



# Social Impact Bain London

2021 Annual Report

**BAIN & COMPANY** 

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**2021 has been another massive year for Bain & Company's social impact team in London. As the office grows, so does our dedication to social impact.**

The London office contributed **~\$11M in pro bono consulting** last year and our people volunteered more than **30,000 hours** to various social impact initiatives through our dedicated **social impact ringfence**, volunteering at the **Winter Event Social Impact Day**, participating in **extra 10% projects** and other voluntary initiatives.

This year we expanded our Social Impact ringfence which allowed us to make a greater impact with 11 ringfence projects. While we continue to strengthen our long-standing relationships with existing education partner organisations Ark, SBT and Impetus, we also developed new ones with partner organisations focussing on the environment and racial equity and social justice.

In racial equity and social justice, we worked together with Impetus to create the first ethnic minority focussed youth employment fund. It aims to tackle the disparity in employment outcomes for young people from ethnic minority and disadvantaged backgrounds in the UK. We also partnered with Business in the Community to help analyse their Race at Work survey and understand the current state of race relations in the UK workplace. In the environmental space we are starting work with the CDP and the Clean Air Fund.

Outside our ringfence, Bainies have continued to make an impact across our four social impact pillars as well. We fielded 8 'CATs' (Community Action Teams) which are extra 10 voluntary teams; we founded a Social Mobility initiative that aims to increase socio-economic diversity at Bain and we had our first ever Sustainability week organised by our Bain Green Team.

We invite you to join us in thanking all those who have given time to make a difference. We wish you all the very best for a fulfilling, safe and healthy 2022.

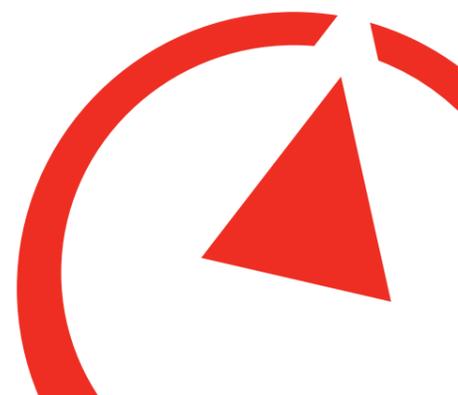
### The Bain London Social Impact Team



**Graham Elton**  
Advisory Partner



**Katarina Burnham-Nenov**  
Senior Manager



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# 2021 London highlights



## ~\$11M

value of pro bono consulting by the Bain London Office



## 30,000+

hours volunteered by Bain London employees

## 11

social enterprises supported through our Social Business Incubator during a our annual community impact day 2020



## £36K

disbursed through award-winning social impact fund



## 19

charity teams Bain has supported

# London social impact **NPS 83%**

# Global highlights

## 70%

of global Bainies participate in SI activities

## \$490M

since 2015 value of pro bono consulting globally

## 10

years Bain has been certified carbon-neutral

## 2M+

students benefitting from the career connected learning systems we helped develop



## 4.1M

jobs generated by entrepreneurial ecosystem partners



## 79.5M

refugees and displaced persons served by our refugee support and integration partners



## 65K

new classroom teachers recruited by our partners





# Mission and overview of Social Impact

**Our mission is to drive transformative social impact.**

We aim to apply Bain talent in partnership with the most innovative and effective organisations to address some of the world's most pressing social issues.

Bain has promised over **\$1.1B in pro bono work by 2025** through full-time case teams.

This includes **an additional \$100M** to promote racial equity that we pledged last year.

We are doing this by giving our talent, building enduring relationships with our clients and focusing on four pillars.

## Four pillars of focus

### Education

Improve the futures of underserved youth and children.

- Early childhood development
- School Systems
- Career connected learning
- Human capital
- Education technology



### Environment

Accelerate market-oriented solutions to environmental sustainability.

- Climate action
- Responsible production & consumption
- Land & Ocean conservation
- In collaboration with sustainability & corporate responsibility teams



### Racial and Social Justice

Address structural racism and other systems of oppression.

- Closing the racial wealth gap
- Equitable access to healthcare
- Criminal justice
- Gender equity



### Economic Development

Foster inclusive economic growth by leveraging markets & enterprise models.

- High impact entrepreneurship
- Impact investing
- Smallholder Farmer Livelihoods
- Refugee support and integration



## 3 types of involvement

### Full-time cases

Cases in our social impact ringfence, working with three long-standing social impact partnership organisations to deliver transformative impact across their portfolios of charities and social enterprises.

### Part-time cases

Community Action Teams who work with high potential social enterprises and a range of charities to provide strategic support on an Extra 10% basis (i.e. in addition to regular case work).

### Volunteer initiatives

Initiatives that provide opportunities for individual contributions and cross-pillar impact. This includes raising money through the Bain Social Impact Fund and enabling consultants to spend six months on externships with social impact partner organisations.

# Education

Graham Elton (Bain Partner, Education Pillar Lead)

## Full-time support

Within our social impact ringfence we continue to strengthen our relationships with our three partner organisations by helping them and their associated charities to tackle key issues.



Ark is a charity that aims to transform the lives of children through education. It has a network of 39 primary and secondary schools educating more than 29,000 students in disadvantaged communities across England. Ark also supports ventures to improve the wider education system and to tackle some of the most pressing issues facing young people today.



Social Business Trust (SBT) supports high growth potential charities and social enterprises to grow and achieve greater impact. They do this by investing professional support and cash grants in charities with a proven delivery model. Right now, SBT are helping charities and social enterprises on issues ranging from education disadvantage and social mobility, through to mental health and adult social care.



Impetus transforms the lives of young people from disadvantaged backgrounds by ensuring they get the right support to succeed in school, work and life. They find, fund and build the most promising charities working with these young people, providing core funding and working shoulder-to-shoulder with their leaders to help them become stronger organisations. In partnership with other funders they help their charities expand and influence policy.

## Digital capability building for our three partner organisations

### Challenges

The lockdown response to Covid-19 accelerated the need for digital ways of working as individuals and organisations had to find new ways of supporting their beneficiaries. Many of the social enterprises in the portfolios of Bain's social impact partners (SBT, Impetus, Ark) were facing an increasing demand for their services as education systems around the country were interrupted by Covid-19.

### Bain approach

Bain worked with SBT, Impetus, and Ark to develop a foundation for digital capability building across their charities and social enterprises. We conducted a diagnostic to assess the current digital capabilities of each charity and opportunities to improve. We then conducted two pilots to improve the digital capabilities of two organisations - The London Early Years Foundation (LEYF) and Ark Curriculum Plus (ACP). Finally, we built a digital capability building playbook for all the charities and social enterprises to leverage going forward.

### Results

We helped provide the organisations with a deep understanding of digital capabilities and a path to improve their offerings. For LEYF, we helped develop a plan to improve their website and user journeys to better meet the needs of parents and prospective teachers, especially during Covid-19. For ACP, we worked together to improve sales team data reporting effectiveness.

Following the project, we continue to support our partner organisations. An example is Florian Braun, a Partner in Bain's Enterprise Technology Practice, serving on SBT's Digital Advisory Board.



## Highlights

### Mission

The National Tutoring Programme (NTP) helps improve the life chances of children and young people from disadvantaged backgrounds across England that have been hit hardest by Covid-19 school closures and provides a sustained contribution to closing the attainment gap. NTP does this by increasing access to high quality tutoring and academic mentoring and supporting schools to get maximum benefit from their Pupil Premium.

### Challenges

Loss of learning among students suddenly thrust into remote education has been one of the most devastating results of Covid-19. In the UK, the first few months of the pandemic may have reversed a decade's worth of progress in narrowing the educational attainment gap for its 2 million disadvantaged students.

### Bain approach

To help, Bain took on a pro-bono project to help the coalition of nonprofit organisations, including the Education Endowment Foundation (EEF), Sutton Trust, Nesta, KPMG Foundation and our longstanding partner Impetus launch the National Tutoring Programme (NTP). We supported the NTP in multiple phases of work from helping define a well thought through programme to deliver high-quality tutoring to disadvantaged children to supporting the NTP in making the case to Treasury to extend NTP into a multi-year programme and framing options for how the programme might look in the future. We developed a multi-scenario financial model and business case, assessed the optimal subsidy level that would be required for schools to be able to make the programme work and created a detailed report of supporting evidence.

### Results

As a result of this work, the government allocated £350m to tutoring initiatives to support the Covid-19 recovery, including almost £100m to the EEF to set up the National Tutoring Programme along with a combination of high-quality small group tutoring and academic mentors to offer intensive additional support to disadvantaged pupils. In its first year, NTP helped 250,000 disadvantaged students and will help up to 2.4M disadvantaged pupils over the course of the next three academic years with a budget of £1B going towards tutoring initiatives of which £400M will be allocated to the Tuition Partners and Academic Mentors pillars. If projections hold, NTP has the potential to reverse half of the Covid-19 setback suffered by Year 11 students and all of that of Year 6 students by 2024.



My sincere and much-deserved thanks – to [the Bain colleagues] who have done such a wonderful job. It is easy to say, but I think it is genuinely true, that we simply wouldn't be in this position without your support – hundreds of thousands of low income pupils will benefit from high quality tutoring, which is what it is all about.

- CEO, Sutton Trust



**National  
Tutoring  
Programme**



(Impetus)

### Mission

West London Zone (WLZ) works in West London – an area of deep inequality where 1 in 5 children and young people do not get the support they need. WLZ partners with local schools and other local services to provide their most at-risk children and young people (CYPs), with the aim of helping them build the relationships and skills they need to get on track socially, emotionally and academically.

### Challenges

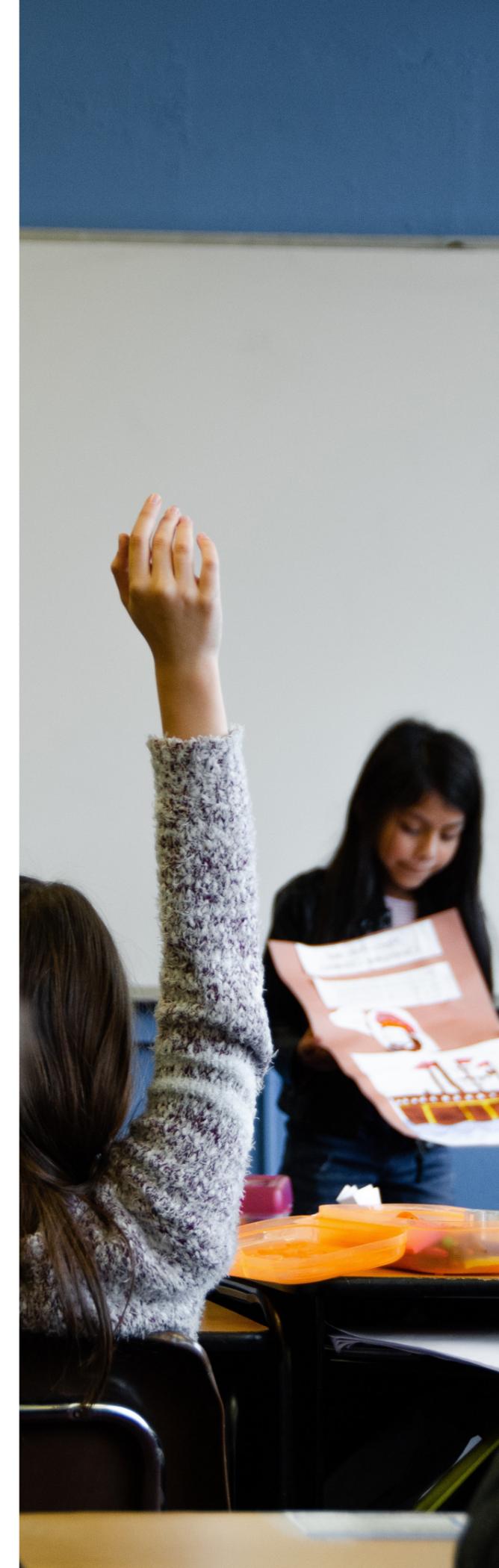
WLZ needed to define its strategy for its next phase of growth and faced a number of challenges, most notably a lack of scalability amongst local partner organisations that provide services for the CYPs, difficulties adjusting the delivery model to increase cohort sizes in schools and a need to adjust the funding model to support sustainable growth.

### Bain's approach

Our Bain team helped WLZ develop its five-year strategy, including assessing the unmet need in the West London community and where it should focus deepening and growing its impact. We also built a cost and resource forecasting model to allow WLZ to plan fundraising to meet its ambition.

### Results

WLZ has set a bold ambition to serve ~3K CYP in 2025/2026 and refresh its funding strategy to support this goal. To do this, WLZ is focusing on 3 growth engines - going deeper in existing schools, expanding to new schools within the WLZ local authorities and entering into new local authorities in 2022/2023.



# Other social impact ringfence cases



(Ark)

Ark Curriculum Plus (ACP) brings international educational best practices and the mastery approach to teaching to UK schools. Our team worked together to refresh ACP's existing strategy to support its next phase of growth as it faced challenges from new competitors that were better able to adapt to the acceleration to digital brought about by Covid-19. We recommended specific improvements to the product offerings (i.e. bundling) to improve positioning amongst the biggest customer segments and identified high priority school archetypes to target. We also increased leadership confidence in other partnership options, and outlined a high-level implementation plan to activate the refreshed strategy.



(Impetus)

Voice 21 works in partnership with teachers and schools across the UK to ensure every child receives a high-quality oracy education.

We helped Voice 21 with their vision and ambition statement - including defining a strategy for how they could win work with more schools. Additionally, we created a capacity tracking model to help them scale and plan their recruiting requirements.



## Part-time support



United World Schools aims to 'teach the unreached' by building and developing community schools for out-of-school children in South East Asia, currently operating 250 schools across Cambodia, Myanmar, and Nepal.

We assessed the charitable donation landscape in Madagascar and Bangladesh (identified countries for potential expansion), proposing prioritisation of funding sources based on funding potential and accessibility. In addition to this, we also built a fact-base on NGOs and charities that are currently operating in these countries, to serve as potential partners or peers.

Since then, United World Schools have launched their pilot programme in Madagascar and are building their first five schools, due to open in April 2022.



NowTeach's mission is to attract and recruit experienced successful people to change career into teaching. NowTeach supports Now Teachers, training providers, schools, and the wider education system to realise the full potential of career-changers in education. These talented people are then able to bring their skills and experiences to the schools that need them most.

Our first FRWD EMEA Internship launched earlier this year with an aim to put the right structures in place to create a pipeline of diverse talent and foster a culture of inclusion for all individuals. The internship included three talented Year 12 students who attended specialist Digital Marketing training and completed a social impact case for NowTeach. NowTeach was impressed with the annual media plan proposed and the professionalism of the interns, commenting that it was clear to see they had good teachers and had really taken the learnings on board and applied them.

# Volunteer Initiatives



Charity no.: 1128772

Renaissance Foundation (RF) supports people aged 13-19 living with significant life challenges (hospital patients and young carers). Bain provides continual advice to the CEO and has supported in creating Organisational Objectives and Key Results and targets helping the Board monitor RF's performance overall.



~20 Bainies provide weekly tutoring through The Access Project and Action Tutoring to bright, highly motivated young people from disadvantaged backgrounds to help them achieve the grades needed to set them on a strong trajectory to succeed in secondary school, or to access further education, employment or training.



Year Here is a postgraduate course in social innovation for entrepreneurial people who want to build solutions to society's toughest problems. Year Here Fellows work on three different projects over 10 months, focusing on frontline services, consulting projects and social ventures. Bain helped build the Fellows' consulting capabilities and supported them in "cracking the case" by hosting four virtual workshops.



Greater Share is an innovative philanthropic investment model harnessing the expertise of the world's top performing private equity funds and highest impact NGOs to solve complex global challenges in education. This new model is structured as a 'fund-of-funds' product, whereby investors commit capital to Greater Share, which invests in top-tier private equity funds; a majority of capital gains and all fees and carry are then donated to a select group of NGOs to support them in their efforts to enact systemic change in education across the world.

Bain is supporting Greater Share in two key capacities: 1) standing up Greater Share's core operations and preparing for the launch of their fund, and 2) leading Greater Share's Investment Committee in the selection and monitoring of top performing funds, ultimately multiplying the impact of donations.

With Bain's support, Greater Share has selected a diverse slate of NGOs at the forefront of innovation in education, partnered with a high-performing group of the world's top-quartile private equity funds, convened two committees of global experts in the areas of education and private equity, launched a PR & Communications strategy, established a social media presence, and successfully initiated its fundraising efforts.



SI Externship  
**London Early  
 Years Foundation**  
 (Social Business Trust)



**Samantha Creme**  
 Senior Manager



### What drove you to pursue an externship at this organisation?

Before my externship at LEYF, I was volunteering for the organisation for over a year! LEYF is a charitable social enterprise that provides high quality, affordable, and accessible Early Years education - especially for London's most disadvantaged children - through 39 nurseries in 12 boroughs. I was originally going to support on Board effectiveness, however once the pandemic hit in March last year, we quickly changed my remit to help with some operational and financial planning. Once we were ~6 months in, the Board and Executive team had the foresight to see that LEYF would come out the other side in a much stronger position relative to some of the much smaller nursery providers that didn't have the same operational and financial rigour or ability to operate "hubs" to support key workers and vulnerable children. Last October, I supported on the prep for LEYF's Strategy Away Day - where we agreed on an ambition to exponentially scale out social impact. To achieve this mission, they therefore needed a new Business Development Director. I had already developed strong relationships with the Executive and was extremely passionate about the mission, so it was a great fit!

### What was/is your role during your time there? What kind of projects did you work on?

My role is Business Development Director. I'm responsible for 1) supporting the Executive Team to deliver our long-term strategy, 2) identifying, dilligencing, acquiring, and integrating new nurseries into the LEYF family, 3) raising philanthropic donations to support our strategy, and 4) developing new business opportunities (for example, sharing our internal Learning & Development offering more broadly with the Early Years sector). I have therefore been working on a range of different projects - from developing a fact-based approach to identifying areas across London where we could maximise social impact while ensuring financial sustainability, to developing a 'Case for Support' that outlines our ambition and ask for major donors.

### What lessons did you take from the organisation that you can apply at Bain and Beyond?

Most importantly, learning how to work extremely collaboratively with a cross-functional team - both with the Executive team, and with others throughout the organisation. Making progress within the team is significantly accelerated when you bring together people across LEYF. Also, I've been a 'client' for a couple of projects through SBT, so it's been really interesting to understand more from that perspective as now have much more empathy when dealing with future clients.

# Environment

Geoff Versteeg (Bain Partner, Environment Pillar Lead)

We are excited to expand our work in the environment pillar. We relaunched our Green Team this year and have offered interesting and varied Extra 10 projects. We are also in the early stages of starting two full-time, pro-bono projects with the CDP and the Clean Air Fund (CAF).

## Full-time support



CDP is a global leader in sustainability reporting with a 20-year track record of creating a system for investors, companies, cities, states and regions to assess and disclose their environmental impact, increasing accountability for the ~13,000 companies and over 1,100 cities, states and regions that disclose through the platform. As the global focus on carbon and sustainability increases, CDP is a key player in driving consistency and transparency in sustainability reporting. We have launched an initial project to support CDP to continue leading in the increasingly complex reporting and data landscape and look forward to sharing the results next year.



We are also launching a project with the Clean Air Fund, a non-profit that helps direct funding to the most high-impact initiatives and organisations tackling air pollution around the world. They bring together funders, researchers, policy makers, and campaigners to find and scale solution that will provide clean air for all. We are excited by their trajectory and impact, including their recent collaboration with WEF to launch the Alliance for Clean Air, with 10 companies forming the first global private sector initiative to tackle air pollution.



## Initiative highlight



An internal team that raises awareness about environmental issues and engages Bainies in activities that promote sustainability both in and out of the London office. The first half of 2021 saw a focus on ensuring an environmentally friendly return to the office and evaluating products, suppliers and processes to make them as green as possible.

Most recently, we hosted our first Sustainability Week - a week-long event to shine a spotlight on sustainability and engage our employees on the topic through a mix of external speakers and in-office events. We welcomed speakers from the electric transport industry, green investing, nonprofit conservation as well as in-house experts on decarbonisation. We also hosted over 15 companies and nonprofits in our London office to showcase their innovative and forward thinking products.

## Part-time support



The Zoological Society of London (ZSL) is an international conservation charity, with a vision for a world where wildlife thrives. They work every day to achieve this, through their science, field conservation around the world and engaging millions of people through their two zoos, ZSL London and ZSL Whipsnade Zoo.

ZSL faced the most difficult challenge in their 200 year history following the zoo closures due to Covid-19, as the zoos provide a significant source of income for the charity. These financial challenges also directly impacted ZSL's conservation mission. We supported ZSL for over a year to define their new strategy, and align their organisation around new strategic imperatives. The strategy has also been agreed and signed off by the ZSL Council (ZSL's board)!



The Nature Conservancy (TNC) is a global environmental organisation working to create a world where people and nature can thrive.

Bain has an enduring partnership with TNC, working globally on priority issues. London currently supports them in both a strategic planning and operational capacity - piloting NPS in the California chapter to increase donor understanding and engagement, with the aim of then rolling out globally next year.

# Racial Equity and Social Justice

Nitesh Prakash (Bain Partner, Racial Equity and Social Justice Pillar Lead)

Last year, Bain committed \$100M in additional pro-bono consulting support globally towards our Racial Equity & Social Justice pillar. In London, we have helped our current Social Impact partner organisations to expand their work in this space, helping Impetus design their new 'Connect Fund', and our Head of DE&I in London, Nitesh Prakash, is serving on the SBT DE&I Board. We are working with new partners as well. We worked Business in the Community and signed their Race at Work Charter. We also signed the Charter for Black Talent and will provide pro-bono support to them in the new year.

## Full-time support

### Impetus Connect Fund



#### Mission

Impetus created the Connect Fund to narrow the unemployment gap for young people from ethnic minority and disadvantaged backgrounds and promote systemic change towards a more racially equitable society.

#### Challenges

The UK faces persistently high youth unemployment rates (8 - 13% higher vs. national average for the past ~15 years), which is especially felt by young people from minority ethnic backgrounds who are ~2x more likely to be unemployed than their white peers.

#### Bain's Approach

Bain worked closely with Impetus to design the strategy for the new Connect Fund. This involved sizing the number of young people from ethnic minority and disadvantaged backgrounds who are unemployed in the UK, assessing the landscape of charities and organisations addressing this need, and designing the programme pillars for the Connect Fund. To get Connect up and running, priority initiatives were then created and mobilised.

#### Results

Connect will be the first minority ethnic-focused youth employment fund in the UK. It will support and build the capacity of 8-10 charities, reaching over a thousand young people and indirectly reaching ~65,000 ethnic minority youth by 2026. The fund will also support emerging charity leaders from ethnic minority backgrounds in the youth sector on a Leadership Academy to improve representation at senior levels in the charity sector.

## Part-time support

### Business in the Community (BITC)



#### Mission

BITC is the oldest and largest business-led membership organisation dedicated to responsible business, with 600+ members. BITC has previously launched two surveys on the state of racial relationship and harassment in the UK workplace, which has resulted in a number of key actions, including the launch of a Race at Work Charter.

#### Challenges

This year, BITC launched their Race at Work survey for the third time (previously in 2015 and 2018) and received over 24,000 responses from across the country. The survey was designed to provide evidence and insights to race in the workplace and barriers and enablers to career progression, this included a scrutiny into employees experience of bullying and harassment at work. BITC required assistance in rapidly drawing key insights from the survey to include in their Race at Work charter.

#### Bain Approach

The Bain team conducted various forms of advanced, machine-learning text analytics to draw the key themes of concern to employees as well as identify characteristics of individuals that are more likely to experience racial harassment at work. These insights will inform UK policy and practices on Race, and a resulting report sharing the findings was published October 2021, during the UK's Black History Month.

#### Results

The results also informed the refresh of the Race Charter, driving organisations to create transformational change. Bain London have signed this charter, to renew our commitment to improve the quality of opportunities in the workplace for all staff of ethnic minority backgrounds.

## Volunteer Initiatives

### Social Mobility Affinity Group

A DE&I initiative to increase socio-economic diversity at Bain London, passionate about advancing greater social mobility in society. We aim to create pathways into Bain for extraordinary people from less advantaged backgrounds and create an inclusive culture to ensure our people can thrive no matter their background.

# Economic Development

Ed Stone (Bain Partner, Economic Development Pillar Lead)

Bainies have continued to work on economic development initiatives, primarily through Community Action Team projects with City Harvest, The Childhood Trust, and Akshaya Patra, volunteer initiatives with GDev, On-Purpose and Acumen, as well as externships at the United Nations World Food Programme.

Part-time support



City Harvest is a surplus food redistribution charity, London's sustainable solution to surplus food and food poverty. In addition to on-going strategic advice to board chairman and CEO, Bain helped to build and deliver a food supply dashboard, and embed data-driven methods to help them quickly respond to short-term food supply issues (due to low stocks in supermarkets and manufacturing plants), and address longer term supply objectives. We also helped diversify food sourcing into primary agriculture by prioritising crops, regions and farms to target, leading to a 30% YoY increase in donations.



The Childhood Trust is a fundraising and grant-making charity that is focused on alleviating the impact of child poverty in London. In the last 12 months the Trust's work has engaged over 250,000 disadvantaged children and young people through their funding of local front-line projects. Bain are helping them plan the launch of a new fundraising model and platform to empower individuals to fundraise directly with The Childhood Trust.



[www.tapf.org.uk](http://www.tapf.org.uk)

The Akshaya Patra Foundation (TAPF) is the world's largest food charity, focused on eliminating child hunger and a priority client for Bain Social Impact globally. Recently, the UK entity (TAPF UK) launched a free school meals programme for underprivileged children in London. They now serve 2,500 - 3,000 hot nutritious meals per day during holidays and have an ambitious vision to scale operations over the next few years. We are supporting the UK entity to 1) Accelerate their digital fundraising engine both on the web and social media 2) Help develop a smart logistics solution for meal delivery operations.



## Volunteer Initiatives



GDev provides strategic support to early-stage social enterprises in emerging and developing markets through pro bono impact cases. 40+ Bainies from the London office have supported two GDev cases this year, working on growth strategies for organisations empowering women in India through employment. Plans are underway for the next round of cases.



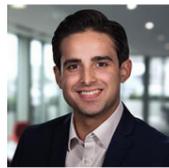
On Purpose connects mid-career professionals to purpose-driven organisations, supporting them in their career transition by providing two, six-month placements at impact-led organisations. Bainies got involved by becoming mentors to those professionals, helping them to maximise impact within organisations supported. Additionally, a number of Bainies conducted regular trainings on strategy and organisational culture to the On Purpose associates.



Acumen Academy is a global university providing online and in-person learning to build the skills and leadership needed to transition to a more inclusive and sustainable society. There are over 900 fellows and 700,000 course takers in 190 countries representing a new generation of social innovators and leaders committed to doing what's right in a world that loves what's easy. As part of Bain's broader, global support for Acumen, the London office has supported the Acumen Academy's UK Fellow's Programme. Their first cohort was announced last summer and plans are afoot to provide Bainies opportunities to mentor fellows and support individual projects.



Social Impact Externship  
**United Nations World Food Programme**



# Hamza Ahmed

## Consultant



**What drove you to pursue an externship at this organisation?**

I am passionate about social impact work addressing pressing global problems, including hunger and poverty, and I have always been interested in working in the UN. This was a great opportunity to get exposure to working in a UN agency, while working in a consulting environment. Also, having spent pretty much my whole life in the UK, I was interested in the opportunity to work abroad.

**What was/is your role during your time there? What kind of projects did you work on?**

I worked as a Consultant in WFP's Business Innovation and Change Unit, based in Rome. The team is the 'management consulting arm' of WFP, and is led by Giovanni Pio, a former London Bainie. I worked with several divisions across WFP to support the development of WFP's 5Y Strategic Plan – this defines how WFP will contribute to the fight against hunger (against a backdrop of rising hunger in the last 5 years), and how WFP will measure the impact of its work. My contribution included providing overall Project Management Office support, driving certain priority work streams, and executing discrete pieces of work for senior stakeholders.

**What lessons did you take from the organisation that you can apply at Bain and Beyond?**

Firstly, I was happy to find that the skills I'd learned at Bain applied well in this new role. My main lessons from the externship are in client/stakeholder management. I was fortunate to have the opportunity to work with and build relationships with several different stakeholders, including senior UN Directors, who mostly have very different backgrounds to me (e.g., backgrounds in WFP's humanitarian and development work in the field, or in government/policy, amongst others).



# Cross-pillar support

## Full-time support



(Social Business Trust)

### Mission

Retail Trust is a ~200 year-old UK-based charity that works to create hope, health and happiness for everyone in retail. They provide apprenticeship training, employee wellbeing services, and supported living services to support prospective, current, and former retail employees.

### Challenges

The retail market has been experiencing pressure for several years now, as digital trends and new disruptive business models have been transforming traditional high street retail. Covid-19 amplified this pressure with unpredictable, recurring store closures, supply chain issues, and more cost pressure, and the weight of these pressures are felt acutely by retail employees on the frontline – dealing with furlough and challenging customer service situations.

### Bain approach

Retail Trust wanted to respond to the industry’s growing wellbeing needs, and Bain came in to help them develop a new 5-year strategy for the wellbeing business to drive rapid growth in a fast-paced market.

### Results

With an ambitious strategy at hand and a passionate team, Retail Trust will launch new, cutting-edge wellbeing products to meet colleague needs, build new capabilities within their wellbeing team to support 2x as many retail clients in the next 5 years.



Working with the team from Bain was an extraordinary experience. The pace with which they began to add value, both to our long term strategic thinking and our execution was amazing. Within a few weeks, together, we had rebuilt the five-year vision for our organisation and created a plan to quadruple the impact our charity can have on improving the lives of the most vulnerable in the retail sector. All of this was done with a warmth, sense of humour and understanding of our culture. We can’t thank them enough for the impact they have had.

– Chris Brook-Carter, CEO



(Ark)

### Mission

Little Village is like a foodbank, but for clothes, toys and equipment for babies and children up to the age of five. They accept donations of excellent-condition, pre-loved items, which are passed on to families who need support across London.

### Challenge

Over the past 18 months, Little Village saw meaningful disruption to their operations, as they shifted their in-person model entirely to delivery. This was complicated further by major changes in their real estate footprint, including challenges (e.g. lease expiring on largest site) and also opportunities (e.g. large warehouse becoming available). As lockdown eased, Little Village needed to align on its go-forward distribution model across a range of sites - which required determining a long-term ambition and growth trajectory.

### Bain approach

We supported Little Village to develop their growth strategy for the coming years - including agreeing a bold ambition, aligning on the most suitable distribution model, and calculating the financial requirements.

### Results

By the end of the project, Little Village had a clear plan to more than triple in scale in the coming years - and effectively serve even more families in need.



Thanks to the dedication of the Bain team, we now have a fantastic blueprint which will help us to grow our work at a time when the need for our services has never been greater.

– Sophie Livingstone, CEO





(Social Business Trust)

Hertfordshire Independent Living Service (HILS) delivers meals on wheels and caring support to disabled, elderly, or vulnerable adults throughout Hertfordshire. In addition to meals, HILS also provides a range of services to help their beneficiaries stay happy, healthy, and independent.

Bain supported HILS with a review of their pricing strategy overall (including a deep-dive into one of their specific service lines) – and also provided some initial support to help HILS define their core. Following this initial work, HILS has aligned on a core definition with its Board and will work with Bain to further define the value proposition, in order to increase its social impact and financial sustainability.



Over this past year, despite its trials and challenges, we have increased our social impact still further, and improved our business model. Without doubt, we would not have achieved that without the inspirational-input, creativity, and wisdom of the Bain team, who we now consider a key part of our extended HILS family! We can't wait to get underway with the next stage of our work with our friends at Bain, who are giving their time and skill to help us change the world for the better.

– Sarah Wren, CEO



(Social Business Trust)

Catch22 is a social enterprise that designs and delivers public services that build resilience and aspiration in people and communities. Catch22 works across children's social care, delivers alternative education, gets people into work through apprenticeships and employability programmes, builds stronger communities through social action, and delivers social justice and rehabilitation services (in prisons and in the community).

Bain supported Catch22 to develop their corporate strategy. Specifically, we helped Catch22 to a) define their approach to reform and select a priority topic area (youth employment!), as well as b) to outline their parenting model, as an organisation that operates across many different service lines. The project resulted in a clear set of initiatives for Catch22 to increase its impact – and was a key factor in Catch22 securing major reinvestment from the Social Business Trust for its next phase of growth.



Bain's support has created the conditions for a radical transformation of the Catch22 corporate strategy. We benefitted from a highly capable team who quickly developed a deep understanding and empathy with our work. This resulted in a clear analysis of our strengths, areas for development and the creation of an action plan that when executed will position Catch22 as a sustainable, deep impact organisation. The Bain team engaged with the organisation with humility and provided lightning insight for which we are hugely grateful.

– Chris Wright, CEO





## Sounding Board

The Sounding Board is a group of senior leaders in charities and social enterprises with which Bain London has developed a significant relationship.

We provide these senior leaders with meaningful support, including:



Quarterly seminars on a wide-range of topics, including thought-provoking Bain IP and experience.



One-to-one mentoring relationships, typically with a Bain Partner over a multi-year period.



Access to further support from across the Bain system, including being eligible for support from a team on a voluntary basis via a Community Action Team.

Our highlight seminar this year was on diversity, equity and inclusion (DE&I). Sounding Board members heard from Bain's Chief Diversity Officer Julie Coffman on "How to lead your organisation through a DE&I transformation" and had an open discussion with each other on the DE&I challenges in their own organisations and in the social sector in general. We had excellent feedback on the session, which proved to be a challenging and inspiring discussion for us all.



## Bain Social Impact Fund

The Bain Social Impact Fund (BSIF) is an efficient way for Bainies to support high-impact charity projects selected by members of the fund.

**In the last 12 months, the fund has raised and distributed**

**£25K**

to 6 charities, primarily in healthcare and education. Accumulated monthly salary donations were distributed in our Summer and Winter funding rounds to charities proposed by and voted on by Bain Social Impact Fund contributors.

**£11K**

to our Winter Event charity partners. Many Bainies generously donated their salaries for the afternoon in addition to their time.

### How BSIF works

**Employees sign up to the fund**

1

Donate gross pay directly from payroll

2

Propose charitable projects every six months

3

Vote on the proposals

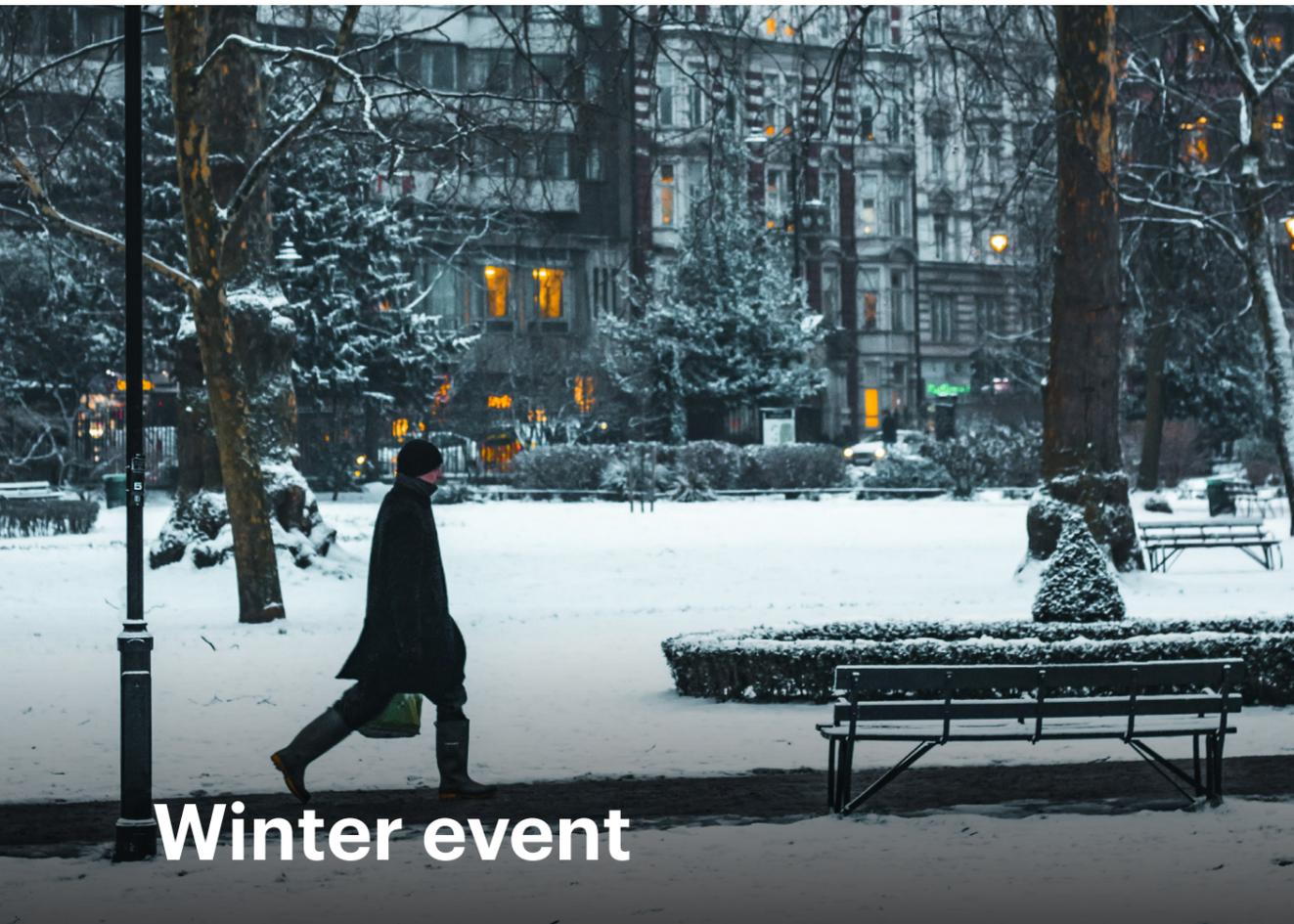
4

Committee disburse funds in order of votes until no more projects can be funded

5

Recipient provides updates on how the funds are being used

6



# Winter event

In London, we run an **annual office-wide community impact day** on which all London employees spend the day volunteering for a variety of projects that serve the local community.



The Covid-19 pandemic did not stop our giving spirit. In 2020, over 440 Bainies came together to help make a difference to the lives of those in the vulnerable communities across London.

From cooking various meals to spending the day with disadvantaged Year 7s, it was inspiring to see the many diverse ways in which our people were able to use their skills to give back.

# Social Business Incubator

The Social Business Incubator is a Bain-led team that encourages Bain participation and support for selected social enterprises. The main forum of this is the SBI "Strategy Day" at the annual Winter Event, where we welcome some of the UK's leading social enterprises to work through their key strategic issues alongside Bain teams. Following the Strategy Day, SBI continues to support these enterprises to further refine and implement strategic changes via Extra 10 teams.



**11** Charities



**95** Bainies involved



Social Impact in Bain London is continuing to expand its reach.

**We look forward to having an even greater impact in 2022.**



For more information about our social impact work, visit:  
[www.bain.com/about/social-impact](http://www.bain.com/about/social-impact)

