



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

Summer Internship Programme

Welcome to Baringa

A note from our Managing Partner

“If you’re reading this pack, you’re likely exploring whether Baringa is right for the next stage of your career. I’m pleased you’re considering that question.

Our ambition at Baringa is clear: to be the most trusted advisor to our clients. We do that by combining deep sector expertise with rigorous, commercial thinking, and leading digital and AI knowledge. We take the time to understand what is really happening inside a client’s organisation before offering solutions. Asking the right questions, and being clear-minded about outcomes, sits at the heart of how we work.

What consistently stands out to me is the calibre of people here. The depth of thinking, the generosity of spirit, and the genuine warmth across the firm are remarkable. Even after many years, I still find Baringa an energising and inspiring place to be — because it’s shaped by people who care deeply about what they do and how they do it.

As you learn more about the firm, I hope you gain a clear sense of our culture, our ambition, and the opportunity to shape meaningful impact — for our clients, for the business and for our people. I wish you every success through the process.



David Hatcher, Managing Partner

”

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Find lots more on our website! www.Baringa.com

SECTION 1:

Who we are

Baringa was created to provide a radically different experience for client 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

1900+ employees and 140+ 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 15 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 results speak for themselves: 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 history

25 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.**



What our clients say

Click the image to hear our TMT Director, Sarah Roberts, as she speaks with KCOM CEO Tim Shaw about modernising the business while keeping customers at the centre.



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? Your strong expertise. And your passion – I see a lot of passion, problem-solving, and innovation. You definitely have BIG 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 are one organisation.”

Head of Procurement, Financial Services client, US

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

VP Operations, Energy and Resources client, Germany

“There isn’t too much distance between the client and Baringa. You seamlessly integrate yourselves 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. Your 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:

What we offer you

SECTION 2.1:

An inclusive environment

A vibrant illustration on the left side of the slide shows several hands of different colors (blue, yellow, purple, orange) reaching out and holding each other in a supportive grip. The background of the slide features a faint, stylized sunburst pattern in shades of blue and grey.

Diversity, Equity & Inclusion

Increasing the diversity of our teams and ensuring Baringa is a place where everyone has the tools and support to succeed is integral to our People agenda. That is why DEI continues to be a strategic priority for us.

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

Our Baringa Diversity, Equity Inclusion focuses on:

Drive safe spaces and community

Through our many networks, and groups focused on Gender Diversity, Ethnic Diversity, Interfaith, Embrace (LGBTQ+), Social Mobility, Neurodiversity, Empower (physical disability and long-term health conditions)

Educate and elevate

Through the many on-demand, digital and classroom modules on LAB to ensure we are giving everyone the tools to engage in this topic thoughtfully. We also have equitable programmes to support our female and ethnically diverse leaders of the future!

Drive accountability

Through strategy, recruitment, policies and processes. We also ensure our leadership are driving the right conversations, behaviours and expectations so there is a focused effort top-down and bottom-up

To create the culture we want to be proud of, it is on every single one of us lean in and support one another, and challenge when we as colleagues or Baringa can do better.

Global principles

Our core aim is to foster an environment where all colleagues feel **safe**, have a sense of **community** and are **empowered** to thrive in their careers here. In order to provide true fairness at Baringa, ***equity must be core to our efforts.***

We continue to be focused on improving our diversity across all levels.

1

Increasing diversity is important, but **fostering a safe, inclusive environment where everyone has the tools to succeed** is integral to creating lasting change and improving our representation in the long-term.

2

Our senior leadership* define the culture and people expectations we have for the business. We hold them accountable, and they hold the wider business accountable.

3

Discrimination, prejudice, abuse, harassment will not be tolerated under any circumstances, and we expect our people to proactively tackle these behaviours.

4

We pledge to **proactively provide support, opportunities and efforts** to ensure that we at **Baringa** are **working on a level playing field.**

5

Wherever our people are – Baringa offices, client site or working remotely – **ensuring our colleagues feel a sense of inclusion and belonging is a key priority for all.**

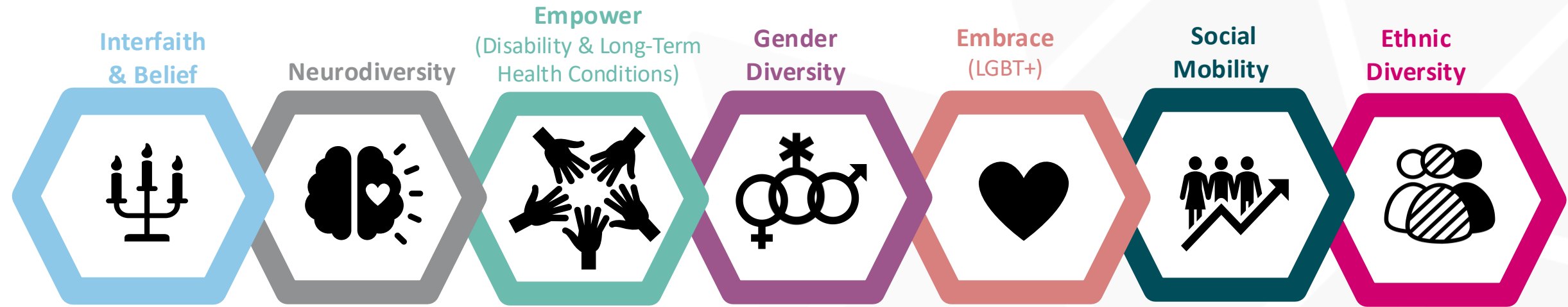
How we approach inclusivity at Baringa

Click the image below to hear how we are committed to fostering inclusion



Creating communities through networks | 19 networks & subnetworks | 26 including faith pillars

Colleagues across Baringa have launched multiple networks which support employees through different lenses of diversity & life stages. **DEI is a strategic priority of the business.** This means our efforts are kept accountable by the LT, and vice versa.



Sub Networks



A decorative graphic in the top right corner consisting of several overlapping triangles in various shades of blue, creating a geometric pattern.

SECTION 2.2:

Learning to help you grow

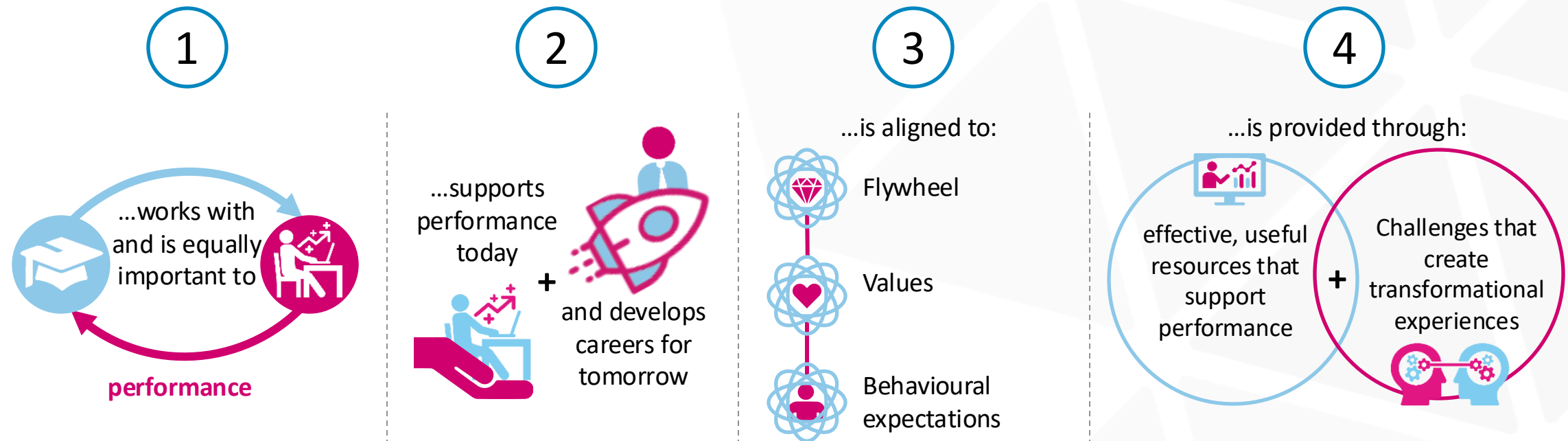
Learning at Baringa

Our commitment to growth & performance.

We believe learning is about supporting performance for today and developing careers for tomorrow, and we provide this to you through a range of resources and courses.

Our approach to learning...

We have four key guiding principles that shape our approach. **Learning....**



“To be always learning is to be always performing.”

SECTION 2.3:

Our People Experience

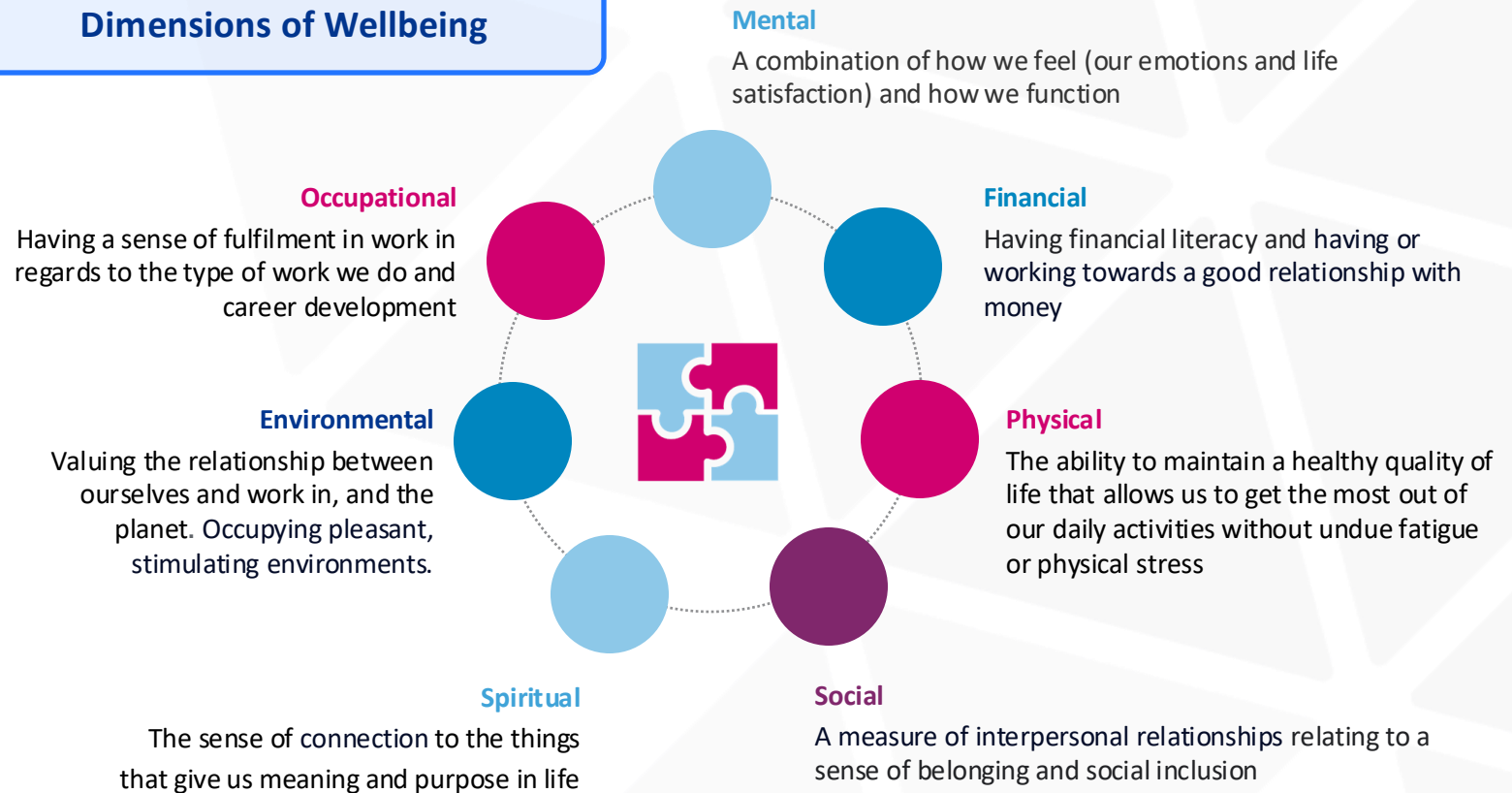
Wellbeing at Baringa

We aim to have a unique wellbeing offering which enables our employees to foster maximum happiness, health and engagement. This will be facilitated through our culture, benefits, training, work practices and work environment

Wellbeing principles

1. **Proactive not reactive** - preventative approach to wellbeing
2. **Holistic approach** – recognizing all aspects of wellbeing (i.e. physical, mental, financial, social etc.)
3. **Accountability and empowerment** - individuals manage their own wellbeing supported by consistent Baringa policies, processes, benefits and training
4. **Not a one size fits all approach** – recognise people have different needs at different life stages

Dimensions of Wellbeing



Our Community Impact Agenda

We have a long legacy of supporting the communities in which we work, and offer a variety of ways to contribute, all focused on **Creating Impact that Lasts**. Our Community Impact agenda is centered around giving back, by sharing our skills, talent, time and money.

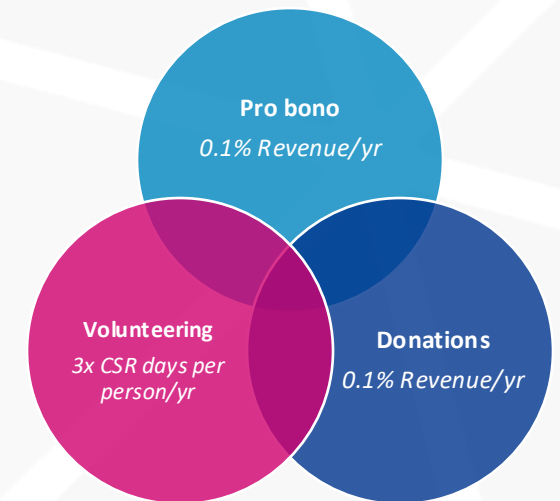
Our aims

- Empower and encourage everyone at Baringa to contribute to the things we care about
- Support registered charities and organisations with a clear social or environmental purpose to increase the positive impact they can have
- Prioritise skills-based volunteering, delivering maximum impact, and exposing charities to expertise and capability not readily available

Volunteering at a click of a button

Partner with a global volunteering platform: **OnHand**, giving our people 1000s of volunteering opportunities without the admin.

Our key commitments



Our strategic charity partners



Some of our core charity partners



What is the Baringa Community Fund (BCF)?

The BCF and Charity Placements enable us to offer 'pro-bono' and 'low bono' consulting services to clients in the third sector, focusing on registered charities through projects of 6-month placements.

What is BCF?

The BCF enables our employees to make a greater collective difference by using their consulting skills to drive measurable outcomes for the third sector. We can do this in three ways:

1. **Projects** – teams that deliver specific outcomes as agreed with the 3rd sector client, similar to typical client projects
2. **6-month Charity Placements** - 2 x 6 months placements available, costed at Manager level*
3. **Combination** of 1 & 2

Since its launch in FY18, we have undertaken **52 projects** and **3 Charity Placements** with 32 different third sector clients using a wide range of Baringa capabilities and geographies. We have **spent ~£2.5m** to date on pro-bono projects with an extra **~£1.2m in low bono** contributions from clients.

For FY27, we have a **budget of approx. £430K** That equates to **approx. 280 days** of pro-bono consulting!

Who can you work with?

BCF can support anyone in the 3rd sector **focusing on registered charities**. Applications are also accepted for high impact not for profit work.

The **intent** for the Pro-bono work will be to focus on a variety of charities and deliver high impact.

Example BCF Projects

Type of projects done to date:

- Market Entry Strategy
- Strategic Roadmap
- Digital Platform Development
- IT Operating Model
- Customer Segmentation and Service Design
- Financial modelling and support
- Data Science / Data Visualisation

Examples clients:



Example Charity Placements

Type of Charity Placements done to date:

- Delivery support for Salesforce implementation
- Operationalise existing Rehydrating the Earth 10-year campaign strategy
- Set up central Transformation Office to be a delivery vehicle to implement Baringa's recommended transformation approach across CRUK in a federated manner

Examples clients:



Sustainability

Our principles and priorities across governance, community, people and the environment

Governance



Take accountability

- ✓ We use our Responsible Business Framework on higher risk client opportunities to ensure we continue to live and breathe our values

Make holistic and responsible decisions

- ✓ We've written social and environmental responsibility into our Partnership Agreement so that we consider perspectives alongside profit

Committed sustainability leaders

- ✓ We've joined more than 3,000 other businesses in signing up to the Better Business Act campaign, which encourages the government to require other businesses to make similar commitments
- ✓ We are members of key professional associations, such as the Institute of Environmental Management & Assessment ('IEMA') and Business for Societal Impact ('B4SI')

Community



Creating a multiplier effect

- ✓ Our community investment programme focuses on donating our skills, our time, and our cash
- ✓ In FY24 alone, the value of our total community contribution exceeded £1m
- ✓ Our Baringa Community Fund enables us to offer impactful 'pro bono' and 'low bono' consulting services to clients in the third sector, focusing on registered charities, through projects or placements. Since its launch in FY18, we have undertaken 42 projects and three charity placements with 28 different organisations

People



Put people first

- ✓ We're recognised as a Great Place to Work in all the geographies we operate in, scoring highly in all categories
- ✓ We're a certified Living Wage employer and are committed to the Race at Work Charter

Environment



Take actions based on science

- ✓ We've set targets to reduce carbon emissions from our business operations in line with a 1.5 C world by 2050. These targets were approved by the [Science Based Targets initiative](#)
- ✓ We report annually on our carbon footprint, climate impact and sustainability activities through various the Streamlined Energy and Carbon Report, our Carbon Reduction Plan ('CRP') and EcoVadis
- ✓ Our data is externally verified in accordance with the ISO 14064-3 standard

Reduce consumption and carbon emissions first, then mitigate

- ✓ More than 80% of our office electricity is sourced from renewable sources
- ✓ While our focus is on reducing our carbon emissions, we also offset those under our direct operational control (i.e. office energy, waste, travel) that we can't yet reduce or eliminate, through purchasing carbon credits. We currently support three high quality, nature-based removal projects

SECTION 2.4:

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

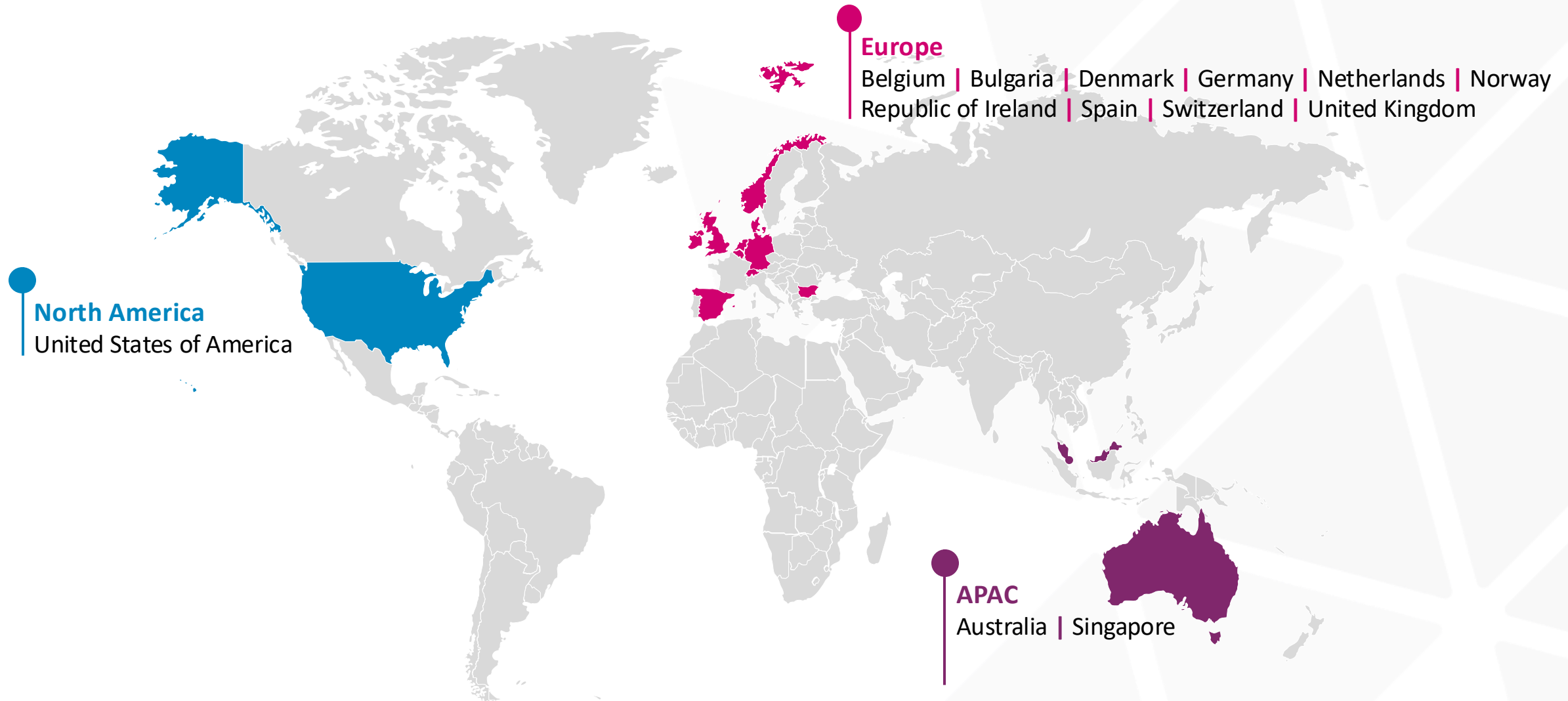
We have a strongly meritocratic career path including four **promotion** rounds a year, as well as training, mentoring and leadership development opportunities.

SECTION 3:

Where we work

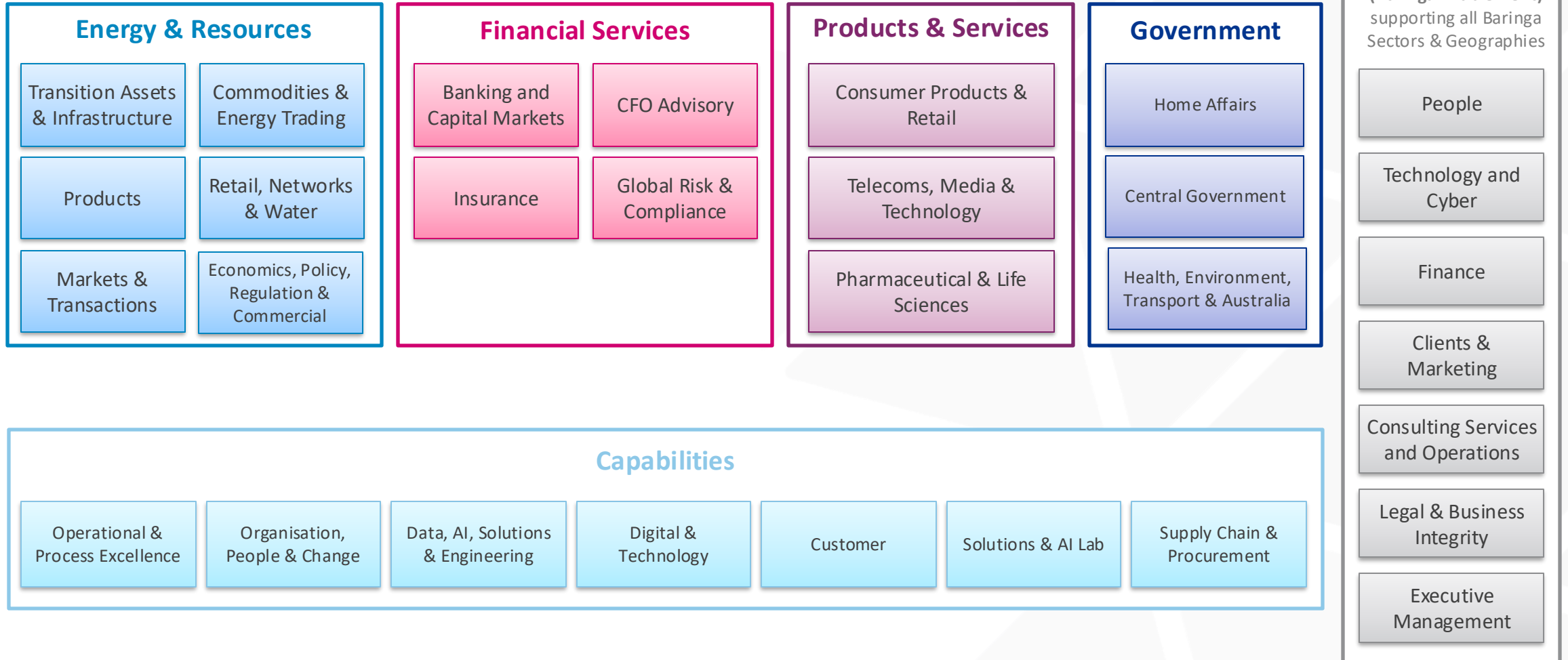
Our Global Offices

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



Where we work

The sectors we operate in:



Hear from our People

Visit our website and hear from our people around the globe



Tyrone Salami

Tyrone Salami, Government



Maria Yordanova

Maria Yordanova, Capabilities



Hussein Sahyouni

Hussein Sahyouni, People Excellence



Jiin Shiuan Thai

Jiin Shiuan Thai, Energy and Resources



Melissa Klimek

Melissa Klimek, Financial Services



Anne Bailey

Anne Bailey, Energy and Resources

SECTION 4:

Our Summer Internship Programme

Recruitment is a two-way process, developing and inspiring the best people, ensuring not just that you're right for Baringa, but that we're right for you.

Emma Pace
HR Partner

Meet the Early Careers Team!

Supporting you throughout every stage of your Baringa journey

Cara Neale



Early Careers Lead

Rishan Wilson



Senior Early Careers Assistant

Amy Mahon



Early Careers Supervisor

Our Internship is global

We hire globally across our UK, US and Australian offices



UK

London



US

New York & Houston



AUS

Sydney

Our Internship Programme

Baringa believes strongly in its internship programme and is committed to investing time, effort and energy into making it a great success



What's in it for **you**?

- ▶ The eight-week programme provides you with real-life experience in an award-winning management consulting firm for people in their penultimate year at university.
- ▶ It gives you a chance to understand what a future career in consulting could look like.
- ▶ There is a potential offer of permanent employment as an Analyst at Baringa after you've finished your degree.



What's in it for **Baringa**?

- ▶ The opportunity to provide university students real work experience and career guidance by offering an insight into working in the consulting sector.
- ▶ The opportunity to find and get to know potential future employees.
- ▶ Introduce a new set of insights, enthusiasm and ideas to the company.

The Internship

What to expect in your project & role

Induction & Training

The first couple of days will be based in the Baringa office, covering:

-  A general induction of the company
-  Training to get you set up with your core consultancy toolkit
-  Soft skills training to prepare you for your first day on client site.
-  To celebrate the end of your first week you will be invited to an Intern social with an array of fun activities

Your client project

You'll be staffed on one project throughout your internship and will:

-  Be treated as though you are a Baringa Analyst.
-  Be responsible for a set of deliverables and adding value to your client's organisation.
-  Get a real-life Baringa management consulting experience

Project work

The objectives and role expectations for your internship will be discussed with you during your meeting with your Project Manager on day one.

You'll then have regular diarised meetings with them throughout your internship to review your ongoing progress and to discuss any other ideas, questions or concerns you might have.

Internal initiatives & learning

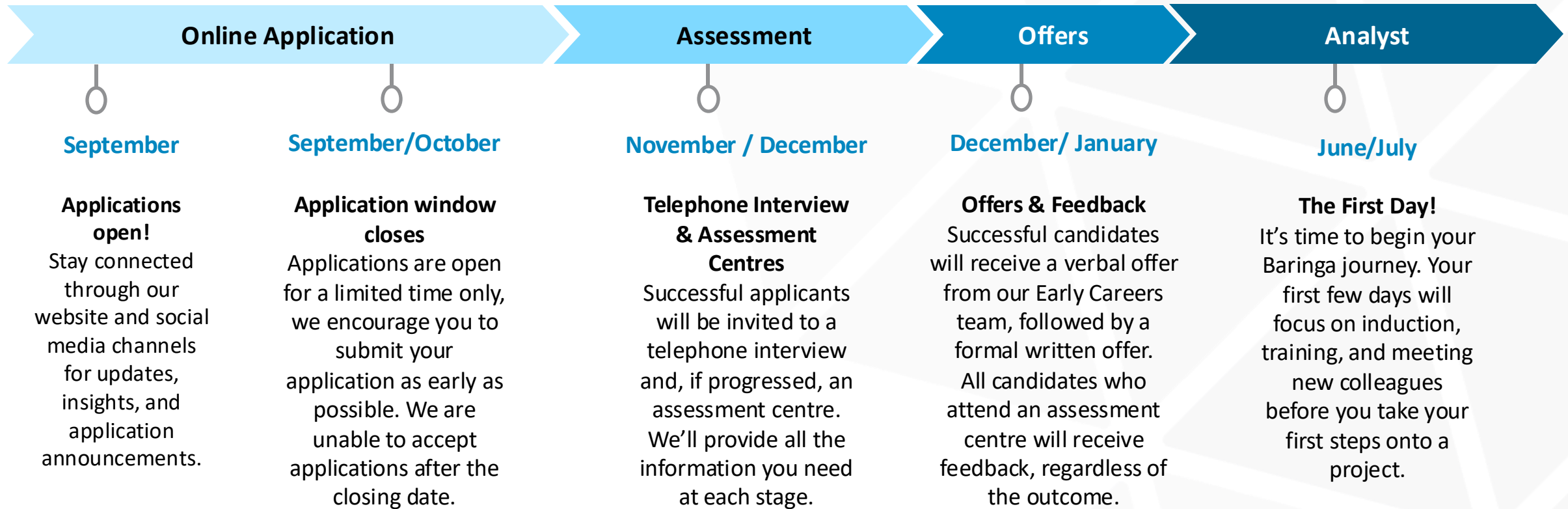
You'll be able to take advantage of:

-  A range of Lunch 'n' Learn sessions on different topics
-  Meetings with colleagues to understand their roles and experience at Baringa
-  Get involved in social events with your Intern cohort and Business Unit



Summer Internship Application

What to expect



Please note that these timelines apply to our UK and US internship programmes only.

Baringa's Stance on the Use of AI during the interview process...

To be most effective in solving client problems, we encourage a balance of IQ, EQ and AI/digital skills. Each plays a distinct role and it is the combination that creates the greatest impact for our clients.

We have a long track record of adopting emerging technologies to strengthen how we work and deliver incredible outcomes for our clients. In that same spirit, we support and encourage applications from candidates who choose to use AI as part of their interview preparation – provided it is applied responsibly.

Used well, AI can help you gather some powerful initial insights, sharpen your thinking, or enhance visual presentations. What it should never do is take your place in the conversation; generating live interview responses using AI undermines both fairness and our ability to understand your genuine approach to problem-solving and helping our clients.

The use of AI is optional, and our interview process is designed to let you demonstrate your abilities and allow every candidate to play to their strengths, whatever these may be.

If you do decide to use AI tools, we encourage you to be transparent about how you have incorporated AI into your preparation. This allows us to recognise your creativity and skill in leveraging advanced tools while also seeing your unique perspectives. We also love to hear how you have built your AI skillset and how you can apply this to help our clients solve their biggest and most complex challenges.

Should you have any questions with regards to use of AI, please discuss with The Early Careers Team, in the first instance.

What our Interns have to say...

“A massive thank you to the Early Careers team - who were brilliant as a whole and the whole internship felt organised and well structured. I felt supported throughout!”

“Thank you so much for all of your support over the last 8 weeks - I am incredibly grateful for having the opportunity to work here and be involved in such a great company!”

“A massive thank you to everyone involved in making this experience even more enriching than I thought it would be!! I would very much recommend it to any student.”

“Thank you for a brilliant experience. It has been very influential in how I am now looking at my future, and I am grateful to have had the opportunity to spend time at Baringa and a chance to appreciate what makes it so great.”

More Than Just An Internship!





Ready to make an impact?
Your Baringa journey starts here!