



2022 ESG Report

Going Further

BAIN & COMPANY 

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A letter from Manny Maceda

The need for bold ESG action has never been more urgent. Our world faces immediate and unprecedented challenges – from natural disasters to geopolitical instability. Climate change poses an existential threat that brings both severe environmental consequences and dire human suffering. At the same time, systemic barriers reinforce inequities that prevent truly inclusive growth. At Bain, we believe it is our responsibility as a firm to act and, as a result, we intend to lead the development of innovative solutions to help clients address sustainability challenges, identify moments of opportunity, and ultimately transform their businesses.

Building on a decade of experience with sustainability issues and in support of our goals, we launched [Further](#) in 2021 as our commitment to a more sustainable, equitable and inclusive world. This report reaffirms that commitment, makes our priorities clear, and tracks our progress.

Through Further, we bring the full force of our talent to work with clients in addressing some of the world's most urgent challenges – whether it's partnering with heavy emitters to rethink their business models, teaming up with organizations to advance DEI, or establishing cross-sector partnerships to build inclusive, sustainable and nutritious food systems. In the process, our ESG business has grown over 100% per year for two years in a row.

Our deep commitment to ESG also guides our actions as a firm. We are proud to take an aggressive stance on decarbonization, becoming the first firm in our industry to achieve net negative carbon emissions. As we continue to work to reduce our carbon footprint over time, we purchase carbon credits that fund high-quality, nature-based and innovative carbon projects to remove more than 100% of our scopes 1, 2 and 3 carbon emissions.

This year, we've raised the bar again with a series of ESG commitments that guide the work we do with our clients, how we act as a business, and the impact we have on our communities. This report details our commitments, our vision for success, and our progress to date.

As we pursue our ESG ambition, we will challenge ourselves every day to find ways to go further, to keep the bar high, and to remain transparent about our progress.



Manny Maceda
Worldwide Managing Partner

About Bain

Bain & Company is a global consultancy that helps the world's most ambitious changemakers define the future. 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. Across 65 offices in 40 countries, we work as one global team to help clients achieve the extraordinary.

Bain is a member of many leading coalitions and associations leading the way to meaningful impact, including:



We have partnered with the WEF to drive sector-shaping initiatives, including: fueling food systems transformation through the **Food Action Alliance**; working with the **WEF Net Zero and Carbon Markets Initiative** to develop a business-focused perspective on corporate climate action; and working with the **Digital Traceability Initiative** within the **WEF Shaping the Future of Advanced Manufacturing and Value Chains** platform to develop new strategies, partner ecosystems, and scale ideas in pursuit of more circular value chains.



We signed the SBTi's **Business Ambition for 1.5°C** commitment letter in 2020. In the time since, we have deepened our partnership by working with the SBTi to develop training materials that help corporations set science-based targets.



We are supporting WBCSD on the launch of the **Business Commission to Tackle Inequality**, a cross-sector and multi-stakeholder coalition of organizations and their leaders focused on issues of inequality in business and sustainable growth.

About FurtherSM

Through Further, Bain mobilizes the full force of our talent, expertise and energy to create a sustainable, equitable and inclusive world. Further brings together an integrated set of ESG capabilities to create transformative impact for our clients, our operations and our communities.

Within Further, we focus on six global transitions where we have honed deep expertise and built innovative partnerships. We:

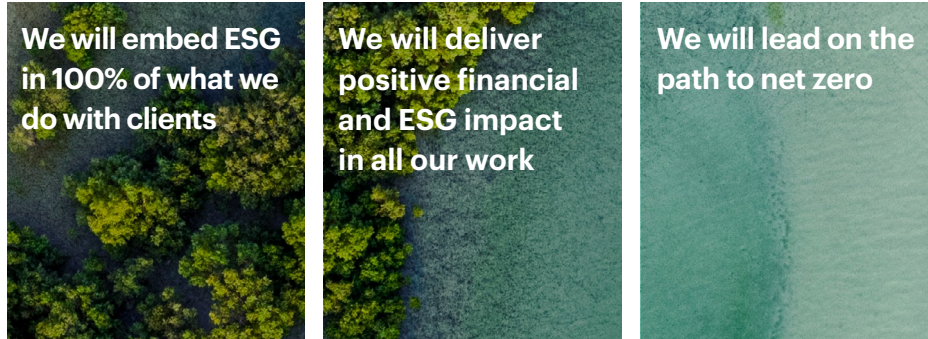
- **Transform organizations for a better future:** We partner with companies to set bold ESG ambitions and to translate their ambition and commitments into action and progress
- **Accelerate the climate and energy transition:** We develop strategic and pragmatic approaches to reduce our clients' carbon footprint
- **Promote circularity and end waste:** We help organizations create new business models that meaningfully slow consumption and better manage waste
- **Transform our food systems:** We make global food systems more inclusive, sustainable and nutritious, often by building cross-sector partnerships
- **Achieve more equitable outcomes:** We help organizations address systemic barriers and advance equity in innovative and sustainable ways
- **Catalyze ESG finance and investing:** We foster inclusive, sustainable economic growth by helping align financing to a sustainable future and supporting investing approaches with ESG as a core principle



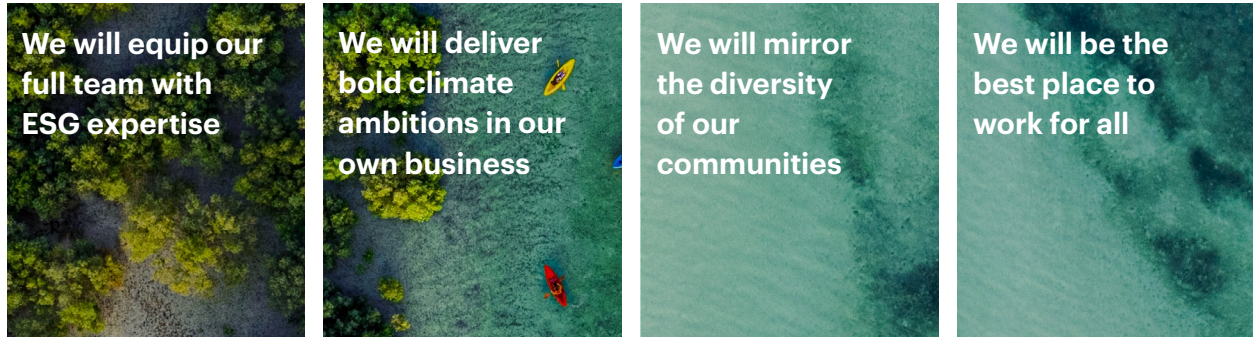
We are proud to make the following multi-year commitments to create a more sustainable, equitable and inclusive future.

Our ESG commitments

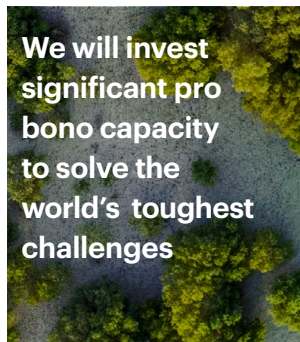
WITH OUR CLIENTS



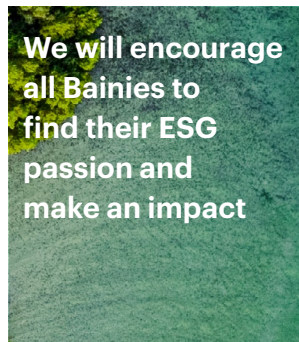
WITH BAIN



WITH OUR COMMUNITY



WITH OURSELVES



We will keep these commitments evergreen – with transparent progress and growing ambition.



WITH OUR CLIENTS

We will embed ESG in 100% of what we do with clients

Our aspiration:

- ▶ **We will have an ESG component such as a diagnostic or workstream in 100% of our projects.**
- ▶ **We will discuss ESG ambitions with 100% of our clients.**
- ▶ **We will prioritize clients/industries with high potential for ESG impact.**

The time for the sustainability revolution has come. Businesses must make drastic strategic shifts or be left behind. No company will be left unchanged – and those that act with the greatest speed will be the ones positioned to lead.

ESG is core to Bain's mission, and we intend to embed ESG into everything we do. We call this approach "visionary pragmatism" – visionary because we help our clients set new standards of ESG excellence in their industries and radically redefine their business models; pragmatic because we build realistic paths to actionable and meaningful change.

We use defined ESG standards to guide our decisions about the clients and work we take on. Sometimes, we decline engagements because our high standards cannot be met. We refuse, however, to shy away from working with any industry based on their environmental footprint alone. Our focus is finding the right partner – one with ambitions aligned with ours and a high potential for ESG impact.

Our progress:

Over the past five years, we have completed more than 1,200 ESG projects and published more than 1,500 insights providing corporate leaders with the knowledge necessary to successfully embed ESG into their businesses. At Bain, our ESG business has grown over 100% per year for two years in a row.



1,200+

ESG projects completed
over the past 5 years



1,500+

ESG insights published
over the past 5 years



100%+

growth in our ESG
business per year for
2 years in a row



Our Work



Helping a plant-based meat brand scale globally

The global food system feeds nearly 8 billion people, but at a steep cost. Agriculture generates approximately 25% of global greenhouse gas (GHG) emissions, with the beef industry emitting the largest share of GHGs. Building a more sustainable food system is one of our best shots at reversing climate change.

Bain partnered with an insurgent plant-based meat brand to help chart a path to global scale. We analyzed dozens of markets to pinpoint the ones with the highest potential. Our client's resulting international growth strategy has the potential to prevent the release of some 700 million kg of GHG emissions each year.



WITH OUR CLIENTS

We will deliver positive financial and ESG impact in all our work

Our aspiration:

- ▶ **We will assess the financial, ESG and innovation impact of all our projects.**
- ▶ **Every one of our teams will strive to have maximum impact on ESG results.**

Sustainability is a complex journey, but we are determined to help companies move forward. We are committed to defining the value we create in economic, environmental and social terms.

Every one of our case teams works to maximize positive ESG impact, while also reflecting profit and other business considerations. Whether it's preparing a leading auto manufacturer for the circular economy or designing sustainable packaging for a cosmetics giant, our people are steadfastly committed to meaningful results. We structure dialogues with our clients that highlight ESG considerations alongside other dimensions. We facilitate debates about what is feasible. And we work creatively in partnership with our clients to find new and innovative solutions.

Our progress:

To better understand the holistic effect of our work, we launched a pilot program tracking all our case teams in the Energy & Natural Resources (ENR) industry. We asked our teams to rate the impact of the work on three dimensions – financial, ESG and innovation. 70%+ of our 2021 cases in the ENR industry reported ESG impact. We will continue to innovate on impact measurement and will launch new tools and approaches by the end of 2022.

70%+

of our 2021 cases
in the ENR industry
reported ESG impact



Our Work



Building a winning offshore wind business

An oil and gas company with a global footprint – and ambitious renewable energy growth targets – engaged Bain to build an offshore wind strategy. We identified optimization opportunities for our client’s offshore wind projects and designed a profitable, low-risk approach to help propel the company toward its

goal of reaching net zero emissions by 2050. Our engagement created momentum for change as our client powered forward on its way to a fit-for-purpose renewable energy business.



A fresh strategy for sustainable packaging

Shifting consumer attitudes and regulatory landscapes are quickly altering the packaging industry. For these companies, sustainability is key to future competitiveness. 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.



WITH OUR CLIENTS

We will lead on the path to net zero

Our aspiration:

- ▶ **We will speak with every one of our clients about their carbon goals and science-based targets.**
- ▶ **We will partner with our clients on their decarbonization journeys.**

Taking action to reverse the course of climate change is more important now than ever. We recognize our responsibility to lead in this carbon transition, and we are committed to changing mindsets, finding solutions and inspiring action.

We have built a diverse team to reverse the climate crisis. Along with our own Bain experts, we have created a partnership ecosystem made up of gold-standard organizations including: CDP, Copenhagen Economics, EcoVadis, Jupiter, Persefoni, SYSTEMIQ, and Sylvera. This ecosystem brings best-in-class solutions to holistically speed the carbon transition and translate decarbonization efforts into realized value.

Our progress:

We have completed 650+ climate projects in the past 5 years and invested \$54M in pro bono work with leading Environment non-profits since 2015.

650+climate projects
completed in the
past 5 years**\$54M**invested in pro bono
work with leading
environment non-profits
since 2015

Our Work



Cutting carbon with innovative crop management techniques

Farmers in Northwest India burn 12 million tons of crop residue each year to clear their fields for their next planting cycle. The effect on the environment is destructive: harmful greenhouse gases rise into the atmosphere, smoke pollutes the air, and water stress increases. The region's

300 million inhabitants face serious health hazards. Bain and The Nature Conservancy teamed up to find a solution. Drawing from global best practices in regenerative agriculture and large-scale behavior change, we built a program to transition 250,000+ farmers to no-burn crop residue management techniques over three years. This approach will mitigate 6 million metric tons of CO₂ and save 500 billion liters of water.



Helping financial institutions with the net-zero transition

The Science Based Targets Initiative (SBTi) guides corporations to set science-based emissions reduction targets that align with the Paris Agreement's goal of limiting global warming to 1.5°C. Bain partnered with SBTi to create publicly available training resources for financial

institutions interested in setting 5-10 year science-based targets for emission reductions. The resources distill 170 pages of technical guidance into a user-friendly training tailored to financial institutions.



WITH BAIN

We will equip our full team with ESG expertise

Our aspiration:

- ▶ We will upskill 100% of our consultants in ESG in partnership with top universities.
- ▶ We will expand the opportunities for our employees to work in ESG.

ESG is in our DNA. And ESG is at the core of our client's strategies. So, it is critical for our global workforce to have deep expertise on key ESG topics.

In the largest move of its kind within the consulting sector, we are training all our consultants in ESG. Each consultant will receive forty hours of post-graduate-level training from world-class universities on topics including climate change, the energy transition, circularity, and DEI. This training will help consultants as they advise clients on ESG issues, ensure that an understanding of ESG risks and opportunities is at the heart of every client brief.

Our progress:

We have signed partnerships with 12 universities, including MIT, HEC Paris, and the University of Melbourne, to offer ESG upskilling programs to our employees. By the end of 2022, we expect more than 3,000 employees to have participated in upskilling programs. This will be an on-going training effort, reflecting the speed with which the arena of ESG is developing.

12

world-class
universities upskilling
Bainies on ESG

3,000+

Bainies will have
participated in ESG
upskilling by the
end of 2022



Spotlight on Our People



"I co-lead our voluntary carbon markets work. I have always been passionate about climate change and had built a career in carbon markets for some time. When I joined Bain in 2018, my ambition was to stay for a few years to learn the consultant toolkit and then move back into the industry. But over the past months, I've realized that I can have a much bigger impact by working with leading companies across industries and helping them transform their organizations to become sustainable."

Henning Huenteler, Expert Associate Partner





"I've always been incredibly passionate about diversity equity and inclusion. I started my career at Bain focusing on diversity recruiting for our US offices. The deeper I got into our diversity recruiting strategy and execution, I felt that to really accelerate diversity in top professional industries like our own, we must improve opportunities at the start of the talent pipeline – in the education system. In fact, improving access to quality education can help unlock solutions to many of society's challenges. I became determined to gain the change-making consulting toolkit myself and apply it to the education space.

After business school, I joined the London office and immediately started work in the Social Impact Ringfence. As a Senior Manager, I managed the SI Ringfence for two years, and got to work on incredible education cases that continue to make a real difference in society.

My most memorable case was helping a coalition of non-profits launch the National Tutoring Programme in the UK. We worked at speed to help define a program to deliver high-quality tutoring to disadvantaged children. In its first year, NTP helped 250,000 disadvantaged students. It's so inspiring to see the impact we can have when we come together to tackle the world's most pressing social issues. It makes me proud to be a Bainie!"

Katarina Burnham-Nenov, Senior Manager



WITH BAIN

We will deliver bold climate ambitions in our own business

Our aspiration:

- ▶ **We will continue to take bold, industry-leading action in our own business to help put the world on the 1.5°C path.**
- ▶ **We will embed our deep commitment to climate action in the core of how we work in all areas of our business.**

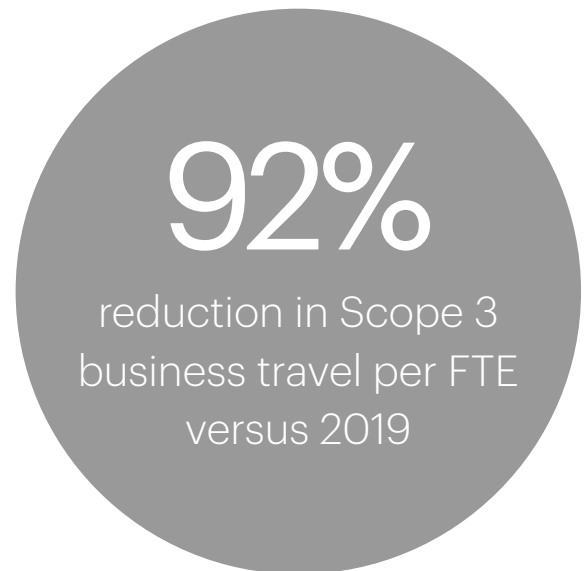
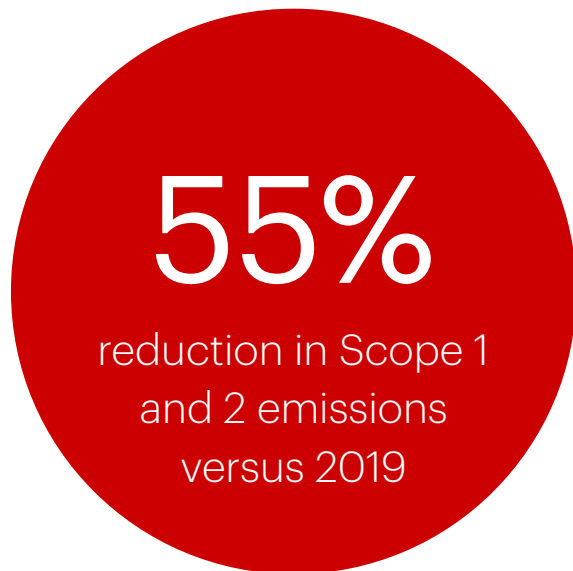
We have set aggressive emissions reduction targets in line with the Science Based Targets Initiative's 1.5°C pathway. We have committed to cut our scope 1 and 2 emissions 30% by 2026 (from a 2019 base year) and to reduce our scope 3 emissions from business travel by 35% per employee over the same period.

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.

We work with outside partners to source high quality removal offset projects. In 2022, we supported seven nature-based carbon removal projects, including reforestation projects in Mexico, China, Guatemala, and Ghana, as well as forest management projects in the United States and Uruguay. We will continue to increase the quality of our portfolio, investing in long-term and permanent carbon storage solutions in the coming years.

Our progress:

Because the COVID-19 pandemic required remote work and lessened business travel, we achieved a reduction well beyond our targets in 2021. Against a 2019 baseline, we reduced our scope 1 and 2 emissions by 55% and we reduced our scope 3 business travel emissions by 92% per full-time employee. This reduction was greatly influenced by our pandemic safety protocols. Understanding that, we will only consider our targets truly met when we have achieved sustained reduction in emissions.

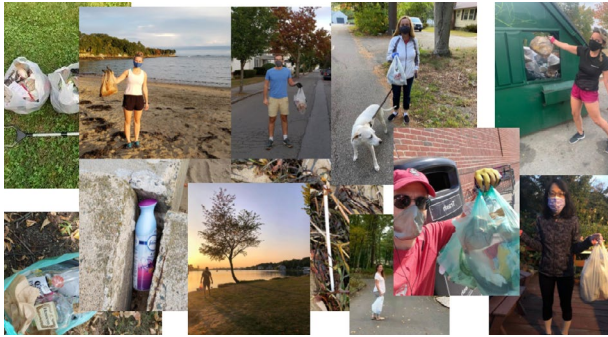


Re-evaluating our definition of essential travel

We work closely with clients to determine how to deliver results while ensuring responsible travel. We give our teams the tools and information they need to make the thoughtful decisions that reduce our climate impact. In 2023, we will deploy carbon budgets for all major functions and practices across our firm to reduce non-client travel emissions.

Supporting the development and adoption of Sustainable Aviation Fuel (SAF)

We joined the Sustainable Aviation Buyers Alliance in support of SAF technology, which can reduce carbon emissions by up to 80% over its lifecycle when compared to conventional jet fuel. We have committed to purchase enough SAF to cover all North American recruiting flights during the 2022-2023 recruiting cycle and intend to purchase larger amounts of SAF over the next five years.



Green Teams

Our Green Teams are critical to our success in achieving our climate commitments, bringing new ideas and passion to help us minimize our carbon footprint. The Green Teams in our Germany and Switzerland offices implemented a green travel bonus to encourage alternatives to air travel. Approximately 165 employees took

advantage of the opportunity with more than 400 trips taken by train or bus rather than by plane. This prevented the emission of 45+ tons of carbon in 2021

We are recognized for our commitment to sustainability:



A- score from **CDP**
for Environmental
sustainability



Emissions
reductions targets
approved by **SBTi**
on 1.5°C pathway



Advanced level
member of **UN**
Global Compact



First consulting
firm to be
Certified Carbon
Neutral (2011)



WITH BAIN

We will mirror the diversity of our communities

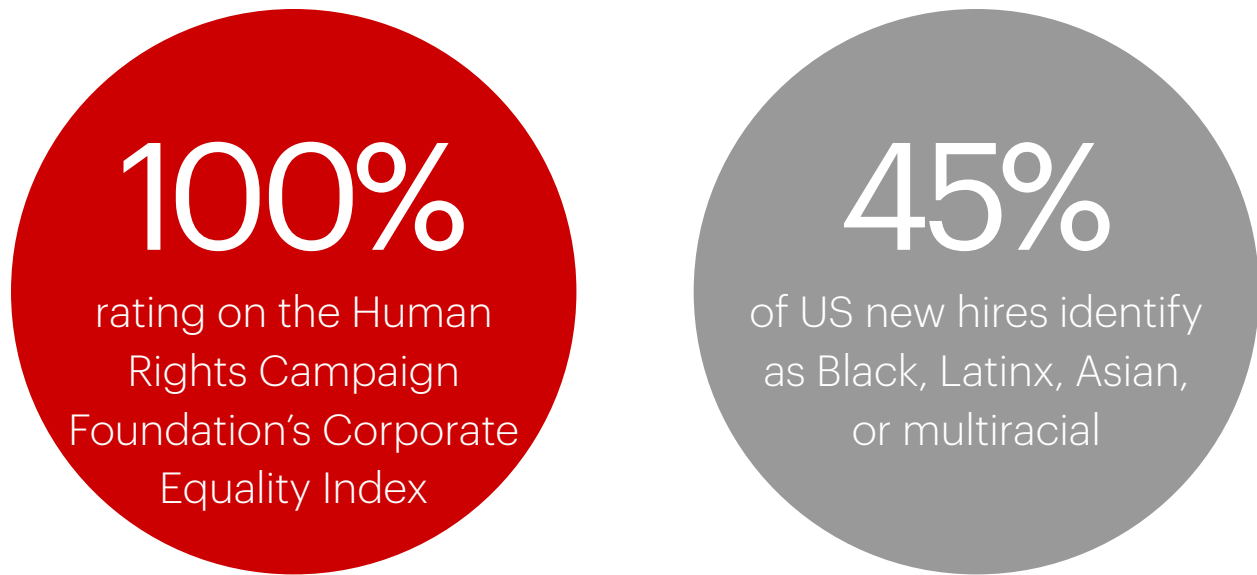
Our aspiration:

- ▶ **We will achieve breakthrough results as a DEI leader in all that we do – for our people, our business, and our community.**

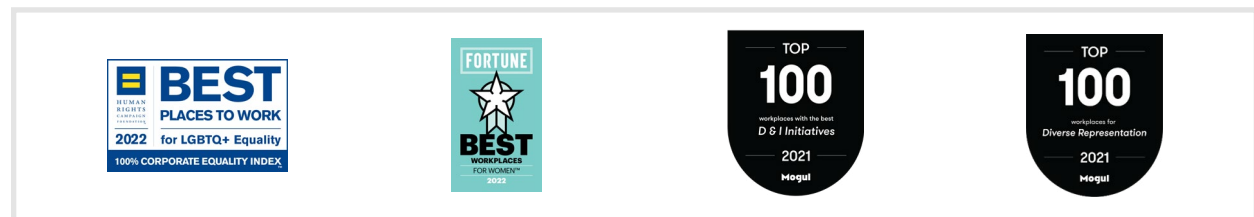
For more than 30 years, Bain & Company has invested in and expanded our commitment to diversity, equity, and inclusion. From our early affinity group communities to professional learning designed to mitigate the impact of unconscious bias, we are building a culture of inclusion where every Bainie can thrive. Today, we are united by a broader ambition and global, regional, and local goals that reflect our multicultural and multidimensional firm. We believe the best results come from diverse and inclusive teams in which belonging, support, and trust, fuel us all every day.

Our progress:

In 2020, we established a global ambition – and then further elevated our dedication – by formally committing to embed diversity, equity and inclusion across Bain through engagement, education and the mobilization of our entire workforce.

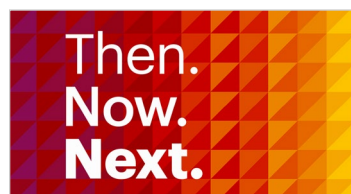


We have been recognized for our culture of equity, inclusion and our long-standing commitment to DEI.



Since 2006, we have earned a perfect score on the Human Rights Campaign's Corporate Equality Index, which benchmarks policies, practices and benefits for LGBTQ employees. Bain is ranked as one of Fortune's Best Workplaces for Women. And in 2021, Mogul recognized Bain in their list of Top 100 Workplaces for Diverse Representation and Top 100 Workplaces with the Best D&I Initiatives.

As part of our commitment, we published our first annual DEI Report in 2021, taking an honest look at our global efforts to accelerate outcomes. We are proud to share more detailed global data this year –going beyond the U.S. to provide regional data for all the Americas, as well as EMEA and APAC. Globally, our representation of women and those who identify as nonbinary continues to grow – both overall and at the leadership level – where we have exceeded 30% for the first time. Additionally, our newest Bainies are more diverse than ever. In the U.S., for example, 45% of new hires identify as Black, Latinx, Asian, or multiracial, and almost 50% identify as women or nonbinary. We are also expanding our efforts to accelerate progress for diverse representation within our leadership team by ensuring retention and the development of a pipeline of diverse future leaders.



**Then.
Now.
Next.**

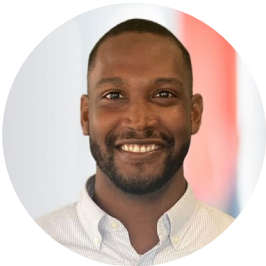
2022 Diversity, Equity and Inclusion Report

[READ ON BAIN.COM](#)



“To me, DEI means three things: 1) Putting structures in place to meaningfully support marginalized groups; 2) Creating an environment where historically oppressed people can thrive and show up as their whole selves, and 3) Encouraging individuals with privilege to actively reflect on their privileges and lean into the discomfort of ‘unlearning’ subconscious biases we’ve been taught. I joined Bain because of the opportunity to make an impact on improving DEI with clients and internally.”

Haley Pilgrim, Consultant



“The BASE program, along with my pivotal undergraduate experience at Morehouse, prepared me to be a successful consultant and created a tight-knit community of professionals that I can count on.”

Michael Cox, Consultant, 2019 BASE participant

BASE is one talent pathway we’ve developed to meet, hire and nurture the next generation of Black, Hispanic/Latinx and Indigenous business leaders. BASE Scholars experience a week ‘in the life’ of a Bain consultant, join a network of peers and Bain mentors and receive an opportunity for a summer associate offer.



WITH BAIN

We will be the best place to work for all

Our aspiration:

- ▶ We will strive every day to exemplify a supportive and inclusive culture.
- ▶ We will continue to be recognized as the best place to work for all people.

We live by the motto “a Bainie never lets another Bainie fail.” Our commitment to creating the best place to work for all starts before Day One. From the recruitment process to long-term development, we have designed an employee experience centered on growth and inclusion. We believe that continuous improvement and active listening play a key role in evolving our culture and providing an environment of belonging, support and trust for all Bainies.

Through our global surveys, we create accountability for delivering on our commitment across every level of the firm, from the operating committee to local office teams. Our goal every year is to live our commitment by improving the experience of Bainies across all regions, offices, functions, and demographic groups.

Our progress:

We’ve earned many accolades for our commitment to being the best place to work for all our employees. While we are very proud of these awards, we are on a multi-year journey and excited to continue to test and learn new ways of working to help everyone thrive.

#1

Consulting Firm to Work
for in North America
(Vault)

14

years ranked in top 4
Best Places to Work
(Glassdoor)



Glassdoor has ranked us in the top 4 Best Places to Work since 2008. This year we are #1 on Vault's ranking of best consulting firms to work for in North America. We also consistently earn a place on Fortune's 100 Best Companies to Work For (2020-2022).



"Bain's DEI approach was paramount in my decision to join Bain. It takes a lot of energy for an LGBTQ person to navigate the world, and it's such a wonderful relief to have a setting where I can talk about my partner and have people celebrate that with me."

Marcus Blackwell, Director, Global DEI, Dallas



WITH OUR COMMUNITY

We will invest significant pro bono capacity to solve the world's toughest challenges

Our aspiration:

- ▶ **We will deliver on our 2015 commitment to invest \$1.1 billion in pro bono consulting by 2025, with a focus on education, environment, economic development, and racial equity and social justice.**

In addition to our work with corporate clients, Bain partners with leading social pioneers on a pro bono basis to develop and scale transformative solutions to address the world's most important challenges.

Our progress:

In 2021, we invested over \$110 million in pro bono consulting, bringing our total investment since 2015 to \$600 million. We are on track to invest over \$160 million in 2022 and to fulfill our entire commitment by 2025.

Since making our \$1.1 billion commitment, we have partnered with 300+ nonprofit clients across our four pillars: Education, Economic Development, Environment and Racial Equity & Social Justice. In recent years, we have increasingly invested our pro bono resources to design, mobilize, and implement innovative cross-sector partnerships and multi-stakeholder coalitions that can truly change systems – particularly in areas such as climate action, food systems, career-connected learning, wealth and health equity.

\$600M

invested in pro bono
consulting since 2015

300+

non-profit pro bono
clients since 2015



Our Work



Reinventing the tuna supply chain

The Nature Conservancy (TNC) is a global conservation NGO. Bain worked with TNC'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.



Transforming the dairy industry in East Africa

Dairy Nourishes Africa (DNA) is a 15 to 20-year public-private partnership founded by the Global Dairy Platform, Land O'Lakes Venture37 and Bain. DNA takes a market-led, systems approach, where farmer-allied dairy processors are the linchpins for accelerating transformation, addressing issues of nutritional

security, livelihoods and economic growth while also delivering reductions in GHG emission intensity. 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.

**Closing the racial wealth gap in the U.S.**

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.

**Expanding access to career-connected learning**

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.



WITH OURSELVES

Living our Commitments

We encourage all Bainies to find their own personal ESG mission, make an impact and to fully engage our eight ESG commitments in their everyday work.

Making an impact is a common thread that unites everyone at Bain – whether through case work, externships, local initiatives, or life outside the company. Following are just a few examples:

- **Casework:** At any given time, we are working on hundreds of cases around the world that are fully or partially focused on ESG. We have embedded ESG in 100% of our private equity due diligence projects. We aspire to, over time, embed ESG in 100% of our work.
- **Externships:** Employees are given the opportunity to participate in a six-month externship with an organization of their choice. And many Bainies choose to extern at organizations that advance environmental and social impact. Recent externship placements, for example, have included [Acumen](#), [The Bridgespan Group](#), [KIPP](#), [The Nature Conservancy](#), [OneTen](#), [World Economic Forum](#) and [World Food Programme](#).
- **Local initiatives:** Bainies can also make an impact by joining local efforts. Some 44 offices have Green Teams focused on reducing our environmental footprint and supporting sustainability initiatives. We have seven DEI affinity groups where Bainies can find communities that amplify their life experiences, beliefs, and stories. There's also [Inspire](#), a volunteer organization that invites consultants from Bain and three other leading firms to complete cases with mission-driven organizations.

Here are some of the stories we heard from Bainies building a more sustainable, equitable and inclusive world:



"I grew up in a multi-racial, multi-religious household, but in a predominantly white and Christian area – so from a young age, I knew what it felt and looked like to be 'different' and 'othered'. Despite some tough personal experiences, I always felt relatively privileged because my diverse background and racially-ambiguous appearance allowed me to connect with a wide variety of people. That ability to connect with others, along with the good fortune of a strong education and career path, inspired me to apply myself toward creating a more inclusive and equitable world. Today, I am fortunate to work on DEI projects for corporate clients and Bain itself, as well as racial-equity focused projects for Bain's nonprofit clients."

Alex Noether, Expert Associate Partner



"Over the past five years I've helped grow Well Constructed, an organization that not only builds wells in Ghana, but also empowers local communities to sustain those wells for future generations. Working on Well Constructed has been one of the most rewarding things I've done in my life thus far and, more than anything, our team in Ghana has taught me more about running a successful nonprofit than I could've ever learned in school."

Marjani Nairne, Consultant



“I decided to do an externship because I wanted an opportunity to use the skills I’ve developed as an AC at Bain in a new context, while also exploring how my work could contribute to making the world a better and more equitable place. I worked on a variety of cases during my time at The Bridgespan Group, and was able to help craft philanthropic gifting strategies, create impact investment theses and diligence processes, and guide nonprofits in their strategic and financial planning.”

Sophia Olmos, Senior Associate Consultant

In Conclusion

The global challenges we face are urgent and complex. We recognize Bain’s responsibility to lead in finding solutions. As we implement these commitments, we will report transparently on our progress. We look forward to continuing to partner with our clients and mobilize our teams on these critical issues, while making a positive impact on our environment and in our communities – so we can all go Further together.

Bold ideas. Bold teams. Extraordinary results.

Bain & Company is a global consultancy that helps the world's most ambitious change makers define the future.

Across 64 offices in 39 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. 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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