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August 31, 2022

By e-mail: [letitia@fairforall.org](mailto:letitia@fairforall.org)

Letitia Kim  
Managing Director of the Legal Network  
Foundation Against Intolerance & Racism  
485 Madison Avenue, 16<sup>th</sup> Fl  
New York, NY 10022

Dear Ms. Kim:

In response to your letter dated August 26, 2022 to Manny Maceda, the Worldwide Managing Partner of Bain & Company, Inc. regarding Bain's Building Entrepreneurial Leaders (BEL) Program, we are confident that the BEL Program complies with applicable employment laws. BEL is a 5-day program that does not deprive potential candidates from being considered for Bain's general summer internship program. To the contrary, the goal of the BEL program is to support Bain's efforts to continue to build a diverse work environment that benefits all.

Sincerely,

A handwritten signature in black ink that reads "Matthew Hirshfield". The signature is written in a cursive, flowing style.

Matthew Hirshfield  
Partner and General Counsel