



Non-Financial Scorecard 2025

Creating lasting impact

October 2025

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Creating lasting impact

We believe business can be a powerful force for good, not just in what it delivers, but in how it operates. We aim to create lasting impact for clients, colleagues and the communities we're part of.

It's an important agenda. It's written into our Partnership Agreement and underpins our self-reinforcing business 'flywheel': by investing in our people, we enable exceptional client outcomes, which in turn drive long-term commercial success.

As a partner-owned firm, independent of vendors, we operate with a single P&L and firm-wide profit-sharing to align incentives and foster collaboration. Our ambition is to be the world's most trusted consulting firm in the markets we serve. Taking action on environmental, social and governance (ESG) issues is one of the ways we aim to earn that trust.

This non-financial scorecard provides a summary of our performance across the topics we prioritised in our stakeholder materiality assessment. It's a snapshot of where we are today, and signposts where we want to go. Some targets reflect ambitions; all are part of a multi-year programme to improve how we operate and the impact we have.



Adrian Bettridge
Managing Partner, Baringa



Materiality

Rapid shifts across the markets and sectors we work in make it essential to listen closely to the expectations of our clients and other stakeholders. Our impact materiality assessment helps us to ensure that our priorities are relevant and actionable, and that we can direct our time, resources, and investment where we can have the greatest impact. It also helps to align our efforts to the most relevant Sustainable Development Goals (SDGs) for our business. A summary of this alignment is in the appendix ([Appendix 1](#)).

We generated our initial list of material topics through reviewing various global standards (including GRI, SASB and ISSB) and market information, with input from functional leaders on the topics and prioritisation. In some cases, these experts also acted as proxies for the perspectives of external stakeholders. Senior leaders then validated the resulting matrix.

While all of the topics in the materiality matrix are important, some are currently more central to our business model and delivering our strategy. This assessment reflects a particular moment in time, but circumstances can change, so we keep these topics under review.

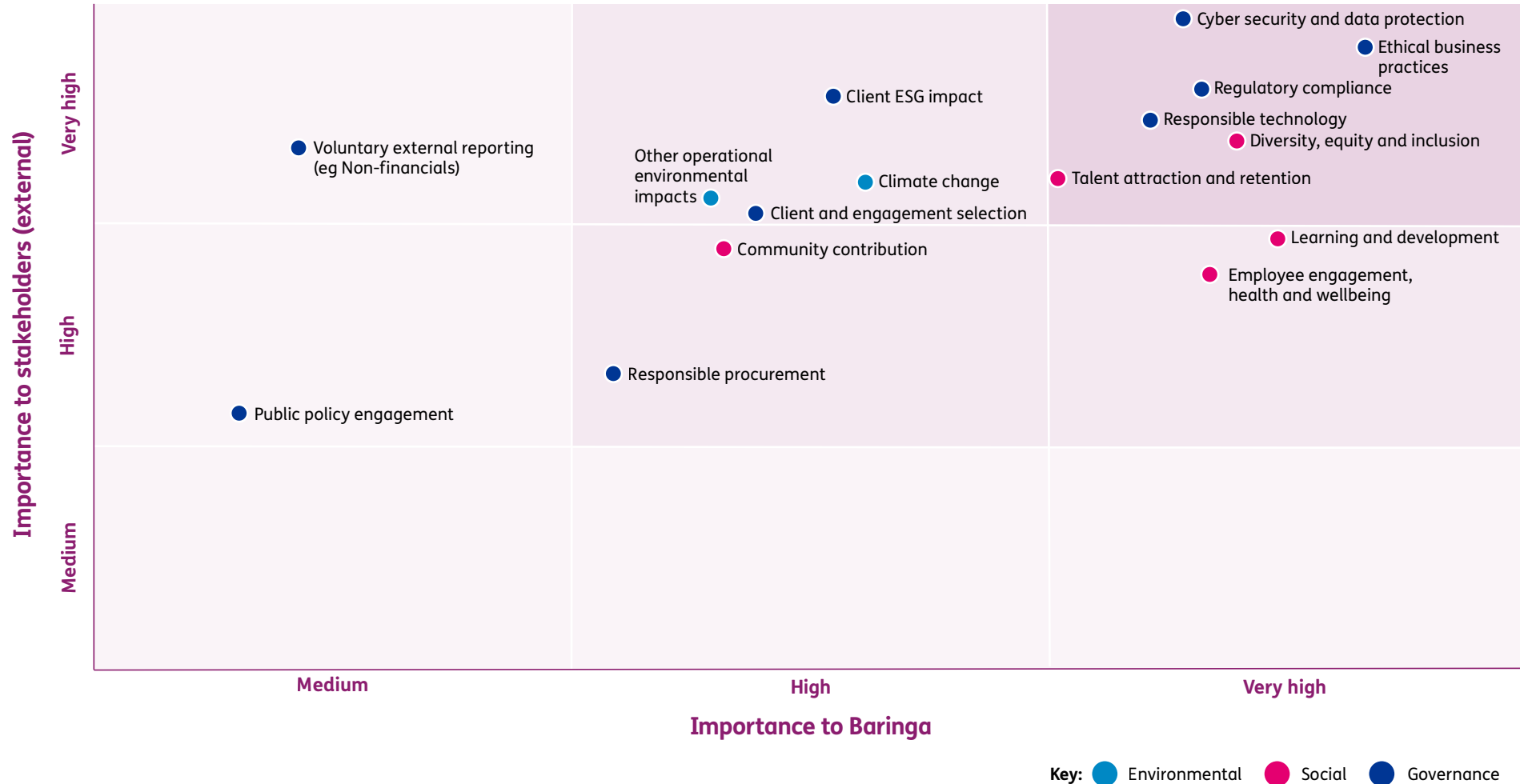
Governance

Our governance model is based on our Partnership Agreement, and built around a series of clearly defined committees and executive groups, each with specific roles and accountabilities. This integrated structure enables us to deliver on our environmental, social and governance ambitions with robust oversight and cross-functional collaboration.

The Leadership Team, chaired by the Managing Partner, sets the firm-wide strategy and oversees performance, while specialist forums – such as the Risk Executive, People Executive, and Sustainability Executive – provide focused oversight in dedicated areas. For example, the Sustainability Executive leads the development and execution of our global sustainability strategy, including net zero targets, across the business.

Each body operates under annually reviewed terms of reference and is accountable to a higher governing body (usually the Leadership Team or Managing Partner). If issues cannot be resolved within a specialist forum, they can be escalated to the Leadership Team for final decision-making. This layered approach ensures that ESG and other governance issues have clear routes for resolution.

Our materiality assessment



KPIs and data

We've prepared the tables of KPI metrics and targets with reference to the Global Reporting Initiative ('GRI') Standards (2021) – see [Appendix 2](#). The KPIs align to the higher priority topics identified in the materiality assessment.

Unless otherwise stated, the figures in this document apply to 100% of our people, global offices or invoiced suppliers. Figures have been rounded to the nearest whole number. Our global Scope 1, 2 and 3 carbon emissions have been externally assured by an independent, UKAS-accredited verifier, for limited assurance in accordance with the ISO 14064-3 standard.



better business
act



Commitments and external recognition

We're proud to support the Better Business Act campaign, which seeks to enable company directors to consider the interests of a broader range of stakeholders alongside those of shareholders. Additionally, we participate in various external assessments and certifications that our stakeholders value. These provide feedback in specific areas, helping us to review and continually improve our processes. We are recognised as a Great Place to Work across all of the geographies we operate in, and as a leader in several categories. We're also a certified Living Wage employer, and are signatories to the Race at Work Charter. Additionally, we're signatories to the Race to Zero, with our net zero targets verified by the Science Based Targets Initiative (SBTI).



Scorecard



	Units	Annual target		2025	2024	Base	Base year
Ethics and integrity							
Good business conduct training ¹	%	90%		93%	89%	89%	2023
Modern slavery awareness training ²	%	90%		100%	N/A	100%	2025
Whistleblowing reports resolved ³	%	100%		100%	N/A	100%	2025
Cyber security and data protection ⁴							
Cyber security and data privacy training ⁵	%	100%		100%	100%	100%	2024
Cyber event responsiveness ⁶	%	100%		100%	100%	100%	2024
Security Scorecard rating ⁷	Rating	‘A’		‘A’	‘A’	‘A’	2023
Issues reported to the ICO	Number	0		0	0	0	2022
Responsible technology							
Responsible AI reviews ⁸	%	100%		100%	N/A	100%	2025
Digital & AI training ⁹	%	100%		100%	N/A	100%	2025
Disposal of IT assets ¹⁰	%	100%		100%	100%	100%	2023
	Units	Target	Target year	2025	2024	Base	Base year
Responsible procurement							
New supplier acknowledgement of Code of Conduct	%	100%	Annually	93%	70%	70%	2024
Spend covered by suppliers with science-based net zero targets ¹¹	%	50%	2030	28%	N/A	28%	2025
Sustainability training ¹²	%	100%	Annually	100%	100%	100%	2024
Procurement sustainability objectives ¹³	%	100%	Annually	100%	N/A	100%	2025

¹ Completion of Good Business Conduct training, including anti-bribery and corruption.

² Proportion of relevant employees (eg legal, risk, compliance, sustainability and procurement) who have completed mandatory modern slavery awareness training. More information on our programme is available in our [Modern Slavery Statement](#).

³ Whistleblowing reports investigated and resolved within 6 months. Data applies to the US only, which is 20% of offices globally.

⁴ More information, see [How we secure our clients' data](#).

⁵ Delivery of cyber security and data privacy compliance training to our people.

⁶ Cyber security events resolved within policy timescales.

⁷ Security Scorecard is a cyber security risk ratings service. The platform rates organisations' current cyber-security posture (A-F).

⁸ AI-driven solutions, both client and internal, that are reviewed to identify and mitigate potential risks in line with our Responsible AI policy.

⁹ Roll-out of 'Digital & AI Literacy' training to employees, which includes Responsible AI principles among the core topics.

¹⁰ Legacy IT assets recycled or donated to charitable organisations for re-use.

¹¹ Proportion of total procurement spend covered by suppliers with science-based net zero targets (committed or set).

¹² Procurement staff and buyer leads trained on sustainability risks.

¹³ Procurement staff with sustainability criteria in performance objectives.

	Units	Target	Target year	2025	2024	Base	Base year
Talent attraction and retention							
Global offer acceptance ¹⁴	%	80%	2028	82%	80%	73%	2023
Voluntary attrition rate ¹⁵	%	13%	2028	10%	8%	11%	2023
Employee engagement (eNPS) ¹⁶	Score	55	2028	50	53	57	2023
Employee wellbeing (eNPS) ¹⁷	Score	50	2028	41	41	36	2023
Learning and development							
Average spend on learning per employee ¹⁸	£	>£500	Annually	£610	£707	£692	2023
Average learning hours per employee ¹⁹	Hours	>15	2028	12	9	11	2023
Annual performance reviews ²⁰	%	100%	2028	100%	100%	100%	2023
Diversity, equity and inclusion^{21 22}							
Firm-wide							
Female	%	47%	2030	43%	43%	42%	2023
Ethnically diverse	%	28%	2030	22%	22%	20%	2023
New hires							
Female	%	45%	2030	30%	39%	36%	2023
Ethnically diverse	%	30%	2030	16%	31%	28%	2023
Partners and directors							
Female	%	40%	2035	27%	27%	24%	2023
Ethnically diverse	%	18%	2030	14%	15%	12%	2023
Community contribution²³							
Total community contribution ²⁴	£	£1.75m	2028	£1.48m	£1.36m	£1.36m	2024
Unique community volunteers ²⁵	%	50%	2028	39%	40%	38%	2023
Time volunteered	Hours	7,300	2028	6,896	6,790	6,000	2023

¹⁴ Offer acceptances from permanent, fixed term employees and partners.

¹⁵ All permanent, fixed term voluntary leavers across all global locations.

¹⁶ Based on quarterly Employee Net Promoter Score (eNPS) averaged across the year, using responses to the following questions: "How likely is it that you would recommend Baringa as a place to work?"; "If you were offered the same job at a different organisation how likely is it you would stay at Baringa?" and "Overall, how satisfied are you working at Baringa?". 65% response rate.

¹⁷ Based on annual Employee Net Promoter Score (eNPS) responses to the following questions: "Employee Health and Wellbeing is a priority at Baringa"; "I feel able to manage the impact of work on my personal life" and "I have the necessary mental and physical health to perform effectively at work". 60% response rate.

¹⁸ Includes internal, external and digital programmes, as well as external suppliers for facilitation and design. Excludes the cost of time spent learning and internal developer time.

¹⁹ Training available through the firm's formal learning management system, including workshops and digital training. Excludes external learning, on-the-job and social learning.

²⁰ Proportion of employees who are included in company performance review cycles.

²¹ This data is based on voluntary disclosure by our people. For more information on our programmes see our annual [UK Gender and Ethnicity Pay Gap report](#). Targets are aspirational and may evolve.

²² Female targets are focused on our global workforce. Ethnic diversity targets and data are focused on our UK workforce only.

²³ Contributing to our communities through our dedicated programmes, including strategic charity relationships, pro bono engagements, volunteering our time and professional skills, donations, and matching giving for fundraising.

²⁴ Measured following the [Business for Societal Impact](#) principles ('B4SI').

²⁵ Individual employees who have completed voluntary work in their working hours. 784 unique volunteers in 2025.

	Units	SBTI Target		2025	2024	Base	Base year
Net zero²⁶		2030	2050				
Scope 1&2 ²⁷	TCO ₂ e	-46%	-90%	56	71	54	2020
Scope 3	TCO ₂ e / FTE	-52%	-97%	4	5	5	2020

	Units	Target	Target year	2025	2024	Base	Base year
Offsetting²⁸							
Credits from certified removal projects	%	100%	Annually	100%	64%	80%	2023
Credits from certified projects that support biodiversity	%	100%	Annually	100%	100%	100%	2023

Other operational environmental impacts

Energy²⁷							
Energy consumption	kWh / m ²	-40%	2028	120	160	180	2023
Electricity from renewable tariffs	%	100%	2028	83%	87%	70%	2023

Waste²⁷							
Total waste generated	kg / FTE	-20%	2028	13	8	13	2023
Waste to landfill	%	0%	2028	11%	15%	28%	2023

Management							
Environmental training	%	100%	Annually	34%	28%	28%	2023
Environmental risk assessment on operational sites	%	100%	Annually	99%	100%	100%	2023

²⁶ For a full breakdown of our GHG emissions inventory, see our [Carbon Reduction Plan](#).

²⁷ Includes all offices within our operational control (approx: 93% of global office space).

²⁸ We currently focus our offsetting on activities within our direct operational control – ie office energy and waste, and business travel.

Appendices

Appendix 1: SDG alignment

Our high priority material topics aligned with the UN SDGs where we can make the biggest contribution

SDG	SDG target	
16 PEACE, JUSTICE AND STRONG INSTITUTIONS 	SDG 16 Peace, justice and strong institutions	16.5 Reduce corruption and bribery 16.6 Accountable and transparent institutions 16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels 16.10 Access to information and protect fundamental freedoms
12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	SDG 12 Responsible consumption and production	12.4 Achieve environmentally sound management of chemicals and all wastes 12.5 Substantially reduce waste generation 12.6 Sustainability reporting and practices
10 REDUCED INEQUALITIES 	SDG 10 Reduced inequalities	10.2 Promote social, economic and political inclusion 10.3 Ensure equal opportunity and reduce inequalities 10.4 Adopt fiscal, wage and social protection policies to achieve gender equality
8 DECENT WORK AND ECONOMIC GROWTH 	SDG 8 Decent work and economic growth	8.2 Achieve higher level of economic productivity through diversification, tech upgrades and innovation 8.5 Full and productive employment and decent work 8.6 Reduce youth unemployment through education and training

Appendix 2: GRI-referenced context table

Material topic	Relevant GRI Standards and disclosures	Response
Voluntary reporting practices	GRI 2: 2-1 Organisational details	Baringa Partners LLP, headquartered in London, UK. About us 'Creating lasting impact' (page 2) Regions
	2-2 Entities included	All Baringa Partners operations globally
	2-3 Reporting period	1 April 2024 - 31 March 2025 Financial Year
	2-5 External assurance	Our carbon emissions data has been externally assured in accordance with the ISO 14064-3 standard
	2-6 Activities and value chain	Management consulting services across consumer products and retail, energy and resources, financial services, government and public sector, manufacturing, pharmaceuticals and life sciences and technology.
	2-9 Governance structure	Governance (page 3) Our Managing Partner
	2-23 Policy commitments	Baringa Privacy Policy Baringa Supplier Code of Conduct Baringa UK Modern Slavery Statement Environmental Policy Partnership Tax Policy Quality Policy Statement
All material topics	GRI 3: 3-1 Process to determine material topics	Materiality (page 3) KPIs and data (page 5)
	3-2 List of material topics	Materiality (page 3) Our materiality assessment (page 4)
Ethical business practices	GRI 418: 418-1 Substantiated complaints on data/privacy breaches	Good business conduct training (page 7)
Cyber security and data protection	GRI 3: 3-1 Process to determine material topics	Issues reported to the ICO (page 7) How we secure our clients' data

Material topic	Relevant GRI Standards and disclosures	Response
Regulatory compliance	GRI 419: 419-1 Non-compliance with laws/regulations	About us Baringa Privacy Policy Baringa Supplier Code of Conduct Baringa UK Modern Slavery Statement Environmental Policy Partnership Tax Policy Quality Policy Statement Whistleblowing reports resolved (page 7)
Responsible technology	No direct GRI Standard (narrative disclosure)	Responsible technology (page 7)
Responsible procurement	GRI 308: 308-1 New suppliers screened (environmental) GRI 414: 414-1 New suppliers screened (social)	Responsible procurement (page 7) Baringa Supplier Code of Conduct Supplier terms and conditions
Talent, attraction and retention	GRI 401: 401-1 New employee hires and turnover	Talent attraction and retention (page 8) Careers
Learning and development	GRI 404: 404-1 Average training hours per employee	Learning and development (page 8)
Diversity, equity and inclusion	GRI 405: 405-1 Diversity of governance bodies and employees	Diversity, equity and inclusion (page 8) Diversity, equity and inclusion 2024 UK Gender and Ethnicity Pay Gap Report Rewriting the code
Employee engagement, health and wellbeing	GRI 403: 403-1 OH&S management system	Employee wellbeing (eNPS) (page 8) Baringa Supplier Code of Conduct
Community contribution	GRI 413: 413-1 Community engagement programs	Community contribution (page 8) Community
Climate change	GRI 302: 302-1 Energy consumption GRI 305: 305-3 Scope 3 GHG emissions	Energy (page 9) Planet Net zero (page 9) Carbon Reduction Plan
Other operational environmental impacts	GRI 306: 306-3 Waste by type and disposal	Other operational environmental impacts (page 9)



We set out to build the world's most trusted consulting firm – creating lasting impact for clients and pioneering a positive, people-first way of working. We work with everyone from FTSE 100 names to bright new start-ups, with public sector organisations and the social sector.

You'll find us collaborating shoulder-to-shoulder with our clients, from the big picture right down to the detail: helping them define their strategy, deliver complex change, spot the right commercial opportunities, manage risk or bring their purpose and sustainability goals to life.

Our clients love how we get to know what makes their organisations tick – slotting seamlessly into their teams and being proudly geeky about solving their challenges.

We have hubs in Europe, the US, Asia and Australia, and we work all around the world – from a wind farm in Wyoming to a boardroom in Berlin. Find us wherever there's a challenge to be tackled and an impact to be made.

Find out more at baringa.com or on [LinkedIn](#).

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