



# Putting **people** first. Creating **impact** that lasts.

Baringa UK Graduate Opportunities



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



## Welcome!

The purpose of this pack is to provide you with an overview of Baringa and to answer some of the questions you may have regarding our Graduate Analyst Programme.

# Welcome to Baringa

## A note from our Managing Partner

If you are reading this pack, you are considering Baringa as the next step in your career and we are delighted by your interest. I'm often asked what it is like to have watched the firm grow over the last 10 years, and my response is always the same – the next 10 years are even more exciting than the last.

I genuinely believe that. We have worked hard to establish a firm that leads the market in its sectors and does so with values that are genuine and meaningful, and we continue to build on this platform to do some great things and chart some exciting courses.

You will be astounded by the wealth of passion, knowledge and experience that exists at Baringa, and the genuine warmth that is shared by everyone – I've been here for a long time, and it still really is an exciting place to be.

“*What I enjoy most is the opportunity to ask insightful questions to get to the heart of a client's challenge. Getting to understand what's really going on in their business.*”

A. Bettridge

**Adrian Bettridge**  
Managing Partner



**SECTION 1:**

# Who we are

# Our history

24 years of putting **people** first and creating **impact** that lasts

Baringa was founded by a group of friends in 2000, with the ambition of creating a consulting firm differentiated by deep industry content, delivered by a highly collaborative team who would put the client's need first whilst looking after our people. Our intent is to ensure that Baringa balances clients' needs and employee satisfaction, giving us a unique proposition in the market.

Building on that heritage, we chose a partnership structure for our business as we wanted to remain independent, to lead with experience, and expertise over size - **our distinctiveness lies in HOW we do things!**

It is the blend of these three things that come together to form an impactful, positive **way of working.**

Our  
Partners  
in 2021







Our  
Directors  
in 2003



# 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.

And we've established an award-winning reputation for our people-first philosophy.



UK'S LEADING MANAGEMENT CONSULTANTS 2024



# What our clients say about our people and our impact

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

“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



# How it feels to work at Baringa

To attract the best talent into our firm, we've created a culture where everyone can bring their best selves to work



## We always put 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.



## We build 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 follows.



## We've created a positive, impactful 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 our client's teams, with only one agenda: theirs.

**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.



Underlying everything we do are our principles: **be Kind, be Curious, be Great at Work**

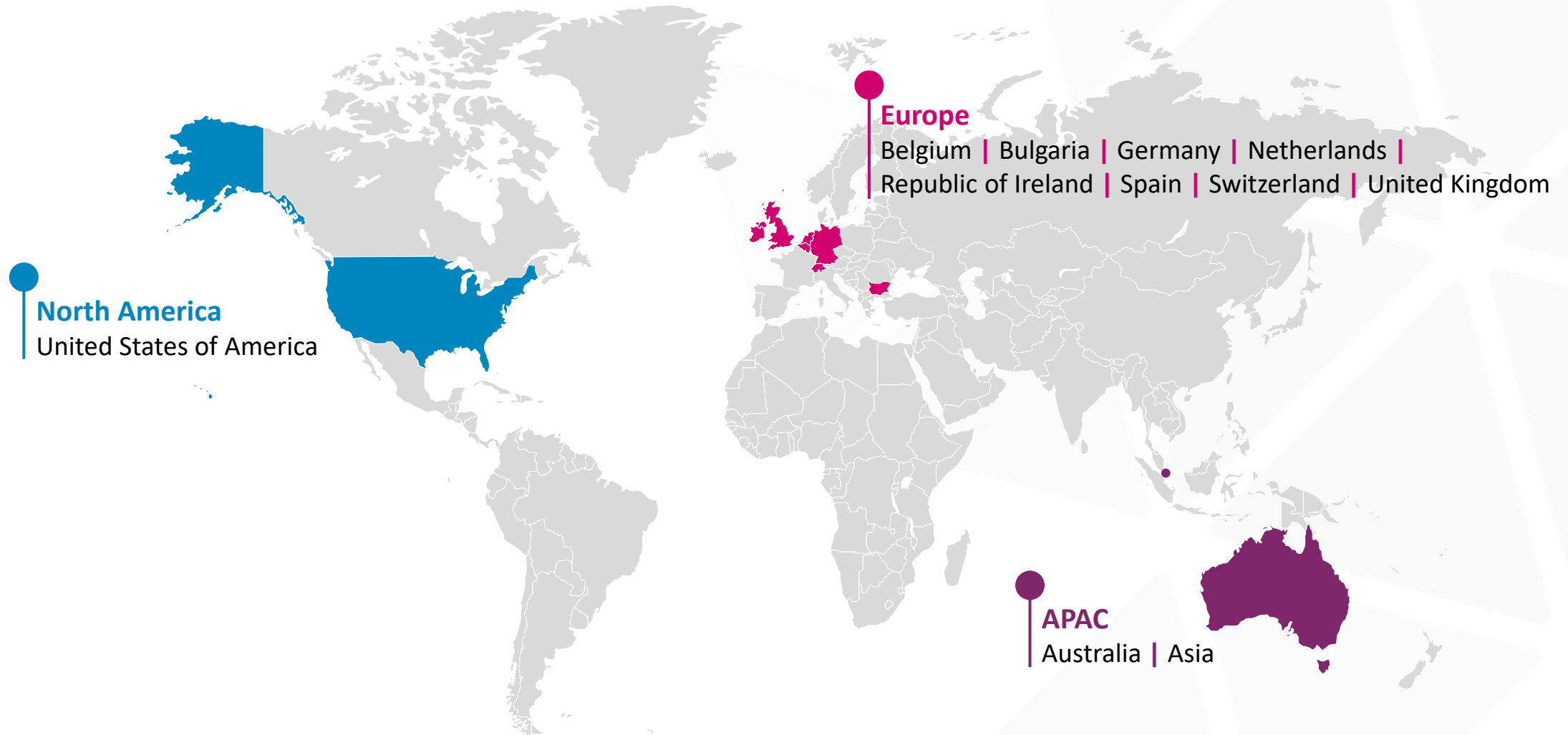


SECTION 2:

# Where we work

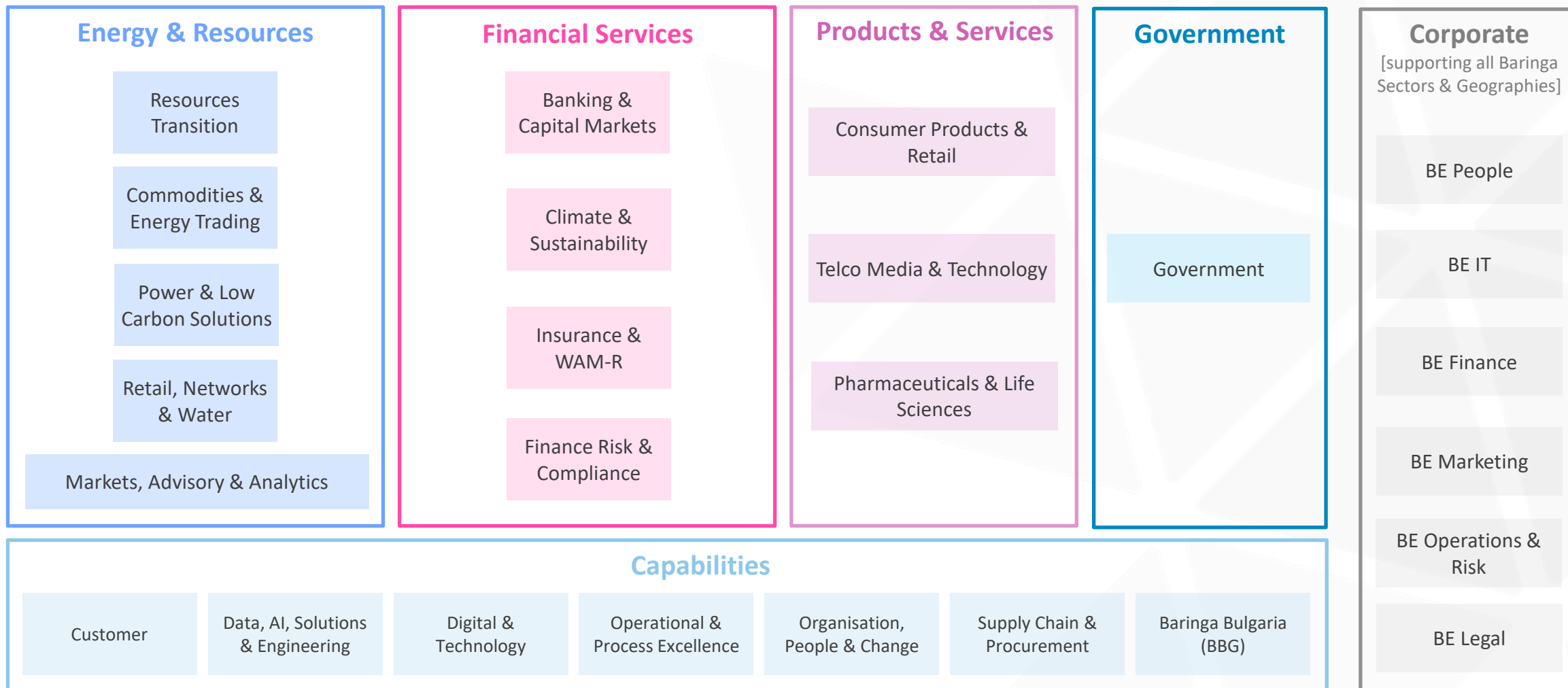
# Where we work

We are a global business, with hubs in Europe, the US and Asia-Pacific (APAC)



# Where we work

The sectors we operate in and clients we've helped



SECTION 3:

# Your Journey Starts Here

# Apply for our Graduate Analyst Opportunity

Each programme has been designed to create a strong foundation for a successful and exciting career with us

Whichever programme you join, you will receive a breadth of training and development, join the Analyst Community, work with only the kind and collaborative and make an impact from day one.

We welcome applicants with a range of degrees and experiences. **Choose the entry route that best suits your skills and interests.**



## Join one Graduate Career Path:

We encourage all applicants to have a look at [our organisational structure](#) and do some research into the type of work our business units do, which can be found on our [website](#) under 'capabilities' and 'industries'.

### Energy & Resources

Power & Low Carbon Solutions

Markets, Advisory & Analytics

Commodities & Energy Trading

Retail, Networks & Water

### Capabilities

Digital & Technology

Organisation, People & Change

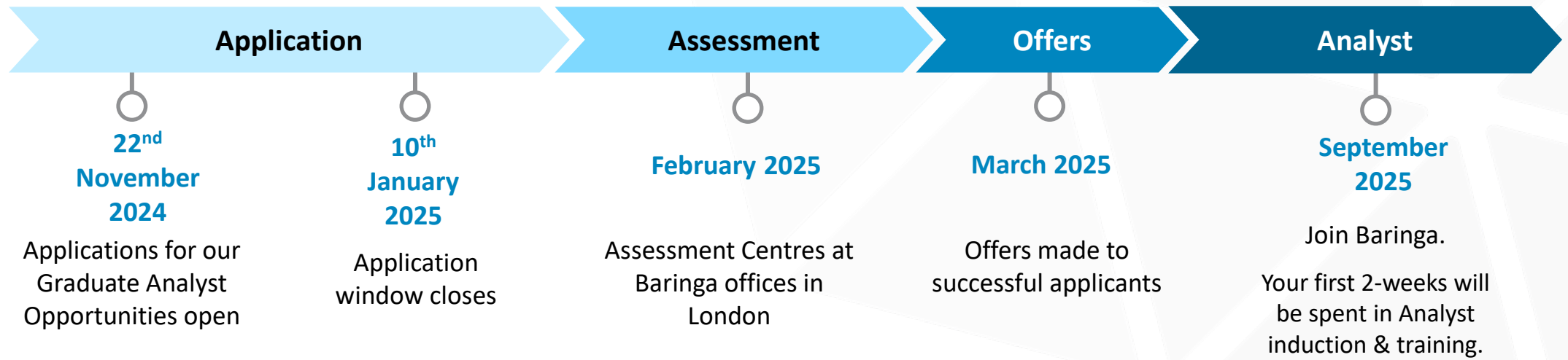
Customer

### Products & Services

Telco, Media & Technology

# 2025 Graduate Analyst Application

## What to expect



SECTION 5:

# Analyst Experiences

# Analyst experiences

Hear from our Analysts on what it's like to work at Baringa



**Name:** Evan Ng

**Business Unit:** Energy & Resources:  
Power and Low Carbon Solution



I joined Baringa as an Analyst in the Power and Low Carbon Solution team upon completing my MSc in Energy Systems at the University of Oxford. Since joining, I've been exposed to a wide range of projects, including leading the revenue projections of major offshore wind farms, identifying the wider social impacts of cross-border electricity interconnectors, and developing novel energy system analysis tools! There are so many opportunities to expand my knowledge of the energy sector and I also get to learn directly from senior members of the team.

The support network in Baringa is incredible. I feel that the senior team members I've worked with are more like mentors that genuinely care about my career developments, than just people who manage me. I am able to gain honest career advice from them and they also actively help create opportunities for me to develop my desired skill sets and knowledge. Not to mention, the team is also incredibly open to new ideas and innovative approaches to improve project deliverables (do not hesitate to share your thoughts even if you are fresh out of university!). There's always opportunity to experiment with new ideas and develop new skills in Baringa!"



**Name:** Noelle Greenwood

**Business Unit:** Financial Services: Banking



For me, there are 3 stand-out elements of Baringa's Analyst experience:

**Exposure to clients and the best of Baringa expertise.** Far from being a 'cog-in-the-wheel', Analysts are valuable members of uniquely small teams. Small team size at Baringa means you get exposure to the depths of client challenges to build your skills and expertise, plus Baringa's flat hierarchy means exposure to senior team members and internal experts who encourage you to grill them with your questions. Overall, this means you zoom up the steep learning curve and quickly become an asset to your team and Baringa as a whole.

**Employee wellbeing.** It's no secret that consulting is a demanding career path, but Baringa's focus on People and flexible working means you quickly build a strong support network, develop the ability to manage your wellbeing and play a part in an inclusive workplace. In practice, this means your managers and advisors encourage you to have a good work-life-balance, while you can have open and meaningful conversations about topics that you care about. A good example of this is the Female Leadership series I was a part of, where the women in my BU held in-depth discussions about imposter syndrome, in-out groups and self-confidence (to name a few).

**Having fun along the way!** You get the pleasure of working beside genuinely kind and fun people who want to have a good time while smashing client work. Both across the Analyst community, your BU and beyond, there are LOADS of initiatives, activities and events to get involved with from sports to fundraisers to you name it!"



# Analyst experiences

Hear from our Analysts on what it's like to work at Baringa



**Name:** Kunle Odofin

**Business Unit:** Products & Services: Pharma & Life Sciences

“ Having had no prior experience in the world of consulting, this was a bit of a daunting experience for me - but on reflection, the transition couldn't have been smoother. From day one, everyone I met (irrespective of how senior) made me feel incredibly welcome and were always more than willing to take time out of their day to offer me support and answer any questions I had. I can't speak highly enough of the culture at Baringa. Everyone you meet here genuinely cares about your development and wants you to be the best you can be - which for me, felt like the perfect environment to start my career as a consultant.

I work in the Pharmaceutical & Life Sciences business unit - through which, I've had the opportunity to interact and work alongside people from all different walks of life with a wealth of experience and expertise across the industry. I've been involved in transformation projects which has allowed me to get an insight into the structure and inner-workings of major pharmaceutical companies as well as form strong professional relationships while working collaboratively alongside our clients.

Outside of my client work, Baringa offers the chance to unwind and socialise with colleagues - from Wednesday night football to cultural-heritage events, there's always something to choose from.

Overall, if you're looking for a company which is invested in your growth and always puts its People first, Baringa is your best bet.”



**Name:** Clarissa Piper

**Business Unit:** Financial Services: Capital Markets

“ I joined Baringa's Capital Markets practice as an Analyst about a year ago with no prior work experience. Although this was a daunting step, I was amazed by everyone's efforts to welcome me and help me land well. From trainings to mentoring sessions with my manager and advisor, I feel like people at Baringa genuinely care about helping me develop personally and professionally. There are also various social activities to get involved with on different levels, which are amazing to get to know the wider team in your BU, at your level, or across Baringa more widely.

Whilst receiving lots of support to grow and develop, I am also being given a lot of responsibility on my projects, where I get a lot of exposure to client teams and have the chance to try a variety of roles from analytical and project management to roles to negotiating with client stakeholders.

One of the best things about working at Baringa is its unique culture. No matter the level of seniority here, people are incredibly kind, always open to help with any questions or problems, and happy to take the time to meet and check in with you. I genuinely think Baringa is a great place to work with an amazing culture and increasingly diverse community. I would definitely recommend Baringa to anyone looking to work in consulting, especially for someone in the early stages of their career.”

SECTION 4:

# An inclusive environment

# Baringa differentiators

## Putting people first, creating impact that lasts

Our experience gives us a valuable combination of insights to quickly identify solutions with our clients. We seek to provide the most experienced, knowledgeable and committed individuals, with strong relevant industry insight to add real value to clients.

**Our industry knowledge**

**Our approach & engagement style**

Our approach emphasises listening to our clients, being responsive and pragmatic while challenging the status quo to deliver successful and sustainable change. We don't believe in a 'one size fits all' approach; we're flexible in tailoring solutions to truly meet our clients needs.

**Our relationships**

We build genuine long-term relationships with our clients based on trust, quality and the passion of our people. Our clients recognise our work ethic and continue to rely on us as trusted advisors to help them realise their strategic ambitions.

**Our culture**

We continue to build our culture with a strong focus on the individual, collaboration and empowerment – principles that have enabled us to create the award-winning, people centric organisation that we are today. Collaboration runs through all we do.

**Delivery excellence**

We pride ourselves on quality and delivery excellence in everything we do. We champion and co-ordinate active quality management so our clients receive the best possible service and delivery. We keep our promises and do what it takes to deliver high-value on time and on budget.

**Our people**

We look after our people and invest significantly in training and development to ensure they are constantly developing, therefore providing our clients with the best individuals to work with. We understand that personal and professional needs change and recognise as a result everyone will progress at different rates and need different support from the company .

# Our Principles, Values & Behaviours

## How we work at Baringa

Principles	Values	Behaviours – how we act at Baringa
Be Kind	Inclusivity	I am inclusive, respecting the contribution of each individual.
	Collaboration	I collaborate with my peers and clients, recognising the team output is greater than the individuals.
	Compassion	I provide honest and constructive feedback, and challenge with good intent.
Be Curious	Passion	I am passionate about adding value to our clients and Baringa.
	Innovation	I seek innovative ideas in order to deliver creative solutions.
	Growth-Mindset	I continuously learn to maximise mine and others' potential.
Be Great at Work	Integrity	I do the right thing by our clients, our people and Baringa.
	Quality	I deliver high quality ideas and service that I am proud of.
	Ownership	I take personal ownership for my performance and attitude.

## Our journey so far

Click the image below to hear how we are committed to being brighter together



# D&I at Baringa

At Baringa we believe that diversity is paramount to driving creativity, innovation and value that we are all the richer for

**Race, ethnicity and gender are our global focus areas.** This means we report internally and externally on our progress against these areas and engage each of our geographies on ways to improve representation and engagement in these areas.

Beyond our global focus areas, **we have established six employee networks** that are an integral part of our business, dedicated to supporting individuals across the company irrespective of background, personality or profile. This ongoing commitment challenges us on identifying and influencing our strategy, recruitment, policies and processes in order to further our goal to become a truly diverse and inclusive workforce.

We recognise that many of our colleagues identify with a mix of intersectionality's and have the opportunity to join multiple networks to which they identify as, or that they are an ally to. **We want all colleagues to feel a sense of community, where they are open to share their experiences or challenge with full psychological safety.**



We champion the importance of a diverse and inclusive culture. We know that by creating a workforce which reflects the diversity of our society and celebrates differences, people will feel free to be themselves.

**Katy Mirzaie, Partner & D&I Lead**



*Diversity is being invited to the party. Inclusion is feeling comfortable enough to dance.*

# Creating communities through networks

People across Baringa have launched multiple networks which support colleagues through different lenses of diversity, equity and inclusion. Key contacts and further information can be found in the appendix.

## 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.

## Interfaith & Belief

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.

## 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.



**Black at Baringa**  
(B@B is for black and mixed ethnicity colleagues)



**Casa Baringa**  
(Hispanic, Latin and Portuguese background)



**MENA**  
(Middle Eastern North African)



## Social Mobility

We are a community focused on open discussion with colleagues from various backgrounds and empowerment through developing skills via tools and mentorship. We seek to address issues around awareness of Social Mobility, from attraction, retention and progression of colleagues at Baringa.

## Embrace

Within Embrace we aim to build a diverse and inclusive Baringa, to ensure every employee feels comfortable to embrace themselves, to educate others in adopting inclusive behaviours and mindsets, and to ensure Baringa are recruiting a diverse range of talent. Embrace aims to be the subject matter expert and offer guidance to engage leadership on LGBT+ issues.

### Sub-network



## LGBTQIA+ Ambassadors

A network of colleagues who do not necessarily identify as LGBTQIA+ but want to help get involved in furthering Embrace's efforts for this community

## Ethnic Diversity

The mission of the network is to ensure we have a workplace where all ethnicities and cultures are included. The EDN has a number of subnetworks that further the efforts for their specific areas. Our objectives are encouraging and celebrating diversity, promoting inclusion, advising the business, and improving ethnically diverse employee satisfaction/engagement and retention. We focus on identifying equitable steps the business can take to advance diverse talent and provide a safe space for colleagues to share their experiences within Baringa.

Ultimately, we want to provide a sense community for colleagues across different ethnic backgrounds.



**SEEAN**  
(South East and East Asian Network)



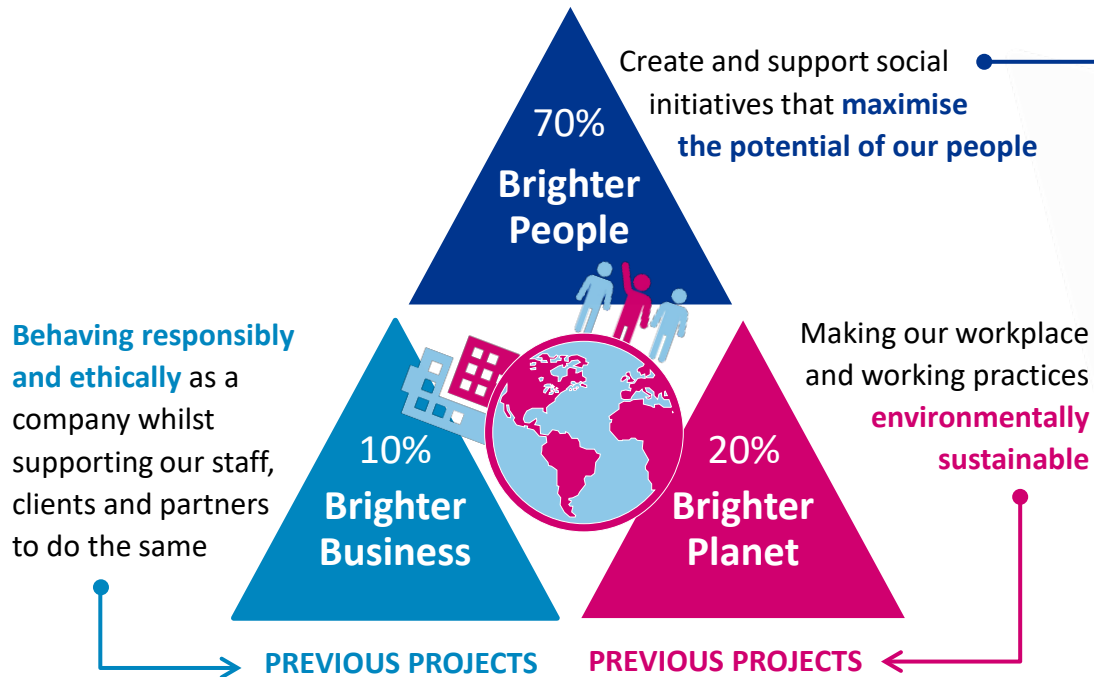
**South Asian Network**



**Mixed Heritage Network**

# Corporate Social Responsibility

We are a company that stands for something. Our vision is of **Brighter People**, working in a **Brighter Business**, helping future generations to enjoy a **Brighter Planet**



## PREVIOUS PROJECTS

### Envision Community Apprentice scheme:

Become a mentor to local schools

### Education for the Children:

Become a mentor for business students at the School of Hope in rural Guatemala

## Other CSR Policies

### The Baringa Community Fund

£250k to support CSR projects through "pro bono" or "low bono" deployment of our core consulting skills

### Charity Days

Employees are encouraged to participate in community and charity work and there is an annual allocation of one day per employee for such activities

### Groundwork Air Quality project:

Help design and build an eco space at ConStreet children's centre (Jan 2017)

### Sustainable sourcing:

Supported the development and implementation of our supplier assessment framework

### Green IT:

Help investigate options for improving the environmental impact of our IT practices e.g. walk up printing



### Cycle to work

Baringa offers a cycle-to-work scheme, in which employees are able to select a bike package from a participating provider and buy the bike through a salary sacrifice scheme and benefit from tax and NIC exemptions

### Sponsorship Matching

The Company will match the total donations that an individual employee raises for charity; up to a capped limit of £200 per year



# Sustainability – Our Principles and Priorities

To ensure Baringa is maximising our net positive impact for our people, clients, communities and the planet we have defined 9 key principles to live by and 4 key priorities to focus our efforts

## Key principles

### Environment



- ✓ Take actions based on **science**
- ✓ **Reduce** consumption and carbon emissions first, then mitigate
- ✓ Act as a **multiplier** through supply chain, people and clients

### Social



- ✓ Put **people** first
- ✓ Create purposeful **partnerships**
- ✓ Leverage our unique **skills**

### Governance



- ✓ Take **accountability**
- ✓ Be **transparent**
- ✓ Make **holistic decisions**

## Key priorities

# 1

### Mitigate Climate Change

Align our whole business with a <1.5 °C warming scenario



# 2

### Improve social value

Improve diverse access to the workforce and specifically create routes into consulting for under-represented young people



# 3

### Partner for Goals

Increase our multiplying effect outside direct client delivery in support of our sustainability goals



# 4

### Build a responsible and resilient institution

Improve transparency on our sustainability performance with our people, clients and the market



SECTION 5:

# Reward

SECTION 5.1:

# Wellbeing & benefits

# Your wellbeing and benefits

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

## *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.



### **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 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.

## *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...

SECTION 5.2:

# Recognition & events

# Recognition

It is our belief that no one represents or celebrates Baringa better than our own people



## Annual Awards

Our **Annual Awards** recognise the outstanding work our teams have done each year. From delighting clients, to delivering innovative projects, and supporting our people to giving back to our community, the Baringa Annual Awards is our chance to showcase our colleagues.



## Spotlight Awards

At Baringa we believe in 'on the spot' feedback and recognition. **Spotlight Awards** allow anyone in the business to give praise to someone who deserves it. Our spotlights range from someone who went above and beyond on a project, to someone who demonstrated our core values and behaviours in a particular situation with another employee.



## Regular Promotion Rounds

We have a strongly meritocratic career path including four **promotion** rounds a year, as well as training, mentoring and leadership development opportunities.

# Events

Our flagship company events underpin the importance of the Baringa family

Baringa places a great deal of importance on celebrating individual and collective achievements both professionally and personally.

From **formal events**, previously held at the Connaught Halls, National History Museum and Guildhall, to **summer celebrations**, with far-flung visits to Croatia, Sorrento and more, to our **Winter Party**, full of cheer at places such as Aqua Kyoto/Aqua Nueva, The Fable and Mint Leaf Bar and Grill – **there's something for everyone.**

We invite employee's families to these events too, as we recognise the role they play in supporting our employees through their career.

