



# Bain GRI Index 2021

**BAIN & COMPANY** 



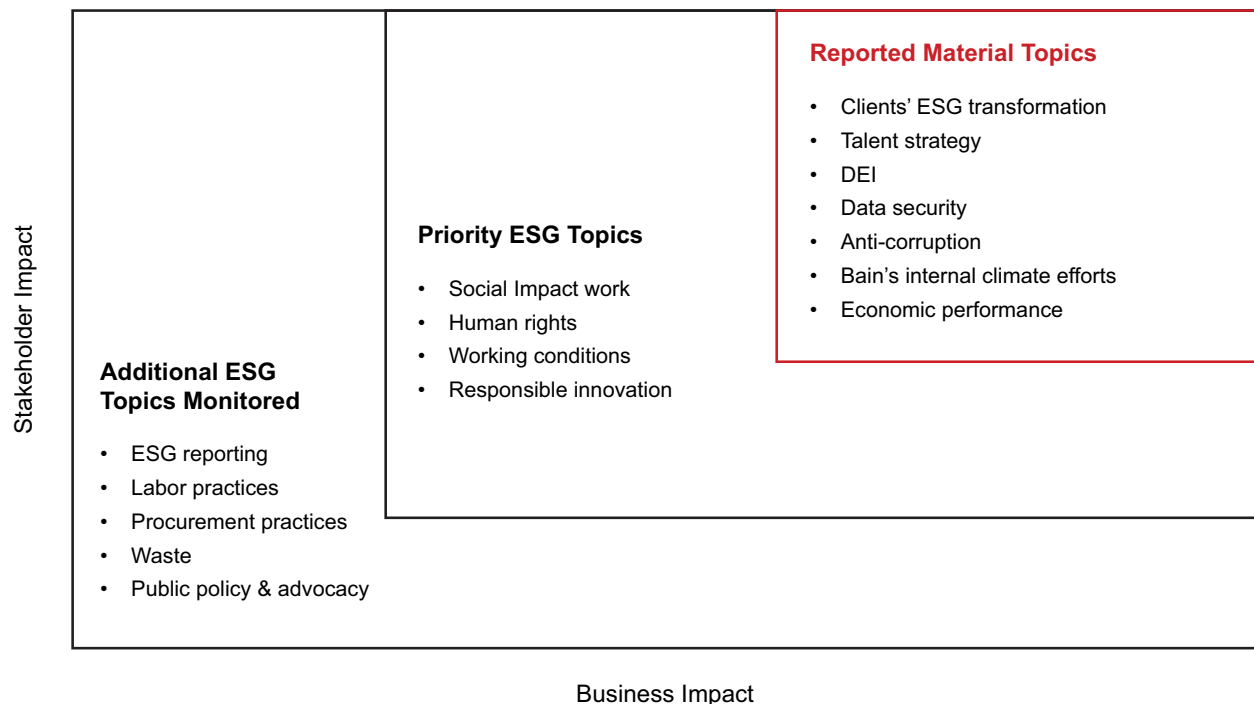
## Materiality Assessment

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](#).



## GRI General Disclosures

Disclosure	Description	Reference or additional information
<b>2-1</b>	<b>Organization Details</b>	
2-1-a	Report its legal name	<a href="#">Bain &amp; Company, Inc</a>
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 <a href="#">Headquarters Location</a> .
2-1-d	Countries of operations	Bain & Company has 65 offices in 40 countries; see the list of offices at <a href="#">Global Offices</a> .
<b>2-2</b>	<b>Entities included in the organization's sustainability reporting</b>	<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 &amp; 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
<b>2-3</b>	<b>Reporting period, frequency &amp; contact</b>	
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 <a href="#">contact us here</a> .
<b>2-4</b>	<b>Restatements of information</b>	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.

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## GRI General Disclosures

Disclosure	Description	Reference or additional information
2-4 (continued)	<b>Restatements of information</b>	<p>Impact of change in emission calculation methodology: Our total emissions for 2019 have changed from earlier stated 124.04 ktCO<sub>2</sub>e to 243.23 ktCO<sub>2</sub>e.</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	<b>External assurance</b>	<p>Bain &amp; 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
<b>2-6</b>	<b>Activities, value chain &amp; other business relationships</b>	
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 <a href="#">Bain Industry Expertise</a> .
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 <a href="#">Bain Consulting Services</a> .
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>

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## 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 <a href="#">Bain CDP Disclosure Section 2.2</a>; <a href="#">US Supplier Diversity Policy</a>; <a href="#">WEF Capitalism Metrics</a>.</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 <a href="#">About Bain</a> &amp; <a href="#">Bain Social Impact</a>.</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"> <li data-bbox="769 779 1409 1003">• 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</li> <li data-bbox="769 1052 1409 1157">• Bain has made a minority investment in Persefoni to bring carbon footprint solutions to our clients through this partnership</li> <li data-bbox="769 1205 1409 1346">• Bain has partnered with Sylvera to provide transparency and accountability on carbon offsetting to our clients, as well as to our own sustainability program</li> </ul> <p>For more information, visit <a href="#">Bain Global Affiliations</a> &amp; <a href="#">Bain Social Impact</a>.</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 <a href="#">Bain offices</a>.</p>

## GRI General Disclosures

Disclosure	Description	Reference or additional information
<b>2-7</b>	<b>Employees</b>	
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 <a href="#">Bain DEI Report</a> .
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> <p>Bain offers many flexible working options for employees to work less than full time, primarily driven by employee preference. In 2021, approximately 9% of our global staff opted to work part-time for some part of the year.</p>
2-7-e	Significant change in FTEs compared to previous reporting period	Our number of employees has increased by 12% since the last reporting period in 2020, due to growth and expansion of our operations.

## GRI General Disclosures

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

## GRI General Disclosures

Disclosure	Description	Reference or additional information
2-9	<b>Governance structure and composition</b>	<p>Bain &amp; 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 &amp; 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"> <li>1. Global Operating Committee</li> <li>2. Risk Committee</li> <li>3. Finance Committee</li> <li>4. Strategy and M&amp;A Committee</li> <li>5. Innovation Committee</li> <li>6. DEI Committee</li> </ol> <p>Our board members are reported in our <a href="#">Massachusetts annual report</a>. We do not publicly disclose the membership of Board subcommittees.</p>

## GRI General Disclosures

Disclosure	Description	Reference or additional information
<b>2-10</b>	<b>Nomination and selection of the highest governance body</b>	We do not publicly disclose details regarding the selection process for membership on our Board or Board subcommittees.
<b>2-11</b>	<b>Chair of the highest governance body</b>	
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"> <li>• Introduction and training sessions for new Board members, which include training regarding responsibilities and protocols to avoid any conflicts of interests</li> <li>• Annual input review process conducted by multiple stakeholders</li> <li>• Rotational model and term limits for Board members</li> </ul>

## GRI General Disclosures

Disclosure	Description	Reference or additional information
2-12	<b>Role of the highest governance body in overseeing the management of impacts</b>	<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"> <li>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”</li> <li>2. Creating the Sustainability &amp; Responsibility practice in 2019 to advance the environmental capabilities of our clients</li> <li>3. Creating a <a href="#">DEI Council</a> in August 2020 to promote racial and social equity, both within the firm and its broader communities</li> <li>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</li> <li>5. Establishing the role of Global Managing Partner for ESG in early 2022</li> </ol> <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	<b>Delegation of responsibility for managing impacts</b>	<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 &amp; Responsibility, and Diversity, Equity &amp; 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 &amp; 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	<b>Role of the highest governance body in sustainability reporting</b>	<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
<b>2-15</b>	<b>Conflicts of interest</b>	
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"> <li>• Introduction and training sessions for new Board members, which include training regarding responsibilities and protocols to avoid any conflicts of interests</li> <li>• Annual input review process conducted by multiple stakeholders</li> <li>• Rotational model and term limits for Board members</li> </ul>
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	<b>Communication of critical concerns</b>	<p>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.</p>
2-17	<b>Collective knowledge of the Board</b>	<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"> <li>• Full-day inclusion training</li> <li>• Training sessions on different aspects of sustainability such as: Diversity, Equity &amp; Inclusion (DEI), Climate action, Circularity, and Decarbonization</li> </ul> <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	<b>Performance evaluation of the Board</b>	<p>Bain &amp; Company does not publicly disclose the performance evaluation process applicable to members of our Board and its subcommittees.</p>
2-19	<b>Remuneration policies</b>	<p>Bain &amp; Company does not publicly disclose remuneration policies or data.</p>

## GRI General Disclosures

Disclosure	Description	Reference or additional information
2-20	<b>Process to determine remuneration</b>	Bain & Company does not publicly disclose remuneration policies or data.
2-21	<b>Annual total compensation ratio</b>	Bain & Company does not publicly disclose remuneration policies or data.
2-22	<b>CEO Statement</b>	<a href="#">A Letter From Our CEO</a>
2-23	<b>Policy commitments</b>	<p>As a firm, Bain holds itself to the highest ethical standards. Our <a href="#">Code Of Conduct</a> 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 <a href="#">Supplier Code Of Conduct</a>, 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"> <li>• 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</li> </ul>

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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="769 548 1406 894">• 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</li> </ul> <p data-bbox="769 936 1406 1205">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 <a href="#">Our Statement</a>.</p> <p data-bbox="769 1247 1406 1394">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="769 1436 1406 1745">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="769 1787 1084 1816">(Continued on next page)</p>

## GRI General Disclosures

Disclosure	Description	Reference or additional information
2-23 (continued)	<b>Policy commitments</b>	<p>Beyond our own activities, Bain is committed to the UN Sustainable Development Goals and supports these primarily through our Social Impact work. See our <a href="#">2021 Impact Report</a> for more information.</p> <p>Additional links to our sustainability policies, available to all stakeholders publicly on our website: <a href="#">Environmental Policy</a>; <a href="#">Sustainable Procurement Policy</a>.</p>
2-24	<b>Embedding policy commitments</b>	<p><b>Ethics and anti-corruption policies</b></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"> <li>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</li> <li>We follow up this annual communication with monthly reminders on specific professional standards practices (including our policy commitments) to 100% of our employees</li> <li>These policies are also reinforced through refreshers in all major training sessions</li> </ul>

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## GRI General Disclosures

Disclosure	Description	Reference or additional information
2-24 (continued)	<b>Embedding policy commitments</b>	<p data-bbox="769 548 1357 695">Adherence to our responsible business conduct commitments in our Code of Conduct and the accompanying policies is expected of everyone at Bain.</p> <p data-bbox="769 737 1409 968">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 data-bbox="769 1010 1409 1121">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 data-bbox="769 1163 1409 1577" style="list-style-type: none"> <li data-bbox="769 1163 1409 1310">• 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</li> <li data-bbox="769 1352 1409 1463">• Creating an “open door” environment where employees feel comfortable asking questions or raising concerns</li> <li data-bbox="769 1505 1409 1577">• Promptly escalating any known or potential violations of the Code or policies</li> </ul> <p data-bbox="769 1619 1409 1808">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 data-bbox="769 1850 1084 1873">(Continued on next page)</p>

## GRI General Disclosures

Disclosure	Description	Reference or additional information
2-24 (continued)	<b>Embedding policy commitments</b>	<p><b>Sustainable procurement policies</b></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 <a href="#">Sustainable Procurement Fact-Sheet</a> available to all suppliers on our website.</p>
2-25	<b>Processes to remediate negative impacts</b>	<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><b>Mechanisms for employees:</b></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"> <li>• Office-wide Town Halls or Ask Me Anything sessions where employees can raise issues to local leadership</li> <li>• Regular anonymous pulse check surveys conducted at the team level, with feedback synthesized and shared by an ombudsperson</li> <li>• Worldwide employee survey to solicit anonymous annual feedback from all employees; the results and any issues raised are taken very seriously by leadership</li> </ul> <p><b>Mechanisms for our supply chains:</b></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 <a href="#">Supplier Code of Conduct</a>.</p> <p>(Continued on next page)</p>



## GRI General Disclosures

Disclosure	Description	Reference or additional information
2-25 (continued)	<b>Processes to remediate negative impacts</b>	<p><b>Mechanisms for the communities we operate in:</b></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"> <li>• Bain has been certified CarbonNeutral since 2011</li> <li>• In 2021 Bain set science-based targets for emissions reductions</li> <li>• Beginning with our 2021 footprint, Bain has a Net-Negative Carbon impact, offsetting more than 100% of our footprint with carbon removal offsets</li> </ul> <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> <p>(Continued on next page)</p>

## GRI General Disclosures

Disclosure	Description	Reference or additional information
2-25 (continued)	<b>Processes to remediate negative impacts</b>	<ul style="list-style-type: none"> <li data-bbox="769 548 1393 856">• In 2020, Bain worked to help form <a href="#">OneTen</a>—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</li> <li data-bbox="769 898 1393 1050">• Bain’s <a href="#">Supplier Diversity Program</a> promotes the inclusion of small and diverse businesses in our purchasing process, and drives increase of our spending with qualifying enterprises</li> </ul>
2-26	<b>Mechanisms for seeking advice and raising concerns</b>	<p data-bbox="769 1087 1409 1234">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"> <li data-bbox="769 1276 1409 1549">• 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</li> <li data-bbox="769 1591 1409 1812">• 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</li> </ul>

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## GRI General Disclosures

Disclosure	Description	Reference or additional information
<b>2-26 (continued)</b>	<b>Mechanisms for seeking advice and raising concerns</b>	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.
<b>2-27</b>	<b>Compliance with laws and regulations</b>	We consider instances of non-compliance and subsequent penalties, if any, to be confidential and do not publicly disclose them.
<b>2-28</b>	<b>Membership associations</b>	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 <a href="#">Global Affiliations</a> .
<b>2-29</b>	<b>Approach to stakeholder engagement</b>	See our website for more detail on our <a href="#">materiality assessment</a> and stakeholder engagement.
<b>2-30</b>	<b>Collective bargaining agreements</b>	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 <a href="#">Our Sustainability</a> 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"> <li>1. Bain’s internal climate action</li> <li>2. Diversity, equity and inclusion (DEI)</li> <li>3. Accelerating clients’ ESG transformation</li> <li>4. Anti-corruption</li> <li>5. Data security</li> <li>6. Talent strategy</li> <li>7. Economic performance</li> </ol> <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 <a href="#">net-negative carbon emissions</a>: 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"> <li>• We have made our <a href="#">Supplier Code of Conduct</a>, 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</li> <li>• 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</li> </ul>

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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	<ul style="list-style-type: none"> <li>100% of our procurement leadership has sustainability embedded in their targets and performance evaluations</li> </ul> <p>Bain has also joined the Sustainable Purchasing Leadership Council as corporate member.</p> <p>Our committed and passionate local office Green Teams cover &gt;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"> <li>For 2020,                             <ul style="list-style-type: none"> <li>Electricity consumption: 14,790 MWh (100% of electricity consumption was sourced from renewable sources)</li> <li>Heating consumption: 2,884 MWh</li> <li>Cooling consumption: 4 MWh</li> <li>Others including natural gas, fuel for cars and other fuels: 8,245 MWh</li> </ul> </li> </ul>

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## 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"> <li>• For 2021,                             <ul style="list-style-type: none"> <li>– Electricity consumption: 15,209 MWh (100% of electricity consumption was sourced from renewable sources)</li> <li>– Heating consumption: 2,346 MWh</li> <li>– Cooling consumption: 4 MWh</li> <li>– Others including natural gas, fuel for cars and other fuels: 5,993 MWh</li> </ul> </li> <li>• Bain's total energy consumption for 2020 was 25,923 MWh and for 2021 was 23,553 MWh.</li> <li>• 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) <a href="#">Greenhouse Gas Protocol</a> and references emission conversion factors from the <a href="#">US EPA</a>.</li> </ul>
305-1	Direct (Scope 1) GHG emissions	Scope 1 emissions for 2020 were 2.00 ktCO <sub>2</sub> e and for 2021 were 1.40 ktCO <sub>2</sub> e.
305-2	Energy indirect (Scope 2) GHG emissions	<p>Scope 2 location-based emissions for 2020 were 6.09 ktCO<sub>2</sub>e and for 2021 were 5.79 ktCO<sub>2</sub>e.</p> <p>Scope 2 market-based emissions for 2020 were 0.57 ktCO<sub>2</sub>e and for 2021 were 0.40 ktCO<sub>2</sub>e.</p>
305-3	Other indirect (Scope 3) GHG emissions	Scope 3 emissions for 2020 were 79.65 ktCO <sub>2</sub> e and for 2021 were 71.51 ktCO <sub>2</sub> 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 <sub>2</sub> e/FTE in 2020 and 6.06 tCO <sub>2</sub> 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 &amp; Inclusion Initiatives in 2021 and ranked in Mogul’s Top 100 Workplaces for Diverse Representation in 2021. For more information, see our <a href="#">Awards &amp; Recognition</a>.</p> <p>In June 2020, we published <a href="#">our commitments</a> 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 <a href="#">DEI practice</a>, and we formally expanded the pillars of our global Social Impact practice to include Racial Equity and Social Justice.</p>

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## 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"> <li>• In North America, triple our Black leadership team by 2023, with representation in every office</li> </ul>

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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"> <li>In <a href="#">London</a>, achieve 40% women in client-facing senior management by December 2025</li> </ul> <p>For more DEI stats and progress, refer to our <a href="#">DEI Report 2021</a>.</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 <a href="#">DEI Report 2021</a>.</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, <a href="#">Further</a>, 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 &amp; 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 <a href="#">DEI Opportunity Identifier</a>, 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 <a href="#">Code of Conduct</a>. Relevant sections are excerpted below.</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul> <p>These expectations are communicated annually to 100% of our colleagues (see GRI 205-2). Suppliers receive a similar <a href="#">Code of Conduct</a> highlighting our ethical standards and expectations regarding business integrity and corruption.</p>

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## 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 <a href="#">Bain Code of Conduct</a>.</p> <p>Our anti-corruption policy is communicated to 100% our suppliers and external business partners in our <a href="#">Supplier Code of Conduct, Section 12</a>, 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 <a href="#">Code of Conduct</a>. 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 <a href="#">Supplier Code of Conduct</a>. Third-party IT vendors undergo an appropriate due diligence on their data security prior to engagement.</p> <p>Our Global Information Security Risk &amp; 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 (<a href="#">Awards and Recognition</a>). 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><b>Fair and inclusive hiring process:</b></p> <ul style="list-style-type: none"> <li>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 <a href="#">2021 DEI Report</a>)</li> <li>Bain makes information on our interview process transparent and available to candidates through <a href="#">our website</a></li> <li>We also provide Unconscious Bias training to interviewers</li> </ul> <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><b>Extensive training for our employees:</b></p> <ul style="list-style-type: none"> <li>• 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 &amp; safety, and ethics policies</li> <li>• More than 17K employees have attended a formal training event since 2020</li> <li>• In 2021, more than 300 training days were offered across Bain</li> <li>• Bain provides a self-study platform to give all employees access to training content on demand</li> <li>• Each year, we target 100% of our employees to go through training content appropriate to their role and tenure</li> </ul> <p><b>Commitment to employee well-being:</b></p> <ul style="list-style-type: none"> <li>• 100% of Bain employees are paid salary more than statutory minimum wages</li> <li>• 100% of full-time employees have the option to enroll in healthcare coverage</li> <li>• Bain provides extensive benefits tailored to the local office, including work-life services, confidential counseling services, and mindfulness trainings</li> </ul>

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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"> <li data-bbox="769 548 1409 779">• 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</li> </ul> <p data-bbox="769 821 1409 852"><b>Open and ongoing dialogue with global employees:</b></p> <ul style="list-style-type: none"> <li data-bbox="769 894 1409 1041">• 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%</li> <li data-bbox="769 1083 1409 1188">• We maintain a target to achieve at least 80% employee response rate on the worldwide employee survey every year</li> <li data-bbox="769 1230 1409 1293">• In 2021, we held more than 100 interactive events focused on fostering inclusion at Bain</li> <li data-bbox="769 1335 1409 1524">• 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</li> <li data-bbox="769 1566 1409 1722">• All offices have regular interactions between functional and consulting teams and office leadership as a key mechanism for dialogue between leadership and employees</li> </ul>

## 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 <a href="#">2021 DEI Report</a>.</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	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).

## 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 <a href="#">Bain CDP disclosure c2.2-2.4</a>.</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> <ul style="list-style-type: none"> <li>• <b>Economic value of decarbonization:</b> Over the past 2 years, we worked with clients on 600+ projects cultivating positive economic effects of reducing carbon</li> <li>• <b>Waste management:</b> We see a significant market opportunity in Waste Management &amp; Recycling Services where we worked on 220+ projects in over 20 countries (visit <a href="#">Further</a> to read more about our solutions and IP)</li> </ul>

(Continued on next page)

## 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"><li>• 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</li><li>• Risk of being unable to attract and retain top talent if Bain is perceived as lagging on ESG commitments and performance</li><li>• Risk of increased indirect (operating) costs due to carbon pricing mechanisms</li></ul>

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Across 65 offices in 40 countries, we work alongside our clients as one team with a shared ambition to achieve extraordinary results, outperform the competition, and redefine industries. We complement our tailored, integrated expertise with a vibrant ecosystem of digital innovators to deliver better, faster, and more enduring outcomes. Our 10-year commitment to invest more than \$1 billion in pro bono services brings our talent, expertise, and insight to organizations tackling today's urgent challenges in education, racial equity, social justice, economic development, and the environment. We earned a gold rating from EcoVadis, the leading platform for environmental, social, and ethical performance ratings for global supply chains, putting us in the top 2% of all companies. Since our founding in 1973, we have measured our success by the success of our clients, and we proudly maintain the highest level of client advocacy in the industry.



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