

# PA Ingenuity Review 2021



Momentum  
Together





—  
Bringing  
Ingenuity  
to Life.  
—

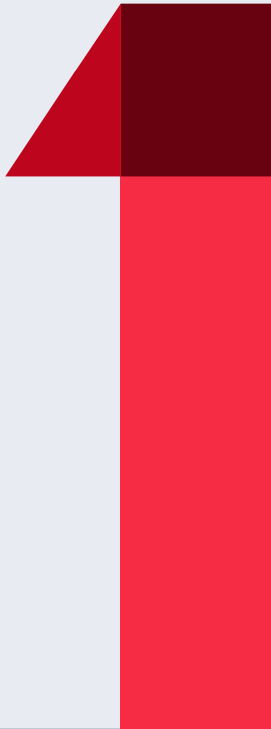


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Foreword

# Harnessing the momentum of ingenuity



2021 was a truly transformative year. As we learned to live with change as a constant, the power of human ingenuity shone.

Our Ingenuity Review reflects on how our people built on the momentum of a remarkable year to deliver on our purpose – Bringing Ingenuity to Life – for each other and for our clients. It shows that amazing things happen when we embrace the pace of change. When we use it as a catalyst for growth and a force for good; an opportunity to accelerate progress towards a positive human future. ►





# A positive human future for our clients and people

A letter from Ken Toombs, CEO:

It's been another remarkable year. I've witnessed, with great pride, our teams applying their ingenuity to tackle transformational projects and deliver end-to-end innovation for clients in challenging times. Our strong business performance reflects this momentum; we generated fee income of £691.5 million in 2021, growing our business by 24%, and making us one of the fastest growing major consultancies.

As the way we live and work continues to change in unprecedented ways, our purpose of bringing ingenuity to life is more important than ever. It directs our focus, unites our team and inspires our clients as we work together to build a positive human future. ►

## Innovating for our clients

What sets us apart is our dedication to innovating our clients' experience of working with us, both in what we do and in how we do it – bringing ingenuity to life in every interaction.

And we're perfectly positioned to do so. We're the only company with the range of expertise – strategists, innovators, designers, consultants, digital experts, scientists, engineers and technologists – to deliver end-to-end innovation. We accelerate new growth ideas from concept, through design and development, to commercial success. And we revitalise organisations – building the leadership, culture, systems and processes to make innovation a reality.

In our Ingenuity Review, you'll read about how we applied our market-leading capabilities to build new revenue platforms, improve experiences for our clients' customers, and transform organisations to be more resilient and agile.

You'll discover how we met consumer demand while preserving the environment by partnering with start-up Wildtype to take its sustainable lab-grown salmon to market. You'll see how we inspired better decisions around national security by creating a ground-breaking virtual reality 'Museum of the Future' with the UK's Defence Science and Technology Laboratory (Dstl). You'll read how we improved end-of-life patient comfort by joining up with start-up Bearpac Medical to develop a user-friendly medical device. And you'll find out how we're accelerating the transition to electric vehicles with an emblematic design for an EV chargepoint concept.

Bringing ingenuity to life means delivering outstanding client work and taking our rich insights to the market through our thought leadership. This year, we published research on topics such as how to use organisational agility to gain a competitive edge, how financial services can provide customers with more sustainable choices, and how we can think differently about water to help decarbonise the planet. ►

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**We're the only company with the range of expertise – strategists, innovators, designers, consultants, digital experts, scientists, engineers and technologists – to deliver end-to-end innovation.**

## Investing in our people

We deliver great work because of our brilliant people. They bring real-world experience to tackle our clients' biggest challenges. And they live our purpose every day. Last year, we welcomed nearly 1,300 new people to PA, including 50 partners. And we continue to hire at pace in 2022 – further growing the critical skills that help our clients thrive.

In return for our people's expertise and commitment, we offer stimulating work, inspiring teams to learn in, and an inclusive and supportive culture to help them grow.

Our people's wellbeing and fulfilment are at the heart of our strategy. We've made progress against our Inclusion and Diversity commitments, including rolling out company-wide race allyship training and launching our Women in Leadership programme. We continue to grow our employee networks: including Mental Health & Wellbeing; Military; Pride; RISE (Racial Inclusion and Social Equity); and Women's. We also mark important international events throughout the year to celebrate the diversity of our teams. Yet we can and will go further in our endeavour to be active allies and create a more inclusive culture that supports diversity in all its forms.

We've continued to invest in becoming a place where our people excel and feel engaged, every single day. We provide access to specialist learning and mentoring opportunities to help our people grow their skills. And we believe in celebrating and rewarding those who go above and beyond through our Purpose Awards, which recognise individuals who are doing truly ingenious things for clients, their teams and others at PA.

PA people have always cared about our communities, volunteering their time and expertise for societal good. And 2021 was no exception. We invited our interns to tackle real technology challenges – from creating more cost-effective diagnostic devices to designing a global asset tracking system – at our Global Innovation and Technology Centre. We helped underprivileged students develop leadership skills through our Springboard work experience programmes in the UK and US. Meanwhile, our Women in Tech team ran free coding courses to support women's careers. Our ninth annual Raspberry Pi Competition promoted STEM education by encouraging schoolchildren in the UK and Netherlands to use a Raspberry Pi microcomputer to innovate during the pandemic. And we continue to promote the value of women in defence through our partnership with Women in Defence UK.

I'm delighted that in 2021 we established The PA Foundation. We'll work together with The PA Foundation in pursuit of our shared mission: to develop and inspire people, particularly those facing disadvantage, to be the innovators and leaders of tomorrow, applying their ingenuity to solve the world's biggest challenges. We've committed £10 million over the next five years and 10,000 hours of skills-based volunteering to The PA Foundation in year one to amplify the impact of our giving back and volunteering work.

We take our environmental responsibilities seriously, as a business and as an advisor to our clients – and actively seek work that creates positive, meaningful impact. Last year, we committed to Net Zero by 2030 and Science Based Targets (SBT) to ensure our environmental practices contribute to limiting the global temperature rising beyond 1.5°C. We champion our people to lead the wider conversation around sustainability through our networks, thought leadership and events such as COP26, serving as a catalyst to inspire other organisations to act. ▶

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**It's a privilege to lead this extraordinarily talented team. Together, we believe in the power of ingenuity to build a positive human future.**

## **Our future**

Looking forward, a strong 2021 means we're in a great position for growth.

Our strategy is clear. We'll focus growth on our core geographies, investing in building our deep sector expertise and bringing together our end-to-end capabilities to create even more ingenious responses to our clients' biggest challenges. And we'll ensure we continue to recruit diverse talent and further invest in creating opportunities for our people to learn, develop and build exciting and rewarding careers.

The completion of Jacobs' strategic investment in March 2021 marked the beginning of a successful new chapter for us. Jacobs' complementary capabilities have further strengthened our ability to deliver innovative solutions for our clients.

We remain on track to grow our annual revenue to more than £1 billion by 2025.

We have big ambitions for the months and years ahead as we build on the momentum of a successful year. It's a privilege to lead this extraordinarily talented team. Together, we believe in the power of ingenuity to build a positive human future.



**Ken Toombs**  
CEO, PA Consulting





A message from John Alexander, Chair

**“**  
I continue to be inspired by the excellence and dedication of our teams, who every day push themselves and our clients further to innovate for a positive human future. It is because of their efforts that we embark on 2022 in a stronger position than ever.

John Alexander  
Chair, PA Consulting

We generated

£691.5m

in fee income in 2021, and saw  
24% growth year-on-year

PA in numbers

# PA's momentum visualised

We worked with  
clients across

7

sectors

And operated  
across



global locations

We are over



experts

with



YOY headcount growth ▶

And

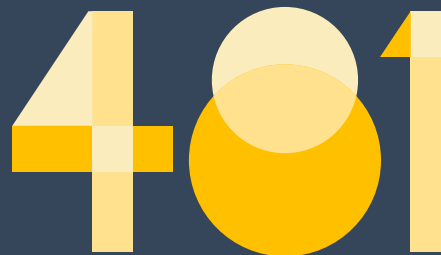


partners, with



YoY growth

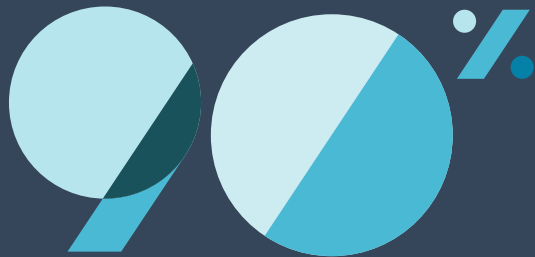
We promoted



people, and they completed



hours of virtual training



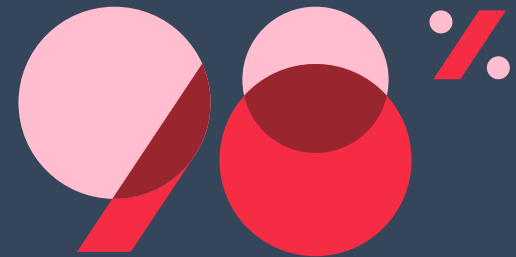
of our people  
own shares in PA

We engaged

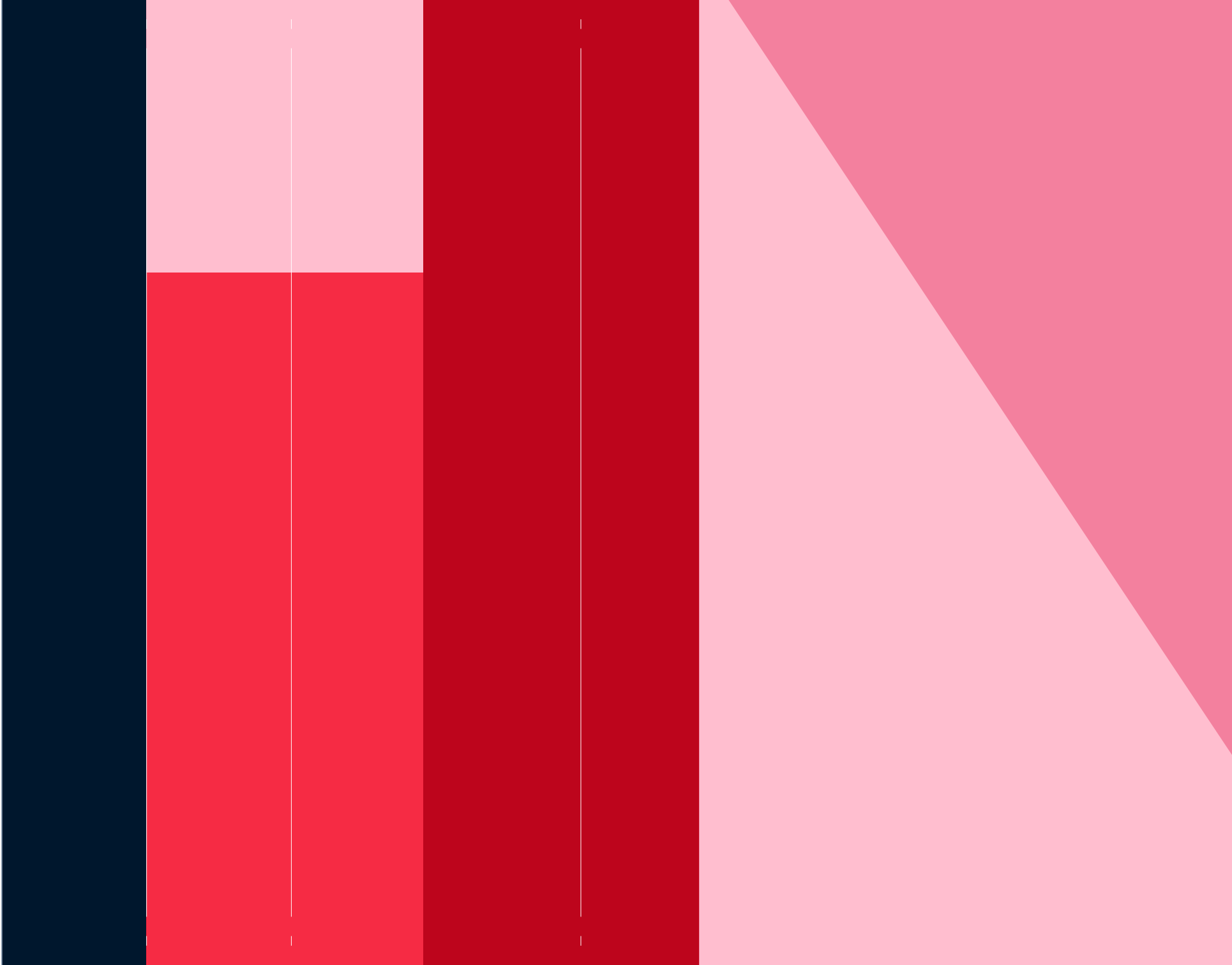


young people in our STEM initiatives  
and work experience programmes

And



of our clients  
would recommend us.



**“**  
**Building on the  
momentum of a  
remarkable year.**



### Section 3

# Delivering end-to-end innovation

For more than 75 years, we've been enabling leaders to unlock ingenuity to address their toughest challenges. And 2021 was no exception. Unprecedented changes created new opportunities to set ingenuity in motion, from the evolving needs of empowered consumers and the increasingly evident impact of climate change, to the need to lead healthier lives, adapt to changing working patterns and navigate the complexities of keeping people safe.

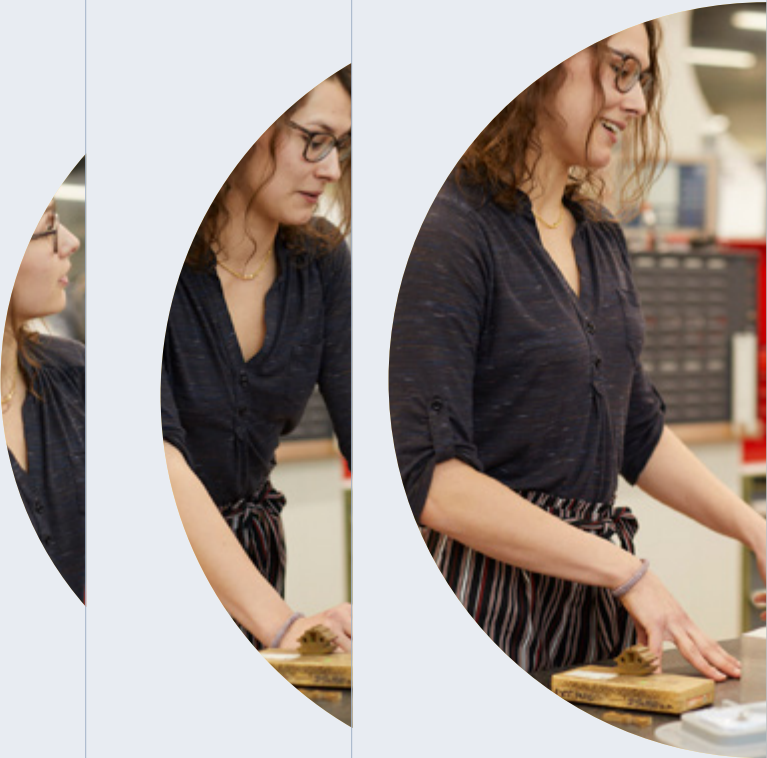
We're the only firm with the expertise and capabilities to deliver end-to-end innovation. We accelerate new growth ideas

from concept, through design and development, to commercial success. And we revitalise organisations; building the leadership, culture, systems and processes to make innovation a reality.

In this section, we explore how we partnered with our clients to deliver groundbreaking work in 2021. We show the power of ingenuity to create opportunity from the greatest challenges facing organisations, industries and the world today.



# The empowered consumer



For some time now, companies have claimed to be ‘customer-driven’. But with consumer choice, information and awareness skyrocketing, customers are putting these claims to the test like never before.

Brands must demonstrate their purpose and rapidly innovate their products and services to reach their customers in new ways. Take Wildtype, a start-up developing sustainable lab-grown salmon. Together, we created a brand strategy that grew their market recognition by educating consumers about how they can enjoy salmon without harming the environment.

Brilliant design is integral to meeting the evolving needs of consumers. That’s why our work to design an emblematic electric vehicle (EV) chargepoint to increase EV adoption

centred on user experience. Working with the UK’s Office for Zero Emission Vehicles (OZEV) and the Royal College of Art, we unveiled an intuitive, elegant design on the global stage of COP26 in Glasgow in November 2021.

Customers are making more socially conscious choices – they want to understand the ethical and environmental impact of products or services before they buy. So, we partner with clients to find innovative ways to prove this social value to customers and grow their business. For example, our global consumer study highlighted the need for financial institutions to focus on sustainable finance products if they’re to establish themselves as positive social actors and retain customers. ►

# Enabling the future of food with sustainable salmon production

## CLIENT STORY

Salmon is one of the world's most popular fish. The public's insatiable appetite for this protein has led to overfishing of wild salmon and the rise of farmed salmon at scale, which has had damaging effects on the environment. Astro Studios, now part of PA, created a brand strategy for Wildtype, a start-up developing clean, cell-based protein, as it prepares to take its first product, cell-based salmon, to market.

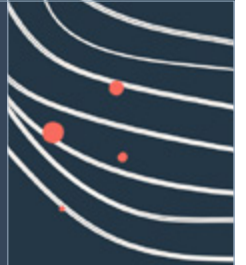
Astro is a strategy, product innovation and graphic design firm. The team developed Wildtype's brand strategy, conducting a focused audience, competitor and brand exploration; consulting on the company's name and positioning to enhance the image of lab-grown food; and creating a visual design language for the product that accentuates its crafted nature.

## WILDTYPE

The Astro team presented three naming options to help the start-up humanise its brand and create a naming system for future products. The start-up chose Wildtype to evoke positive consumer associations with the process of creating salmon.

After finalising the brand, Astro created a toolkit to demonstrate how the brand flexes across media – including the web, apps and social media.

Wildtype is using the brand to launch its sushi-grade salmon product to chefs, as well as host them in the Wildtype Kitchen, the company's lab. The brand will help the start-up build interest in its salmon, as it prepares for full-scale commercial production and consumer sales over the next few years.





# Using the power of design to accelerate the adoption of zero-emission road transport

## CLIENT STORY

The UK government's transport decarbonisation plan is a world-leading 'greenprint' for building a net zero transport system by 2050. Key to delivering on the plan will be a switch from petrol and diesel cars to electric vehicles (EVs). Replacing all cars with EVs would cut the country's total carbon footprint by 12 per cent, Nottingham Trent University has found. That's 42 million tonnes of CO<sub>2</sub> per year.

The Office for Zero Emission Vehicles (OZEV) wanted to encourage more people to switch to EVs. So, we teamed up with the Royal College of Art to design the blueprint for an emblematic chargepoint as recognisable as Britain's red post boxes or black cabs.

As the only firm able to deliver end-to-end innovation under one roof – from user research, through product design, to technical engineering – we were able to bring together a unique team with all the skills needed to ensure a

## OZEV

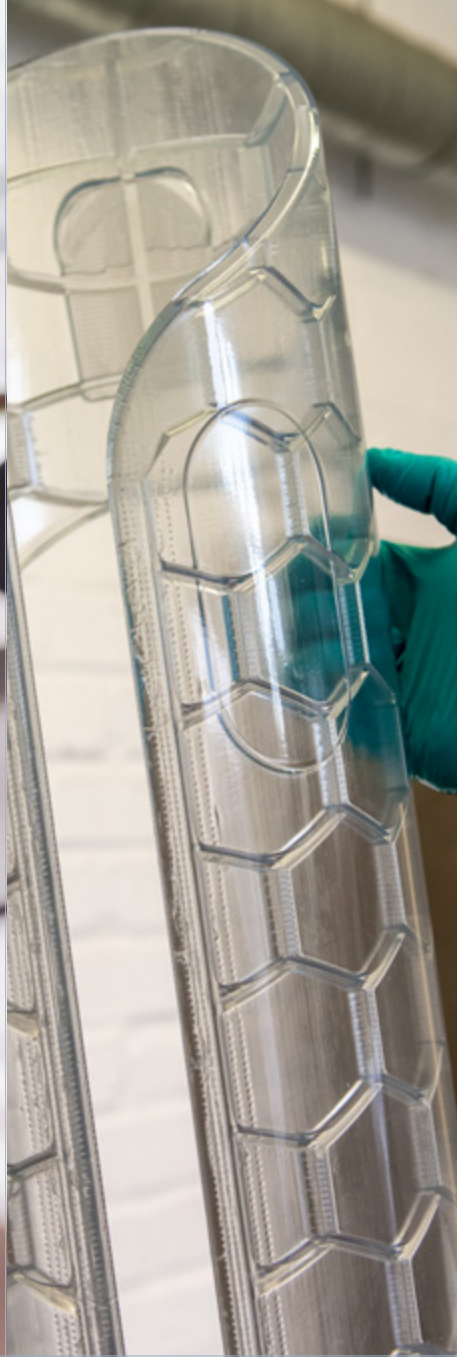
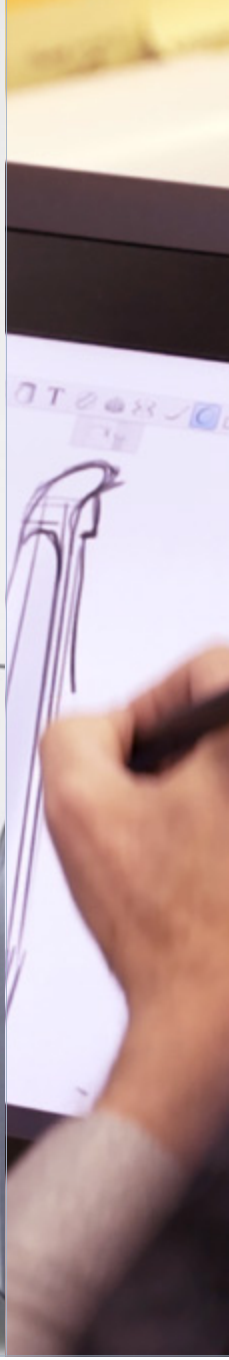
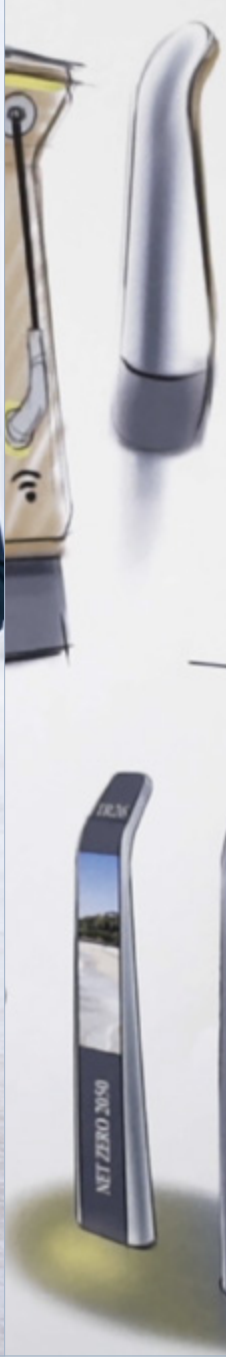
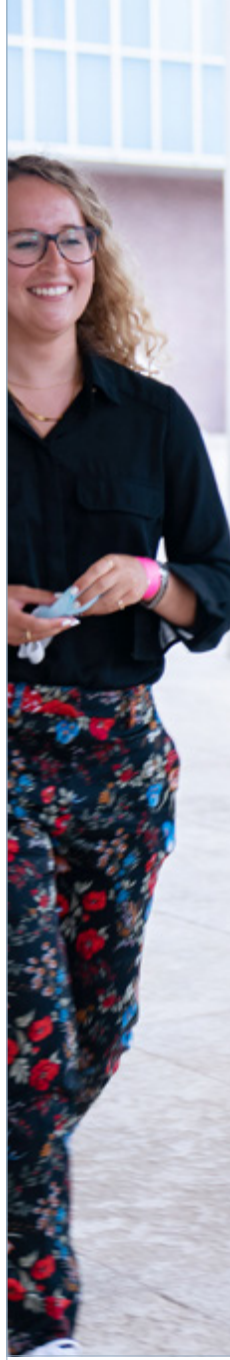
successful design concept. Focusing on human-centric design principles, we spoke with electric car users, traditional motorists, disability and consumer groups, and industry stakeholders to draw out the real needs of people and businesses. This work complemented the government's consumer experience consultation and ensured the design was aligned with accessibility standards, infrastructure strategy and local authority guidance. We used the results of the exercises and our rich experience of developing transport infrastructure to ideate, test and develop a design concept.

The result is an inclusive, inspiring and sustainable design that has the potential to become an instantly recognisable piece of street furniture. The design's human-centred practicality means it could spark a revolution that will have a profound impact on the quality of our environment and the lives of future generations.













# Financial services can change the world

## INSIGHT

Finance is the biggest lever many of us have to live sustainably – but consumers are underserved and uninformed on the full scale of the opportunity. The sector has a pivotal role to play in driving the world in a more sustainable direction – to be strong voices as well as strong actors.

Based on our research of 3,500 consumers globally, our report explores what consumers really want when it comes to sustainable finance: what issues inspire them? What's stopping them from making more sustainable financial choices? And how can financial services firms better meet these needs?

## A WAKE-UP CALL FOR FINANCIAL SERVICES TO BETTER SERVE CONSCIOUS CONSUMERS

Our report reveals the action leaders must take now to harness the opportunity and accelerate the transition to more sustainable saving, investment and spending:

- build trust and credibility in the eyes of their customers, going beyond regulatory requirements to make sustainability 'business as usual'
- educate people to make more informed financial choices that support sustainability
- innovate products and services to meet customer demand for opportunities to save, invest and borrow more sustainably.

Financial services providers must sit up and act now if they're to seize the opportunity to engage and retain conscious consumers.

[READ THE REPORT](#)





# Shaping the future of work



## The future of work is now.

As we've all adapted to living and working in a state of flux, purposeful leadership, agile business models and smart ways to support and inspire teams are key to thriving. Leaders everywhere are asking how the state of today affects their current and future workforce.

We build operational resilience and agility in our clients' leadership teams and across their people processes: from culture and talent to career progression, learning and development, and performance.

We enabled global health technology giant Philips to accelerate innovation for consumers and healthcare professionals around the world. We applied the latest thinking

on organisational agility to change how they manage their IT portfolio – the backbone of the business that enables them to drive innovation.

And we supported cloud-based communications leader Cloud9 Technologies to define a next-generation financial trading experience. Our industrial designers and user-experience specialists designed a hybrid console that allows institutional traders to make better decisions faster.

As industries continue to contend with unprecedented turbulence, organisational agility matters more than ever. Drawing on our experience, we published a new report that unpacks how successful leaders across sectors achieve and sustain true organisational agility. ►

# Developing agile skills to achieve faster and more focused innovation

## CLIENT STORY

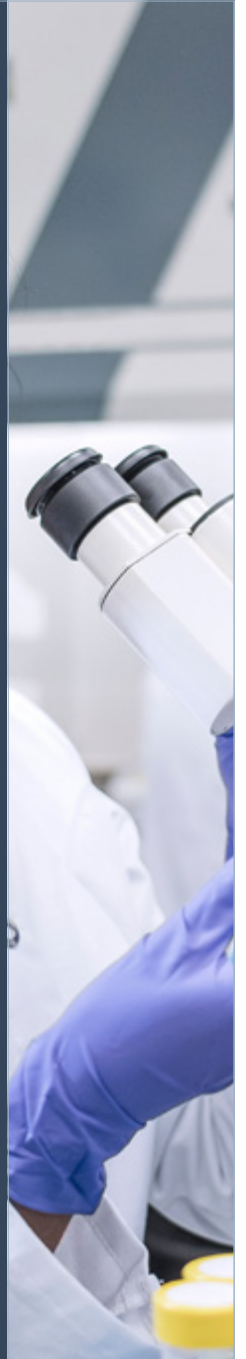
Every year, global health technology leader Philips invests in IT innovation to enable billions of people around the world to enjoy better health and wellbeing. These massive initiatives, which create a critical and common IT backbone for the global business, are successful in their own right. But to unleash maximum impact, Philips wanted to introduce a more agile approach to managing the portfolio. Changing the way things are done in such a large company is rarely easy. But as experts in large-scale agile transformation, we took the challenge in our stride.

Drawing on our extensive experience of delivering transformation through the Scaled Agile Framework (SAFe) – and bringing a uniquely supportive approach to the challenge – we gave Philips the model, tools and skills it needed to transform portfolio management.

## PHILIPS

At the heart of our approach was collaboration. We worked closely with the Philips portfolio management team to coach them in agile techniques. Over a period of months, we gradually moved aside to enable the team to take the reins and drive the new approach themselves.

Successfully overcoming the barriers posed by the COVID-19 pandemic, we enabled the company to achieve a step-change in performance on key measures for agile portfolio management in less than a year. The difference is driving up satisfaction rates among internal customers. And for consumers and healthcare professionals around the world, it's contributing to faster and more focused innovation that's improving health and wellbeing wherever Philips' health technology is in use.





# Creating the financial trading desk of the future

## CLIENT STORY

Cloud9 Technologies (Cloud9), a leader in cloud-based communications, is changing the way financial traders communicate. While legacy voice trading platforms have seen little technological advancement, Cloud9's platform digitises voice conversations on the trading floor.

Cloud9 challenged us to define a step-change in performance for their voice-oriented trading platform. Their goal: uniformly elevate all aspects of their current hardware and software user experience.

We applied expertise in innovation strategy, industrial design and user experience to help Cloud9 define the next-generation trading experience for this platform.


We began by conducting field research with institutional traders and brokers to understand the role Cloud9 hardware and software played in the overall trading experience: making and taking calls; monitoring call states; reacting to market changes; and

## CLOUD9 TECHNOLOGIES

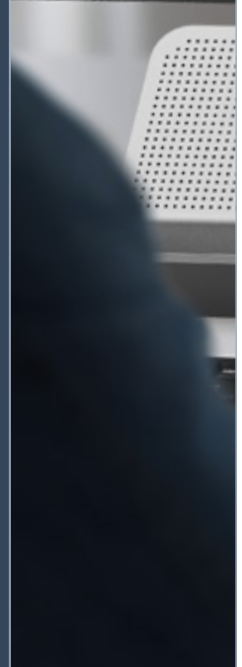
buying and selling securities and commodities. We then used these insights to generate UX concepts that proposed alternative call flow management solutions.

Our development process consolidated around a hybrid design that provided a seamless hardware- and software-supported experience. The approach was as welcoming for expert traders and brokers with a preference for hard key workflows as it was for junior traders with the responsibility of managing incoming calls.

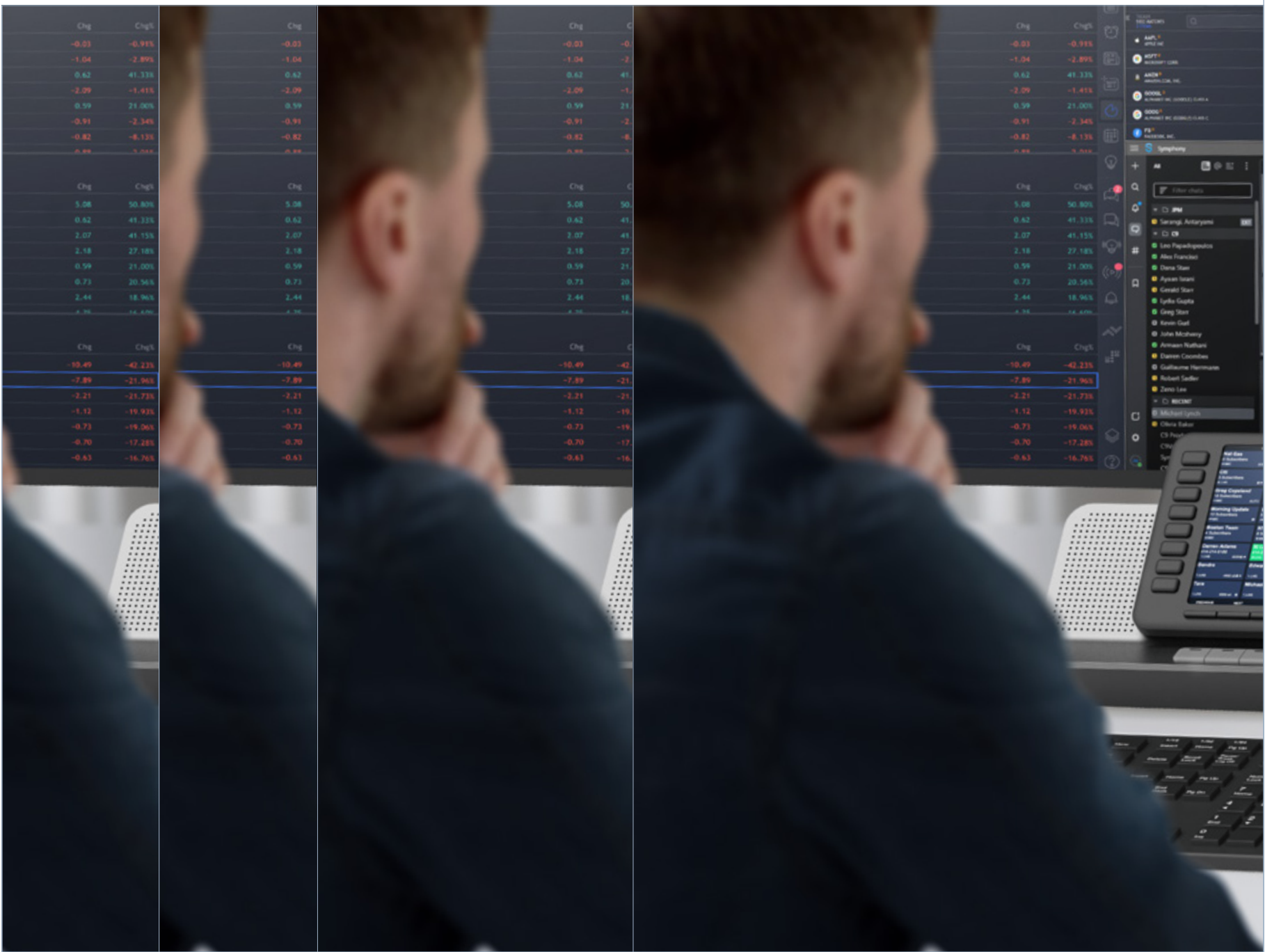
The new hybrid console – C9Trader Stratus – provides a logical bridge forward for the Cloud9 community. All user segments can now more logically and efficiently manage their call velocity, structure priorities in their call wells, and navigate complex workflows. Advanced features also support contact with remote colleagues, visualise call flow metrics for managers, and connect Cloud9 users across the trading community.



Chg	Chgt
-0.03	-0.91%
-1.04	-2.89%
0.62	41.33%
-2.09	-1.41%
0.59	21.00%
-0.91	-2.34%
-0.82	-8.13%
0.88	5.06%
Chg	Chgt
5.08	50.80%
0.62	41.33%
2.07	41.15%
2.18	27.18%
0.59	21.00%
0.73	20.56%
2.44	18.96%
1.38	14.40%
Chg	Chgt
-10.49	-42.23%
-7.89	-21.94%
-2.21	-21.73%
-1.12	-19.93%
-0.73	-19.06%
-0.70	-17.28%
-0.63	-16.76%







# The evolution of the agile organisations

## INSIGHT

Across industries, organisations are facing unprecedented disruption. Even before the COVID-19 pandemic, technology-based innovation and evolving customer expectations were driving change at incredible pace, highlighting the value of agility.

Whatever the disruption of the moment, the most successful organisations are those able to embrace organisational agility.

Whereas 'agile' is about running individual projects in a new way, organisational agility is about extending those principles across the entire enterprise to drive better all-round and commercial performance. This is agility as a culture, a mindset and an operating model – an entirely different way of running your business.

## UNLOCKING THE SECRETS TO DELIVERING ORGANISATIONAL AGILITY AT SCALE

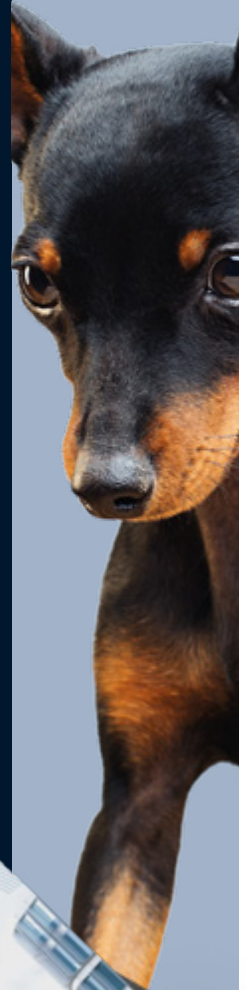
The second report in our agility series builds on the findings of our market-leading survey of 500 leaders across industries, and our work at the frontline of the world's biggest agile transformations.

It explores the four necessities for leaders to ensure they achieve organisational agility:


- build genuine and unanimous top-team commitment
- create the conditions for success from the outset
- cut out the compromises
- accept tomorrow's leaders will be different from today's.

In this age of organisational agility, our recommendations ensure leaders are not just pursuing agility but leading the pack – achieving agility and scaling it across their enterprise.

[READ THE REPORT](#)



# The sustainability and climate imperative



Climate action is truly at the forefront of the global agenda. Consumers are demanding bigger and braver initiatives from governments, brands and employers. This creates the perfect case for action, and we're delighted to work with clients seeking the right path for their businesses.

For example, our team of experts partnered with leading Danish wind turbine builder, Vestas, to bring innovative wind turbines to market faster, supporting their goal of 'powering a brighter future'.

And did you know that cleaning up after oil spills uses 25 tonnes of plastic every day – that's the same as 57 million plastic bags?

Innovative start-up Green Boom has developed a sustainable solution for preventing, reducing and cleaning up oil spills. Our data analytics and commercialisation experts collaborated with Green Boom to speed up time-to-market for this game-changing solution.

Organisations have a great opportunity to look closer at the sustainability of their business practices and consider how they use resources and move goods through their entire lifecycle. Our research revealed how leaders can better utilise the most precious of these resources – water – to reduce carbon emissions and support supply chain continuity. ▶

# Driving clean energy innovation with new ways of working

## CLIENT STORY

Wind turbines built by Vestas are controlled by sophisticated software developed by the company's own R&D division. Drawing on our extensive expertise in organisational agility, we enabled Vestas to roll out agile development processes across two divisions and kick start a wider agile transformation across the business.

We identified one R&D project perfectly suited to launch the transformation: the development of new software to prevent rotating turbines from casting deep shadows across homes, and also to stop them posing a danger to bats in flight.

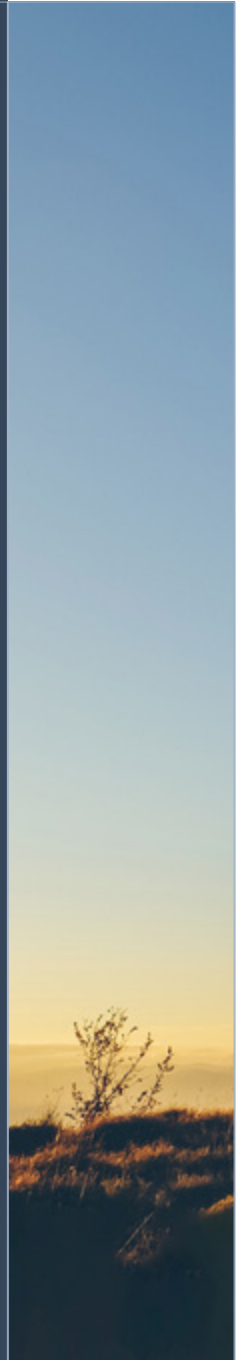
In its existing form, this project was not expected to deliver any value until the full sequence of development activity was complete. We saw the potential to deliver value much sooner by designing

## VESTAS

for simplicity and developing a minimum viable product (MVP). Future iterations would deliver more sophisticated software to enable optimum operation.

To prepare for the changes ahead, we ran training in agile methodology (SAFe) for more teams across the R&D division. With a huge bank of experience behind us, we were also able to bring the new ways of working to life.

Three months in, greater agility in the R&D division means outputs are far more predictable and projects are being delivered on time and on budget. This is generating far greater levels of customer satisfaction, creating the right conditions to support a wider agile transformation and enhancing Vestas' ability to bring innovative wind turbines to market faster.







# Building a robust strategy for environmental clean-up technology

## CLIENT STORY

Oil spills have a disastrous effect on the world's environment. Ironically, the polypropylene products used to clean up oil are developed from oil themselves. Once oil-soaked, these non-biodegradable, single-use plastics are then typically placed in landfills, where they will remain for up to 1,000 years, shedding microplastics and leaching oil back into the environment.

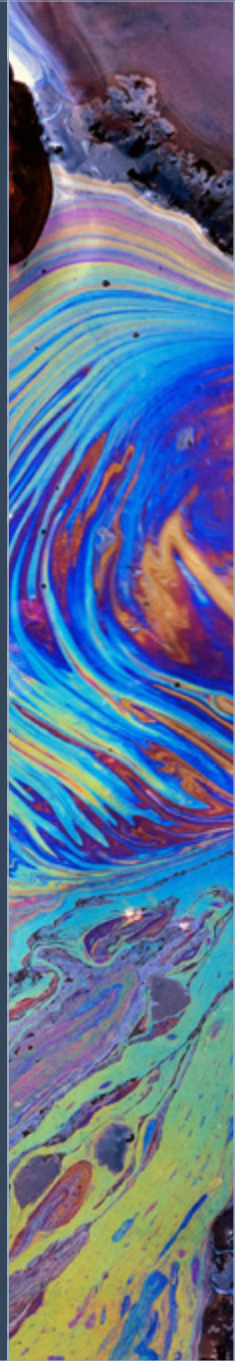
Green Boom is an exciting start-up that has developed a patent-pending, sustainable way to help prevent, reduce and clean up oil spills. The company's 100 per cent biodegradable solution uses treated, tear-resistant fabric pillows and tubes filled with natural fibre biomass to repel water and rapidly absorb oil from spills. The product can also be cleaned and reused, further enhancing its sustainability. After proving its technology, Green Boom needed help identifying the ideal route to market for its solution

## GREEN BOOM

and scaling its sales impact. We applied our expertise in go-to-market and growth strategy, data analytics and business intelligence, creating a targeted sales strategy the company could implement.

We analysed potential geographies, industries and companies to identify high-value market opportunities. We recommended five target industries and suggested major companies to pursue. Our market analysis, sales journey and 18-month roadmap have enabled Green Boom to focus its sales efforts. As a result, leaders are booking deals that will lead to a 15X increase in projected sales. We also introduced Green Boom leaders to industry influencers for potential funding.

In the future, when oil spills occur, businesses see Green Boom as a leader in limiting damage while protecting waterways and fragile ecosystems from harm.







# The big drop: the untapped potential of water on decarbonisation

## INSIGHT

The world is awash with corporate commitments to cut carbon. These are critical to move towards net zero but have acted as a distraction from action on our most precious resource of all – water.

Our report reveals that there are clear and underexplored opportunities to better utilise water while simultaneously reducing the carbon impact: achieving the big drop.

We conducted in-depth analysis with leaders from scores of global organisations across sectors where water demand is intensive: drinks, fast-moving consumer goods, hi-tech manufacturing, traditional manufacturing, and pharmaceuticals. The findings revealed organisations could save 86 billion cubic metres of water and provide a quarter of the annual emissions cuts needed to meet 2030 climate goals.

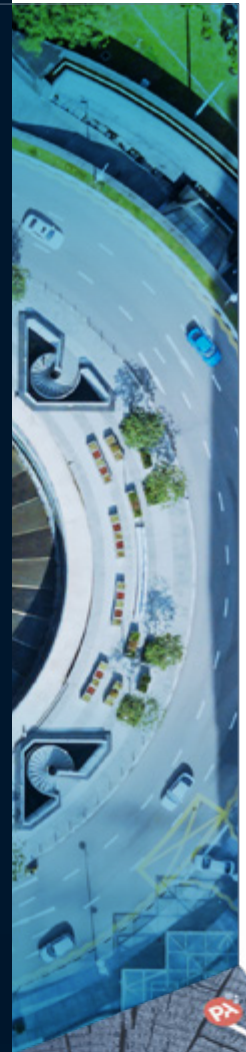
## DISCOVER THE FOUR ACTIONS LEADERS CAN TAKE TO BETTER UTILISE WATER AND REDUCE THEIR CARBON IMPACT

Our research explores how leaders can do this through four actions:

- understand your water and decarbonisation challenges and opportunities
- determine greener ways to access water
- innovate for water and energy efficiency
- green your core business strategy and partner for everything else.

By addressing the impact of water on decarbonisation, leaders have an opportunity to better ensure supply chain continuity and their ability to do business, as well as their right to do business at all. This will ensure they deliver profit while protecting people and our planet.

[READ THE REPORT](#)





# The quest to lead healthier lives



Recent times have been a stark reminder that health is our most precious commodity. And it's been incredible to witness the healthcare and life sciences industries dramatically accelerate the pace of life-saving product development and distribution.

We work with healthcare, life sciences and medtech companies to find new ways of adopting innovative technologies, and ensure the systems and infrastructure are in place to deliver quality care.

Research projects supported by the UK's National Institute for Health Research (NIHR) involve thousands of researchers in organisations across the country drawing on a wide range of data sources to advance their understanding. Yet locating data within this complex ecosystem can be difficult and time consuming. We partnered with the NIHR to implement the first-ever large-scale deployment of Google Cloud Search in the UK public sector.

The new search functionality is making a dramatic difference to productivity, enabling the rapid launch of urgent public health studies.

Our work with Bearpac Medical, an amazing medical device start-up, shows the possibilities for innovation in patient care – fast delivery coupled with patient centricity. Together with our medtech experts, Bearpac developed a single-use drainage device for patients who suffer from malignant pleural effusion to improve comfort at the most difficult of times.

And within life sciences, we saw the full potential of cell and gene therapy (C&GT) during the fight against COVID-19. mRNA vaccines showed outstanding efficacy and have saved many thousands of lives worldwide. Using our proprietary approach to scenario planning, we published a report exploring four potential futures for C&GT that will help propel the industry forward. ►

# Accelerating urgent health studies with digital innovation

## CLIENT STORY

The National Institute for Health Research (NIHR) enables research partners in different organisations to work together on new ways to tackle disease and improve the nation's health. Information held in a network of data repositories is often central to this research.

To save researchers time spent searching across different online sources, we developed innovative search functionality for the NIHR's digital hub. This large-scale implementation, delivered against the backdrop of the emerging COVID-19 pandemic, is the first ever use of Google Cloud Search in the UK public sector.

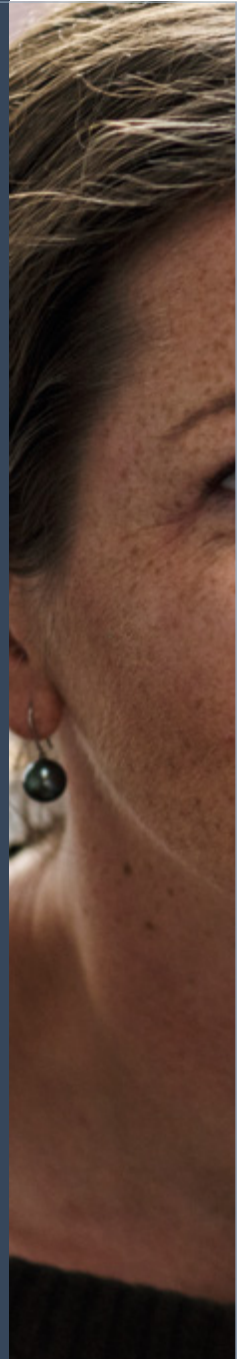
We set out to build the new functionality and launch it for 8,000 hub users within three months. Yet as we began, the pandemic forced our team to begin working remotely. By the scheduled launch

## NATIONAL INSTITUTE FOR HEALTH RESEARCH

date, the UK was in lockdown. Despite this, we completed the delivery on time and on budget, deploying agile techniques to make every minute count.

The new search functionality is making a dramatic difference to productivity. Research managers, for example, can find the data they need 90 per cent faster, on average. This is saving them up to 125 hours a week – time they can dedicate to more productive outcomes.

In the current context, the productivity gains made from smarter search are vital. Since the pandemic began, the NIHR has launched 50 urgent public health studies into the effects of the virus, including two major studies of possible vaccines. Cloud Search has enabled research managers to launch these studies in days, not weeks.





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

## CLIENT STORY

Terminally ill patients often experience pain or discomfort with a build-up of fluid in their chest. Palliative care provides pain management while enabling patients to live at home with key medical supports.

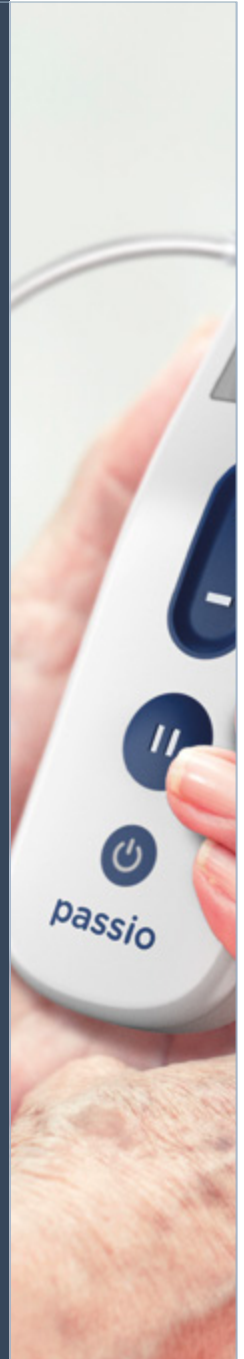
Bearpac Medical is a medical device start-up improving patient care for patients suffering from malignant pleural effusion (MPE). MPE is a condition where fluid builds up in a patient's pleural cavity, the space between their lungs and chest wall, making it difficult to breathe.

We partnered with Bearpac to develop the Passio™ Pump Drainage System – a handheld, single patient use device offering significant advantages over the market-leading solution. Our team provided

## BEARPAC MEDICAL

healthcare and medical device expertise, product and service design capabilities, and process and tool training – enabling Bearpac to co-create the solution with us.

We conducted user research to learn about patients' needs and experiences with MPE drainage devices. We trained Bearpac staff to conduct additional research, using our tools. Together, we rapidly iterated and tested solutions to improve the patient experience. We finalised a concept that Bearpac has engineered and is taking to market. The device improves patient comfort by using lower vacuum pressure to remove chest fluid than the market-leading solution. Patients can use the handheld device to further control flow and pressures, gaining control over the process.







# Cell and gene therapy in 2040

## INSIGHT

As seen in its leading role in the fight against COVID-19, the potential of cell and gene therapy (C&GT) is finally translating into reality. The market is thriving with innovation, investment, partnerships and M&A activity. But much remains unclear about how these therapies can deliver full value, and where pharma and biotech leaders should invest energy and resources.

Our report explores four potential future C&GT scenarios using our proprietary FutureWorlds™ approach to scenario planning and exploring uncertainty. Based on the insight and input of biochemists, biologists, mechanical engineers, materials specialists, healthcare experts, strategists and more, we formulated four potential views of the future.

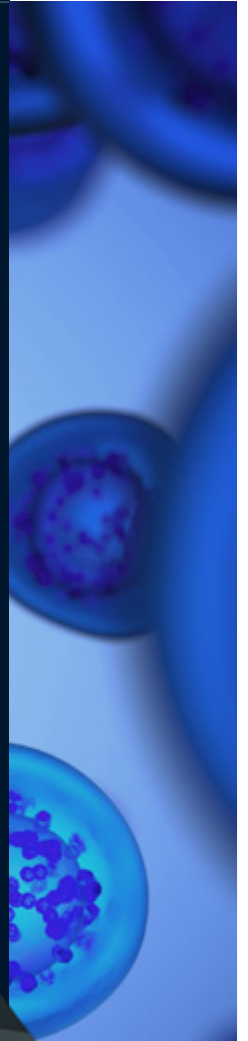
## SEIZING TODAY'S MOMENT TO PROPEL THE INDUSTRY FORWARD

We explore how leaders can immerse themselves in, and help to prepare for, these four futures:

- Bespoke World – where scientific innovations create a better understanding of disease physiology
- Mass-Market World – where affordable, allogeneic C&GTs are available globally for a broad range of diseases and uses
- Eclipse World – where success is limited in off-the-shelf therapies
- Blocker World – where off-the-shelf C&GTs advance but face hurdles that block their commercial success.

Today's players must actively plan for multiple futures to not just ensure they are part of tomorrow's C&GT landscape – but are helping to shape it, and actively pursue the right capabilities and strategy to thrive.

[READ THE REPORT](#)



# Protecting people and organisations



Every day it seems as if the challenge of keeping people, organisations and nations safe from physical and digital threats gets tougher.

We work with government security teams and advisors, defence professionals, regulators, and corporate risk and security teams to mitigate threats and embed best practice. We're at the forefront of technology development at our Global Innovation and Technology Centre, and have experts skilled at designing resilient and adaptive organisations.

Together with the Defence Science and Technology Laboratory (Dstl), we created a virtual reality 'Museum of the Future' that helps senior decision-makers grasp

the reality of possible scenarios and make better choices.

We also joined forces with Unilever to secure their operations in the face of COVID-19. We designed an artificial intelligence system that monitors and forecasts trends in the spread of the virus, providing real-time and predictive intelligence at global and regional levels – as well as for individual Unilever sites.

And as the threat of financial crime continues to grow, we drew on our extensive work within the private and public sectors to publish new research into how banks, law enforcement and regulatory authorities across Denmark, Norway and Sweden can better collaborate to fight it. ►

# Experiencing the future through virtual reality

## CLIENT STORY

Organisations and public bodies face an incredible challenge to keep pace as innovative technologies, societal trends and climate change are all coming together to create new threats and opportunities. That's why a key challenge for the UK's Defence Science and Technology Laboratory (Dstl) is to find new ways to help policymakers think imaginatively about possible futures.

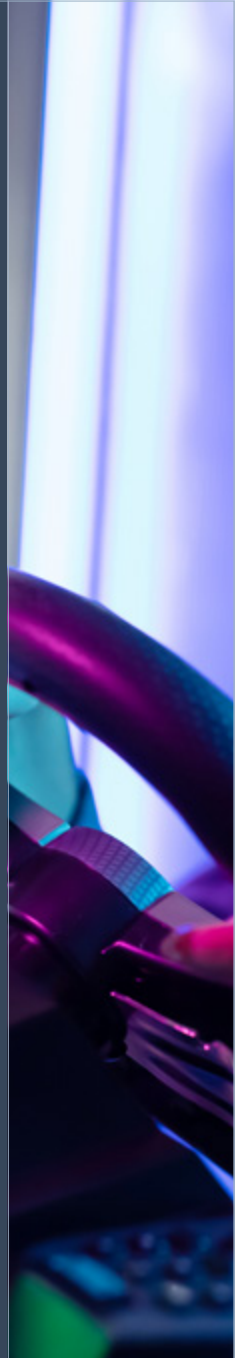
Dense reports are rarely effective in bringing the challenges to life. But Virtual Reality (VR) has the potential to make a far greater impact – to take decision makers out of their everyday roles and immerse them in experiencing just how different things could be.

We led a consortium of VR specialists, sci-fi authors, digital designers and Dstl futures experts as well as our own technology and defence and security experts, to develop an ingenious virtual

## DEFENCE SCIENCE AND TECHNOLOGY LABORATORY

reality platform called 'Museum of the Future'. This virtually 'transports' policy makers to the future, challenging their thinking and inspiring new approaches. We also brought together leading academics, leveraging their deep insights to develop an academic study into the potential of VR in supporting policy making in government.

Through a series of virtual brainstorming events held during the pandemic, we generated over 200 ideas for the museum. Then we selected three scenarios for development and managed the programme to build each world. Within six months, the virtual worlds were complete and the museum was ready to launch. The museum enables policy makers to develop an imaginative defence policy that will help make the UK safer for future generations.







# Predicting the spread of COVID-19 to safeguard Unilever's global ecosystem

## CLIENT STORY

In 2020, as the COVID-19 pandemic accelerated, Unilever needed to rapidly evolve its workforce strategy to help protect employees, while maintaining the supply of products to 2.5 billion consumers worldwide.

PA and Unilever teamed up to create a world-leading predictive tool, COVID-19 Awareness and Situational Intelligence (CASI). CASI is a live dashboard that provides real-time reporting, data monitoring and leading-edge predictive intelligence on COVID-19 trends from a global and regional level down to hundreds of Unilever sites.

Our multiskilled teams collaborated to build and launch CASI for Unilever within three months. Deployed globally, CASI reports on more than 250,000 COVID-19-related data points daily. CASI empowers Unilever with the predictive intelligence to forecast the evolving pandemic, with an accuracy rate of over 80 per cent

## UNILEVER

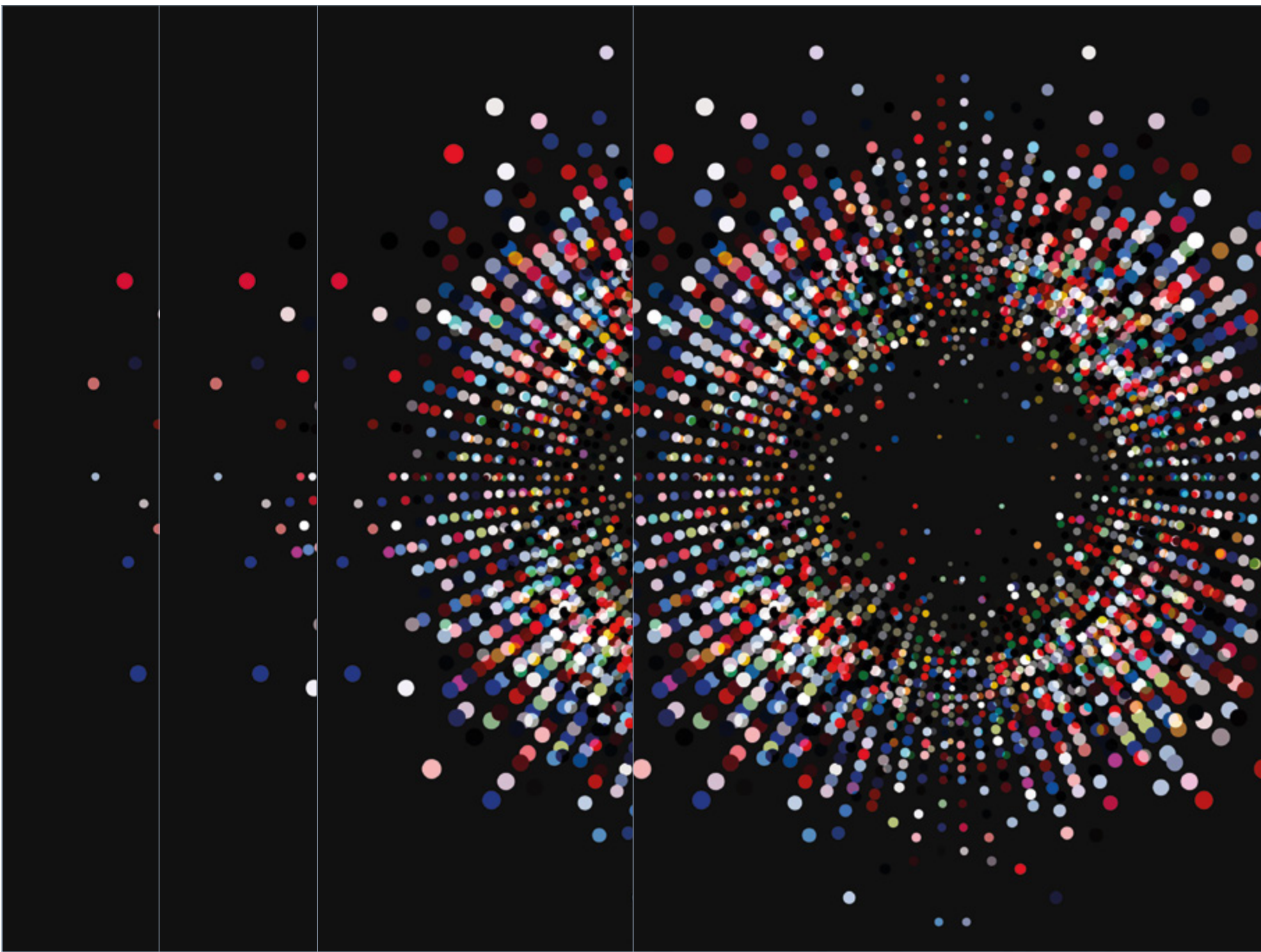
for seven-day forecasts and 75 per cent for 30-day forecasts.

Unilever teams around the world now use CASI daily, to accurately anticipate COVID-19 infection rates and flexibly adapt supply chain operations, site protocols, and workforce health and safety planning.

Working in partnership with Unilever, PA also helped make CASI available to Unilever's global ecosystem, by creating multiple versions of the tool and sharing it with its employees and its extensive supplier partner network.

CASI represents a breakthrough in expertly navigating and harnessing the world of open data to uncover real value and predictive insight. This highly flexible approach unlocks exciting opportunities far beyond the pandemic; from managing global trends, to reimagining the future of work, improving employee wellbeing and predicting consumer behaviour.







# Striking back against financial crime

## INSIGHT

The threat of financial crime (fincrime) is increasing, exacerbated by the COVID-19 pandemic. While the battle against fincrime is a global one, Denmark, Norway and Sweden have further to go than many of their European counterparts when it comes to countering the problem. If banks and society are to gain the upper hand, their next move should be aimed at forming a broader system that becomes more than the sum of its parts.

Our report explores what each country needs to do, as well as the possibilities for pan-Nordic collaboration in the fight against fincrime. From our extensive experience working with the private and public sectors, we set out a way for banks, law enforcement and regulatory authorities to achieve their objectives, offer greater assurance to investors and customers, and send a message that criminals cannot act with impunity.

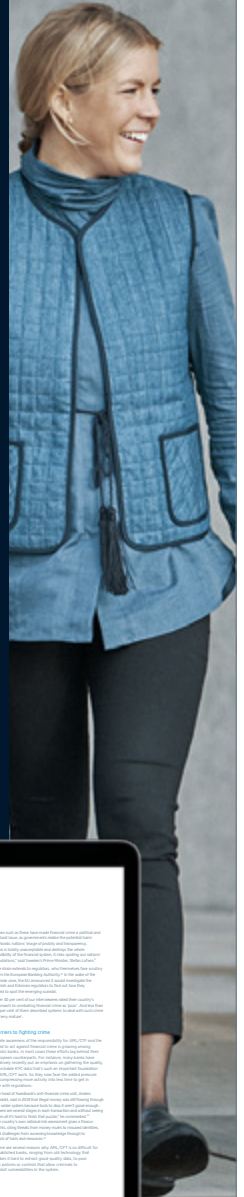
## CLOSER PUBLIC-PRIVATE COLLABORATION IS NEEDED TO FIGHT FINANCIAL CRIME IN THE NORDICS

We explore a future vision for more effective private and public sector collaboration, and demonstrate how leaders can come together in three core ways:

- sharing data
- investing in technology to analyse this data
- collaborating more closely with each other, both within and between the three countries, to swap experiences and spot trends.

The time has come to move existing efforts to the next stage if banks and society are to gain the upper hand over financial crime, and better protect themselves and their customers.

[READ THE REPORT](#)

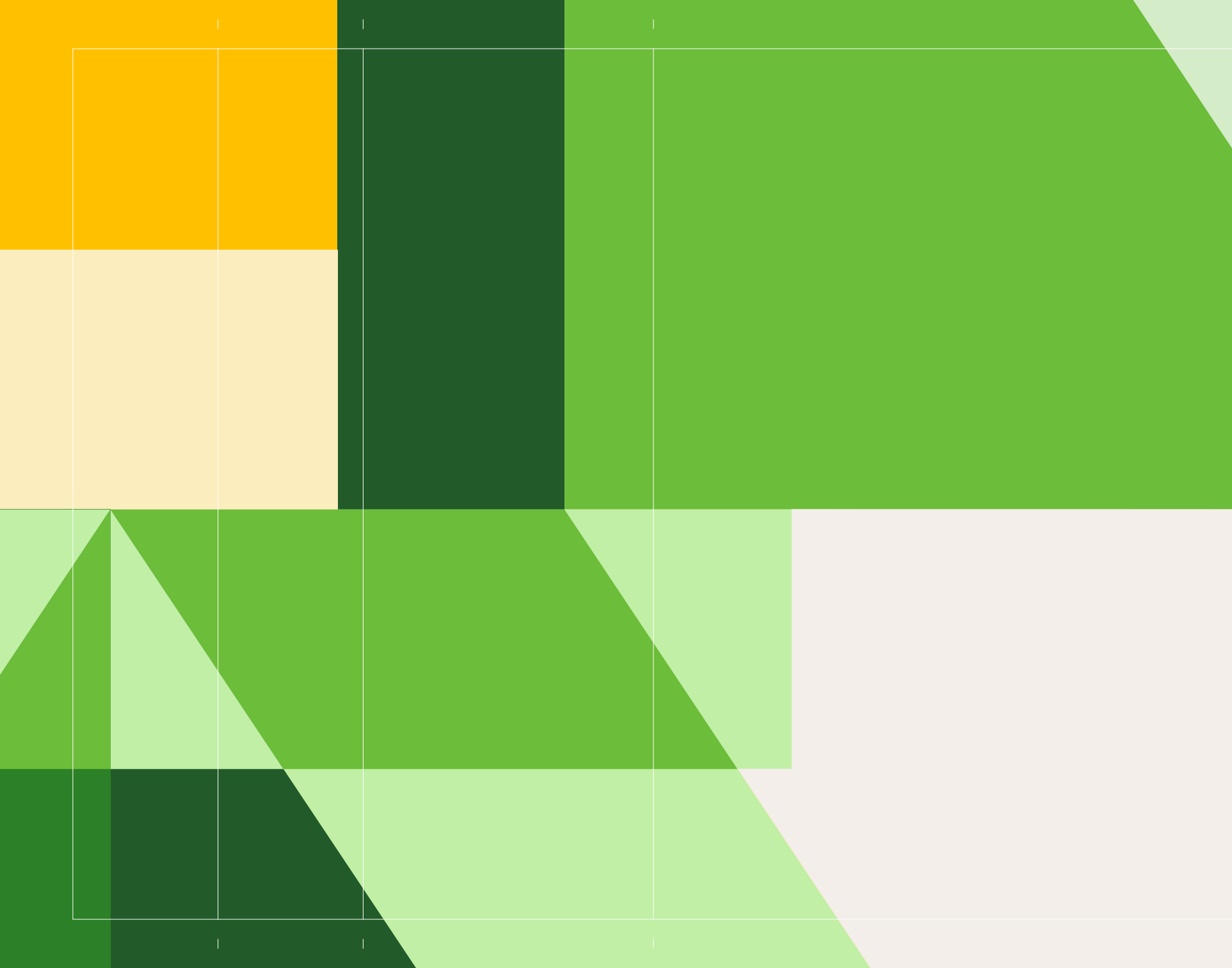






The background features a grid of squares in various shades of orange, yellow, blue, and green. A large, curved orange shape is positioned in the upper left quadrant. The text is centered in the lower left quadrant, set against a dark blue background.

“  
Unprecedented  
changes created new  
opportunities to set  
ingenuity in motion.”



Our future starts with our people. They are the inspiration for our purpose and live it every day. Growing and supporting them is the best investment we can make.

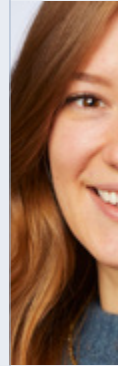
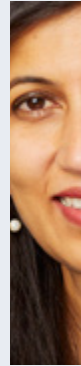
We continually improve our people's experience of being part of PA, shaping an inclusive culture that prizes diversity and wellbeing, recognises individual and team achievements, mentors and develops people, and offers opportunities to support our communities. ►

#### Section 4

# Living our purpose



# Growing our team of ingenious people



We're several years into an exciting growth journey that's seeing us welcome ingenious new people to PA to do the innovative work that sets us apart. Breadth and depth matter to us.

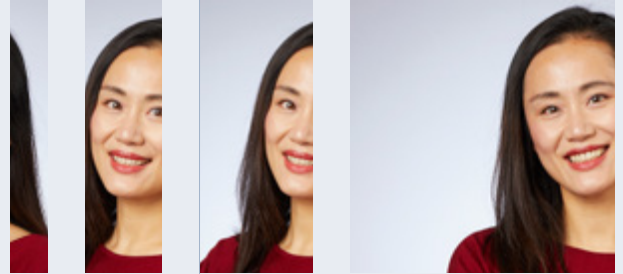
Our diverse teams of experts – strategists, innovators, designers, consultants, digital experts, scientists, engineers and technologists – are winning exciting work with world-leading clients, shaping global conversations on critical issues, and supporting our communities by volunteering our skills and expertise.

There's never been a better time to join PA. We're fired up by the chance to work with brilliant people, and to be bold and original in our thinking. And we welcome diverse talent who can apply their ideas, expertise and commitment, creating opportunity from the world's biggest challenges.

In 2021 **we ramped up our recruitment** to meet the growing and evolving needs of our clients, welcoming nearly 1,300 people across our global offices, including 50 new partners with expertise in business-critical areas including renewable energy, digital transformation and product design. **And we grew our business in the US** to capitalise on the growing opportunities of exciting global clients, and social and political change. Meanwhile, our strategic partnership with Jacobs enabled us to accelerate our growth plans in the market.



# Supporting our people to bring their full selves to work



We recognise an inclusive culture invites diversity – and diverse thinking fuels ingenuity. So, we continue to create an even more inclusive place to work where people feel engaged, energised, motivated, and where they can bring their full selves to work.

We made progress against our **commitments to fight racism and drive lasting change**. We ran firmwide training on topics such as allyship, and we held conversations with leadership teams about intersectionality and tokenism. We launched a Women in Leadership programme that supports our drive to increase representation of women at senior levels by building professional growth and aspiration – and helping to break down any barriers to progression.

We partnered with schools, colleges and universities, and specialist recruitment firms, to recruit more diverse talent at every level. To empower young people from diverse

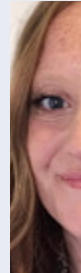
backgrounds to fulfil their ambitions, we joined forces with the National Society for Black Engineers (NSBE) and Generation Success, and improved the diversity of our graduate recruitment pipeline.

We backed **new initiatives from our RISE, Mental Health and Wellbeing, PRIDE, and Women's employee networks**, and we launched a new Military Network.

We help our teams hone their craft by offering ongoing learning and mentorship opportunities. During the year, our people completed the equivalent of more than three years of virtual learning on PA Academy. Our Learning and Development team launched 16 new courses. These range from professional skills (such as how to use LinkedIn for business development and how to present virtually), to inclusivity awareness (such as how to be an ally and how to support people with dyslexia). Meanwhile, our Graduate Development Programme and Mentoring circles supported the onboarding of 172 Graduate analysts across our offices in five countries.



# Recognising our team's achievements



Every day, our people go above and beyond for their teams and clients. Unprecedented changes in society and technology have created new opportunities for us to make a positive impact. From industry award wins to the celebration of standout individual contributions, we recognise and reward our people's achievements.

We celebrated 17 winners of our new **Purpose Awards**, which recognise PA people who have gone the extra mile in their client work or for our people. Nominated by their colleagues, our Purpose Award winners made a huge impact, from developing an automated way for local councils in the UK to contact thousands of vulnerable residents per day during the height of the COVID-19 crisis, to raising awareness of mental health and wellbeing within PA, to setting up a mentoring programme pairing PA people with young people from disadvantaged backgrounds.

We watched with pride as **Oliver Excell was made an OBE** in recognition of his work on the vital UK Vaccine Taskforce effort. Oliver and his team worked closely with global pharmaceutical companies to secure the supply of COVID-19 vaccines for the UK.

And **we won leading industry awards**. The Chartered Institute of Procurement and Supply crowned the UK Vaccine Taskforce the overall winner of their Excellence in Procurement Awards. Our design and engineering team won two iF Design Awards for developing more accessible make-up products with Guide Beauty, and creating a unique

system for measuring food quality with TeakOrigin. And our digital experts won the Digital Technology Leaders Award for Digital Team of the Year for their innovative work with coffee and food chain Pret A Manger.







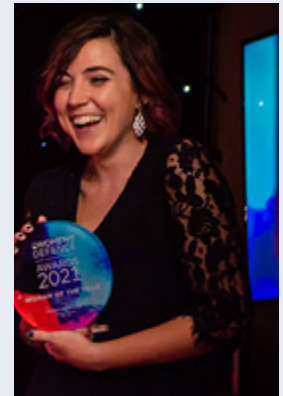
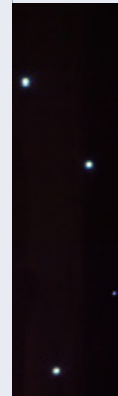
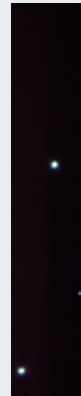
# Supporting our communities

Our people give their time and expertise to support communities and inspire people, particularly those facing disadvantage, to be the innovators and leaders of tomorrow.

To amplify our impact, we established The PA Foundation, and seeded it with a £10 million donation. The PA Foundation will support our employee volunteering efforts by providing grants to charities and non-profit organisations. Our people will volunteer their skills and experience, working alongside the Foundation, to make a real difference.

We also welcomed disadvantaged young people onto our virtual UK and US **Springboard work experience programme**, where our experts and clients mentored them as they developed solutions to global issues. We donated hundreds of PA laptops to **The Turing Trust**, so they can continue to give children in the UK and Malawi digital access. Through our **Raspberry Pi Competition**, we challenged students in the UK and the Netherlands to put their engineering and coding skills to the test, using a Raspberry Pi microcomputer to design technology to create a positive human future for everyone following the global pandemic. While our **Women in Tech (WiT)** network trained women in digital skills to address the gender imbalance in technology careers.

We continued to champion equal opportunity across defence through our longstanding partnership with **Women in Defence UK**, whereby our people volunteer time for activities including a cross-defence mentoring programme that had 80 per cent more mentee-mentor pairings last year. And we provided coaching services to The Forces Employment Charity to support military veterans who are looking for work or transitioning out of the armed forces.





# Being a responsible business

Our people are committed to always doing the right thing, not just the easy thing.

That principle is essential to using the power of ingenuity to build a positive human future. And it inspires us as we continue to be a responsible business, particularly in our efforts to positively impact the environment.

We signed up to the **Science Based Targets Initiative (SBTi)**, making a commitment to use scientific evidence as the basis for goals that will see us help limit global warming to 1.5°C above pre-industrial levels. In announcing our commitment to achieving **Net Zero by 2030**, we've focused our carbon reduction efforts on fuel, electricity and business travel, and got started immediately with a programme to switch to renewable energy sources at our **Global Innovation and Technology Centre**.

Not only do we aspire to do the right thing, we seek to be the catalyst for others to do so as well.

We continued to be a participant in, and specialist technical advisor to, **the UN Global Compact**, the largest corporate sustainability initiative in the world. The partnership ensures we have a finger on the pulse of our clients' sustainability needs. And for those organisations that might be a bit lost for what to do, we stretched their thinking about the art of the possible by leading the conversation in the market. This included talking transport decarbonisation and the hydrogen economy at COP26, publishing original research on the untapped potential of water to reduce carbon emissions, and writing about how sport can become sustainable in Forbes.





“  
Growing and supporting  
our team is the best  
investment we can make.”

## Section 5

# Join PA



There are many reasons PA is a special place to work, and that starts with our purpose. We recognise that in bringing ingenuity to life for our clients, we need people with innovative thinking and different perspectives. That's where you come in.

At the heart of our business are our people – strategists, innovators, designers, consultants, digital experts, scientists, engineers and technologists – all of whom bring real-world experience and apply it at pace.

When you join PA, we ask for your ideas, expertise and commitment. In return, we'll give you stimulating work that improves people's lives, opportunities to learn from brilliant people and a supportive culture where you can thrive.







## Section 6

# About PA

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

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, together. 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](https://paconsulting.com) and connect with PA on [LinkedIn](#) and [Twitter](#).

**PA. Bringing Ingenuity to Life.**





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