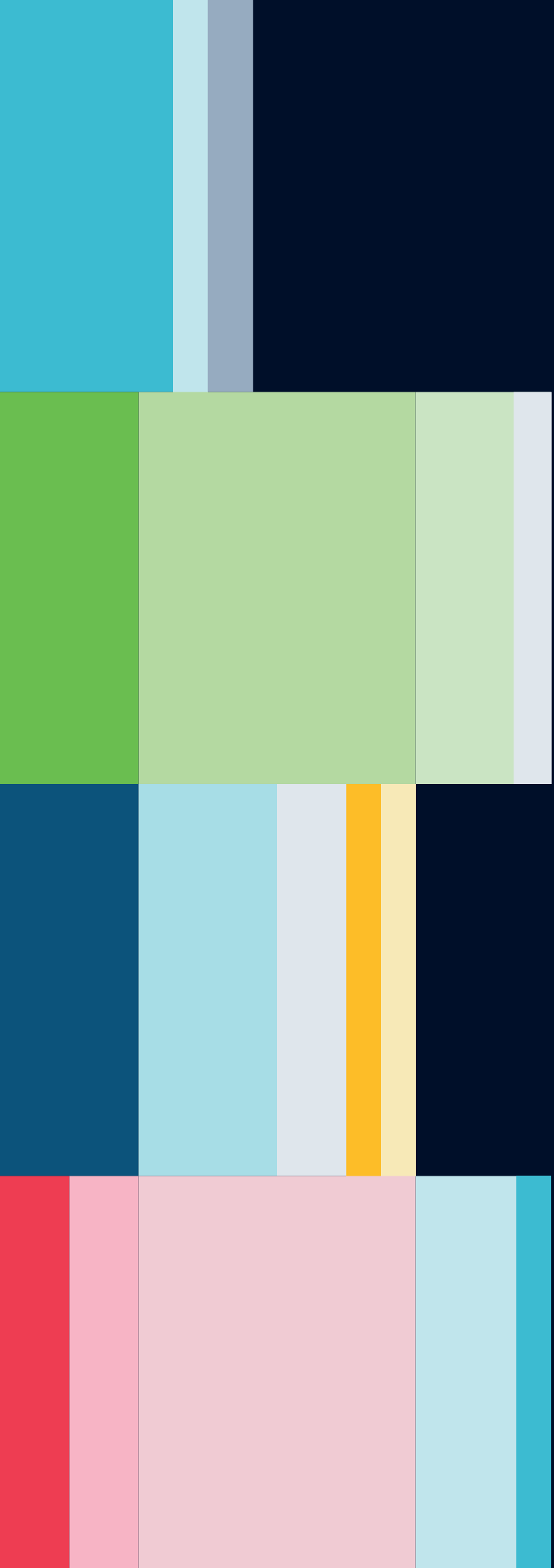




Ingenuity Review 23



Contents



1

Build a positive human future ——— 05
Our purpose



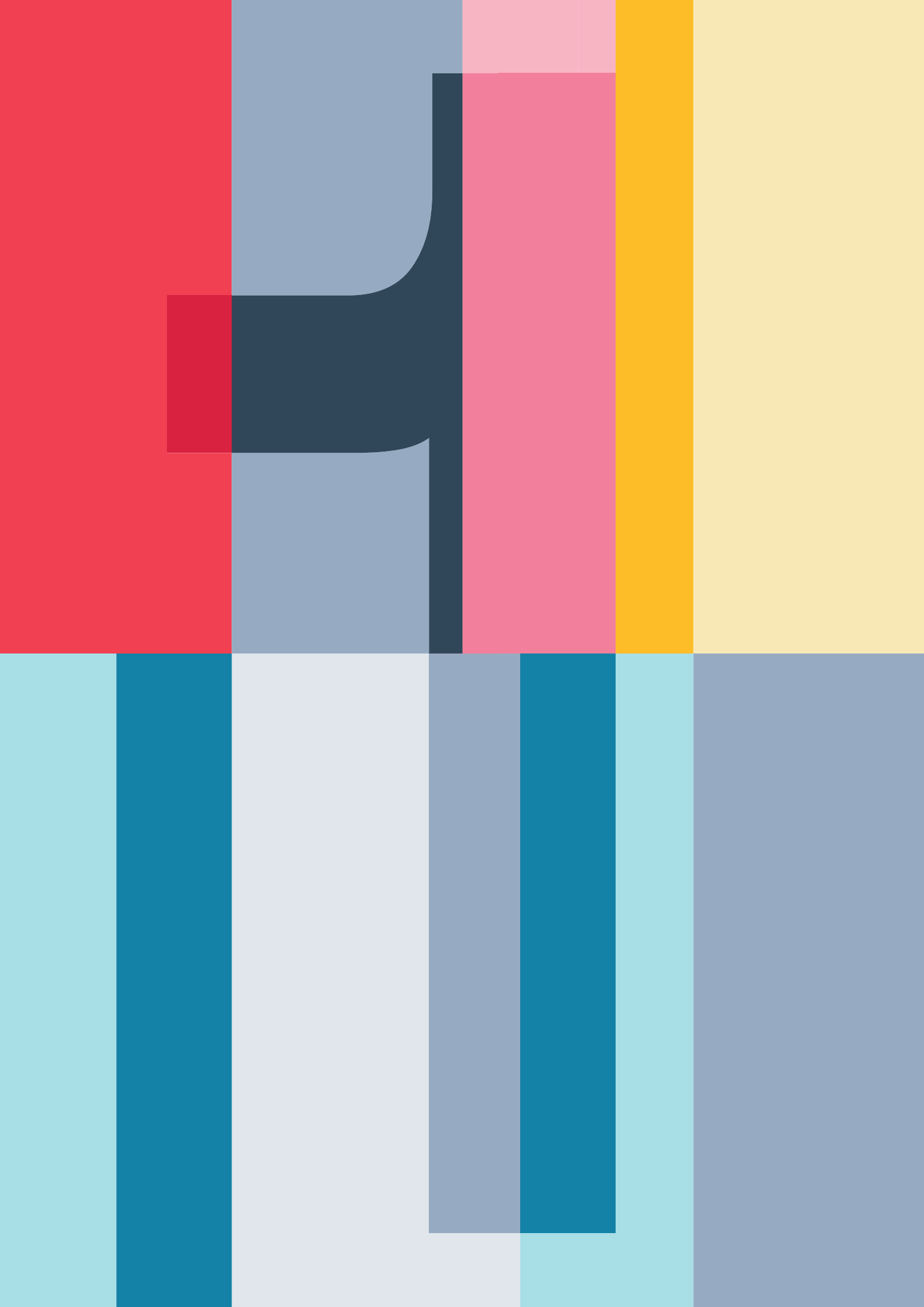
2

Create insight and impact ——— 13
Our clients



3

Live our culture ——— 47
Our people



Build a positive human future

We believe in the power of ingenuity to build a positive human future. This is our purpose.

Our 2023 Ingenuity Review reflects on how, inspired by our purpose, our people made significant contributions to our clients, our culture, and the communities in which we live and work.



An update from our CEO

It's a privilege to introduce our annual Ingenuity Review.

We have a duty to leave the world in a better place than we found it and I'm proud to have been asked to lead a team of people who share that goal. At PA Consulting, we believe in the power of ingenuity to build a positive human future. That's our purpose and it guides our every action.

As I reflect on last year, the degree of political, economic, and environmental change means finding ways to build a positive human future is more urgent than ever – a world that is safer, healthier, more equitable, prosperous, and sustainable. It's where organisations and the people who work in them do better for society and the planet, every day.

Creating this future requires bringing ingenuity to life. That's exactly what we do by applying the expertise of our diverse teams to unlock new opportunities. In short, tapping into humans' innate ingenuity and blending it with the power of technology. Always in collaboration with our clients, to create enduring results.

Building a positive human future is our challenge. I continue to be inspired by our teams, whose ceaseless energy, expertise, and commitment is nothing short of amazing.

Insight and impact

Today, we're seeing high levels of uncertainty around technology disruption, ageing infrastructure, climate change, cyber risks, and geopolitical tensions, all of which impact clients' critical needs.

Leaders in these organisations need to respond effectively and at pace. To do so, they depend on partnerships that deliver exceptional insight and lasting impact.

PA brings proactive intelligence and strategic interventions that go beyond theory, advisory roles, and standard deliverables. We bring deep industry and technical expertise, which we deploy to solve unique challenges and implement real-world solutions, quickly.

All of this capability is underpinned by a unique culture that our clients value. They tell us we're different in what we do, but even more different in how we do it. We work as one team with our clients, flexible and responsive, exploring the current urgencies and the bigger picture, embracing the challenges together.

Our approach means we can deliver new possibilities even faster and create tangible impact in the real world. In a year where data, digital, and AI technologies hit the headlines every day, leaders increasingly tell us they need human-centric solutions,

practical applications, and pragmatic routes forward, not policy and predictions.

At PA, we constantly question the status quo to provoke innovative ideas and creative solutions. Combining our deep industry knowledge with breakthrough technologies takes clients forward, faster. It's one of the reasons 97 percent of our clients recommend us.

A culture we live by

Bringing ingenuity to life requires continuous investment in our people so that we can attract, nurture, and retain the breadth of diverse experts that make up the heart of our organisation.

We have so many brilliant minds at PA, with deep sector expertise and passion for their craft – whether strategists, innovators, designers, consultants, digital experts, scientists, engineers, or technologists. I'm also inspired by future leaders, our graduates and apprentices, and new in 2023, those who joined our Digital Apprenticeship Programme.

During the year we celebrated promotions, and recognised achievements of professional growth across our organisation. Our new career framework is accelerating and supporting development, complementing peer-to-peer learning and our innovative learning programmes. I want everyone, no matter where they are in their career, to get the chance to work on meaningful projects, with experts and leaders in their field.

Yet none of our efforts to support our people matter without a culture that's genuinely diverse and inclusive. Diversity fuels ingenuity – the difference in thought, skills, and experience that comes from diverse backgrounds. And authentic inclusion – means everyone feels able to be their best selves, collaborate, and contribute. We continue to build this culture because it matters to our people and because it's the right thing to do.

One of the rewarding things about our culture is how embedded volunteer work has become as more of our people choose to participate in community programmes. In 2023, our people dedicated a combined 21,000+ hours of volunteer time to support causes close to their hearts.

We also saw The PA Foundation distribute more than £2 million in funding, from our donors, towards charities that help develop and inspire others, particularly those facing disadvantage, to be the innovators and leaders of tomorrow. More than willing hands and sympathetic ears, this is the application of our professional skills to support those in need.

We have a special culture at PA. It shows in the work we do and how we do it. Together, we create exciting new growth opportunities for our clients, people, and communities.

Looking forward

In 2023, we saw a challenging year for the consulting industry. Nevertheless, at PA we continued to grow our firm, albeit at a slower rate. And over a five-year period, we have grown fee income by 73 percent. Our team is more than 4,000 strong.

We continue to invest to understand and respond to our clients' most significant issues; helping them improve performance in challenging economic times, find new solutions around climate response, close the infrastructure gap, tackle health inequalities, and make the world a safer and more secure place to live and work.

For more than 80 years, PA has championed the development and application of technology with a human-centered approach. In 2023, we continued investing in AI, next wave digital innovation and transformation, as well as scaling our products and platforms business. This includes Patient Catalyst, an AI-enabled platform that helps clinical staff to match patients to care pathways faster and more effectively, and Oakdoor Data Diodes,

A message from our Chair

hardware-enforced cyber security that protects data and critical networks.

Our relationship with Jacobs continues to create new opportunities for clients to accelerate progress. This includes helping the Copenhagen Metro become an even more sustainable, connected urban transport system, and partnering with the UK Department for Transport (DfT) to tackle major transport challenges such as aging infrastructure, reliability, and safety on its latest Specialist Technical and Commercial Advice for Rail and Other Transport Modes (STARThree) Framework.

Watching the dynamism and expertise of our two organisations complement each other – and the enduring value this delivers for clients – is hugely motivating. As Bob Pragada, CEO of Jacobs, told me recently: “The Jacobs and PA strategic partnership presents a compelling organic growth opportunity driven by technology-enabled solutions in response to industry disruption and client needs.”

We recognise that our clients place their trust in us every day. This trust is earned and we appreciate the confidence shown by our clients when they choose us and value the collaborative relationships they allow us to build. To all of our clients: thank you.

We have a clear strategy: to leverage our purpose and create insight with impact, to change the fact of businesses, economies, and societies for the better.

With our clients, our people, and our community partners, we're bringing ingenuity to life.

Christian Norris
CEO, PA Consulting



“

In uncertain times, the world needs a team like PA. Together, we tackle the most complex challenges and solve previously unsolvable problems. The insight we bring, and the impact we make, are second to none.

John Alexander
Chair, PA Consulting

PA in numbers



£790m

fee income in 2023

0.5%

growth in fee income
year-on-year

73%

growth in fee income
over five years

4,000+

experts on our team

97%

of our clients would
recommend us

21

global locations

£2m+

funding distributed
by The PA Foundation

21,000+

volunteering hours



Create insight and impact

Global shifts continue to drive change, move goal posts, test resilience, and create new opportunities.

While organisations have always sought accelerated and sustainable growth, today's leaders also want to do better for their people, customers, and the planet. What they're looking for are ingenious solutions to previously unsolvable challenges.

We know solving complex challenges demands diverse teams of experts. Those who can ignite sparks of brilliance by bringing together different mindsets, experience, and skillsets. Combine this with breakthrough technologies and you've created the conditions to unlock opportunity. A practical route to exciting new-to-world solutions and impactful enterprise transformation.

But it's not enough to just focus on what's ahead. Clients need innovation that accelerates results. With a confident understanding of the challenge, progress is made with fewer roadblocks, faster

handovers, and de-risked long-term solutions. Progress through collaboration happens as exciting new partnerships and relationships shape policy and regulation, and transform organisations impacting business, economies, and societies for the better.

As we collectively push for a safer, healthier, happier, and more equitable, prosperous, and sustainable world, we must never stop disrupting, moving goal posts, testing our resilience, and creating new opportunities.

Diverse experts unlock opportunity →

Breakthrough technologies made real →

Innovation accelerates results →

Progress through collaboration →

Diverse experts unlock opportunity

Diversity of expertise – from perspective to experience – leads to better ideas. To deliver innovative and effective solutions to previously unsolvable problems, organisations need the right blend of diverse experts in perfect combination with emerging technologies. Our strategists, innovators, designers, consultants, digital experts, scientists, engineers, and technologists complement clients' own teams to surface better solutions in accelerated timescales.

It's exactly how we helped the team at Amsterdam Airport Schiphol reach its ambitious goal of becoming one of the most sustainable airports in the world. And why the team at security company, ADT, understood it would take a broader blend of expertise and deeper knowledge of Google's cutting-edge digital solutions capabilities to help it create an award-winning home security system.

The power of deep industry expertise is also how a team of energy transition and market investment experts helped Invenergy and energyRe beat the odds to win a major offshore wind auction, gaining entry and significant market share in one of the fastest growing sectors in the US and global energy transition.

Leaders understand that global solutions are needed to tackle global challenges, and these demand a wide breadth of expertise. Our *Global threat assessment 2023* report, in partnership with an international network and steering committee, informs WeProtect's Model National Response to prevent and tackle child sexual exploitation and abuse around the world.







Amsterdam Airport Schiphol Harnessing technology to become the world's most sustainable airport

CLIENT STORY

Amsterdam Airport Schiphol is one of the world's busiest airports, moving over 72 million passengers a year. Its ambition is to become the world's most sustainable airport, and we've worked with their teams to discover how technology and data can help turn ambition into reality.

The airport's CIO from 2017-2023, Sjoerd Blüm, had previously seen first-hand our expertise in sustainability and technology as well as managing complex projects with multiple stakeholders. On this occasion, Schiphol needed a way to assess the carbon footprint of its technology and data, an area of increasing concern due to the energy-intensive nature of running IT equipment and data centres. They also sought to use technology and data to gauge their overall environmental footprint and track progress reducing it against a new sustainability roadmap.

Working as one team, we ran 11 workshops to understand the impact that data and technology initiatives could have on the airport's sustainability targets. Through this process, the airport's teams prioritised lowering greenhouse gas emissions, reducing waste, and improving air quality as their sustainability ambitions.

By starting a business-wide conversation about sustainability, Schiphol has accelerated progress towards becoming more sustainable. Already, initiatives on the roadmap are making a difference, whether it's changing settings on Wi-Fi access points to use less power or exploring the use of virtual reality instead of petrol-driven vehicles for staff training.

ADT+ Smart Home Security

Delivering a connected and seamless home security experience

CLIENT STORY

Designed in partnership with Google, ADT+ is an innovative platform that leverages AI and ML to provide customers with one of the most comprehensive security solutions in the market.

Approximately 13 million homes in the US are burgled each year according to the Metropolitan Burglar and Fire Alarm Association (MBFAA). The way we protect ourselves and our homes is increasingly important. How might we reinvent how we feel safe in our homes?

We worked with ADT to create a new, innovative home security platform designed in partnership with Google, called ADT+. Reimagined from the ground up, an entire ecosystem of new products was developed based on deep research, data, and analytics into people's needs.

The designs were relentlessly tested with users throughout the development process, using multiple scenarios and configurations.

All interactions from light, sound and touch were carefully crafted across the digital and physical system to ensure a holistic and unified experience for all users. Capacitive touch buttons are dished to add tactility.

The new ADT+ app represents a historic shift in home security, empowering customers in their self-setup and seamlessly integrating multiple smart devices with professional monitoring and proactive mobile alert capabilities. The platform's smart home integration allows customers to connect their ADT+ security system with other smart home devices, such as cameras, thermostats, and door locks.

To date, the ADT+ suite has been awarded several prestigious awards including the Red Dot Design Award (winner with distinction), Interaction Awards (shortlisted), CES Innovation Awards (honouree), Spark Awards (bronze) and, User Testing Illumi Awards (winner).



Global threat assessment 2023

Assessing the scale and scope of child sexual exploitation and abuse online to transform the response



AI-GENERATED IMAGE

INSIGHT

Child sexual exploitation and abuse online is escalating worldwide, in both scale and methods. Created in partnership with the WeProtect Global Alliance, the *Global threat assessment 2023* tracks the scale and complexity of the issue as we aim to inform and direct the global response.

The latest report examines the urgent need for Safety by Design to be deployed to help tackle the rising volume of child sexual abuse material reports. It also explores new and growing criminal trends, including the rise of financial sexual extortion schemes, generative AI being used to create indecent material, and the rise in 'self-generated' sexual imagery.

The report issues an urgent call for action to governments, online service providers, civil society organisations, and wider stakeholders to:

- Invest more in public health approaches
- Centre children's rights in interventions
- Implement globally aligned legislation.

As the report recognises, this issue is too big to tackle alone. We need governments and industry officials to help young people stay safe online.

[VIEW REPORT](#)

[Global threat assessment 2023 →](#)



Breakthrough technologies made real

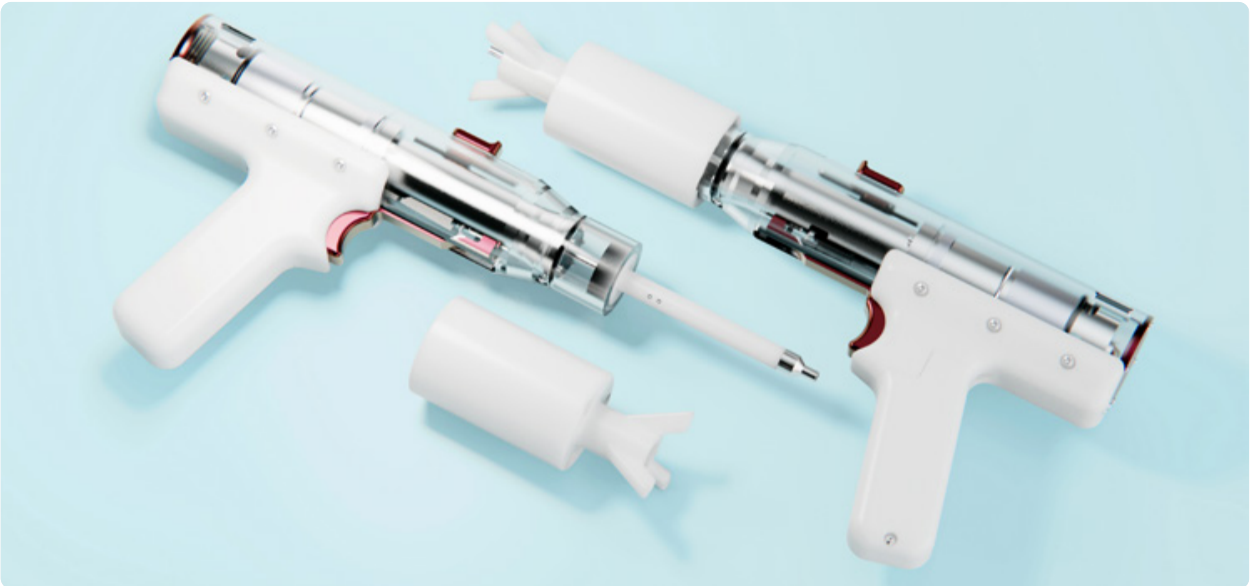
Whether the answer to a challenge is a change in strategy, a new product or service, or a wider enterprise transformation, organisations look for those who can deliver technology-enabled real-world innovation in shorter timescales.

This can mean optimising existing technologies for better performance, which is exactly what Rentokil Initial got when it asked us to augment its digital, data, and analytics capabilities at speed to improve customer experience.

And it can mean exploiting newer technologies to create brand new market offerings, like we did with Danish logistics company, PostNord, building a customer experience generative AI chatbot in just eight weeks.

For Hubly Surgical, in 2020, we designed and tested a pioneering new life-saving bore drill to replace existing archaic and high-risk methods in intracranial surgery. In 2023, it received FDA approval meaning this new-to-world neurotechnology can now be brought to market to save lives.

Responding to – and pre-empting the needs of – the empowered consumer is a common catalyst for breakthrough technologies. Our *Vision for banking* research leverages our innovative FutureWorlds methodology to help financial service organisations better understand the opportunities of an evolving fintech landscape.



Hubly Surgical Designing an innovative solution to a medieval problem

CLIENT STORY

Hubly Surgical is on a mission to transform bedside neurosurgery. We partnered with them to design a proof-of-concept, advanced intracranial drill with unique technology that could save thousands of lives each year in the US alone.

A ventriculostomy is the potentially life-saving process of drilling burr holes into the skull followed by the insertion of a catheter into the brain. It is the most common neurosurgical procedure worldwide. Yet it's a highly dangerous one. Roughly 20 percent of ventriculostomies performed result in irrevocable brain damage or death.

Hubly founder and CEO, Casey Grage sought our expertise to help drastically reduce the risks of complications and death when performing the burr hole procedure in which a perforation is made

in the skull. We applied a unique, iterative approach to create an innovative solution that modernises an archaic approach to neurosurgery.

The outcome was a complete reinvention of the mechanism, with the innovative lever lock system that prevents motion. It enables the drill to retract the moment it breaks through the skull. The ability to create a highly precise auto-stop (to within 0.2mm in benchtop testing) effectively eliminates over drilling.

Following Food and Drug Administration (FDA) Clearance, appetite for the drill is already strong with over 100 hospitals exploring the option to purchase the drill. Hubly is now positioned to fulfil its mission to improve patient outcomes by transforming surgical procedures, across standard and underserved settings.

PostNord

Exploring the art of the possible for generative AI

CLIENT STORY

The potential for generative AI to transform businesses is evolving rapidly. Yet firms are grappling with how to extract value from this powerful technology easily and swiftly. To aid PostNord, a leading Danish logistics company in creating new business value, we undertook a collaborative project to develop and launch a generative-AI chatbot in just eight weeks.

For PostNord, thin margins and intense competition mean innovation is key to maintaining its competitive advantage. Yet practically leveraging generative AI poses challenges. The technology is evolving rapidly amidst legal and ethical concerns.

Working as a joint team, we quickly pinpointed one promising use case: the ambition to provide a better experience for customers with online queries.

A web-based chatbot powered by generative AI had the potential to understand questions better, generate more nuanced answers, and resolve customers queries more effectively and efficiently. It also fitted with a wider push across the business to manage the cost of responding to millions of customer enquiries every year.

A series of rapid, iterative development cycles enabled our data science experts to configure a minimum viable product prototype chatbot and install it on PostNord's home page within just eight weeks. To enable cost-efficient, rapid development, we tapped into leading-edge tools in the cloud, eliminating the need for complex coding.

PostNord is now considering further use cases where it can apply the same agile approach to identify potential value.



Vision for banking Preparing to win – whatever the future holds

OUR CLIENTS



INSIGHT

Today's environment for retail banks is exceptionally volatile. Yet even if the future is beyond the control of banks, there are a few areas where leaders can take action to prepare for success in an uncertain world.

Our research of technology and banking leaders reveals how retail banks can navigate their way through disruption and develop strategies to adapt to, and shape, the future. And it reveals that:

- 69 percent of all business leaders expect traditional banks to control the industry in 2030 – a major shift from today's picture
- 47 percent expect to see big-tech businesses play a larger role by 2030.

To better understand how retail banking might evolve – and how leaders should respond – we explore four potential industry scenarios for 2030, and provide six steps to help prepare for and shape the course of the future.

As well as making it easier for banks to create value for all stakeholders in the medium term, our report research prepares banking leaders for any future eventuality – ensuring you win, whichever future unfolds.

VIEW REPORT

Vision for banking →

Innovation accelerates results

For innovation to achieve real impact, it needs to be viewed through a full lifecycle, end-to-end lens. Efforts to truly transform organisations often fail because short-term point solutions don't take a holistic view of the challenges and opportunities. This slows time-to-value and can incur significant risks and costs. Understanding the impact of potential changes across a complex system is imperative to secure a rapid return on innovation investment.

Safely, securely, and cost-effectively cleaning up decommissioned nuclear sites requires navigating layers of complexity. Our work, in partnership with Jacobs, for the UK's Nuclear Decommissioning Authority saw us lead a digital enterprise asset transformation journey within a highly regulated landscape. Our joint PA and Jacobs team combined nuclear sector expertise alongside digital, data, organisational design, and people and change skills to rapidly transform NDA's asset support capability, resulting in major savings for safety critical, regulated assets.

Access to banking is another critically important factor in the safety and security of citizens and must be viewed with both a wellbeing and an economic lens. When Bankomat set out to bring its cash-in-transit services back in-house to improve Sweden's

banking resilience and financial inclusion, our experts helped the bank pro-actively de-risk the solution at each stage of the complex supply chain – from transport, logistics, and infrastructure to data science, security, and HR.

Accelerating results within complex systems were equally as important when we were called upon to lead the UK National Health Service's rollout of 20 million doses of life-saving vaccines in just two months during the COVID-19 pandemic. Overnight, we mobilised a diverse team – from those with deep experience delivering complex healthcare and life sciences programmes, to experts in strategic planning and finance, modelling, operational performance, and behavioural change communications. All focused on the uninterrupted supply and deployment of the drug that continues to keep people safe.

We have invested in long-term research to understand how innovation can accelerate results in multiple industries. In 2023, we published our *Healthier at home* research revealing the opportunities for healthcare leaders to create wider, faster, and more personalised access to healthcare.







Nuclear Decommissioning Authority

Pioneering a safer, more cost-effective way to decommission nuclear power sites

CLIENT STORY

Established in 2004 as a non-departmental public body, the UK's Nuclear Decommissioning Authority (NDA) oversees one of the largest nuclear decommissioning and remediation programmes in Europe. Across 17 sites it leads the clean-up and decommissioning work, including ensuring nuclear waste is disposed of safely and securely.

We partnered with Jacobs, a technical professional services firm to support the NDA to transform its approach to asset management, decision-making, and planning. Together, we accelerated the NDA's ongoing mission to clean up the nation's nuclear sites safely, securely, and cost-effectively.

Our joint PA and Jacobs team combined nuclear sector expertise alongside digital, data, organisational design, and people and change skills to transform NDA's asset support capability, resulting in major savings for safety critical, regulated assets. Together, we took the NDA on a digital enterprise asset management transformation journey.

Our first initiative was to measure how the NDA were performing against the Institute of Asset Management's six-box model, which we had customised to make appropriate for nuclear. This included assessments against strategy and planning; asset management decision-making; lifecycle delivery; asset information; organisation and people; and risk and review.

Our partnership helped to deliver an industry-leading integrated asset management framework that aligns with the NDA's strategic goals. It has created a community of asset management leaders who now work together to overcome challenges and demonstrate best practice.

Specifically, the work resulted in enhanced performance and delivery of outcomes, stronger organisational health, improved stakeholder confidence and trust, improved culture, and ultimately increased value for the UK taxpayer.

Bankomat

Innovating to ensure access to cash for all

CLIENT STORY

As digital payments become the norm, ensuring everyone still has access to cash is key to financial inclusion. It also helps strengthen national resilience in times of crisis. Bankomat, which operates over 75 percent of Sweden's cash machines, wants better control over the way cash is transported across its ATM network.

For Bankomat, the ambition to insource services comes with big challenges. The financial services specialist has – understandably – limited experience of setting up a cash-in-transit operation incorporating secure vaults, an armoured-vehicle fleet, and a vetted workforce. Without expert support, the mission had the potential to distract the organisation from its core business.

Our experts have been involved from day one, flexing to meet Bankomat's changing needs across the two-and-a-half-year

project. We're drawing on a mix of expertise – including business design, procurement, data science, HR and recruitment, and IT – to provide end-to-end support.

We are now deep into project delivery. Having helped onboard senior staff for the new organisation, our team is working side by side with them. We've also negotiated contracts to build high-security facilities, as well as sourcing security equipment, the vehicle fleet, and even the uniforms Bankomat security personnel will wear.

The shift to a cashless society means cash-in-transit service providers are increasingly monopolising markets. By setting up its own cash-in-transit operation, Bankomat will gain more control and reduce costs. Beyond these considerations, the business will continue to play an important role in making society safer.



Healthier at home

Creating value for all in the shift from hospital-to-home

OUR CLIENTS



INSIGHT

Market leaders across the worldwide healthcare, medtech, and pharma landscape are pushing the boundaries of possibility, using breakthrough technologies, data, and science to redesign care pathways and unlock new opportunities. By 2030, the global market for hospital-to-home will be worth \$390 billion.

Our research of leaders across the healthcare landscape explores this opportunity for new, connected solutions and pathways that extend care into the home. It finds that medtech and pharma leaders expect their focus on product and service solutions to more than triple over the next five years, and that:

- 72 percent of global healthcare leaders say their organisation is prioritising at-home solutions
- 25 percent more hospital-to-home solutions will be commercialised in 2027 than today.

Our research identifies four key accelerators that will be key to creating maximum value across the entire ecosystem:

- Connect the ecosystem
- Differentiate through experience
- Deploy digital with intention
- Unlock whole system value.

By focusing on these accelerators, leaders can open up market opportunities and create a model that delivers value for all.

[VIEW REPORT](#)

Healthier at home →



OUR CLIENTS



Progress through collaboration

Our team thrives on solving the most complex challenges. Creating strategies and leading transformations across organisations and industries. Often that happens through new and innovative collaborations. Bringing together different perspectives and stakeholders – regulators, the public sector, the private sector, start-ups, supply chains, the science community, and more – can unlock new value.

As part of our new defence and security consortia, Team Protect, we're now collaborating with the UK's Ministry of Defence (MOD) to deliver CRENIC – a project that will keep soldiers safe from radio-controlled threats. The project has so far brought together 110 diverse and globally dispersed businesses into the same ecosystem – breaking down some of the traditional barriers around public sector procurement to fast-track innovation.

Our work with the Building Safety Regulator (BSR) put human-centred design at the heart of new digital services for regulation to improve the safety of high-rise buildings. In just three months, we took BSR from policy to initial launch. Bringing together our own diverse experts with the UK's Health and Safety Executive's regulatory policy, communications, and operational experts, and blending this with our deep Microsoft relationship and other technology partnerships, the new digital service is a vital step in turning new building safety law into action.

The impact of sectors and partnerships collaborating in new ways is explored in our *The always-on advantage* report which evidences how the partnerships can transform a nation's transport systems and infrastructure.



UK MOD ©CROWN COPYRIGHT 2024

CRENIC

Collaborate to protect: Reimagining the delivery of technology that protects our troops

CLIENT STORY

In 2023, we marked the first anniversary of a new defence and security consortia, Team Protect, which we formed alongside Leonardo UK, Leidos UK, and Marshall Group, winning a multi-year systems integrator contract with the UK's Ministry of Defence (MOD).

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Success will be defined by two things, firstly, if the programme is delivering and is sustainable. Secondly, the different way we are doing things becomes a story and the mindset is adopted by the whole of the defence enterprise.

Project CRENIC will deliver new life-saving capabilities to keep soldiers safe from growing radio-controlled threats during times of conflict. Being part of a community with this purpose is important to us and all our colleagues, many of whom are former service personnel themselves.

In a world where adversaries are exploiting emerging technologies, we need to respond with innovation. We need to move away from a transactional relationship between the MOD and industry, which is defined by a contract, to a collaborative relationship defined by trust. To do that, we're helping to pioneer a new model in defence procurement to enable the MOD to access as broad a range of capabilities as possible at pace.

Since launch, Team Protect has helped establish an exciting ecosystem of UK organisations to drive bolder and faster innovation. To date, 110 businesses have joined the ecosystem, and nearly half the members of the ecosystem can be classed as small or 'micro' businesses. Over half the companies also operate in the innovation space, which demonstrates not only the enthusiasm to be part of the mission, but the opportunity they see to break new ground and integrate new technologies into the defence supply chain.

Building Safety Regulator

Designing a new regulator to make people safer in their homes

CLIENT STORY

Everyone should feel safe in their home, including the millions of people who live in high-rise buildings. The UK Building Safety Regulator (BSR) is charged with making this mission a reality.

Following the Grenfell Tower tragedy, the safety of high-rise homes is an urgent and emotive issue. For the newly formed BSR, the immediate challenge was to launch its first digital service in a very short timeframe. The Building Safety Act requires anyone responsible for an existing high-rise residential building to register that building and, when we began working with BSR, registration was set to open in just three months' time.

We adopted a human-centred and iterative design approach to ensure the digital service made compliance as easy as possible. To hit the deadline for the new registration service, we mobilised a multi-disciplinary team of specialists, drawing on our deep experience of modernising regulators through human-centred design, our partnership with Microsoft Dynamics 365 experts Codec, and our close alliance with Microsoft in the business of transforming regulation.

Within just three months of the first line of code being written, the new registration service launched on schedule. Users reported that a process they feared might be complex and time-consuming was simple and fast. Within the six-month window, some 15,000 registrations are expected. This will create a single register showing for the first time, who is responsible for the safety of every existing high-rise residential block.



The always-on advantage

How transport leaders can embed and elevate resilience

OUR CLIENTS



INSIGHT

Transport has always been resilient in the face of crises. The difference today is that disruption feels continuous, concurrent, and fevered. We live in an age of permacrisis.

In response, and supported by research of transport leaders across Europe, we've identified a desire for a new type of 'always-on' resilience. Our research shows that leaders recognise that ad-hoc responsiveness is no longer enough, and that:

- 79 percent believe resilience needs to be a priority in good times and bad
- 76 percent say investment in resilience can drive competitive advantage.

Rather than waiting for further disruption, transport organisations must act now to make resilience a sustained strategic priority. Leaders can initiate and sustain momentum through a focus on three areas:

- Embed a resilience mindset
- Train your resilience muscle
- Develop a resilient ecosystem.

Moving from ad-hoc responsiveness to this new level of resilience will enable organisations to anticipate, adapt to, and even shape the future.

[VIEW REPORT](#)

[The always-on advantage →](#)



Live our culture

Our people are our inspiration. Every day, our multidisciplinary teams bring collective knowledge and insights that enable our clients to solve the world's most complex challenges.

We are as committed to making PA a great place to work as we are to delivering great outcomes for our clients. It's why we've created a culture that's collaborative, diverse, inclusive, and rewarding, where our people feel valued and motivated to do their best.

Meaningful work →

Exceptional careers →

Caring, inclusive teams →

Support for our communities →

Responsible business →

Our success relies on the talents of our people. Our people bring our purpose to life by the way we think, challenge, question, provoke, make, and do. Through the way we each see the world around us – and share this perspective with others to help solve complex challenges. We're not so much a melting pot of ideas – we're a mosaic of mindsets.

Giving our people an incredible place to work nourishes this mindset. A place where purpose-driven, meaningful work unites us. A place where variety, support, empowerment, and challenge create endlessly stimulating projects. Work that finds cures for the cruelest of diseases, helps frontline soldiers return home safe to families, and keeps plastic out of landfills and oceans.

Yet meaningful work starts closer to home too. Our growing PA in the Community volunteer programme, and the support we give to The PA Foundation, allows our people to create tangible change. Developing and inspiring the innovators and leaders of tomorrow by working with some of the communities on our own doorsteps. It feels good to give back. And the benefits to individual personal growth are far-reaching.

PA people are passionate about championing personal growth, recognising individual success, and helping one another build the careers they want with fewer barriers. Leadership training, learning, and development take many forms at PA, but what stands out from other firms is

the opportunity for our people to hone their craft amongst a diverse talent pool responsible for an enviable variety of work including many world-firsts.

It's more important than ever that we empower everyone to be their best selves, while fostering a sense of community and belonging. And so, we press forward with embedding inclusion and diversity into the bedrock of our culture, working harder towards gender parity, and expanding our networks and communities to ensure our people thrive personally and professionally.

We take doing the right thing very seriously – not just for our people but for our business. Ambitious sustainability targets, ethical supply chains, dependable financial resilience. Our purpose guides and galvanises us to do business for better so that we can continue making PA an incredible workplace with extraordinary people.

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At PA, it's the spirit and energy of my colleagues that brings out the best in what I do. I get to come to work and be surrounded by a highly ambitious team who are warm and supportive in equal measure.





Meaningful work

Purpose-driven, meaningful work means using our innovation and expertise to create a world that's safer, healthier, more prosperous, equitable, and sustainable than before.

It's work that resonates with us on both a personal and professional level. The projects and people we remember long after things are complete. Like our work with Duchenne UK when we created a pioneering wearable assistive device prototype for sufferers of Duchenne muscular dystrophy. We didn't just invent a new product – we're helping to change the narrative around disability and inclusivity.

It's also the projects with a potential to change the face of businesses and society for the better. Like our Blister Pack Collective, gathering leading consumer health and fast-moving consumer goods businesses to accelerate progress towards a world free of single-use plastic in tablet packs. And our partnership with the WeProtect Global Alliance to uncover and educate policymakers and the public about the scale and scope of online abuse of children.

Meaningful work embodies inspiring future innovators and leaders. Our annual PA Raspberry Pi Competition generated more than 200 entries from schools across

the UK, and twice the number of finalist winners than in previous years. The theme of our 2023 competition was 'Accelerating the energy transition' and saw all teams deliver impressive work for a judging panel comprised of 29 industry leaders from organisations such as NHS England, Network Rail, Coca-Cola, Pret, National Highways, Danone, Southern Water, Rolls-Royce, BUPA, and the Royal Navy.

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Ingenuity is trying to come up with clever and insightful solutions that aren't just for invention's sake, but bring new ideas and thoughts that will deliver solutions that are meaningful and solve real problems.

Exceptional careers

Being invigorated by the diverse, meaningful work we do creates positive energy, which fuels our unique career paths. It helps us to bring our best selves to work, and propels us forward towards personal and professional goals.

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I don't think I appreciated how much variety there would be here. I expected the diversity of sectors, but not the diversity of scientific challenges. How many people can say they've worked on the Blister Pack Collective to eliminate single-use plastic, quantum sensing, and machine learning in the same year?

Our culture is complemented by a wide range of formal learning and development programmes, which we're proud to see grow year-on-year. These include our flagship sponsorship Women in Leadership programme and PA Reverse Mentoring programme. Part of the promise we make to our people is the opportunity for growth – to develop skills, knowledge and behaviours that support the development of their careers. From revitalised onboarding in 2023 and relaunching our Partnership

Leadership programmes, to launching a new Digital Apprenticeship programme and the first of our AI Academy courses with over 500 sign ups. In 2023, we also kicked off 25 new Learning Pathways and saw 7,644 participants globally attended a virtual learning event, with many hundreds also attending face-to-face learning events.

Growth needs equitable opportunities. It's important we continue to keep finding better ways to build a place that empowers everyone to thrive, meet their potential, and advance their careers through purposeful work. This includes targeted recruitment and leadership development to increase the representation of women and those from ethnic minorities in more senior roles and embedding inclusion and diversity in performance, succession, and pipeline planning. For experienced hires in our digital capabilities, we are also piloting a new competency assessment framework, candidate scoring matrixes, and new technical tests for candidates.

Celebrating purposeful work is an important part of raising people's profiles and professional growth. Whether that's through our in-house monthly Purpose Awards or nominating our experts for top industry awards. Award winners this year include the team behind ARinject being recognised in the Drug Delivery & Device category at the prestigious CPHI Pharma Awards, our Public Services Innovation Accelerator team, and our Springboard team.







Caring, inclusive teams

Creating a safe place for people to be themselves, do meaningful work, and look after their health and wellbeing is imperative. A caring and inclusive workplace encourages our people to find their inner authority, trust each other, have a voice and feel heard, so that we can become active allies for positive change.

A central pillar to enabling this supportive culture continues to be our growing communities and networks. A sense of belonging builds stronger teams. In addition to our well-established networks, including our Mental Health and Wellbeing Network and our award-winning Women in Tech Network, we created two new networks: our Working Families Network, and our Accessibility, Neurodiversity, and Disability Network.

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We prioritise building an inclusive culture where every voice is valued and every perspective is respected.

We also recently launched new faith groups within our Racial Inclusion and Social Equity (RISE) Network - helping to improve our understanding of key issues, as well as introducing many more important and joyful festivals we can share together with colleagues. These vibrant and inclusive networks offer members invaluable opportunities, including mentorship and support, as well as drive awareness and collaboration beyond the communities to enrich every corner of our organisation.

The physical and mental wellbeing of our people remains paramount. Throughout 2023, we helped our people look after many different aspects of their wellbeing – including emotional, physical, financial, social, and career-related wellbeing. From monthly get-togethers and special talks from inspirational guest speakers organised by our wellbeing champions and network, as part of our #LifeAtPA programme, to weekly wellbeing walks and a mindfulness session to mark World Mental Health Day. We continue to build on our wellbeing strategy, events and toolkit to empower and support our people to look after themselves.

Support for our communities

Building a positive human future extends to the communities in which we live and work. PA people, and The PA Foundation, share a goal to ‘develop and inspire people, particularly those facing disadvantage, to be the innovators and leaders of tomorrow’.

Through our PA in the Community programme and by supporting The PA Foundation, we not only provide additional opportunities to get involved in meaningful work that impacts others, but the personal impact to volunteers is also far reaching. Giving back not only strengthens our collective purpose, but it builds compassion, understanding, and fresh perspective that enhances our client work and professional relationships.

Our team of volunteers grows every year – from those who help support immigrants and refugees to gain employment, to others who coach ex-prison offenders to help prepare them for future interviews. Some of our brilliant volunteers even go back to school – getting involved with education initiatives that help break down limiting beliefs among disadvantaged students to inspire the young leaders of the future. Through the fantastic work of PA people, who volunteered over 21,168 hours of their

time and expertise to support our charity partners in the last year, we have amplified the work of The PA Foundation, which distributed £2 million funding.

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Bringing topics to life about climate change and the energy crisis, debunking myths, and helping others understand the impact they can make gets me out of bed in the morning. Working with schools – particularly those in economically deprived areas – is absolutely key for me.







Responsible business

Our purpose is a way to do business for good and our corporate responsibilities are tightly intertwined into building a positive human future. The bar is set high, and we continuously find ways to get better at what we do and how we do it. We want our people to thrive and our business to prosper. This means frequently assessing our ethical responsibilities to ensure fairer treatment of our people, gender parity, and promoting social mobility through recruitment. To improve how we collect data on our people, we introduced a new HR system in 2023 which, combined with deep-dive analysis, is already informing our new gender, ethnicity, and recruitment strategies.

Throughout 2023, we continued to uncover and accelerate ways to safeguard the planet securing us various industry awards for our expertise in sustainability. For Earth Day 2023, our staff volunteered 1,000 hours across 11 projects focusing on the environment across our global offices. We also launched our new teaching workshop on plastics in partnership with The Economist Educational Foundation together with a PulPac resource to use across our future community outreach.

We have led the conversation on with our research and thought leadership. And worked across industries to drive change. With the Ministry of Defence UK Space Command, we brought together academics, government stakeholders, the wider space industry, and sustainability experts to explore the challenges and opportunities for space to protect our planet.

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By living our purpose, creating partnerships with our clients based on insights, that deliver a lasting impact, all underpinned by a culture we live by, and clients feel, we look forward to another year of bringing ingenuity to life, to build a positive human future.



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. 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
Connect with PA on [LinkedIn](#) and [X](#)

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