to include three new categories: Investments, Commuting, and Purchased Goods and Services. We also began applying an emissions factor of 1.85x to our Air Travel emissions to account for radiative forcing. We have restated our 2019 and 2020 emissions to be in line with this broader coverage.

(Continued on next page)

GRI General Disclosures

Disclosure	Description	Reference or additional information
2-4 (continued)	Restatements of information	<p>Impact of change in emission calculation methodology: Our total emissions for 2019 have changed from earlier stated 124.04 ktCO₂e to 243.23 ktCO₂e.</p> <p>We have purchased additional offsets to maintain Carbon Neutrality for 2019 and 2020. From 2021 onwards, these methodology changes have been included in our standard footprint calculations, and this revised methodology will be used in all future reporting.</p>
2-5	External assurance	<p>Bain & Company works with several external partners to calculate and validate our carbon footprint reporting. We work with Ecometrica and Natural Capital Partners to calculate our GHG emissions in line with the Greenhouse Gas Protocol guidance and achieve Carbon Neutral status in line with the CarbonNeutral Protocol.</p> <p>Our Scope 1, Scope 2 and Scope 3 business travel carbon footprint from 2020 was externally assured by Carbon Trust as per GHG protocol and ISO 14064-3. The scope of this assurance was all our global operations, and operational control approach was followed.</p> <p>We are in the process of obtaining limited assurance over our 2021 GHG emissions from a certified public accountant.</p> <p>We are exploring external assurance for our GRI Index starting with our 2022 disclosure. Our Chief Sustainability Officer oversees our footprint calculation and the external assurance process.</p>

GRI General Disclosures

Disclosure	Description	Reference or additional information
2-6	Activities, value chain & other business relationships	
2-6-a	Sectors active	As one of the world's leading consulting firms, our experience spans every industry and challenge, which gives us a unique perspective that we bring to every client relationship. For more information, visit Bain Industry Expertise .
2-6-b-i	Describe value chain: activities, products, services, and markets served	Bain provides management consulting services focused on our clients' most critical issues and opportunities. For more information, visit Bain Consulting Services .
2-6-b-ii	Describe value chain: Supply chain	<p>Our Global Procurement function evaluates all of our more than 17,000 suppliers. The major categories of goods and services we purchase include, but are not limited to, professional services, facilities, office services and supplies, and marketing. Bain has a mix of long-term engagements with suppliers that may span several years, as well as short term or one-time engagements. The details on payments made to vendors are confidential.</p> <p>As a professional services firm, many of our vendors are also professional services companies who provide skilled support for our business. What physical goods we consume are sourced from reputable suppliers, following industry best practices for sourcing and controls. We have suppliers in all countries where we have operations.</p> <p>(Continued on next page)</p>

GRI General Disclosures

Disclosure	Description	Reference or additional information
2-6-b-ii (continued)	Describe value chain: Supply chain	<p>Our Global Procurement function has set a target to include sustainability language in 5% of qualifying agreements by 2025.</p> <p>For more information, visit Bain CDP Disclosure Section 2.2; US Supplier Diversity Policy; WEF Capitalism Metrics.</p>
2-6-b-iii	Describe value chain: Downstream entities and their activities	<p>Our clients include public, private, and non-profit organizations from various industries such as agribusiness, technology, consumer product, retail, financial services, media, and education. Bain has worked with thousands of clients, including more than 65% of the Global Fortune 500 companies.</p> <p>Even though the nature of our work is project based, we have cultivated long-term relationships with our clients and the majority of our business comes from companies with whom we’ve worked with in prior years.</p> <p>We also work with non-profits as part of our firm’s Social Impact work, advising the world’s leading nonprofits on a pro bono basis. Since 2020, Bain has engaged in more than 300+ social impact projects globally.</p> <p>For more information, visit About Bain & Bain Social Impact.</p>

GRI General Disclosures

Disclosure	Description	Reference or additional information
2-6-c	Other relevant business relationships	<p>Bain has enduring partnerships and affiliations with other high-impact organizations and leaders who are eager to help drive global change and deliver real results. Some of our recent partnerships related to ESG are:</p> <ul style="list-style-type: none"> • Bain has made a minority investment in EcoVadis, the world’s most trusted provider of business sustainability ratings, a collaboration to accelerate and deepen our offerings for improving our clients’ ESG performance through this partnership • Bain has made a minority investment in Persefoni to bring carbon footprint solutions to our clients through this partnership • Bain has partnered with Sylvera to provide transparency and accountability on carbon offsetting to our clients, as well as to our own sustainability program <p>For more information, visit Bain Global Affiliations & Bain Social Impact.</p>
2-6-d	Significant changes in 2-6 compared to previous reporting period	<p>Since our last disclosure, Bain has opened new offices in Athens, Austin, Denver, Lisbon, and Vienna, with virtual offices in Manila and Monterrey.</p> <p>For more information, visit Bain offices.</p>

GRI General Disclosures

Disclosure	Description	Reference or additional information
2-7	Employees	
2-7-a	Total number of employees, and a breakdown of this total by gender and by region	Globally, Bain has approximately 14,000 total employees. Of these, 56% were men and 44% were women as of April 2021. We currently track gender breakdown at the regional level for the US region only. There are approximately 4,700 employees in the US, of whom 50% are men and 50% are women. We are working on ways to collect and share more granular global diversity and inclusion data, consistent with local laws, in the future. For more details, visit Bain DEI Report .
2-7-b-i	Permanent employees, and a breakdown by gender and by region	See 2-7-a, which reflects only permanent employees. We do not track data regarding total number or gender breakdown of temporary employees.
2-7-b-ii	Temporary employees, and a breakdown by gender and by region	We do not track data regarding total number or gender breakdown of temporary employees.
2-7-b-iii	Non-guaranteed-hours employees, and a breakdown by gender and by region	We do not track data regarding total number or gender breakdown of non-guaranteed-hours employees.
2-7-b-iv, v	Full-time, part-time employees, and a breakdown by gender and by region	See 2-7-a. Our employee data is based on headcount and includes both full- and part-time employees. We do not track this data at a more-detailed level.

GRI General Disclosures

Disclosure	Description	Reference or additional information
2-7-c	Methodologies and assumptions used to compile the data	<p>Bain follows a headcount methodology for this disclosure. With a headcount methodology, each individual counts as “one,” regardless of the number of hours worked. Hence, we do not distinguish between part-time and full-time employees.</p> <p>The total number of employees reported is as of December 2021, while the gender breakdown statistics from the DEI report are as of April 2021.</p>
2-7-d	Contextual information	<p>As a leading global consulting firm, most of our operations do not use temporary employees. In limited circumstances where temporary labor is needed, we contract with third-party organizations that provide the necessary resources or leverage our robust and diverse network of external advisors and experts who provide specialized support to our client work—see disclosure 2-8 for further details.</p>
2-7-e	Significant change in FTEs compared to previous reporting period	<p>Our number of employees has increased by 12% since the last reporting period in 2020, due to growth and expansion of our operations.</p>

GRI General Disclosures

Disclosure	Description	Reference or additional information
2-8	Workers who are not employees	<p>Bain engages the services of the following types of non-employee workers:</p> <ul style="list-style-type: none">• Interns, engaged through our internship programs, which are a major pipeline into our full-time work force• Contractors engaged where a project requires a specialized skillset not available in-house• External advisors and experts, engaged through our robust and diverse network of external advisors to provide specialized support on client work on a contract basis <p>We do not track specific data on these worker groups globally.</p>

GRI General Disclosures

Disclosure	Description	Reference or additional information
2-9	Governance structure and composition	<p>Bain & Company’s Worldwide Managing Partner (WWMP) is Bain’s chief executive officer; the WWMP leads the Board of Directors and chairs the Global Operating Committee.</p> <p>The Board of Directors (BoD) sets the high-level strategy for Bain, including Bain’s overall agenda related to climate change and sustainability. In 2020, Bain formed the Global Diversity, Equity & Inclusion (DEI) Council, 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> <p>Board committees that have some decision- making responsibility or oversee the management of the organization’s impacts on the economy, environment, and people are:</p> <ol style="list-style-type: none"> 1. Global Operating Committee 2. Risk Committee 3. Finance Committee 4. Strategy and M&A Committee 5. Innovation Committee 6. DEI Committee <p>Our board members are reported in our Massachusetts annual report. We do not publicly disclose the membership of Board subcommittees.</p>

GRI General Disclosures

Disclosure	Description	Reference or additional information
2-10	Nomination and selection of the highest governance body	We do not publicly disclose details regarding the selection process for membership on our Board or Board subcommittees.
2-11	Chair of the highest governance body	
2-11-a	Report whether the chair of the highest governance body is also a senior executive in the organization	The Worldwide Managing Partner (WWMP) of Bain & Company chairs the Board of Directors.
2-11-b	If the chair is also a senior executive, explain how conflicts of interest are mitigated	<p>All Board members, including the chair, have other functions within the company. The following measures are taken to prevent and mitigate conflict of interest:</p> <ul style="list-style-type: none"> • Introduction and training sessions for new Board members, which include training regarding responsibilities and protocols to avoid any conflicts of interests • Annual input review process conducted by multiple stakeholders • Rotational model and term limits for Board members

GRI General Disclosures

Disclosure	Description	Reference or additional information
2-12	Role of the highest governance body in overseeing the management of impacts	<p>Bain’s Board of Directors is responsible for defining Bain’s long-term strategy (including our ESG strategy), prioritizing specific strategy initiatives, and establishing major firm policies including those relating to operations, clients, partners, and risk management.</p> <p>Several examples of key ESG strategies and policies which have been implemented include:</p> <ol style="list-style-type: none"> 1. Updating our mission statement in 2018 to define Bain’s purpose as creating value more broadly, replacing the prior narrower definition of “economic value” 2. Creating the Sustainability & Responsibility practice in 2019 to advance the environmental capabilities of our clients 3. Creating a DEI Council in August 2020 to promote racial and social equity, both within the firm and its broader communities 4. Launching Further, Bain’s integrated impact ESG practice, in 2021 to deliver our collective ambition of creating a more sustainable, equitable, and inclusive world 5. Establishing the role of Global Managing Partner for ESG in early 2022 <p>The Global Risk Committee of the Board conducts a thorough risk assessment, including the impact of our operations on economy, environment, and people, for 100% of firm operations annually.</p>

GRI General Disclosures

Disclosure	Description	Reference or additional information
2-13	Delegation of responsibility for managing impacts	<p>In 2021, Bain launched our integrated impact ESG practice, Further, a comprehensive set of capabilities including our pro-bono Social Impact work, our client-driven practices (Sustainability & Responsibility, and Diversity, Equity & Inclusion), our internal carbon management program Sustainability@Bain, and our internal DEI initiatives. In early 2022 Bain appointed its first Global Managing Partner of ESG, who oversees Bain & Company’s collective ambition of creating a more sustainable, equitable, and inclusive world.</p> <p>In addition to the Global Managing Partner of ESG, the GOC has also appointed a Chief Sustainability Officer and Chief Diversity Officer to directly manage those respective internal programs.</p> <p>The Global Operating Committee (GOC) monitors impact by reviewing key ESG metrics at least quarterly and taking decisions on key topics, such as setting Bain’s science-based targets and approving the carbon offsets and removals budget, and committing to achieve Net-Negative Carbon status across its operations globally.</p>
2-14	Role of the highest governance body in sustainability reporting	<p>Bain’s Board of Directors and the Global Operating Committee have ultimate oversight over Bain’s ESG commitments and its progress against targets. The GOC is regularly updated on key ESG metrics and initiatives. Our Chief Sustainability Officer leads Bain’s sustainability program and is directly responsible for reviewing and approving the reported information.</p>

GRI General Disclosures

Disclosure	Description	Reference or additional information
2-15	Conflicts of interest	
2-15-a	The processes for the highest governance body to ensure that conflicts of interest are prevented and mitigated	<p>All Board members, including the chair, have other functions within the company. The following measures are taken to prevent and mitigate conflict of interest:</p> <ul style="list-style-type: none"> • Introduction and training sessions for new Board members, which include training regarding responsibilities and protocols to avoid any conflicts of interests • Annual input review process conducted by multiple stakeholders • Rotational model and term limits for Board members
2-15-b	Conflicts of interest are disclosed to stakeholders	<p>All Bain employees including Board members must adhere to Bain’s Code of Conduct. The Code of Conduct requires that all conflicts of interest, including conflicts of interest arising from an employee’s or their related parties’ financial interest in clients, vendors, and partners, must be disclosed to Bain Legal or another appropriate management team member.</p> <p>This also holds true for conflicts of interest arising due to outside activities. Bain Partners must receive prior approval from firm governance to serve on external corporate boards of directors and must satisfy stringent eligibility requirements.</p>

GRI General Disclosures

Disclosure	Description	Reference or additional information
2-16	Communication of critical concerns	Please refer to disclosure 2-26 for disclosure regarding how critical concerns can be raised through our anonymous whistleblower hotline. A summary of these concerns is routinely communicated to our Board. We consider critical concerns, if any, and corrective actions to be confidential. We take any such concerns very seriously and conduct appropriate investigations.
2-17	Collective knowledge of the Board	<p>Bain provides frequent, tailored training for the Board of Directors on critical ESG topics. Recent examples include:</p> <ul style="list-style-type: none"> • Full-day inclusion training • Training sessions on different aspects of sustainability such as: Diversity, Equity & Inclusion (DEI), Climate action, Circularity, and Decarbonization <p>These trainings are organized as part of a dedicated time for Board education and are scheduled every quarter.</p> <p>Board members are also a part of the continuous learning sessions and training events organized on Unconscious Bias, Inspirational Leadership, and DEI for the broader partner group.</p>
2-18	Performance evaluation of the Board	Bain & Company does not publicly disclose the performance evaluation process applicable to members of our Board and its subcommittees.
2-19	Remuneration policies	Bain & Company does not publicly disclose remuneration policies or data.

GRI General Disclosures

Disclosure	Description	Reference or additional information
2-20	Process to determine remuneration	Bain & Company does not publicly disclose remuneration policies or data.
2-21	Annual total compensation ratio	Bain & Company does not publicly disclose remuneration policies or data.
2-22	CEO Statement	A Letter From Our CEO
2-23	Policy commitments	<p>As a firm, Bain holds itself to the highest ethical standards. Our Code Of Conduct governs all of our employees, client engagements, and other activities and business relationships equally and globally. This Code of Conduct is approved by the highest governing body, refreshed annually, and read and accepted by all employees annually. Our suppliers are held to a similar Supplier Code Of Conduct, which is communicated to 100% of suppliers through our website.</p> <p>Our employee and supplier Codes of Conduct require compliance with applicable law, including the following specific references:</p> <ul style="list-style-type: none"> • Our anti-corruption policies require that all employees and suppliers comply with the US Foreign Corrupt Practices Act, the UK Bribery Act, any international anti-corruption conventions, and applicable anti-corruption laws and regulations of the countries in which they operate

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GRI General Disclosures

Disclosure	Description	Reference or additional information
2-23 (continued)	Policy commitments	<ul style="list-style-type: none"> <li data-bbox="651 495 1382 804">• Our supplier code of conduct requires that all of our supplier comply with all laws applicable to their respective businesses and support the principles of the United Nations Global Compact, the UN Universal Declaration of Human Rights as well as the 1998 International Labor Organization Declaration on Fundamental Principles and Rights at Work, in accordance with national law and practice <p data-bbox="651 846 1382 1073">In addition, although the nature of the services we provide and the policies and procedures we follow result in our business being at “low risk” risk of such practices, we have a zero-tolerance policy toward slavery, unlawful child labor, and human trafficking and we support the Modern Slavery Act 2015. For more details, visit Our Statement.</p> <p data-bbox="651 1115 1382 1262">Our Risk Committee conducts due diligence on all areas of risk to our firm, including ethical and ESG commitments, with a thorough risk assessment of our operations annually for 100% of our offices.</p> <p data-bbox="651 1304 1382 1535">The risk analysis is undertaken across all domains and sub-domains of our 10-part risk framework and is presented to the Board of Directors. The Board determines the further actions to be taken on the basis of the risk assessment, with the aim to take early precautionary actions to prevent and mitigate potential negative impacts in future situations.</p> <p data-bbox="651 1577 967 1606">(Continued on next page)</p>

GRI General Disclosures

Disclosure	Description	Reference or additional information
2-23 (continued)	Policy commitments	<p>Bain is committed to the UN Sustainable Development Goals and supports these primarily through our Social Impact work. See our 2021 Impact Report for more information.</p> <p>Additional links to our sustainability policies, available to all stakeholders publicly on our website: Environmental Policy; Sustainable Procurement Policy.</p>
2-24	Embedding policy commitments	<p>Ethics and anti-corruption policies</p> <p>Our policies are communicated to every new employee upon start of employment, and to 100% of employees annually through our Bain Code of Conduct.</p> <ul style="list-style-type: none"> • In 2021, 95% 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 full-time employees complete this step in 2023 • We follow up this annual communication with monthly reminders on specific professional standards practices (including our policy commitments) to 100% of our employees • These policies are also reinforced through refreshers in all major training sessions <p>(Continued on next page)</p>

GRI General Disclosures

Disclosure	Description	Reference or additional information
2-24 (continued)	Embedding policy commitments	<p>Adherence to our responsible business conduct commitments in our Code of Conduct and the accompanying policies is expected of everyone at Bain.</p> <p>At all levels of the organization, if in doubt of whether activity is in line with our ethical policy commitments, employees are advised to consult Legal or their local professional standards manager to ensure compliance with Bain policies and commitments.</p> <p>Managers have an explicit duty to act as leaders and foster a workplace that promotes compliance with our Code, policies and Operating Principles by:</p> <ul style="list-style-type: none"> • Leading by example and ensuring all employees are aware of and abide by the Code, other Bain policies and procedures, and applicable laws and regulations • Creating an “open door ” environment where employees feel comfortable asking questions or raising concerns • Promptly escalating any known or potential violations of the Code or policies <p>Systemically, our HR and Legal teams ensure implementation at the office level, and our Global Risk Committee assesses 100% of operations annually. The results of the risk analysis is presented to the Board of Directors annually.</p> <p>(Continued on next page)</p>

GRI General Disclosures

Disclosure	Description	Reference or additional information
2-24 (continued)	Embedding policy commitments	<p>Sustainable procurement policies</p> <p>100% of procurement team members are CIPS certified in ethical procurement practices.</p> <p>We communicate our Supplier Code of Conduct to all suppliers through our website. If we determine that any supplier has violated this Code, we may either terminate its business relationship with us or require the supplier to implement a corrective action plan.</p> <p>We have developed standard language on sustainability practices and began embedding it within key supplier contracts in 2021. We also launched a Supplier Assessment survey in 2022 for top suppliers with annual spend above \$1M to determine their ESG policies and activities. We believe in supporting our suppliers on their sustainability journey, and have made a Sustainable Procurement Fact-Sheet available to all suppliers on our website.</p>
2-25	Processes to remediate negative impacts	<p>We're guided by True North, our unwavering commitment to always do the right thing for our clients, people, and communities. We have feedback loops in place to remediate any negative impacts caused by our operations for our employees, suppliers, and the communities in which we operate.</p> <p>(Continued on next page)</p>

GRI General Disclosures

Disclosure	Description	Reference or additional information
2-25 (continued)	Processes to remediate negative impacts	<p>Mechanisms for employees:</p> <p>Bain promotes a culture of feedback and open dialogue with employees, and employees are encouraged to raise concerns with their managers, HR, and senior leaders both ad hoc and through systematized channels, such as:</p> <ul style="list-style-type: none"> • Office-wide Town Halls or Ask Me Anything sessions where employees can raise issues to local leadership • Regular anonymous pulse check surveys conducted at the team level, with feedback synthesized and shared by an ombudsperson • Worldwide employee survey to solicit anonymous annual feedback from all employees; the results and any issues raised are taken very seriously by leadership <p>Mechanisms for our supply chains:</p> <p>Suppliers can report any grievances or concerns to their Bain contact, any member of Bain management, or through the anonymous third party-run True North hotline; these processes are communicated through the Supplier Code of Conduct.</p> <p>(Continued on next page)</p>

GRI General Disclosures

Disclosure	Description	Reference or additional information
2-25 (continued)	Processes to remediate negative impacts	<p>Mechanisms for the communities we operate in:</p> <p>Bain strives to be a positive force for change in our communities. Our understanding of our communities is shaped by our engagement with more than 160+ nonprofits around the globe, that are positioned close to our communities and their needs. We engage these nonprofits by providing professional services as part of our \$1.1 billion investment in pro bono consulting and by working with them to understand key issues.</p> <p>We monitor the environmental impact of our business activities across the globe and have made a significant commitment to manage our business in the most environmentally sustainable way possible, guided by the latest science and ESG standards.</p> <ul style="list-style-type: none"> • Bain has been certified CarbonNeutral since 2011 • In 2021 Bain set science-based targets for emissions reductions • Beginning with our 2021 footprint, Bain has a Net-Negative Carbon impact, offsetting more than 100% of our footprint with carbon removal offsets <p>As an employer, as a business and as a member of our global community, we are committed to build a more equitable, sustainable future for all.</p>
(Continued on next page)		

GRI General Disclosures

Disclosure	Description	Reference or additional information
2-25 (continued)	Processes to remediate negative impacts	<ul style="list-style-type: none"> In 2020, Bain worked to help form OneTen— a coalition of more than forty CEOs and executives across industries committed to hiring, training, and promoting one million Black Americans over the next 10 years into family-sustaining jobs with opportunities for advancement— achieving 17,000 hires in its inaugural years Bain’s Supplier Diversity Program promotes the inclusion of small and diverse businesses in our purchasing process, and drives increase of our spending with qualifying enterprises
2-26	Mechanisms for seeking advice and raising concerns	<p>100% of new hires are trained on Bain’s policies and its Code of Conduct. We have several mechanisms in place to ensure employees can raise concerns related to our policies:</p> <ul style="list-style-type: none"> We have an “open door ” policy as a company and strongly encourage employees to raise concerns with their manager or with local HR. We promote a culture of inclusion, honesty, and trust to ensure employees feel safe raising concerns in these channels, and have a strict non-retaliation policy Each office has a Professional Standards manager who works with the legal team to provide reminders on our professional standards and answer any questions from local employees when they are unsure how to apply the guidance

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GRI General Disclosures

Disclosure	Description	Reference or additional information
2-26 (continued)	Mechanisms for seeking advice and raising concerns	Finally, we have an anonymous reporting line, the True North Line, through which employees and suppliers can raise anonymous concerns. This reporting line is managed by a third party, and available 24/7 through either a web-based form, a telephone hotline, or a postal address. This is a secure 2-way communication channel and is anonymous, and all employees are made aware of the hotline upon hiring and through the annual Code of Conduct recertification process. Concerns raised through the True North Line are investigated and referred for action as appropriate. Data from this channel is considered confidential and as such we do not disclose details on hotline usage.
2-27	Compliance with laws and regulations	We consider instances of non-compliance and subsequent penalties, if any, to be confidential and do not publicly disclose them.
2-28	Membership associations	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 .
2-29	Approach to stakeholder engagement	See our website for more detail on our materiality assessment and stakeholder engagement.
2-30	Collective bargaining agreements	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.

Material Topics 2021

Disclosure	Description	Reference or additional information
3-1	Process to determine material topics	The details related to our process to determine material topics are provided on Our Sustainability page.
3-2	List of Material Topics	<p>We have prioritized the following seven topics as most material to our operations:</p> <ol style="list-style-type: none"> 1. Bain’s internal climate action 2. Diversity, equity and inclusion (DEI) 3. Accelerating clients’ ESG transformation 4. Anti-corruption 5. Data security 6. Talent strategy 7. Economic performance <p>Clients’ ESG transformation and talent strategy are new topics this year, identified from employee feedback and benchmarking within our industry.</p>

Topic-Specific Disclosures

Bain's Internal Climate Action

Disclosure	Description	Reference or additional information
3-3	Management of material topics	<p>The existential threat posed by climate change affects all of us, and all companies must manage their carbon emissions to reduce their impact on the world's climate. Bain has been certified CarbonNeutral® since 2011, and we continue to push ourselves to be at the leading edge of corporate environmental responsibility. Starting with our 2021 footprint, Bain has taken the industry-leading step of committing to achieve net-negative carbon emissions: we voluntarily offset more than 100% of our Scopes 1, 2, and 3 carbon footprint with high-quality carbon removal offsets and have committed to achieve net-negative carbon every year going forward.</p> <p>Emissions reductions are imperative to our planet's future. In 2021, Bain committed to science-based targets in line with the SBTi's 1.5-degree pathway. We have pledged to reduce our Scope 1 and 2 emissions by 30% by 2026 (from a 2019 base year) and to reduce our Scope 3 emissions from business travel by 35% per employee over the same time period.</p> <p>Bain has reduced our Scope 1 and 2 direct emissions by 84% over the past 11 years by converting to 100% renewable electricity as of 2020 and improving the energy efficiency of its offices. We will continue to drive reductions by transitioning our company cars to electric vehicles and pursuing LEED or BREEAM certification for new and relocated offices where possible.</p>

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Topic-Specific Disclosures

Bain's Internal Climate Action

Disclosure	Description	Reference or additional information
3-3 (continued)	Management of material topics	<p>Most of our carbon footprint historically has resulted from our Scope 3 business travel emissions. As we navigate our new ways of working after two years of disruption caused by COVID-19, we are reevaluating business travel policies and working to ensure we are traveling responsibly. We have also joined the Sustainable Aviation Buyers Alliance to purchase sustainable aviation fuel to fly more efficiently when our business requires us to do so.</p> <p>Beyond business travel, we are addressing the environmental impact of our supply chain by developing our sustainable procurement function and engaging with our suppliers on their environmental footprints in the following ways:</p> <ul style="list-style-type: none"> • We have made our Supplier Code of Conduct, including ethical and environmental commitments, available to 100% of suppliers through our website and share it with 100% of our new suppliers via the vendor intake form • We have conducted an initial supplier assessment survey on sustainability and diversity. We plan to use the results and ESG ratings to coach suppliers on improvement opportunities and develop a preferred supplier list

(Continued on next page)

Topic-Specific Disclosures

Bain's Internal Climate Action

Disclosure	Description	Reference or additional information
3-3 (continued)	Management of material topics	<p>100% of our procurement leadership has sustainability embedded in their targets and performance evaluations</p> <p>Bain has also joined the Sustainable Purchasing Leadership Council as corporate member.</p> <p>Our committed and passionate local office Green Teams cover >85% of our operations. Green Teams drive local initiatives on waste reduction, resource efficiency, and sustainability education. All Bain employees are encouraged to submit ideas and feedback on Bain's sustainability efforts to their local Green Team or to the global Sustainability@Bain function.</p>
302-1	Energy consumption within the organization	<p>Bain's energy consumption has been as follows:</p> <ul style="list-style-type: none"> • For 2020, <ul style="list-style-type: none"> - Electricity consumption: 14,790 MWh - (100% of electricity consumption was sourced from renewable sources) - Heating consumption: 2,884 MWh - Cooling consumption: 4 MWh - Others including natural gas, fuel for cars – and other fuels: 8,245 MWh

(Continued on next page)

Topic-Specific Disclosures

Bain's Internal Climate Action

Disclosure	Description	Reference or additional information
302-1 (continued)	Energy consumption within the organization	<ul style="list-style-type: none"> • For 2021, <ul style="list-style-type: none"> – Electricity consumption: 15,209 MWh (100% of electricity consumption was sourced from renewable sources) – Heating consumption: 2,346 MWh – Cooling consumption: 4 MWh – Others including natural gas, fuel for cars and other fuels: 5,993 MWh • Bain's total energy consumption for 2020 was 25,923 MWh and for 2021 was 23,553 MWh. • Bain's carbon assessment has been carried out in accordance with the World Business Council for Sustainable Development and World Resources Institute's (WBCSD/WRI) Greenhouse Gas Protocol and references emission conversion factors from the US EPA.
305-1	Direct (Scope 1) GHG emissions	Scope 1 emissions for 2020 were 2.00 ktCO ₂ e and for 2021 were 1.40 ktCO ₂ e.
305-2	Energy indirect (Scope 2) GHG emissions	<p>Scope 2 location-based emissions for 2020 were 6.09 ktCO₂e and for 2021 were 5.79 ktCO₂e.</p> <p>Scope 2 market-based emissions for 2020 were 0.57 ktCO₂e and for 2021 were 0.40 ktCO₂e.</p>
305-3	Other indirect (Scope 3) GHG emissions	Scope 3 emissions for 2020 were 79.65 ktCO ₂ e and for 2021 were 71.51 ktCO ₂ e.

Topic-Specific Disclosures

Bain's Internal Climate Action

Disclosure	Description	Reference or additional information
305-4	GHG emissions intensity	GHG emissions intensity ratio for Bain was 7.63 tCO ₂ e/FTE in 2020 and 6.06 tCO ₂ e/FTE in 2021 (Scope 1, 2 & 3 included). The denominator chosen was Full Time Employees (FTEs).
305-5	Reduction of GHG emissions	<p>There was a 65% reduction in Bain's carbon footprint (Scope 1+2+3) in 2020 compared to 2019.</p> <p>There was a further 11% reduction in 2021 compared to 2020, resulting in an overall reduction of 69% in 2021 when compared to 2019.</p> <p>This reduction in GHG emissions was primarily driven by the impact of COVID-19 on our business operations and by Bain's carbon emission reduction initiatives.</p>
306-3	Waste generated	<p>The total waste generation for 2020 was 1.43K metric tons (0.13 metric tons per FTE). The total waste generation for 2021 was 0.78K metric tons (0.06 metric tons per FTE). This reflects a ~45% reduction in waste generated in 2021 compared to 2020.</p> <p>This reduction was primarily driven by the impact of COVID-19 on our business operations and by Bain's local Green Team waste reduction initiatives.</p>

Topic-Specific Disclosures

Diversity, Equity & Inclusion (DEI)

Disclosure	Description	Reference or additional information
3-3	Management of material topics	<p>Our commitment to diversity, equity, and inclusion is key to building extraordinary teams. We hire people with exceptional talents, abilities, and potential, and create a collaborative environment where employees can be the best versions of themselves. This starts with our hiring practices, and our investment continues through the coaching and mentorship we offer after people join Bain. We also invest in creating a sense of belonging and support for all Bainies through our growing network of affinity groups and their allies. Bain is proud to be publicly recognized as a great place to work for all employees: most recently we were named one of Mogul's Top 100 Workplaces with the Best Diversity & Inclusion Initiatives in 2021 and ranked in Mogul's Top 100 Workplaces for Diverse Representation in 2021. For more information, see our Awards & Recognition.</p> <p>In June 2020, we published our commitments to accelerate progress in our decades-long journey to improve DEI. Since then, we have aggressively expanded our efforts to increase diverse representation, ensure equity in our internal processes, and embed inclusion in our culture. We have expanded our support for our clients with the launch of our DEI practice, and we formally expanded the pillars of our global Social Impact practice to include Racial Equity and Social Justice.</p> <p>(Continued on next page)</p>

Topic-Specific Disclosures

Diversity, Equity & Inclusion (DEI)

Disclosure	Description	Reference or additional information
3-3 (continued)	Management of material topics	<p>Bain currently has 7 employee affinity groups: Asians at Bain, BLGAD (our LGBTQ network), Blacks at Bain, Diverse Abilities at Bain, Latinx at Bain, Veterans at Bain, and Women at Bain. Our affinity groups are active networks that complement our inclusive culture, giving members additional connections and support through coaching, mentoring and professional development. These networks include members from both Bain and the Bridgespan Group, our sister nonprofit consulting organization.</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. 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 with nearly 500 members, has grown 154% globally overall over the past five years, which includes 175% growth outside of North America within the same time frame.</p> <p>Bain has set a number of goals for continuing our DEI progress in keeping with our broad objective to work toward global leadership representation that mirrors our workforce population across markets. Examples of specific targets aligned to this goal are:</p> <ul style="list-style-type: none"> • In North America, triple our Black leadership team by 2023, with representation in every office

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Topic-Specific Disclosures

Diversity, Equity & Inclusion (DEI)

Disclosure	Description	Reference or additional information
3-3 (continued)	Management of material topics	<ul style="list-style-type: none"> In London, achieve 40% women in client-facing senior management by December 2025 <p>For more DEI stats and progress, refer to our DEI Report 2021.</p>
405-1	Diversity of governance bodies and employees	<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>Globally, women represent 45% of our full-time work force and 30% of our leadership overall and make up 40% of our Board of Directors.</p> <p>We present the data we track at a global level—which includes breakdowns by gender, sexual orientation, and veteran status—and we provide a deeper dive into our data and current efforts in the US. As a global firm, we will continue to broaden coverage in this report each year.</p> <p>For further details, refer to our DEI Report 2021.</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 is subject to confidentiality constraints.</p>

Topic-Specific Disclosures

Accelerating Client's ESG Transformation

Disclosure	Description	Reference or additional information
3-3	Management of material topics	<p>Our mission is to help our clients create such high levels of value that together we set new standards of excellence in our respective industries. On ESG, this means going beyond incremental efforts to deliver meaningful positive impact for all stakeholders.</p> <p>Our clients are facing increasing and often existential demands around sustainability, social impact, and DEI. As trusted advisors to many of the world's largest companies, we pride ourselves on our collaborative culture and ability to work hand in hand with our clients on these issues. Through new models of leadership and collaboration, these organizations can create growth engines for the business and energize employees while having a transformative impact on communities and the environment.</p> <p>In 2021, we launched our integrated impact practice, Further, to integrate and elevate our extensive ESG expertise. Further is an integrated suite of ESG capabilities that brings the full force of our firm's talent, expertise and energy to create a more sustainable, equitable and inclusive world. Our ESG business has grown at 60%+ over the past two years, and we are working to embed ESG within 100% of our industry and capability practices.</p> <p>(Continued on next page)</p>

Topic-Specific Disclosures

Accelerating Client's ESG Transformation

Disclosure	Description	Reference or additional information
3-3 (continued)	Management of material topics	<p>Through our Sustainability & Responsibility practice, we partner with companies to embed sustainability in every facet of strategy and operations. Bain has conducted more than 500 projects tackling sustainable supply chains and circularity, decarbonization, and energy transition with clients in the past two years. We have built an ecosystem of partners to deliver end-to-end carbon transition solutions to our clients. This year we announced partnerships with several best-in-class organizations, including Persefoni (the #1 climate disclosure and carbon management platform) and Jupiter (the leading provider of predictive data and analytics for climate risk management and resilience).</p> <p>Through our Diversity, Equity and Inclusion practice, we help clients build a truly representative organization characterized by a culture of belonging, support and trust. In addition to our client work, we publish IP and tools, such as the DEI Opportunity Identifier, that enable organizations to advance inclusivity.</p>

Topic-Specific Disclosures

Anti-corruption

Disclosure	Description	Reference or additional information
3-3	Management of material topics	<p>Bain’s commitment to anti-corruption and business ethics, and our expectations of all employees, are clearly outlined in our Code of Conduct. Relevant sections are excerpted below.</p> <ul style="list-style-type: none"> • 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. • 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>These expectations are communicated annually to 100% of our colleagues (see GRI 205-2). Suppliers receive a similar Code of Conduct highlighting our ethical standards and expectations regarding business integrity and corruption.</p> <p>(Continued on next page)</p>

Topic-Specific Disclosures

Anti-corruption

Disclosure	Description	Reference or additional information
3-3 (continued)	Management of material topics	<p>Employees are expected to immediately bring any concerns of unethical behavior to the attention of Bain Finance or Bain Legal, or report it via the True North Line—Bain’s anonymous internal reporting channel. We consider these complaints to be confidential, and Bain does not allow retaliation against any person raising a concern in good faith.</p> <p>We take any such allegations very seriously and conduct appropriate investigations. We conduct periodic internal revenue and expense audits, as well as vendor assessments to track the effectiveness of actions taken.</p>
205-1	Operations assessed for risks related to corruption	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 necessary. Bain considers any risks identified and any mitigation actions taken to be confidential.

Topic-Specific Disclosures

Anti-corruption

Disclosure	Description	Reference or additional information
205-2	Communication and training about anti-corruption policies and procedures	<p>Our anti-corruption policy is communicated to 100% of our colleagues annually through our Bain Code of Conduct.</p> <p>Our anti-corruption policy is communicated to 100% 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> <p>In 2021, 95% of employees completed a comprehension quiz on select elements of the Code, which is included in the communications with employees. Our goal is to have 100% of employees complete this step by 2023. We augment this annual communication with monthly reminders on specific professional standards practices (including anti- corruption) to 100% of our global team.</p>

Topic-Specific Disclosures

Data Security

Disclosure	Description	Reference or additional information
3-3	Management of material topics	<p>Our commitment to and our expectation of all Bain employees and contractors regarding data security, data privacy, and confidentiality of information assets are included in our Code of Conduct. 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>All employees are expected to adhere to our “Golden Rules of IT security,” and these expectations are communicated to 100% of our employees annually. 100% of our employees also receive regular, focused online training on data security topics such as security when working from home, email security essentials, and secure browsing.</p> <p>We expect our suppliers to maintain the same level of data security standards, outlined in the Supplier Code of Conduct. Third-party IT vendors undergo an appropriate due diligence on their data security prior to engagement.</p> <p>Our Global Information Security Risk & Compliance team periodically produces risk reports to senior management on potential security risks. Data security is also embedded in our 10-part risk framework on which 100% of Bain offices are evaluated annually.</p>

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Topic-Specific Disclosures

Data Security

Disclosure	Description	Reference or additional information
3-3 (continued)	Management of material topics	Bain's Incident Response Policy provides guidelines on appropriate response to incidents. Following closure of each incident, we conduct a "lessons learned" assessment to understand whether any improvements are needed to prevent similar incidents from recurring, including if there were control failures or if there are additional controls needed.
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	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. Bain considers data privacy complaints, if any, to be confidential.

Topic-Specific Disclosures

Talent Strategy

Disclosure	Description	Reference or additional information
3-3	Management of material topics	<p>Bain's greatest asset is our people, and talent strategy is a high priority for us. We are honored to have been named number 3 on Glassdoor's Best Places to Work list for 2022. We have maintained our spot among the top 4 on the list for 14 years in a row, among other recognitions of our workplace culture (Awards and Recognition). 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, and create an environment in which they can thrive. Bain provides extensive training to our employees, supports our team with competitive benefits and a focus on employee well-being, and creates an open environment for employee feedback.</p> <p>Fair and inclusive hiring process:</p> <ul style="list-style-type: none"> Over the past decade, we have developed and honed early outreach programs to attract talented Black, Latinx, and Indigenous candidates (details are provided in our 2021 DEI Report) Bain makes information on our interview process transparent and available to candidates through our website We also provide Unconscious Bias training to interviewers <p>(Continued on next page)</p>

Topic-Specific Disclosures

Talent Strategy

Disclosure	Description	Reference or additional information
3-3 (continued)	Management of material topics	<p>Extensive training for our employees:</p> <ul style="list-style-type: none"> • 100% of the total workforce of Bain across all locations receives career-related training, and all new employees receive training from HR on Bain’s labor, health & safety, and ethics policies • More than 17K employees have attended a formal training event since 2020 • In 2021, more than 300 training days were offered across Bain • Bain provides a self-study platform to give all employees access to training content on demand • Each year, we target 100% of our employees to go through training content appropriate to their role and tenure <p>Commitment to employee well-being:</p> <ul style="list-style-type: none"> • 100% of Bain employees are paid salary more than statutory minimum wages • 100% of full-time employees have the option to enroll in healthcare coverage • Bain provides extensive benefits tailored to the local office, including work-life services, confidential counseling services, and mindfulness trainings

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Topic-Specific Disclosures

Talent Strategy

Disclosure	Description	Reference or additional information
3-3 (continued)	Management of material topics	<ul style="list-style-type: none"> 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 <p>Open and ongoing dialogue with global employees:</p> <ul style="list-style-type: none"> We conduct an annual worldwide employee survey requesting employees' feedback. In 2021, our global employee Net Promoter Score (NPS) was 55%, with a global response rate of 85% We maintain a target to achieve at least 80% employee response rate on the worldwide employee survey every year In 2021, we held more than 100 interactive events focused on fostering inclusion at Bain We have active employee representative committees present in 2 of our offices (Paris and Warsaw) that address topics on working conditions, health and safety, and employee rights All offices have regular interactions between functional and consulting teams and office leadership as a key mechanism for dialogue between leadership and employees

Topic-Specific Disclosures

Talent Strategy

Disclosure	Description	Reference or additional information
401-1	New employee hires and employee turnover	<p>New Bainies are more diverse in 2021 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 aspire to sustain this level of hiring diversity and to continue to reflect the evolving population trends of our communities. We are also committed to make additional progress for diverse representation within our leadership team, which lags the broader firm.</p> <p>For more details, refer to our 2021 DEI Report.</p> <p>We omit reporting on the total number and rate of employee turnover during the reporting period, by age group, gender, and region, as that information is not collected and/or is subject to confidentiality constraints.</p>
404-3	Percentage of employees receiving regular performance and career development reviews	<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>

Topic-Specific Disclosures

Economic Performance

Disclosure	Description	Reference or additional information
3-3	Management of material topics	<p>Across our 65 offices in 40 countries, we create jobs and impact our clients' ability to transform the world. Our mission is to help our clients create such high levels of value that together we set new standards of excellence in our respective industries.</p> <p>As a private company, we do not disclose specifics of our financial data. Internal stakeholders are routinely updated on our firm's performance through meetings with leadership, office-wide town hall sessions, and periodic global and regional updates.</p> <p>We mitigate the environmental impact of our growth through policies and actions that hold us to the highest standards possible. For more information, refer to our Internal Climate Action topic disclosure in this section.</p>

Topic-Specific Disclosures

Economic Performance

Disclosure	Description	Reference or additional information
201-2	Financial implications and other risks and opportunities due to climate change	<p>Climate change will impact every company and every industry. We have given a detailed financial implication analysis of the opportunities and risks associated with climate change in Bain CDP disclosure c2.2-2.4.</p> <p>We foresee the opportunity to help companies and industries create a more sustainable, responsible, and profitable future, driving impact by delivering projects related to decarbonization, energy transition, and waste management. We have already started to realize some of this potential with clients, and foresee increasing opportunity:</p> <p>Economic value of decarbonization:</p> <ul style="list-style-type: none"> Over the past 2 years, we worked with clients on 600+ projects cultivating positive economic effects of reducing carbon <p>Waste management:</p> <ul style="list-style-type: none"> We see a significant market opportunity in Waste Management & Recycling Services where we worked on 220+ projects in over 20 countries (visit Further to read more about our solutions and IP)

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Topic-Specific Disclosures

Economic Performance

Disclosure	Description	Reference or additional information
201-2 (continued)	Financial implications and other risks and opportunities due to climate change	<p>The main financial risks we have identified and are working to mitigate are:</p> <ul style="list-style-type: none">• Risk of decreased revenues due to increased stakeholder concern or negative stakeholder feedback if Bain's ESG commitments are not aligned with our clients' own requirements for suppliers• Risk of being unable to attract and retain top talent if Bain is perceived as lagging on ESG commitments and performance• Risk of increased indirect (operating) costs due to carbon pricing mechanisms

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