



LifeAtPA

An introduction to your
Life at PA

Bringing Ingenuity to Life.
paconsulting.com



Contents

Welcome to LifeAtPA

Thank you for choosing PA!

What is LifeAtPA?

LifeAtPA is the expression we use to **encompass our peoples' experience** at PA.

This means that working at PA is not just about delivering meaningful work for our clients, but is about having access to unique opportunities, benefits, policies, education, systems and support which enable our people to feel great about working here.

LifeAtPA has three distinct pillars:

We believe in the power of ingenuity to build a positive human future for our clients, our people, and our communities.

We offer the opportunity to work with multidisciplinary, fun and supportive people. We want to offer a working environment which includes, cares for and engages our unique workforce.

At PA we continue to have a strong focus on personal growth and development – having a growth mindset and a strong drive to keep developing is important for our people and our business.

We are delighted that you will be joining our team!

We believe in the power of ingenuity to build a positive human future.

This is PA's purpose, which guides what we do, how we do it and, most importantly, why we do it.

Our diverse teams of experts combine innovative thinking and breakthrough technologies to progress further, faster. Our clients adapt and transform, and together we achieve enduring results.

For us, ingenuity is a mindset. We're optimists who believe that when you put bright people and brilliant technology together, amazing things happen. It means delivering results every day, helping find new opportunities for our clients, their communities, and the wider world.

Purpose

Bringing ingenuity
to life for eight decades



Our purpose runs deep

We've been living and breathing it for eight decades, even when it wasn't easy or popular – a fact our very first assignment shows.

It all began in a group of munitions factories in England, in 1943. 'Positive' and 'human' weren't exactly words you'd use to describe them. Amid the deafening clank and clatter of metalwork, people were held in lines and worked like machines. This was the era of Fordism and Taylorism, where strategies and ideas came top-down, while workers existed in silos, focused on a single repetitive task, unable to see the purpose and result of their labour.

The newly-formed PA approached the British government to encourage, enable and train new workers – predominantly women entering the workforce for the first time as untrained volunteers – to support the defence of the nation.

Rather than focus on how to squeeze more output from people, our founders – led by the visionary Ernest ("EB") Butten – focused on motivation, employee relations and a holistic understanding of the enterprise.

They prioritised the experience and development of their own employees and asked the factory workers how they would improve productivity. They identified those willing to learn and trained them off the job to build their confidence. In short, they turned scientific management on its head by treating employees as human beings and women as equals, delivering a major increase in national productivity as a result.

This ability to put people and technology together in innovative ways to achieve incredible impact would come to characterise PA in the decades that followed.

Our early ingenuity led to a stunning – and ongoing – series of world firsts. We helped the Bank of England dramatically reduce banknote forgeries (1958) and coordinated the completion of the Sydney Opera House (1969). And we developed the world's first private digital telephone exchange (1975) and designed the world's first pre-filled disposable injector (2009).



We're more than a consulting firm

The need for ingenuity to create a positive human future is greater than ever.

Unprecedented changes in society and technology are creating incredible opportunities to make a positive impact.

The empowered consumer has more choice and access to information than ever before. The future of work is in flux as automation and digitisation replace old jobs with new. In the face of global inequality and ageing, medical advances have the potential to enable people to live healthier lives. All organisations face the urgent need to address climate change and sustainability. And consumers expect organisations to keep people safe from the unintended consequences of technological progress.

Our diverse teams of experts – strategists, innovators, designers, consultants, digital experts, scientists, engineers and technologists – accelerate new growth ideas from concept, through design and development to commercial success, and revitalise organisations with the leadership, culture, systems and processes for the future.

One of the fastest growing major consultancies, it's an exciting time for us. We're hiring world-class talent, winning exciting work to seize the opportunities of our complex world and strengthening key capabilities in areas like digital and design with new acquisitions.

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We bring creative approaches that value human ingenuity, not just numbers. Our style of working means we get the best from our team and our clients.”

98%

It's a fact that 98% of clients would recommend us based on our work.

Source: PA's annual client satisfaction survey.

Highlights of our work



UK Ventilator Challenge

Achieved the impossible to save lives through a pandemic.



Ørsted

Led the transformation to green energy at Denmark's largest energy producer.



Nuclear operator

Used digital twin technology to improve decision making.



PulPac

Developed a low-cost approach to producing sustainable packaging.



BearPac

Developing a medical device to improve end-of-life patient comfort.



UK Defence Science and Technology Laboratory

Designed a new quantum technology to keep the nation safer.



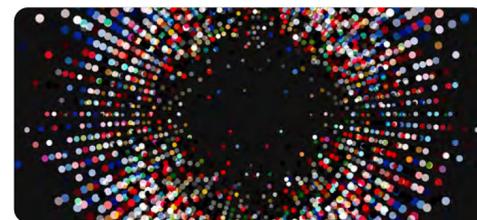
Pret

Accelerating a new digital customer experience.



Tea Sheets

Reinvented the tea bag to be plastic-free.



Unilever

Predicting the spread of COVID-19 to protect a global business.



UK Space Agency

Designed the UK's regulator for space flight.



San Diego Gas & Electric

Created smart technology to predict the failure of utility assets.



Guide beauty

Designed accessible makeup tools for those with limited mobility.

Setting the agenda

Our commitment to creating a positive human future extends beyond our work with clients.

It also involves leading the conversation by stretching people's imagination for what's possible.

We do this by bringing together our networks to share ideas, sharing our expertise at industry-leading events, publishing research and leading the media debate.

It's good for us because it ensures our people are at the forefront of thinking in their industries. And it's great for clients as they get insight-driven, practical advice from our diverse team of experts.



A New Way to Lead

Investigates how, with bold, focused leadership, we can pursue business for good, prove our organisations' worth to consumers, inspire our teams and find creative solutions at unprecedented pace.



Cell and Gene Therapy in 2040

Shares how to capitalise on advances in medicine by exploring potential future scenarios.



The untapped potential of water on decarbonisation

Shows how rethinking water usage is key to cutting carbon emissions.



The Evolution of the Agile Organisation 2

Lifts the lid on the four necessities for making organisational agility a reality.



Transport – Together

In the wake of the global pandemic, we explore what transport leaders need to do to secure their own future, achieve key national objectives and deliver for customers.



Growing with a Platform

Offers a step-by-step guide to building a platform business that can unlock exponential growth while delighting customers through innovation.

PA in the community

As a growing global organisation of more than 4,500 colleagues, we understand the importance of supporting our communities through meaningful engagement.

Together with our charity partner, [The PA Foundation](#) we provide time, skills and money to promote social mobility; helping people from disadvantaged backgrounds into careers, as well as building capacity within charities and social enterprises to accelerate their growth and ambitions.

In 2022, we delivered over 10,000 hours of volunteer time to our communities and distributed £1 million to charities through The PA Foundation.

Get involved:

Each year you can access up to 3 days of paid leave to volunteer. Use your time to:

- Take part in our PA in the Community programme
- Volunteer for a charity of your own choice

There are also opportunities to work on pro-bono assignments and fundraise for the PA Foundation.

We look forward to meeting you very soon!



People

Our approach to wellbeing



Our approach to wellbeing

At PA, we want to promote a culture of wellbeing, so our people feel supported and empowered to prioritise looking after themselves. Wellbeing is for everyone. We recognise it can be multifactorial and therefore our wellbeing strategy covers five distinct, but interlinked pillars:

Career-related wellbeing

Providing the right environment, policies and tools to support healthy working practices and to support our consulting and non-consulting colleagues with challenges/stressors specific to their day-to-day roles. For example, our Assignment Wellbeing Toolkit helps to equip our people with simple tools to incorporate wellbeing into the day to day of running assignments both in the consulting and non-consulting areas of our business.

We are continuing to look at all of our process and structures to ensure that we build wellbeing into the design of how we work at PA. We also have a network of 50 coaches internally who can help you to push forward your career here at PA and run speaker events to help support your professional development.

Mental wellbeing

Supporting our people to manage life's personal and professional stressors and to signpost available support for mental health conditions where appropriate/required. For example, we have an EAP for those who may be struggling, mental health first aiders and a free subscription to the Calm app so you can adopt good everyday mental health practices.

Physical wellbeing

Supporting and encouraging our people to take exercise, practice healthy eating and get better sleep and to signpost available support for physical health conditions where appropriate/required. We run a number of speaker events and give our people access to gym discounts and online workouts.

Financial wellbeing

Equipping our people to be more financially savvy and to support them to feel more financially secure. We offer one free 121 coaching session with an FCA approved financial coach to help our people think through their finances, offering ongoing coaching through salary sacrifice.

Social wellbeing

Providing the right environment and opportunities for our people to connect with each other and build social communities beyond the day-to-day of work. Our LifeatPA Champions initiative ensures that each of our offices has the budget to be able to run social events and activities that bring our people together including sports leagues, art classes, wellbeing walks, seasonal parties and religious celebrations.

We understand that our people will need different support at different times; every wellbeing journey is personal and continuously evolving.

Our approach to inclusion & diversity

We believe that diversity fuels ingenuity.

Diversity of thought brings exciting perspectives; diversity of experience brings a wealth of knowledge, and diversity of skills brings the tools we need.

When we bring people together with diverse backgrounds, identities and minds, and embrace that difference through an inclusive culture where our people feel empowered to thrive; we unleash the power of diversity. For ourselves, our clients, and our purpose – bringing ingenuity to life.

Our I&D principles

- We have strong support and commitment from leadership.
- We recognise that everyone is diverse.
- We focus primarily on inclusion and intersectionality.
- We drive activity from the top-down and the bottom-up.
- We co-design and co-develop initiatives with our people.
- We promote a globally inclusive culture while respecting local implementation.

Our Inclusion & Diversity Strategy at PA is based on 4 pillars

1 Embedding I&D across our employee lifecycle –

We are focused on embedding I&D across our employee lifecycle to ensure our people processes and policies minimise bias and foster an inclusive culture.

2 Improving Engagement –

We believe in harnessing the energy and passion of our I&D groups (e.g. diversity networks) to drive change and provide a platform for two-way feedback.

3 Measuring Success –

We are collecting, analysing, and publishing diversity data in order to make data driven decisions and hold ourselves accountable for I&D progress.

4 Building our Brand –

We leverage our I&D work internally and externally with our people, clients, and the talent market in order to share best practice and role model inclusion.

Our network groups & communities

We have seven vibrant and active Employee Diversity Networks at PA. Each network supports an inclusive and diverse environment for our colleagues and communities. They celebrate, educate and raise awareness of key issues while acting as a forum for discussion and debate to drive and support our global inclusion and diversity strategy. Our networks also provide support, advice and networking opportunities for their members and the wider PA community.



Accessibility, Neurodiversity & Disability Network

The Accessibility, Neurodiversity & Disability (AND) Network exists to build understanding, appreciation, and support for and among those who consider themselves to have a disability or identify as neurodiverse.

AND Network Communities:

- The Neurodiversity Community supports colleagues across PA to better understand and appreciate neurodiversity
- The Accessibility, Physical Health & Disability Community provides space for members to connect and share their experiences and tackles stereotypes through the of sharing of personal stories.



Mental Health and Wellbeing Network

Our Mental Health and Wellbeing Network raises awareness of key issues and facilitates conversations that shape our firm-wide initiatives. Their aim is to create a workplace where everyone knows mental health issues don't come with a stigma and everyone has the resources available to look after their mental health and wellbeing.



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Military Network

Our Military Network (MilNet) is dedicated to providing long-lasting support to members of the Armed Forces and giving back to the defence community. The Network is home to ex-serving personnel, reservists, spouses, families and allies. The network host insights days for potential employees as well as offering mentoring and coaching to those transitioning from the Armed Forces to the business world.



The Pride Network

The Pride Network promotes an inclusive environment in the workplace and provides information and support on LGBTQ+ issues. The Network works collaboratively across our firm to promote an ethos of respect and equality for everyone, regardless of their identity.



Women's Network

Our Women's Network focuses on issues and initiatives relating to gender equality, both within PA and the communities we serve. The Network is focussed on supporting career advancement and progression for women at PA.



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RISE (Racial Inclusion & Social Equity) Network

The RISE (Racial Inclusion & Social Equity) Network celebrates Black, Asian & Minority Ethnic cultures at PA.

RISE Network Communities:

- The PA Muslim Group represents the needs of Muslims at PA by raising awareness of Muslim practice, creating a thriving community that provides support and a forum for PA Muslims
- The PA Jewish Group aims to provide support to Jewish colleagues and create a social community within PA.
- The PA Hindu Group focusses on bringing Hindu colleagues and the wider PA team together, creating a community within PA which supports The Working Families Network and celebrates Hindu colleagues



The Working Families Network

The Working Families Network creates connections for people to come together on issues relevant to working families. It shares experience, insight and feedback on making PA a place where working parents and carers can thrive. Within the network, the Parents of Children with Additional Needs (PACAN) Community supports those facing unique parenting challenges, through sharing experiences and providing each other with valuable insights and support.



In addition to our networks

We are also founders and members of several internal-external, sector and demographic based I&D networks and organisations.

Women in Tech (WiT)

The network seeks to increase gender diversity and inclusion within STEM fields, within and outside of PA. WiT organises learning and networking events that give women and non-binary people access to support, insights, and skills, to help them pursue a career in technology.



Some of our other memberships



Growth

Our approach to learning, development and performance



PA has ambitious plans for growth

We're extending our position as a Segment of One for Clients and People by doing more to innovate our clients' experience of working with us and by investing in our people's experience of being part of our team.

Learning, development and performance at PA is embedded in our day-to-day operations and continues to sit at the heart of our people strategy. The key driver for the evolution of our approach is growth – for our colleagues and our business. In our growing business there is no 'one size fits all' approach.

Our people differ significantly in their styles and in their skills, experiences, and ambitions therefore it is important that everyone can see a route for themselves to grow and opportunities to learn and progress. We create a learning environment that encourages all our people to continuously improve their competence in the workplace, which has a significant positive impact on our customers, which in turn helps to develop a strong reputation for PA.

PA is the only firm with the range of expertise – strategists, innovators, designers, consultants, digital experts, scientists, engineers and technologists – to offer end-to-end innovation. In achieving this distinction we recognise and want to enable our people to develop their careers across the range of expertise that empowers us to bring ingenuity to life. This means our people have the opportunity to grow through technical and craft expertise alongside the core requirements of our business. Your career growth is all underpinned by our modern digital learning infrastructure and informed by our robust career framework. →

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During your first few months at PA you'll learn more about setting meaningful goals, planning your personal development and the learning pathways, tools and resources available to support you in achieving growth. Your talent is our most important asset, and we commit to invest in your growth so you can constantly innovate, evolve and stay current.”

Our Career framework is hung around three core guiding behaviours:

1

We create an inclusive environment

People see PA as a destination of choice: the place to join and excel and feel engaged every single day. We are known for our stimulating work that improves lives, opportunities to learn from brilliant people, and our supportive and inclusive culture.

2

We protect and further the interests of PA

People at PA care about the business and ensure their personal actions and those of their colleagues, safeguard the interests of PA. PA people are alert to and evaluate risk arising from their actions and leverage the guidance, support and process to protect the firm

3

We are professional and ethical

Our people are enabled to apply their ingenuity to our clients' toughest challenges in pursuit of creating a positive human future using our frameworks, legislative environment and HRASC to ensure professional and ethical delivery of our services

Developing your career at PA

The role of the framework

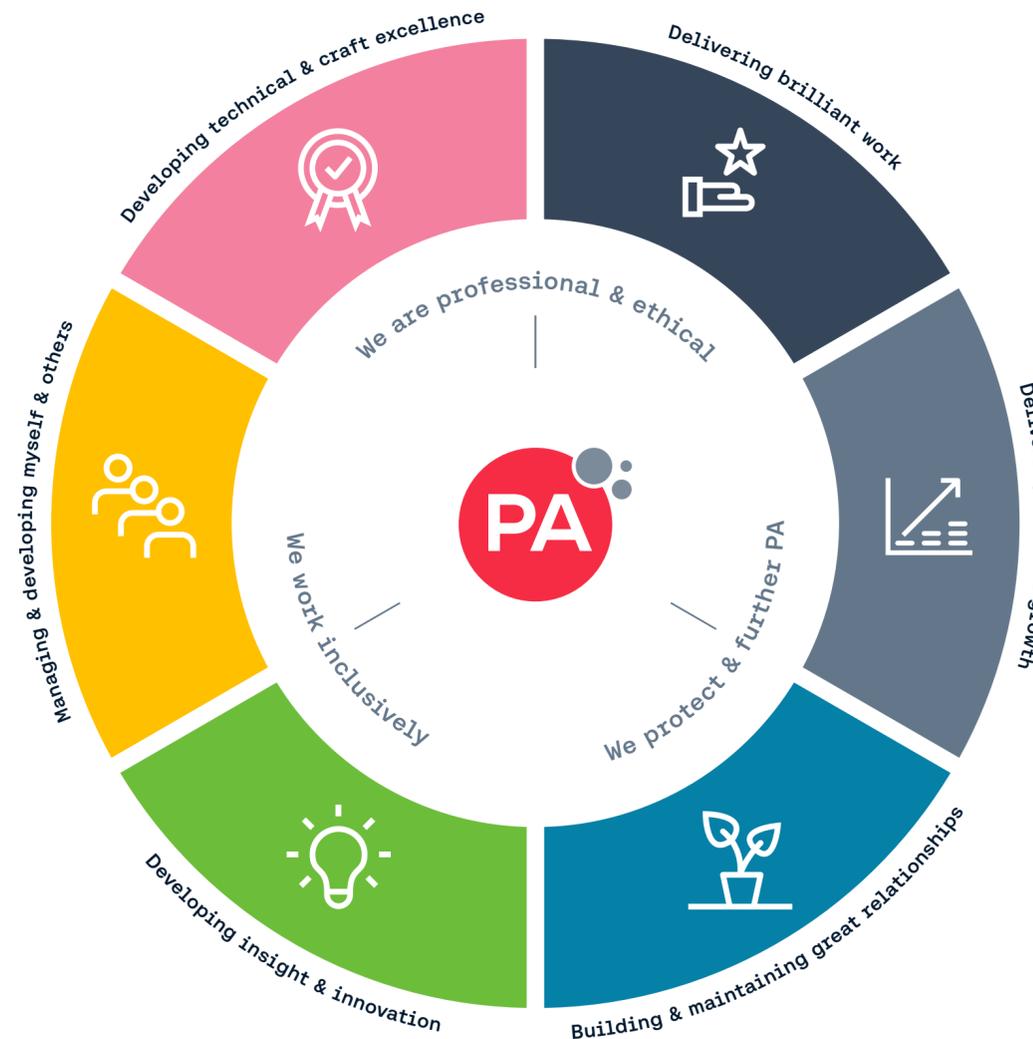
Your career is important to PA. We want people to join the firm and grow and develop in the ways that are important to them whilst meeting the needs of the firm.

This framework seeks to define, in a clear and accessible way, what makes a successful and well-rounded consultant, describing the requirements and expectations to deliver effectively at each level.

This framework provides you with the elements that we expect to see in our consulting population. Use this as a guide to create a development plan in discussion with your line manager. It is intended to be used as a guide and the expectation is not for you to 'tick off' all competencies, but to be able to evidence how you are meeting each of the dimensions across a year.

How it is structured

Our most effective people are those who can reflect on their personal, natural strengths and use these to inform and develop their careers and deliver great work. The framework outlines six dimensions that describe what is expected of our people at each job level.



We have used three distinct areas to describe expectations at each job level and the areas that you should focus on to develop with your role:

Head (Knowledge)

The 'Head' element covers the required knowledge to perform at this level effectively. This will include required qualifications, methodologies and tools. More details will be provided by your capability.

Hand (Skills)

The 'Hand' element covers how you do things – the skills required to do the job. Skills will vary depending on your capability. However, this framework focuses on the core consulting skills required at this level.

Heart (Behaviours)

The 'Heart' element covers the behaviours that we expect to see at this level, with a focus on acting in collaborative and inclusive ways.

Your global onboarding experience

Your onboarding at PA is vitally important to us as it will help you, acclimate to your new work environment, integrate into PA's company culture, build strong relationships with your peers and across the wider PA community, and rapidly become an effective contributor to PA's success.



Blended onboarding experience

The first few weeks in a new organisation can be some of the most learning intensive, so at PA we refrain from overloading our new hires with too much information in week one. Instead, we prefer to focus on the best ways to make that newly acquired knowledge stick, ready to be applied in your role, when it's needed. We achieve this through a blended onboarding experience where we offer the right mix of face to face and virtual events, supported with self-paced digital learning content through our KnowHow onboarding programme. Your KnowHow learning plan is built to contain everything you need to know during your first few weeks at PA.



Strategy, purpose and building your brand

During your onboarding experience, you'll hear from one of our Partners about the PA purpose, our strategy and what contributes towards our strong brand. You'll find out about the numerous innovative solutions we have created and delivered to our customers and the positive impact it has had in their industries. You'll also meet a wide range of PA people and find out what it means to build 'your personal brand', how to become connected by using your knowledge, skills and network, and what success could look like for you in your new role.



Building strong relationships through networking

Onboarding is a great opportunity for you to meet fellow new joiners, make introductions and start building your personal network. You'll be added to the 'Welcome to PA' Microsoft Teams channel, a great platform for sharing and seeking information, asking questions, joining in conversations, to help you settle into your new role. Also on your first day at PA, you'll get exclusive access to the KnowHow online digital community, another place you can integrate with your peers.

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At PA, we recognise the need to deliver consistent, high-quality support and guidance to all new employees, hence we take you an onboarding journey, from initial company orientation, through to integrating you into your teams and supporting you as you come up to speed in your new role.”

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**Bringing
Ingenuity
to Life.**
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About PA

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As strategies, technologies, and innovation collide, we create opportunity from complexity.

Our diverse teams of experts combine innovative thinking and breakthrough technologies to progress further, faster. Our clients adapt and transform, and together we achieve enduring results.

We are over 4,000 strategists, innovators, designers, consultants, digital experts, scientists, engineers, and technologists. And we have deep expertise in consumer and manufacturing, defence and security, energy and utilities, financial services, government and public services, health and life sciences, and transport.

Our teams operate globally from offices across the UK, Ireland, US, Nordics, and Netherlands.

Discover more at paconsulting.com and connect with PA on [LinkedIn](#) and [Twitter](#).

PA. Bringing Ingenuity to Life.



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