



# Bain 2022 WEF Stakeholder Capitalism Metrics

**BAIN & COMPANY** 



# WEF Stakeholder Capitalism metrics: Governance

Bain & Company has committed to the [World Economic Forum's Stakeholder Capitalism Metrics](#), created by the World Economic Forum around the four pillars of governance, planet, people, and prosperity to promote non-financial reporting on common ESG metrics globally. Bain has published these disclosures to supplement the firm's primary non-financial disclosures, its [GRI Index](#) and [CDP Climate disclosure](#). Additional relevant information in these reports is linked from each metric.

## Core Metric

## 2022 Response

### Setting purpose

Bain & Company (or "Bain") is a global consultancy that helps the world's most ambitious change makers define the future. Across 65 cities in 40 countries, Bain works alongside clients as one team with a shared ambition to achieve extraordinary results, outperform the competition, and redefine industries. Bain's mission is to help clients create such high levels of value that together, they set new standards of excellence in their respective industries.

Bain's long-standing, deep commitment to sustainability guides its actions as a firm both within its walls and with its clients. Driving positive impact through its sustainability work with clients is a key strategic priority. Building on a decade of experience with sustainability issues, Bain launched Further<sup>SM</sup> in 2021 as its commitment to a more sustainable, equitable, and inclusive world. Further combines an integrated set of sustainability capabilities to create a transformative impact.

For additional detail, refer to: [About Bain](#), [GRI 3-3 - Clients' ESG transformation and social impact](#)

### Governance body composition

Bain discloses details on board composition through its GRI Index, overall firm leadership demographics through its DEI Report, and details on senior partner capabilities on its website.

Bain provides frequent, tailored training for the Board of Directors on critical sustainability topics as part of a dedicated time for Board education scheduled every quarter. As Bain partners, Board members are also a part of the continuous learning sessions organized for the broader partner group. Recent partner training has included Unconscious Bias, Inspirational Leadership, and DEI, in addition to firm-wide ESG training.

For additional detail, refer to: [Our leadership and people](#), [GRI 2-1 - Organizational details](#), [GRI 2-9 - Governance structure and composition](#), [GRI 2-17 - Collective knowledge of the board](#), [GRI 405-1 - Diversity of governance bodies and employees](#), [DEI report 2023](#)

# WEF Stakeholder Capitalism metrics: **Governance**

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## **Core Metric**

## **2022 Response**

Material issues impacting stakeholders

Bain has identified the following materials topics for 2022: Bain's GHG emissions, Talent strategy, Diversity, equity & inclusion, Employee safety & well-being, Data security, Anti-corruption & ethical business practices, Economic performance, Client ESG transformation and social impact, and ESG reporting.

Bain runs a robust annual process to determine its material topics for ESG reporting, led by the Global Sustainability function. The firm engages regularly with eight internal and external stakeholder groups which have been selected based on both the degree of impact Bain has on the stakeholder group and the degree to which the stakeholder group impacts Bain. In keeping with its culture of open and honest feedback, Bain engages with these stakeholder groups through the regular course of its operations. Bain discloses the processes for engaging with stakeholders and identifying these material topics in its annual GRI Index.

For additional detail, refer to: [GRI 2-29 - Approach to stakeholder engagement](#), [GRI 3-1 - Process to determine material topics](#), [GRI 3-2 - List of material topics](#)

Anti-corruption

Anti-corruption and ethical business practices is one of Bain's material topics for disclosure. Employee training on anti-corruption, relevant policies, and initiatives to combat corruption are covered extensively in Bain's 2022 GRI Index.

Bain's policy on anti-corruption is communicated to 100% of permanent employees through the annual employee Code of Conduct certification. 100% of new hires receive training on Bain's policies and Code of Conduct, including anti-corruption. All new partners attend a New Partner Training which includes a session on legal risk, including ethical business practices and anti-corruption.

Bain's Board Risk Sub-Committee (also referred to in other disclosures as the Risk & Compliance Committee) is responsible for governance of all areas of risk to the firm, including risks related to corruption.

For additional detail, refer to: [GRI 3-3 - Anti-corruption & ethical business practices](#), [GRI 205-1 - Operations assessed for risks related to corruption](#), [GRI 205-2 - Communication and training about anti-corruption policies and procedures](#)

# WEF Stakeholder Capitalism metrics: **Governance**

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## **Core Metric**

## **2022 Response**

Protected ethics advice and reporting mechanisms

Each office has a local professional standards manager to act as a first point of contact for any questions or concerns regarding Bain's professional standards. These professional standards managers are closely connected to Bain Legal and can address issues if needed. They serve as a first point of contact for any questions or concerns related to Bain's professional standards.

All employees are also welcome to reach out to Bain Legal directly with questions or concerns. Bain also maintains a professional standards website to allow employees easy access to the policies and frequently asked questions.

Bain also has an anonymous reporting line, the True North Line, through which employees and suppliers can raise anonymous concerns about the organization's business conduct. A third party manages this reporting line. The True North Line is available 24/7 through a web-based form, a telephone hotline, or a postal address. This is a secure two-way communication channel, and all employees are made aware of the hotline upon hiring and through the annual Code of Conduct recertification process.

For additional detail, refer to: [GRI 2-26 - Mechanisms for seeking advice and raising concerns](#)

Integrating risk and opportunity into business process

Bain's risk framework covers all functions (10 Risk Domains in total) and is updated annually to cover newly identified risks. The Global Risk Team is responsible for defining the overall risk framework together with the business functions (or risk domains) and identifying adequate mitigation measures to be put in place to address Bain's risk exposure across all functions.

The Board reviews Bain's risk management framework through the Board Risk Sub-Committee. The risk framework evaluates environmental risks in multiple domains and covers social issues such as employee safety. This framework is updated annually, incorporating inputs from internal functions including Global Sustainability. The Board Risk Sub-Committee evaluates 100% of Bain's offices on this framework annually and presents their findings to the Board, who use this information to inform strategic decisions.

For more detailed disclosure on climate-related risk, see [Bain's TCFD disclosure](#)

For additional detail, refer to: [GRI 2-12 - Role of the highest governance body in overseeing the management of impacts](#), [GRI 3-3 - Anti-corruption & ethical business practices](#), [GRI 3-3 - Employee safety and well-being](#)

# WEF Stakeholder Capitalism metrics: Planet

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## Core Metric

## 2022 Response

Greenhouse Gas (GHG) emissions

Bain has been certified CarbonNeutral® since 2012 for its 2011 footprint and continues to be at the leading edge of corporate environmental responsibility. Starting with its 2021 footprint, Bain has taken the industry-leading step of committing to achieve net-negative carbon emissions – meaning Bain has voluntarily offset more than 100% of its scope 1, 2, and 3 carbon footprint by purchasing high-quality carbon removal offset credits that have passed Bain's due diligence process. Bain has committed to achieving net-negative carbon each year going forward.

Bain's scope 1, 2, and 3 emissions for the year 2022 were 1.4k tCO<sub>2</sub>e, 0.4k tCO<sub>2</sub>e, and 129.3k tCO<sub>2</sub>e, respectively. Bain discloses a breakdown by greenhouse gas in the GRI Index.

For additional detail, refer to: [GRI 3-3 - Bain's GHG emissions](#), [GRI 3-305 - GHG emissions table](#)

TCFD implementation

Bain has publicly disclosed to CDP, which is aligned to the TCFD framework, since 2021. Bain received an A- score on its CDP Climate Change questionnaire in 2022 and an A on its Supplier Engagement Rating from CDP.

In 2021, Bain committed to science-based targets aligned with the Science Based Targets initiative's (SBTi) 1.5-degree pathway and received approval of these targets from SBTi. Bain has pledged to reduce its Scope 1 and 2 emissions by 30% by 2026, measured against a 2019 base year, and to reduce its Scope 3 emissions from business travel by 35% per employee over the same time period. Bain has committed to submit Net Zero targets for SBTi approval by the end of 2023.

Bain's 2022 TCFD disclosure is available here: [TCFD disclosure](#)

For additional detail, refer to: [GRI 3-3 - ESG reporting](#), [GRI 3-3 - Bain's GHG emissions](#)

# WEF Stakeholder Capitalism metrics: Planet

Core Metric	2022 Response
Land use and ecological sensitivity	<p>As a professional services firm, Bain's operations have minimal impact on biodiversity. All Bain offices are in highly developed urban areas, and most properties are leased. As a result, Bain does not currently measure its impact on land use. Bain has set high standards for the efficiency of its operations, and Bain's global real estate team considers LEED/BREEAM building certification as a criteria for leasing new office space, with 28 offices in LEED or BREEAM certified buildings.</p> <p>Bain creates a positive impact on biodiversity preservation and advances progress through its Social Impact practice. Bain has committed to providing \$1.1 billion in pro bono consulting projects over ten years to support NGOs and non-profits across its four pillars of Education, Environment, Economic Development, and Racial Equity and Social Justice. Biodiversity is one of the five sub-sectors of Bain's Environment pillar. This work is overseen by the leader of the Environment pillar, who sets the strategy and targets and guides Bain's thought leadership on the topic.</p> <p>Bain also publishes insights on biodiversity. Bain partnered with the World Wildlife Fund (WWF) in 2022 to publish a comprehensive report on biodiversity loss resulting from the business activities of Danish companies and the implications for the Danish economy.</p>
Water consumption and withdrawal in water-stressed areas	<p>Historically, Bain has not considered water use to be a material topic as Bain is a professional services company and does not use water as a process input. Bain's only water consumption is for basic employee needs in the office space. However, given the anticipated increase in water stress due to climate change, Bain has decided to increasingly prioritize this topic.</p> <p>Bain has begun tracking its water consumption and impact. The firm has started by monitoring water impact in the largest offices and those in the areas with the highest water stress (as determined by WRI Aqueduct Water Risk Atlas Tool) and estimating the total water impact of its global operations for the first time for 2022. In future years, Bain intends to expand reporting at the site level to cover all operations.</p> <p>In 2022, 41% of Bain-controlled sites (including subsidiaries) were in areas of extremely high and high baseline water stress, and ~32% of Bain's total estimated water withdrawal was from these areas.</p> <p>The estimated volume of water withdrawn firm-wide in 2022 is ~118 megaliters. Bain does not currently monitor water consumption.</p> <p>Bain's preliminary water assessment covers 100% of direct operations. Impact and risk assessment for additional stages of the value chain will be evaluated in future years.</p>

# WEF Stakeholder Capitalism metrics: **People**

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## **Core Metric**

## **2022 Response**

Diversity and inclusion (%)

Globally, women represent 45% of Bain's full-time workforce and 33% of its leadership overall and make up 36% of its Board of Directors.

Bain publishes gender breakdown by employee category in its GRI Index. Age group and other diversity indicators are not captured at a global level due to data availability, local restrictions, or varying definitions of minority status. Bain publishes regional and country specific data annually in its DEI Report, most recently published June 2023.

For additional detail, refer to: [DEI Report 2023](#), [GRI 405-1 - Diversity of governance bodies and employees](#), [GRI 3-3 - Employee details table – global](#)

Pay equality

Bain aspires to create an equitable talent journey and experience for all employees, including equitable compensation. Bain focuses on ensuring all employees are paid fairly and equitably across their peer group, considering experience, skill, and performance, as well as business and local market conditions. While Bain does not currently conduct pay gap analysis at a global level, several market-level analyses have been conducted for major markets, including the annual UK Pay Gender Gap Report by the London office. The firm also ensures that every Bain employee has equitable access to the opportunities that underlie compensation decisions. This includes extensive bias mitigation during the hiring, performance assessment, and promotion processes, as well as targeted programs such as sponsorship to ensure that all employees have the support needed to navigate their careers.

For additional detail, refer to: [GRI 3-3 - Talent strategy](#), [UK gender pay gap data](#)

# WEF Stakeholder Capitalism metrics: **People**

<b>Core Metric</b>	<b>2022 Response</b>
Wage level (%)	<p>Bain provides a compelling value proposition for employees with competitive compensation, extensive training and opportunities for professional development, and the opportunity for purpose-driven work at Bain. Bain offers competitive benefits and compensation packages to its employees. All Bain employees are paid a salary more than the statutory minimum wage for their location, and Bain sets compensation targets above market median pay levels. Additionally, 100% of full-time employees also have the option to enroll in healthcare plans at low or no cost to the employee.</p> <p>Bain conducts a formal benchmarking exercise annually to ensure the competitiveness and alignment of its compensation practices with the market. Through these Bain gathers the latest and most comprehensive market intelligence, which allows Bain to establish competitive pay structures for base salaries and bonuses.</p> <p>Bain follows a systematic approach to reviewing jobs and categorizing them into a pay grade structure based on the function of the job/role and competitive market pay data associated for the job/role. This approach ensures consistent application across various job grades and enables the company to reflect the competitive wages associated with specific job roles in a given market.</p> <p>Bain considers all information on the specific pay levels of any individual or group of individuals to be confidential and does not publicly disclose any details (including the ratio of the annual total compensation for the organization's highest-paid individual to the median level).</p> <p>For additional detail, refer to: <a href="#">GRI 3-3 - Talent strategy</a></p>
Child, forced labor risks	<p>Bain maintains a zero-tolerance policy towards practices such as slavery, unlawful child labor, and human trafficking. The nature of the services provided, coupled with existing policies and procedures, means that Bain is at a 'low risk' for slavery, unlawful child labor, or human trafficking within its own business. The firm supports the UK's Modern Slavery Act of 2015 and clearly expresses this commitment in its modern slavery statement, available on its website.</p> <p>Bain makes its Supplier Code of Conduct, including ethical and environmental commitments, available to 100% of its suppliers through its website and incorporates it into services agreement with suppliers. This Code sets clear expectations for suppliers, requiring compliance with applicable laws and principles including but not limited to those outlined in the United Nations Global Compact, the UN Universal Declaration of Human Rights, and the 1998 International Labor Organization Declaration on Fundamental Principles and Rights at Work. Suppliers must adhere to these standards, which prohibit slavery, forced labor, bonded labor, child labor, discrimination, and harassment.</p> <p>For additional detail, refer to: <a href="#">Anti-forced labor statement</a>, <a href="#">Supplier Code of Conduct</a>, <a href="#">GRI 2-23 - Policy commitments</a></p>



# WEF Stakeholder Capitalism metrics: **People**

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## **Core Metric**

## **2022 Response**

Health and safety (%)

Bain is committed to providing its employees with a safe working environment and ensuring that it treats its employees with consideration, dignity, and respect. Bain is routinely recognized as a top employer, placing first on Glassdoor's "Best Place to Work" U.K. ranking and third on the U.S. ranking in 2023. Bain was also recognized by The Business Group on Health with the "Best Employers: Excellence in Health & Well-being" award in (2023), lauded for its outstanding commitment to employee well-being through comprehensive and innovative benefits and initiatives. Bain also received additional honors for excellence in Global Health & Well-being, recognizing its global, integrated approach and commitment to equity. 100% of full-time employees also have the option to enroll in healthcare plans at low or no cost to the employee.

Bain monitors the number of workplace incidents and accidents internally and has not had any significant incidents reported during the reporting period (FY 2022).

For additional detail, refer to: [GRI 3-3 - Employee safety and well-being](#)

Training provided (#)

Bain believes in upskilling its employees by providing them with the necessary resources to go beyond the workplace as well as ensuring that the workforce can tackle emerging challenges and adapt to the changing industry demands. To address any training gaps, Bain ensures that all employees have ready access to the relevant training material both work-related and beyond work. Bain has been acknowledged as the top-ranked company for informal training and membership in the Vault Consulting 50 2023 rankings.

Bain does not publicly report average training hours per FTE or training expenditure per FTE.

For additional detail, refer to: [GRI 3-3 - Talent strategy](#)

# WEF Stakeholder Capitalism metrics: Prosperity

Core Metric	2022 Response
Absolute number and rate of employment	<p>Bain discloses total and rate of new employee hires by gender and by region, and turnover rate by region, in its GRI Index.</p> <p>For additional detail, refer to: <a href="#">GRI 401-1 - New employee hires and employee turnover</a></p>
Economic contribution	<p>Bain generated a global revenue of \$6B+ in 2022.</p> <p>In 2022, Bain engaged in 150+ social impact projects globally with 80+ social impact clients. Bain is on track to fulfill its ten-year commitment to invest \$1.1B in pro-bono consulting work by 2025. As of 2022, the seven-year cumulative investment is \$816M.</p> <p>In the reporting period, Bain did not receive any significant financial assistance from any government.</p> <p>For additional detail, refer to: <a href="#">GRI 2-6 - Activities, value chain &amp; other business relationships</a></p> <p>As a private company, Bain &amp; Company considers information on financial data confidential and does not publicly disclose details.</p>
Financial investment contribution disclosure	<p>As a private company, Bain &amp; Company considers information on financial data confidential and does not publicly disclose details.</p>
Total R&D expenses (\$)	<p>As a private company, Bain &amp; Company considers information on financial data confidential and does not publicly disclose details.</p>
Total tax paid	<p>As a private company, Bain &amp; Company considers information on financial data confidential and does not publicly disclose details.</p>



