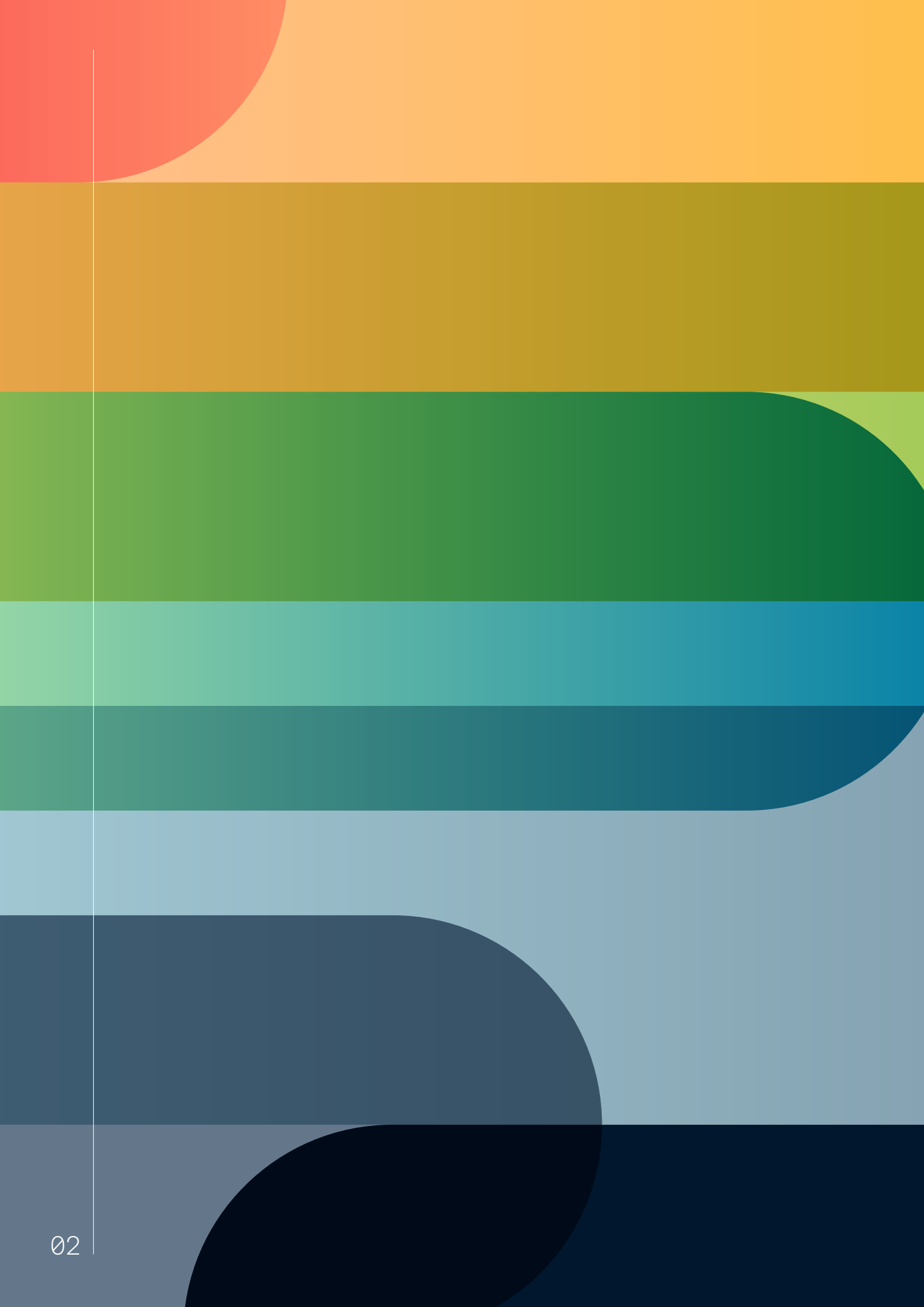


Ingenuity Review 24





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Build a positive human future

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

Our 2024 Ingenuity Review reflects the significant contributions we have made over the past year to our clients, our culture, and our communities, as we continuously strive towards a world that is safer, healthier, more equitable, prosperous, and sustainable.



An update from our CEO

Welcome to our annual Ingenuity Review. At PA, we believe in the power of ingenuity to build a positive human future. That's our purpose, and it guides our every action. Our purpose runs deep – we've been living it for over 80 years, seeking out complex challenges to change the face of businesses, economies, and societies for the better.

Operating across the globe, we bring together humans and technology in innovative ways – always looking forward and finding opportunities to drive positive change. We continue to evolve a dynamic culture, underpinned by shared values that encapsulate how we behave when we're at our best.

Insight and impact

Bringing ingenuity to life sets a high bar. It requires us to continuously anticipate, predict, provoke, galvanise, and lead from the front to solve our clients' toughest challenges. Our strategy makes clear that we're perfectly positioned to address the biggest megatrends shaping the world today, like harnessing data and AI to power business transformation, keeping people and nations safe, creating healthier humans, responding to evolving consumer and regulatory demands, and building advanced infrastructure for a sustainable future.

In the face of such incredible opportunities and challenges, our teams of experts are dedicated in their pursuit of helping clients to find innovative ways to grow products and services and to transform their businesses. We do this through deep collaboration and partnership with clients, by applying breakthrough technologies, and by bringing together the very best people for each engagement, people with deep experience and diverse perspectives.

You can see this in how we accelerated innovation time-to-market for Unilever with a first-of-its kind AI-powered R&D engine. Our data science expertise significantly improved punctuality for Heathrow Airport. And our work with a global life sciences consortium improved the speed and effectiveness of research and development within clinical trials.

The results speak for themselves: 98 percent of our clients say they'd recommend us. And it was particularly pleasing to see double digit growth with clients in the US in the second half of the year.

A culture we live by

Fostering a culture of belonging, where everyone is supported to be their best selves, means we do our best work. Impactful, purpose-led work that resonates with us, makes us feel proud, and propels exceptional careers.

This is achieved through unique opportunities, the right benefits, education, systems, and support, as well as through caring and inclusive teams, and a workplace that prioritises health and wellbeing. We advocate for wider perspectives and greater connection, and this is extended to the communities in which we serve. The positive impact we have on our communities, including through The PA Foundation, is far-reaching and always deeply rewarding on a personal level.

In 2024, we laid the groundwork for the launch of our new PA Values, which underpin our purpose and culture, and we look forward to formally rolling them out in 2025.

Looking forward

As we look forward, I'm confident we have the right strategy that will help us do the very best for our clients and our people, and grow PA.

And whilst the year ahead will no doubt present its fair share of challenging global macro-economic and political conditions for leaders everywhere, we're seeing strong demand from clients seeking actionable innovation: bringing novel solutions to market faster, unlocking more value from data and AI, creating organisation-wide digital transformation, and accelerating results-focused outcomes.

In response, we'll continue to leverage the full strength of our expert teams and breakthrough technologies to tackle each challenge, delivering industry-disrupting insights and driving scalable impact.

Our partnership with our strategic investor Jacobs will enable us to deliver even more client value, combining our innovation and transformation expertise with Jacobs' skills in infrastructure and advanced manufacturing. Future-focused and relentlessly outcomes-driven, the strength of our partnership lies in our ability to deliver end-to-end solutions, from strategy and planning through to design, programme management, and implementation. I think Bob Pragada, CEO of Jacobs, summed it up best when he said: "At Jacobs, we believe that the power of collaboration drives innovation and impact. Our partnership with PA Consulting exemplifies this—bringing together complementary expertise to deliver smarter, more resilient solutions for our clients and the communities we serve."

I'm excited for the year ahead. We have an outstanding team, doing incredible work for clients, with one another, and with our communities. We have clients who trust us with their biggest challenges and value our collaborative approach – to them we say thank you. And guiding it all, we have our purpose – we believe in the power of ingenuity to build a positive human future – which we'll continue to exemplify in everything we do.



Christian Norris
CEO, PA Consulting

A message from our Chair



“

When clients need help turning their biggest challenges into opportunities, they call PA. Our team's deep sector expertise, ability to combine the right skills for each job, innovative approaches, and absolute dedication to our purpose means we deliver outstanding results in true partnership with our clients. I'm incredibly proud of our team and the impact they make every day.

John Alexander
Chair, PA Consulting

PA in numbers



£753m

fee income in 2024

98%

of clients would recommend us





19

global locations



~4,000

experts on our team



£2m+

funding distributed
by The PA Foundation

21,000+

volunteering hours



Create insight and impact

Today's leaders want to do better for their people, customers, shareholders, and the planet. Solving complex challenges demands multidisciplinary teams of experts bringing together different mindsets, experience, and skill sets. Combine this with breakthrough technologies and you've created the conditions to unlock opportunities – a practical route to tangible impact.

Clients need innovation that accelerates results. And with a confident understanding of the challenge from all angles, clients experience fewer roadblocks, faster progress, and de-risked long-term solutions. This approach, when combined with PA's culture of collaboration, sets the stage for long-lasting transformation that revitalises industries, economies, and society.

Transformation through collaboration →

Innovation accelerates results →

Breakthrough technologies made real →

Diversity of expertise unlocks opportunity →

Transformation through collaboration

OUR CLIENTS



Our teams thrive on solving the most complex challenges. And through a culture of collaboration, we create strategies and lead transformations across organisations and industries. We bring together different industries and stakeholders – the public sector, the private sector, and organisations of all sizes with diverse expertise, including start-ups, supply chains, regulators, the science community, and more – to unlock new value.

We worked with our strategic partner Jacobs to develop a National Biosurveillance Network for the UK Health Security Agency. This world-first programme combines the organisational and technology design experience of PA with the global biosecurity and complex bioscience expertise of Jacobs. And equips the UK to better respond to future pandemics. Jointly tackling some of the most difficult cross-government data-sharing challenges to keep the population safe – ultimately saving lives.

Alongside Jacobs, we also began work to deliver innovation and design capabilities to the UK's Department for Energy Security & Net Zero's (DESNZ) Carbon Capture, Usage and Storage (CCUS) programme. Driven by a desire to make a real impact on global sustainability, our team's experience in disruptive and innovative technologies will enable us to help DESNZ in their work to deliver a net-zero economy by 2050.

As digital architecture and innovation partner for HM Courts & Tribunals Service (HMCTS) in the UK, we worked with service and technology leaders to explore AI's role in enhancing productivity across the administrative support functions in the courts system. Our work aimed to allow staff to focus on the most complex tasks and accelerate backlog reduction – at a time the legal system is facing significant pressure to ensure swift access to justice.

We developed a clear strategy to drive tangible value from AI in a responsible manner. Alongside this, we demonstrated how a generative AI knowledge management solution could unlock individual productivity, and enabled HMCTS to secure investment in AI solutions to help staff manage the increasing volume and complexity of casework.

The impact of wider collaboration to transform our energy systems and better protect our planet isn't limited to aviation. We guided three of Norway's energy distribution system operators (DSOs) – Føie, Hallingdal Kraftnett, and Hemsil Nett – through a merger process after they all saw an advantage in coming together to gain operational efficiencies and advance digitisation. In less than six months, we set them up to offer secure, reliable, and efficient energy distribution in accordance with regulations and laws. We brought best practices and insights gathered from working with energy companies around the globe – including Denmark's largest energy producer, Ørsted, to lead the green energy transformation, and Dutch operator Enexis, to ensure its energy grid is fit for the energy transition.

Transforming an entire industry means pooling expertise, inviting provocations, and coming together to surface evidence-led insight that challenges the pace of progress. The hydrogen economy is on the cusp of rapid growth, with huge potential to decarbonise sectors such as chemicals, heavy industry, aviation, and shipping. *The hydrogen horizon* report equips decision-makers, including governments and hydrogen project developers, with the science, use cases, regulatory insight, and novel solutions to water efficiency, to keep the hydrogen economy on the right track.

HM Courts & Tribunals Service

Unlocking public sector productivity with AI innovation

CLIENT STORY

OUR CLIENTS

After a challenging few years, the UK legal system is facing significant pressure to ensure swift access to justice. Courts and tribunals across England and Wales, including non-devolved tribunals in Scotland and Northern Ireland have finite resources, high demand, and an often-complex case mix. To address this, they must build on reformed digital services and newly stabilised digital platforms to continuously find ways of enhancing productivity, performance, and user experience.

Our team of strategists, developers, data scientists, and AI ethicists worked with HMCTS to design, build, and pilot a generative AI knowledge retrieval assistant, working in collaboration with Microsoft to build the system using Microsoft Azure OpenAI Services. Staff can ask questions using natural language and the tool interrogates over 300 unstructured documents before returning a simple summary, accompanied by a citation to the source document.

We applied Intelligent Document Processing (IDP), which uses machine learning and computer vision technology, to automate the extraction and analysis of information from paper-based forms. We demonstrated that IDP processed forms more accurately, enabled a more intelligent review process, and automatically configured form structures.

This all contributed to a reduction in the volume of exceptions, quicker case processing times, and reduced configuration costs.

We continue to work closely with HMCTS to put innovation into action, enhancing the services HMCTS delivers, enabling the court system to run more efficiently, and helping people access the services they need.

“

Working with PA, we sought to make innovation part of business as usual – to continually identify opportunities to apply cutting-edge technologies so HMCTS can deliver support services that improve the courts and tribunals for those who use them, and those who work in them.

John Laverick

Chief Digital and Information Officer,
HMCTS



Føie

Joining forces to shape a grid company for the future

CLIENT STORY

Norway's energy sector is undergoing significant digitalisation, driving companies to adapt to a rapidly evolving market. Local energy distribution system operators (DSOs) Føie, Hallingdal Kraftnett, and Hemsil Nett, identified an opportunity to merge, enhancing operational capacity to meet growing electricity demand and ensuring reliable energy distribution. Faced with complex stakeholder landscapes and operational challenges, they turned to us for guidance.

We mobilised key stakeholders, mapping priorities to achieve a seamless merger. Structured sessions addressed blockers such as consolidating IT systems, uniting leadership, streamlining operations, and aligning overlapping agreements. Our expertise in energy business models, M&A integration, and change management enabled us to navigate these complexities efficiently. Drawing on insights from

working with global leaders such as Ørsted and Enxsis, we ensured a collaborative and structured process.

A key focus was building a future-ready energy company. We supported the development of robust leadership, clarified corporate strategy, and ensured the organisation could handle increased energy production and grid incidents while complying with regional expectations.

In just six months, we united three DSOs under a new operating model as Føie. The merger enhanced resilience, improved operational efficiency, and positioned Føie as a leading regional energy provider. Føie now plays a critical role in Norway's energy grid, harnessing its enhanced capabilities to support the energy transition and meet rising demand.



The hydrogen horizon

Rethinking water efficiency to keep the hydrogen economy on track



11.1

billion litres is the anticipated annual water usage of a 1GW hydrogen plant, equivalent to connecting 220,000 consumers to a water network

10

million tonnes is the amount of low-carbon hydrogen both the US and EU aim to produce by 2030

INSIGHT

The hydrogen economy is on the cusp of rapid growth. Production plants are planned. Investment is committed. Targets are set. And the excitement is understandable. Hydrogen has huge potential to decarbonise sectors such as chemical, aviation, shipping and other heavy industries.

And yet the opportunity is at risk unless decision-makers are laser-focused on the energy-water nexus from the outset. Our research highlights how a single 1GW hydrogen plant would consume 11.1 billion litres annually – equivalent to connecting 220,000 consumers to a water network.

Our report looks at how decision-makers across the energy ecosystem can keep the hydrogen economy on the right track, and includes:

- In-depth calculations of the total water consumption of green hydrogen – including cooling and water purification
- Recommendations to hydrogen developers on steps they can take to prioritise water usage and address risks in hydrogen production – including in plant design and location selection
- A view on the vital role regulators can play in supporting hydrogen developers to address their water consumption.

[VIEW REPORT](#)

[The hydrogen horizon →](#)

Innovation accelerates results

For innovation to achieve real impact, it needs to be viewed through a full lifecycle or 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 down time-to-value and can incur significant risks and costs. Understanding the impact of potential changes across a complex system is imperative to securing a rapid return on innovation investment.

When Heathrow Airport needed to improve punctuality performance, understanding the airport ecosystem and its complex inter-dependencies was crucial. We worked closely with the cross-Heathrow project team to plan and manage the delivery of a set of priority projects, including real-time data monitoring, enabling informed decision-making. Together, these initiatives benefit customer experience, safety, and efficiency across airlines, employees, passengers, and the environment.

Organisations continue to look to innovation to stay one step ahead of evolving demand. We developed an AI-powered engine to fast-track Unilever's research and development and keep the organisation at the forefront of consumer goods.

DelphiAI brings product design to the fingertips of Unilever's marketing and R&D teams, helping them identify the levers for product superiority across markets, leverage that insight to inform the design of differentiating products, and get those products to market faster.

Carlsberg approached us to help redefine a category where previous products struggled due to poor user experience, bulky systems,

and uninspiring design. The company had found that 65 percent of customers prefer draught beer to bottled, but serving it required complex, space-consuming systems that were difficult to manage for venues with limited staff or those wanting flexibility in small batches.

Leveraging our expertise in research, UX, industrial design, and engineering, we designed and developed the Draughtmaster Extra 10 – a countertop system that stores, cools, and pours draught beer without the need for traditional installations, cellars, or pumps. Extra10 delivers an iconic experience synonymous with premium draught beer, while impressively keeping it brewery-fresh for up to 30 days – six times longer than conventional systems that require complex installations.

And when Pvolve – a US-based fitness brand – wanted to improve its digital experience to support growth, our experts unearthed an opportunity to rethink the entire brand strategy. This came at a critical point of Pvolve's development and resulted in a more inclusive, science-backed proposition and clearer strategic direction for explosive growth.

Increasingly, clients are seeking to get under the skin of the empowered consumer to understand their drivers and align this with market expansion. Our annual *Brand Impact Index* analysed the attitudes of US consumers who ranked hundreds of brands across multiple industries. This innovative consumer study guides leaders to sustained growth, spotlighting top performers who exemplify the path to success.





Heathrow Airport

Unlocking lasting improvements in punctuality

CLIENT STORY

Heathrow Airport, one of the busiest in the world, serves over 200 routes and 95 percent of the world's economy is accessible via a single flight. Its efficiency is critical to businesses, communities, and industries, contributing an estimated £4.6 billion to the UK economy from 2021 to 2025. A key performance indicator is On-Time Performance (OTP), which measures flights arriving and departing within 15 minutes of their scheduled times.

Heathrow's OTP dropped from 80 percent in 2021 to 59 percent in 2022, significantly impacting customer experience, operational efficiency, and safety. To return to previous levels, Heathrow needed a strategic, airport-wide programme that involved the entire airport ecosystem, including resourcing, infrastructure, and operational resilience.

We partnered with Heathrow to develop a comprehensive 'Punctuality Plan,' involving interviews, workshops, and data analysis. Our team identified critical areas impacting performance, such as towing times and infrastructure serviceability. We implemented real-time data monitoring, enabling informed decision-making.

The plan emphasised improved communication, collaboration, and data-driven performance management, ensuring alignment among stakeholders like airlines and ground handlers.

By early 2024, Heathrow had achieved a 14-percentage-point improvement in OTP. It's estimated that small changes to individual flights could save up to 30,000 tonnes of CO2 a year. Beyond this, by improving efficiency, Heathrow will unlock significant financial benefits and enable future growth.

“

PA partnered with us to help understand one of our most complex problems, provided expertise to shape an approach, and provided the rigour to drive implementation.

Dale Reeson
Director of Operations,
Heathrow Airport

Unilever

Using AI to empower people to supercharge innovation and drive growth

CLIENT STORY

For Unilever, success depends on their teams coming up with novel product ideas and designs that stand out in crowded markets to drive growth. We worked with their research and development (R&D) teams to develop an AI-powered engine that promises to be a fast track to innovative new products that will keep them at the forefront of consumer goods.

For a product to be a hit, several characteristics have to chime with consumers' needs. And all products need persuasive and valid claims about benefits, in language that connects with consumers. In a traditional process, teams of researchers comb the market, social media, trends research, and a host of other sources for insights about what works today, and make inferences about what might succeed tomorrow.

We worked with Unilever to design and build DelphiAI – the first AI-powered tool of its kind. Delphi brings AI-driven product design to the fingertips of marketing and R&D teams, helping them identify the levers for product superiority across markets, leverage that insight to inform design of differentiating product concepts, and get those concepts to market faster.

DelphiAI launched with laundry products in India and beauty products in the US. Word about its effectiveness soon spread throughout the teams at Unilever, and the Health and Wellness products group in the US began working with it later in 2023. In 2024, the goal is to scale Delphi through more business teams, with nine already set to start using it.

“

PA had already piloted an AI tool with us to generate novel product claims. We saw the chance to widen that expertise across other product attributes. We also knew PA could bring together and manage large-scale programmes, so they were the natural partner for us here.

Kumar Subramanyan
Director of Digital R&D, Unilever



Brand Impact Index

Building the future that consumers demand

OUR CLIENTS



INSIGHT

In a world of economic downturns, global warming, geopolitical tension, and societal divides, consumers want more than products and services. They want safer, better, and simpler lives – and they look to brands to deliver them.

It's what 7,000 US consumers told us when ranking well-known brands across a range of categories. The results demonstrate that brands have a pivotal role to play in building the future that consumers demand.

Our research explores:

- The evolving relationships between consumers and the brands they love
- How far brands are responding to shifts in consumer sentiment.

In this new reality, five core components enable brands to capture value and achieve better growth. These are:

1. **Customer centricity:** Deeply understand consumers to infuse joy into everyday life, nurturing long-lasting, loyal relationships.

2. **Dependable delivery:** Stand as a trusted pillar of assurance, relentlessly focused on making life easier and better for consumers.
3. **Intelligent innovation:** Pioneer with vision to create and promote winning products, services, and experiences that impact lives and shape culture.
4. **Conscious creation:** Place sustainable approaches at the heart of purpose and every decision, building a better world and inspiring consumers.
5. **Community connection:** Actively and visibly champion causes close to consumers' hearts, giving something back while forging connections that transcend transactions.

[VIEW REPORT](#)

Better growth, better future:
Brand Impact Index →



Breakthrough technologies made real

Whether the answer to a challenge is a change in strategy, a new product or service innovation, or a wider enterprise transformation, organisations look for those who can unlock greater value from technologies, at speed, to deliver tangible impact in the real world.

Building on our successful Dry Molded Fiber (DMF) Baileys paper bottle trial with Diageo, we partnered once again to launch a commercial prototype DMF bottle for Johnnie Walker Black Label Scotch Whisky. Use of the innovative technology positions Diageo at the forefront of premium, more sustainable packaging – accelerating net-zero ambitions without compromising on an iconic design expected by bartenders and Johnnie Walker fans alike.

Knowing we're achieving real-world impact galvanises our teams to push the possibilities of breakthrough technologies. When that involves improving the lives of patients and their families by advancing new therapies, it's not just about being faster, it's about being smarter, bolder, and more connected. We worked with a leading global provider of clinical research services and a global life sciences consortium, unlocking cutting-edge data and digital opportunities to scale clinical trials at pace.

Proving the concept and value of AI to increase efficiencies also saw us work with Sellafield, a former nuclear generation power site in the UK, and with the country's Nuclear Decommissioning Authority (NDA). With deep technical expertise in data and AI solutions, we developed and deployed DANI – the NDA and Sellafield's first generative virtual assistant that helps engineers extract meaningful data from thousands of documents in real time, accelerating tasks that used to take months to complete.

These two use cases of real-world AI-powered solutions, accelerating clients' journeys to the intelligent enterprise, contributed to the thinking in our newest book *Next Made Real: A business leader's guide to generative AI*. Published in 2024, the book helps leaders build generative AI expertise and muscle across their organisations, enabling them to realise the full potential of this technology.



“

We are constantly pushing the boundaries of innovation...

The paper-based bottle trial for Johnnie Walker Black Label allows us to explore new packaging in the high intensity environment of the on-trade.

We are pioneering new packaging solutions and shaping the future of the industry.

Jennifer English

Global Brand Director, Johnnie Walker



Johnnie Walker

Trialling a paper-based bottle to push the boundaries of sustainable packaging innovation

CLIENT STORY

In the next chapter of the PA and PulPac Bottle Collective story, we've partnered with global leader in premium drinks, Diageo, and Swedish R&D company, PulPac, to create the first 70cl paper-based bottle trial for Johnnie Walker Black Label Scotch whisky, building on the successful Dry Molded Fiber (DMF) Baileys paper bottle trial. The commercial prototype will be tested at Johnnie Walker Princes Street's 1820 bar in Edinburgh, assessing how bartenders interact with it in a fast-paced bar environment.

Made from 90 percent plant fibres, with a thin plastic liner and a closure combining cork and DMF paper technology, the bottle is 60 percent lighter than glass. An initial external life cycle analysis suggests a potential carbon emissions reduction of up to 47 percent.

Following the Baileys mini bottle trial in Barcelona, PA's design team developed a larger, more complex bottle shape while retaining the premium feel of the glass equivalent. The bottle is designed to be commercially viable at scale, rather than a one-off concept.

The closure features the embossed Johnnie Walker Striding Man logo, demonstrating the design possibilities of DMF.

The trial will provide valuable insights into the bottle's functionality and recyclability. The plastic liner is designed for easy separation at recycling facilities, and alternative stopper solutions are in development.

The PA and PulPac Bottle Collective is working with major brands to reduce single-use packaging globally. By combining sustainability with premium design, this trial marks a significant step towards more environmentally friendly packaging solutions.

Large clinical research organisations

Getting therapies to patients faster

CLIENT STORY

In 2024, we worked with leaders across health and life sciences to accelerate clinical trials – thinking beyond traditional parameters to connect teams, speed up decision-making, and enable real-time collaboration.

We partnered with a leading global provider of clinical research services to the biopharma industry to design and implement an AI-powered data platform. This cutting-edge platform enables the proactive curation of data to support timely clinical development decisions, halving the time taken to demonstrate the effectiveness and safety of new therapy.

The AI-powered transformation not only enhanced operational efficiency but also had a profound impact on the organisation's approach to clinical trials. By shortening the time required to bring new therapies to market, the solution is helping deliver life-saving treatments to patients faster.

We also worked with a global life sciences consortium to collaborate on shared initiatives to improve the speed and effectiveness of research and development within clinical trials.

Our experts in digital experience, IT, data, and growth strategy worked alongside multi-disciplinary teams across organisations to define solutions and deliver complex programmes of work in a pre-competitive environment, including:

- Advancing interoperability across disparate systems used in research and care
- Building the foundations for a digital protocol to enable seamless flow of information across the study lifecycle and optimise future study design
- Scaling the use of innovative, patient-centric study designs
- More efficiently leveraging both traditional and novel data sources to monitor and protect patient safety.

Clinical trials are a race against time. Our work throughout 2024 propelled organisations to do more, and move faster, towards getting therapies in the hands of patients.



Next Made Real

Decoding digital visions into real human and business impact

OUR CLIENTS



INSIGHT

Today's landscape is beyond digital – it's intelligent. And this means it's no longer enough for organisations to remain rooted in theory, to tinker at the periphery, or to remain in the here and now. Instead, the most successful organisations make the 'next' real.

Next Made Real. It's tomorrow's possibilities, delivered today. Our book, *Next Made Real: A leader's guide to generative AI* moves beyond AI hype to pragmatism. It empowers leaders to become frontrunners in harnessing generative AI to create and protect value for their organisation's shareholders and stakeholders.

Leaders can explore how to:

- Drive growth by accelerating time-to-market
- Ensure the security and resilience of their organisation
- Improve efficiency and effectiveness
- Build new skills for the future.

The book focuses on real-world deployment and impact, walking leaders through how to adapt and transform in a world where generative AI is the new normal – no matter where organisations are on their journey to the intelligent enterprise.

[VIEW REPORT](#)

[Next Made Real →](#)

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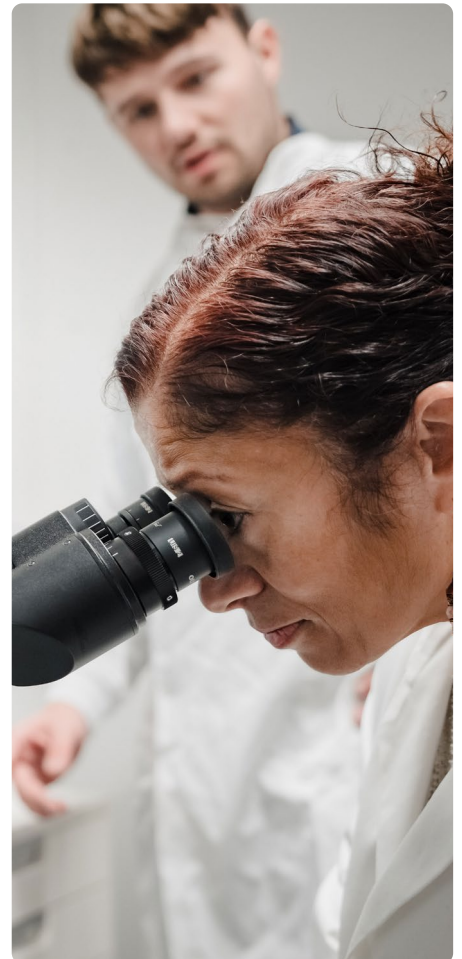
This book cuts through the AI hype. It shows how generative AI can actually drive innovation with practical steps any leaders can take.

Shez Partovi

Chief EVP Strategy & Innovation/AI, Philips

Diversity of expertise unlocks opportunity

OUR CLIENTS





To deliver innovative and effective solutions to previously unsolvable problems, organisations need the right blend of experts in perfect combination with emerging technologies. Our 4,000 strategists, innovators, designers, consultants, digital experts, scientists, engineers, and technologists complement and seamlessly slot into clients' own teams to surface better solutions in accelerated timescales.

For example, our experts, including those with deep expertise in financial services, former regulators, and specialists in delivering complex regulatory change, worked at pace to enable OneSavings Bank to hit a series of compliance deadlines and shape the innovative customer-centric culture that the new UK's Consumer Duty demands.

We also seamlessly transitioned the UK Ministry of Defence (MOD) from a long-standing Private Finance Initiative contract to a new model of infrastructure ownership and capability service delivery model. This involved leading a consortium of experts to enable the MOD greater flexibility to adapt to evolving defence challenges and capitalise on the latest innovations in space technology.

Our work with Norway's leading fruits and vegetables distributor, BAMA, involved pulling together a cross-functional delivery team, including digital strategists and experience experts, data scientists, and supply chain experts, and leveraging our Alliance with Microsoft to optimise supply chain efficiency, reduce costs, and enhance sustainability. One of the ways this was achieved was the development of a new app, which has already led to significant cost savings for BAMA, with more expected through brokering better deals with transport providers.

In 2024, as the UK transitioned to a new government, our experts and thought leaders set out to explore 10 critical questions shaping the UK's future. With national renewal high on the agenda, the country stood at a pivotal moment – facing economic pressures, a need for greater productivity, and the challenge of delivering more with less. Our A Decisive Decade series of insights examined how leaders across the public and private sectors could navigate these pressures, harness innovation, and drive place-based growth to secure long-term prosperity.



OneSavings Bank

Delivering on innovative regulation to ensure Consumer Duty compliance

CLIENT STORY

The introduction of the UK Consumer Duty marked a significant shift in conduct regulation, requiring firms to ensure good outcomes for retail customers. For OneSavings Bank (OSB), this posed a challenge to develop a robust plan that met the Financial Conduct Authority's (FCA) deadlines while embedding a customer-centric culture. The initial milestone required board-approved plans within four months, with compliance for current products within a year and all historical products within two years.

Specialising in financial products for underserved customers, OSB saw the Duty as an opportunity to enhance its customer focus while meeting demanding regulatory requirements. We partnered with OSB, bringing a team of regulatory experts to support OSB by reviewing implementation plans, identifying gaps, and designing bespoke tools for fair value assessments.

We mapped and monitored the bank's customer journeys and outcomes to ensure compliance and embed customer-centric practices. The focus extended to aligning with FCA expectations of cultural transformation, ensuring fair value and harm prevention throughout product lifecycles.

The collaboration enabled OSB to meet pressing deadlines, independently assess progress, and refine approaches for closed products ahead of future milestones. Beyond compliance, the regulation spurred cultural renewal, positioning OSB to better serve its customers and maintain its reputation as a champion for underserved markets.

By leveraging our expertise and practical solutions, OSB not only navigated complex regulatory changes but also enhanced its mission to deliver fair value and positive outcomes for customers, ensuring long-term alignment with the Consumer Duty's principles.

“

Working with PA, we were able to evaluate our ability to respond both to operational and financial crises in the compressed time fashion we'd experience in real-life.

Gary Wayte

Head of Operational Risk and Resilience,
One Savings Bank

Ministry of Defence

Making society safer with a new generation of space-based satellites

CLIENT STORY

Assured satellite communications are essential for the UK's Armed Forces to defend the nation. We are helping the UK Ministry of Defence (MOD) transition from a long-standing Private Finance Initiative (PFI) contract to a new infrastructure ownership and capability service delivery.

Our multi-year work, including procuring a £1 billion service delivery contract, ensured a seamless transition in 2024. Today, we continue to help the MOD capitalise on new procurement approaches and build its expertise in developing a world-class, military-grade satellite communications (MILSATCOM) capability.

As part of this, the MOD exited the PFI contract, bringing Skynet satellites and ground infrastructure in-house. This shift allows the MOD to procure services from multiple suppliers, ensuring best value, innovation, and cutting-edge capability development.

Transitioning from the PFI contract posed challenges, requiring precise planning to prevent service disruption. Over seven years, we engaged diverse stakeholders, ensuring a smooth handover.

We led a consortium of experts across procurement, technology, security, and governance, managing all aspects of the transition and contract exit. This resulted in a seamless service provider switch in February 2024.

We are now working alongside the MOD as it makes this journey as well as supporting a new series of equipment and service procurements. This follows the recent award of a new five-year contract to the PA-primed Team Horizon consortium – a massive vote of confidence in our work to date.



A Decisive Decade

Addressing the key questions ahead of 10 years of change

OUR CLIENTS



INSIGHT

At a critical juncture for the UK, our series of expert viewpoints explores how public and private sector leaders can set the direction to solve whole-society dilemmas and shape the next 10 years.

Against a backdrop where there is pressure to do more with less, enhance productivity, and drive place-based growth, our thinking sets out why now is the time for impetus, ideas, and human ingenuity. A decisive decade to make services better for the people.

Over the series, we explore several key topics, including:

- Reaping the full benefits of innovation
- Driving social and economic progress from the energy transition
- Working together to solve the productivity puzzle
- Unleashing the potential of places across the UK.

Along the way, we surface a number of tensions and challenges. Yet with the right approach and application, the UK can not only meet complexity head-on but overcome it – driving long-term benefits for the economy, the environment, and society as a whole.

[VIEW REPORT](#)

[A Decisive Decade →](#)

“

Innovation rarely happens in isolation, and it almost never diffuses that way. Instead, it happens in ecosystems that bring together intellectual capital, financial capital, and vibrant markets with diverse players.



Live our culture

Our people are our inspiration. Every day, our multidisciplinary teams – guided by our purpose and united in achieving meaningful work – 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, curious, caring, inclusive, and rewarding, where our people feel valued, motivated, and empowered to pursue meaningful work that fuels personal growth and unique careers.

Our shared values underpin our culture. We challenge where it matters, to break new ground. We turn diverse expertise into action, to deliver real value. We work better together, to go further, faster. We act with humanity to forge lasting relationships. And we own the outcome, to drive positive change. Our values drive the way we behave with clients, with each other, and with everyone else we meet through our work.

Purpose-driven, meaningful work →

Growth and building a unique career →

Authentic, inclusive, and diverse teams →

Responsible business →



Purpose-driven, meaningful work

Creating a positive impact through our innovation and expertise means shaping a world that is safer, healthier, more prosperous, equitable, and sustainable than before. It involves solving problems at scale and leaving a lasting, positive legacy. And it's work that resonates with us on both a personal and professional level.

In 2024, this purpose-driven work earned the Nuclear Decommissioning Authority's Supply Chain Award 2024 for 'Best Example of Applying Creative and Innovative Solutions', using AI technologies to help ensure the long-term safety of the UK's nuclear energy infrastructure. Our work to empower consumers to become healthier in their own homes with a new-to-market connected rower was also recognised with an iF Design Award. Meanwhile, our Oakdoor team continued to keep societies safe by protecting highly sensitive data, named as a finalist in Infosecurity Europe UK's award for the Most Innovative Cyber SME of the Year.

Building a positive human future extends to the communities in which we live and work. Accelerating social mobility through volunteering opportunities amplifies our sense of fulfilling work and the far-reaching impact we can have on others. Last year, our volunteers offered their time, dedication, and expertise to support future leaders (primarily those facing disadvantage from low-income backgrounds) through The PA Foundation and our PA in the Community programme. Across our global regions, 33 percent of PA people engaged in volunteering, contributing more than 21,000 volunteering hours to address socio-economic inequality through activities including mentoring, workshops, high-quality training, and work placements. And in 2024, The British Diversity Awards named our PA in the Community programme the 'Social Mobility Initiative of the Year'.



Growth and building a unique career



We attract the best talent and ensure our people get to build their skills and hone their craft further – working on stimulating and diverse projects across seven sectors, 24 capabilities, consultancy, and business professionals roles. We support professional growth, experience, and learning through high-quality training, mentoring, and coaching, thought leadership opportunities, and industry awards.

Last year, we upgraded our onboarding experience for new joiners and partners, helping to jump-start and fast-track our peoples' careers in more impactful and dynamic ways. We refreshed our core curriculum, delivered through blended learning formats, with 1,414 course completions, and our people also completed 3,525 hours of LinkedIn Learning, highlighting consistent efforts to build and maintain skills. We launched our new dedicated Line Manager Knowledge Hub, and we redesigned our Delivering Great Consultancy flagship programme – resulting in a 46 percent increase in participation.

Our people also expanded their understanding of the transformative power of AI, gaining hands-on experience with even more tangible applications. This included conceptualising, building, and launching Genie – our AI modular ecosystem, developing an AI blueprint for a major FTSE 100 company, delivering an LLM solution for a large oil and gas organisation, designing AI prototypes, and upskilling ourselves through training and events. We designed and produced a series of digital learning modules focusing on developing AI skills, knowledge, and understanding. These included Practical AI in Consulting, Responsible AI in Consulting, and The AI Blueprint, with more than 1,500 PA people enrolling in these courses in 2024.

Celebrating career growth remains an important aspect of our culture. Last year, we promoted 771 of our consulting and business professional team, including seven new partners, and several of our experts won individual industry awards.



Authentic, inclusive, and diverse teams

A caring and inclusive workplace encourages our people to trust each other, have a voice, and feel heard.

In 2024, we launched several new training initiatives, including those aimed at strengthening our sexual harassment prevention policies and guidance, as well as a new Inclusive Leadership and Psychological Safety training programme. In December, we launched our Social Mobility Network, increasing our total number of employee networks to nine. This rounded off an impactful year of social mobility initiatives, which were recognised with a UK Social Mobility Award 2024 for ‘Innovation’.

We launched the Minority Ethnic Mentoring Programme, which provides visibility into career opportunities and connects junior and mid-level minority ethnic colleagues with senior sponsors, helping them to build deeper relationships and networks within the firm, develop their personal brand, seek out new work opportunities, and advance their careers. Our Mental Health and Wellbeing Network received more than 3,000 views of its knowledge resources, and we trained and educated 32 new Mental Health First Aiders and Champions – growing our support network to 93.

Our Military Network won ‘Best Business Award’ at the Celebrating Forces Families 2024 Awards and, in partnership with our Pride Network, was nominated for ‘Advocate of the Year’ in the 2024 LGBTQ+ Defence Awards. Members of our Pride Network also participated in our first-ever Republic of Ireland Pride, and we were the headline sponsor of the inaugural Stonewall Workplace Conference Belfast 2024, held in partnership with The Rainbow Project and Stonewall.

Last year, we also launched a new MenoSupport Group, and our Women’s network hosted workshops in the US, Nordics, and UK on developing self-promotion skills and celebrating personal achievements at work. These workshops aimed to empower our women to confidently advocate for themselves and recognise the contributions they make to PA’s growth. Our Women in Tech Network relaunched its free coding career development courses and expanded its reach across the US, UK, and Ireland. Additionally, our Working Families Network joined the UK’s national charity for working parents and carers in a new partnership that underscores our commitment to championing flexible working and wellbeing.



Responsible business



Being a responsible business means ensuring the actions of our companies – from our systems to our policies – actively facilitate meaningful change, positively influencing the communities where our teams work and live. 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.

We're committed to the Science Based Targets initiative (SBTi), a partnership between the United Nations Global Compact, the Carbon Disclosure Project, the World Resources Institute, and the World Wide Fund for Nature to propel climate action in the private sector. Commitment to SBTi, a gold standard for businesses, will see us reduce our emissions in line with a 1.5°C temperature rise between now and 2030, and then reach net-zero greenhouse gas emissions across the value chain by 2040.

We are on track to meet our direct emissions goals and have plans to exceed the reductions we have targeted. The refurbishment of our Global Innovation Technology Centre has improved the roof insulation and air handling systems, and we now source renewable electricity, creating a significant reduction in our direct carbon emissions.

We advocate for the highest levels of global security to keep our business, people, and clients safe. We achieved the ISO/IEC 27001:2022 certification for information security globally, with wide collaboration and involvement in the accreditation process across our business. We improved security capabilities, evidenced with external accreditations and audits, a high cyber insurance assessment score, and improved Microsoft secure score, along with revalidating our Cyber Essentials Plus certification.



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 about 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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