



Baringa Partners commitment to Consulting Excellence

Annual declaration to the MCA
by Baringa Partners

June 2023



Consulting Excellence Principles

As signatories to Consulting Excellence, Baringa commits to adopting the twelve principles.

Ethical Behavior

Consulting Excellence firms work with clients, partners, employees and other stakeholders in an ethical way.

This means:

1. We are responsible and good citizens.
2. We conduct our business ethically.
3. We foster an ethical culture.

Client Service & Value

Consulting Excellence firms promote the highest standards of client service and value.

This means:

4. We provide excellent consulting services which deliver the outcomes clients seek and need.
5. We are transparent with clients and respond to their concerns.
6. We always strive to improve the value we can deliver to our clients.

Professional Development

Consulting Excellence firms develop the capabilities of their consultants, provide career development opportunities, and support the welfare of all their employees.

This means:

7. We undertake training and professional development planning each year.
8. We promote strong core consulting capabilities and specialisms in our consultants and teams.
9. We support our employees' career progression, professional development and welfare.

Commitment To Diversity & Inclusion

Consulting Excellence firms are committed to diversity and inclusion within their workplace and workforce.

This means:

10. We respect and embrace diversity and inclusion and understand the importance and positive benefit of people from different backgrounds working for our companies and our clients.
11. We recruit and retain people from a diverse talent pool and strive to build cultures where difference is valued, respected and celebrated at all levels. Furthermore we are committed to developing diverse future leaders and ensuring their progression in the industry.
12. We support industry efforts to improve progress on diversity and inclusion, implementing best practice and monitoring the diversity of the consultancy sector workforce over time. This includes encouraging the collection of data to assess the effectiveness of D&I policies and participating in the MCA annual report.



"Baringa's mantra is to put people first, and to create impact that lasts - and all of our work is geared towards those two aims. We believe that the quality of our relationships and the lasting and impactful nature of our results sets us apart. We are proud to be part of the Consulting Excellence scheme."

Adrian Bettridge, Managing Partner



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Introduction to Baringa

Baringa was created to provide a radically different experience for clients and consultants. What we do may sound familiar, but the journey with us is entirely different.



This is how we stand out from the crowd

- ✓ **Unashamedly geeky, rather than generalists:** we are leading experts in our chosen disciplines.
- ✓ **We are street-smart, not just book-smart:** 1/3 of our hires come direct from industry.
- ✓ **When we leave, our capabilities stay:** knowledge transfer starts on Day One.
- ✓ **Leaders who put in the work:** our most senior consultants work on delivery all the way through, they don't just turn up at the kick-off and farewell drinks.
- ✓ **Flexible, not dogmatic:** we hand-pick the right people for each project. Our flexibility and structure means we bring the best of Baringa every time.
- ✓ **Bespoke, innovative solutions:** we tailor what we do to our clients' needs and don't follow textbooks or generic methodologies.
- ✓ **Partnership and collaboration:** we work shoulder to shoulder with our clients, and build working relationships that can last for decades.
- ✓ **No 'us', no 'them':** just one team pulling in the same direction.
- ✓ **Double digit growth and Great Place to Work:** we've structured every part of our business to make sure our vision of a people-first culture never wavers.



Our model



1 Partner : 10 employees



20+ business practices

We are experts in our chosen fields and have deep sector and subject matter knowledge and capabilities



Global hubs

1,200+ employees and 120+ partners in our hubs in Europe, the US, Asia and Australia

For our consultants



Great Place To Work

Voted top 10 'Great Places to Work' for 13 years running. This creates a highly motivated, engaged and passionate consulting team



Employee engagement

Our employee Net Promoter Score is the highest in the consulting industry, and it's in the top 5% of all businesses worldwide!



Talent magnet

As a result, we attract, develop and retain the most talented consultants.

For our clients



Reputation built on results

Our reputation for ourselves: over 80% of our work is referral, recommendation or repeat business.



Client engagement

Our client Net Promoter Score is in the top 5% across industry.







Unique experience

Our clients tell us that they enjoy the distinctive experience of partnering with Baringa.

Our purpose







We set out to build the world's most trusted consulting firm. That means:

-  Kind, smart, curious people – from all backgrounds
-  A collaborative culture that fosters trusting client relationships
-  Insight and perspective
-  Lasting impact for our clients, the environment, and on the communities where we live and work.



What we do might sound familiar. But *how* we do it is what delivers lasting impact and makes our experts a pleasure to work with.

-  We get to know you and what makes your business tick
-  We're proudly geeky about solving your challenges
-  We slot seamlessly into your teams, as colleagues and friends – helping people at all levels of your business succeed
-  We bring smart, creative ideas that work and leave you better equipped to handle the next challenge.


We work with everyone from FTSE 100 names to bright new start-ups, in every sector


-  We've been partnering with large Tier 1 banks like Citigroup supporting them across areas such as markets, operations, finance, technology and risk management. We've been at the forefront of driving digital transformation at St James' Place and regulatory compliance transformation at Silicon Valley Bank both in the US & Europe
-  A trusted partner for VMO2 for over 5 years on a range of their strategic business programmes, networks and IT transformation. We've also worked with a digital therapeutics startup in the UK and US healthcare and wellness markets on designing their go to market strategy
-  We led the design of Covid-19 vaccines supply chain to deliver the vaccine in five weeks along with the supporting Tech & Data solutions – a joint effort across our Government Sector and Capabilities. We have also been helped define Apple's renewable energy strategy for Europe


Ethical behavior: Creating impact that lasts


As a Certified B Corporation™, we use our business as a force for good and deliver work that benefits the planet and the communities where we live and work

Here at Baringa, we embed sustainability in everything we do. We're committed to achieving Net Zero by 2030. And we're aligning our whole business to help limit global warming to <1.5°C. This means:


 **We help our clients deliver on their climate commitments.** Over the last five years, we've helped clients allocate more than £150bn of capital to building over 150GW of renewable energy capacity. That's enough to power 180 million homes. We've also advised on 70% of the UK's battery storage projects. Plus, we've helped financial services institutions and companies that own assets worth more than \$14tn to manage climate risk and define baselines for their Net Zero strategies.


 **We engage our people and suppliers on climate and environmental issues.** How? By delivering climate change training. By running internal campaigns on topics such as environmental, social and governance (ESG) investing. By implementing supplier sustainability checklists for high-impact areas like our offices and corporate events. And much more.


 **We work to reduce our CO₂ emissions year on year.** So far, we've cut emissions by 60% compared to our baseline. We've achieved this by switching to 100% renewable energy and reducing business travel.


 **We offset any remaining emissions to maintain carbon neutrality throughout our entire value chain.** We back projects that remove CO₂ from the atmosphere. And we support several of the UN Sustainable Development Goals.

We're committed to maximising the potential of people – not just within our company, but across our local communities. This means:

 **We run a work placement programme that supports social mobility.** In 2021, nine young people from low socio-economic backgrounds have participated in our programme. One of them is now doing a year-long internship at Baringa.

 **We donate pro-bono consulting time to help local and international charities tackle their biggest challenges.** For instance, we supported the Energy4Impact project that provides better access to energy in off-grid communities in sub-Saharan Africa. We helped Student Minds create a digital platform that helps students access mental health support. And we helped Save the Children dramatically improve the efficiency and effectiveness of its supply chain, to help it deliver vital charitable aid to children across the globe.

 **We work with our strategic charity partners – UK Youth and Drive Forward – to mentor young people.** In 2021, we've helped more than 40 young people develop the skills they need to enter the workplace. We've done this by providing skills workshops, mentoring and interview training. We've also helped 66 people employed by charities across the UK develop key

 **We volunteer and raise money for causes close to our hearts.** In 2021, we helped maintain 1,500 football fields' worth of green space in London. We donated more than 100 presents to young families in need across the UK and Germany. We raised money to provide eight months' worth of food for children in Bulgaria. And we mapped 7,500 buildings at risk of flooding in Bangladesh to help communities and disaster relief organisations prepare for the impacts of flooding.

Sustainability is a journey, not a destination. We're proud of what we've achieved so far, and we're excited about the future.



Ethical behavior: Code of Conduct

Baringa has adopted this Code of Business Ethics so that everyone understands the ethical and legal standards that Baringa people are required to observe.

Our Standards of Conduct:

- We will conduct every aspect of our business with honesty, integrity and openness, respecting human rights and the interests of our employees, associates, sub-contractors, clients & third parties.
- We will rely on common sense and common decency to advocate positive behaviour at all times.
- We will comply with all laws and regulations applicable to Baringa and our business.
- We will respect the legitimate interests of third parties with whom we have dealings in the course of our business.
- We will always maintain the highest standards of integrity- for example, we will not promise more than we can reasonably deliver or make commitments we cannot or do not intend to keep.

Business Integrity:

- We aim to develop strong relationships with our sub-contractors, suppliers, stakeholders and others with whom we have dealings, based on mutual trust, understanding and respect. In those dealings, we expect those with whom we do business to adhere to ethical business principles consistent with this Code.
- We will conduct our operations in accordance with the principles of fair competition and laws and regulations applicable to our business, wherever we do business.
- We will obtain legal advice where felt necessary to comply with this commitment.
- We will not facilitate, support, tolerate or condone any form of money laundering.
- We will reimburse employees for all reasonable and necessary expenses incurred in the course of Company business.
- Employees are responsible for ensuring that no unnecessary costs are incurred, and that Baringa receives good value for money.
- Everyone is expected to act honourably and sensibly within the limits and spirit of Baringa's Expenses Policy.
- We will oversee and ensure compliance with our Anti-Corruption and Bribery Policy.
- We will oversee and ensure that neither slavery nor human trafficking is taking place within our business or our supply chain.
- We will seek to compete fairly and ethically within the framework of applicable competition and anti-trust laws and we will not prevent others from competing fairly with us.
- We will comply with all applicable export control laws and sanctions when conducting business around the world.

Client Service and Value: The Economics of Kindness

At Baringa we believe that lasting impacts are only made when people are put first.

We believe putting people first means being kind – actively listening and ensuring all voices are heard, being honest, saying the hard truths and tackling the tough challenges head-on. So being kind helps build the trust needed at every stage to ensure the right things are done that create the positive impacts that last.

We are currently exploring this idea of **The Economics of Kindness** from different perspectives – getting the views of our own people, our clients, academics and experts, and the general public, and always asking, **does kindness pay?** So, join the debate at baringa.com/kindness or let's have a conversation direct.



Follow the debate and share your views at:

baringa.com/kindness
and on our [LinkedIn page](#)

[Case Studies](#) | [Baringa](#)

Client service and value: People First. Impacts that last

Working with Baringa feels different for our clients, as our approach is different.



Putting people first

We partner with people, not businesses

C-suite, interns, and everyone in between.

Unashamedly geeky

No generalists. Just geeky enthusiasm for our specialist subjects.

Only the kind and collaborative

We only hire experts who share our principles and values.

Different is good

We celebrate diversity, encouraging everyone to bring their whole selves to work.

We always want to hear it

We build an inclusive culture where everyone's voice counts.

Putting people first. Creating impact that lasts.



Building trust at every stage

Unbiased to the bone

We're an independent, partner-led business.

The best of Baringa, across borders

We always turn up with the right people for the challenge at hand.

Prepared to challenge

Sometimes doing the right thing means delivering tough messages – and we're never afraid to do that.

In it for the long haul

We're not in this for quick wins. We build working relationships that last for decades.

Satisfied clients and people, above all else

When we're doing well on these two fronts, everything else will follow.



Pioneering an impactful, positive way of working

The grand designs and the detail

Our work is focused on the strategy of tomorrow, and the detail of today.

No 'us', no 'them'

We seamlessly slot into your teams, with only one agenda: yours.

A journey that leaves you better off

We make the day-to-day experience of working with us just as rewarding and enjoyable as the outcome.

Street smart, not just book smart

We don't hide behind frameworks or textbooks. All our advice is practical and realistic.

Leaders who put in the work

Our most senior team members collaborate, advise, share their expertise and build relationships.

When we leave, our capabilities stay

Our projects don't end with handover documents. We build capability into your teams as we go.

Client Service and Value: Putting people first

What our clients say about our people and our impact

“What’s distinctive about Baringa? Their strong expertise. And their passion – I see a lot of passion, problem-solving, and innovation. They definitely had an impact on our organisation.”

Head of Pharma, products and services client, UK

“We get together and feel like we have the same style and are one group of people talking to each other. As if we were in one organization.”

Head of Procurement, financial services client, US

“I’d say Baringa consultants are better listeners. And speed is important to them. Other consultancies don’t move as fast as we need them to.”

VP Operations, energy and resources client, Germany

“There doesn’t seem to be too much distance between the client and Baringa. They seamlessly integrate themselves into our various teams.”

Programme Delivery Director, public sector client, UK

“Baringa work alongside you rather than feeling the work is being done to you. That’s quite distinctive.”

CEO, energy and resources client, UK

“I see Baringa as being totally independent. Its people have a lot of integrity.”

VP, energy and resources client, Australia



Professional Development: Learning at Baringa

We are dedicated to supporting, nurturing and developing individuals throughout their career.

What's on offer?

Core Curriculum



Our core curriculum helps you to develop the knowledge, skills & behaviours expected by everyone at Baringa. **We will ask you to prioritise this learning.** After this, you may want to deepen your expertise or broaden your knowledge.

Plug 'n' Play



We maximize and leverage our internal expertise, with SMEs sharing their knowledge across Baringa. We have a diverse mix of capabilities and specialisms, which continuously developed through our curiosity to learn.

Always On





Our "Always On" digital learning is designed to fit around existing commitments, enabling you to top up your knowledge when it suits you. We encourage do as much bite sized informal learning as you can.

Exciting projects



The clients, projects, and industries that we work in means you will gain valuable experience to help shape your career, with new skills and capabilities being developed along the way.

Every year, everyone at Baringa is given  training points, equalling approximately  days of formal development.

Your training points can be used for our core curriculum, external short course learning, external qualifications or conferences.

Professional Development: Wellbeing

Baringa is a listening organisation, one that's continuously learning and improving. We help Baringa employees:

Look after you...

Baringa treatments

We understand the importance of mental and physical health, so we provide a comprehensive range of services that suit your needs.

Our employees have access to an Employee Assistance Programme, Private Medical Insurance, Doctor@Hand and our Mental Health First Aiders.



Look after your money...

Profit Share Scheme

Baringa runs a **TRANSPARENT** profit share scheme based on individual and company performance.

Financial wellbeing

We provide workshops to give everyone the opportunity to access more information on financial planning and money management, as well as a deep dive into our benefits and employee packages.



Baringa People Fund

We want to encourage a healthy approach to work and life and we recognise that wellbeing is individual and not one size fits all. Our People Fund helps people support and actively manage their wellbeing through an activity of their choice.

An allowance of GBP300, EUR350, USD400, AUD550, SNG555, BGN450 is given to all employees (including those on a fixed-term contract of 6+ months).

Look after others...

Corporate social responsibility

We offer our employees 3 days per year to increase the impact Baringa can have with social and environmental causes that we value.



Look after your family...

Flexible absence

We give employees flexibility when taking unpaid absence. This could be taking 6 weeks out each summer to align with school holidays or taking an extended period out regularly for travel purposes.

And these are only a few of the benefits we offer.

Diversity and Inclusion: Equal Opportunities in all Aspects

We set out to create an environment that enables everyone to be themselves.

We look to provide equal opportunities in all aspects of our business to ensure that all job applicants and employees receive fair treatment regardless of ethnicity, culture, background etc.

Our Baringa Diversity and Inclusion programme aims to:

Drive the 'work-life balance' agenda to ensure support at all stages of life

for our people - as parents or caregivers, through changing life circumstances and in breaking down stigmas towards gender, sexual orientation, race, mental health, religion and other stereotypes

Be the link across our D&I networks, tapping into the knowledge and experience

of Gender Diversity, Ethnic Diversity, Interfaith, Embrace (LGBTQ+), Industry to Consulting and Neurodiversity

Challenge our strategy, recruitment, policies and processes

so we can ensure we support diverse and inclusive practices



“Diversity is being invited to the party. Inclusion is feeling comfortable enough to dance” Michelle Raymond

Diversity and Inclusion: Introducing Our Networks

Helping everyone have a sense of belonging, celebrating diversity and keep inclusion is a top priority

Neurodiversity

It is estimated that around 1 in 7 people are neurodivergent, meaning that their brain functions, learns and processes information differently. We have created a network to foster education and awareness of neurodiversity and to better support our neurodiverse colleagues.



Embrace

Our LGBT+ network provides a support function for our LGBTQ+ employees and advises Baringa's teams to ensure our policies and processes are inclusive of LGBTQ+ colleagues. We want Baringa to be a place where LGBTQ+ employees can be themselves, free from discrimination.



Ethnic Diversity

The mission of the network is to ensure we have a workplace where all ethnicities and cultures are included. Our objectives are encouraging and celebrating diversity, promoting inclusion, advising the business and improving BAME employee satisfaction/engagement and retention.



Gender Diversity

Our ambition is for everyone to feel like they belong at Baringa, regardless of their gender identity. The GDN is not a women's network. It is open to everyone and is dependent upon the contribution of all to create a company environment that we can truly be proud of.



Industry to consulting

Welcoming industry experts into our consulting practice and supporting them through the transition. We want to help them gain the skills needed to work as consultants and enable them to share their industry experience and knowledge.



Interfaith

Faith is a prominent part of the lives of our people, clients and communities. Our main objectives are to provide safe spaces for people to have discussions on faith related questions, practice their faith freely and to educate our business.





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Baringa is a certified B Corp™
with high standards of social
and environmental performance,
transparency and accountability.

