Focused on your success:
2011 REVIEW

we are:

delivering success
globally
energy
financial services
life sciences and healthcare
government and public services
defence and security
telecommunications
consumer and food
automotive
transport and logistics
enriching the private sector
enhancing the public sector
anticipating and understanding
meeting unique challenges
management and IT consulting
technology development
innovation
dedicated to sharing our expertise
committed to working together
focused on long-lasting results
turning great thinking into competitive advantage
implementing the cloud
designing new processes,
calibrating systems
breaking boundaries in healthcare
improving drug delivery
transforming patient care
protecting organisations in cyberspace
managing risk
providing resilience
delivering rational guidance
making organisations fit for the future
boosting profits
developing future systems
creating business for success
quantifying profits
reducing emissions
managing projects
pioneering new technology
creating wealth and sustained value
We work with leaders across the public, private and not-for-profit sectors. Each looks to us to anticipate, understand and meet the unique challenges they face. Presenting a selection of our best work from 2011, this review shows how we delivered practical solutions by being dedicated to sharing our expertise, committed to working together and focused on long-lasting results. We also introduce some of our brilliant people, highlighting the contributions they make to their communities and our shared commitment to the environment. Together we create visible and sustained value for our clients, our people and our firm.
Medical testing is increasingly conducted outside the traditional laboratory setting. The most widespread application of this is self-monitoring of blood glucose (SMBG) to help people with diabetes maintain a healthy blood glucose level. While SMBG has helped people manage their diabetes, the accuracy of currently available systems has been called into question by patients, clinicians and regulators.

Exacsys, a PA Group company, has developed new technology to improve the accuracy of point-of-care diagnostic systems, including SMBG. This technology will improve performance, correcting multiple sources of error and enabling accurate testing in a wider range of settings while remaining compatible with commercially available systems. In addition to securing intellectual property rights, Exacsys has demonstrated proof of concept, culminating in a study that tested samples from over 150 patients attending a diabetes clinic. We are now in discussion with potential partner organisations to take the technology to market.
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To request additional copies of this document or to order PA’s full audited accounts, please email: reports2011@paconsulting.com
“Our clients from previous years have continued to engage us, and new clients in 2011 have allowed us to grow our core business revenues and people.”

EXECUTIVE CHAIRMAN’S STATEMENT

The year 2011 was a successful one for PA, with growth in our core businesses and Group operating profits significantly improved from 2010. Although the economic and commercial environment was – and remains – difficult for consulting firms (usually one of the first discretionary costs to be considered for cutting in a downturn, whether in the private or the public sector), PA’s clients from previous years have continued to engage us, and new clients in 2011 have allowed us to grow our core business revenues and people.

Share price and dividend

Our share price for the year end has increased 12%, to £9.33. The larger increase in price, relative to reported retained earnings, is because in the share price, we had prudently provided against potential tax obligations of a decade ago. These obligations have now crystallised. We were not able to reflect for these taxes in our statutory reporting until this year. The share price increase, of £1.02 per share over the past year, demonstrates the good returns to shareholders that last year’s good performance by our consultants warranted.

Our dividend this year will be 2.51p per share. This is 1.92p per share lower than last year: the concordat with the Butten Trust defines the maximum dividend we can pay with reference to statutory reported profit, which, because of the tax payment referenced above, is lower this year than last.

A vogue for employee-owned firms has recently arisen: PA has been employee-owned for two decades, ensuring that the interests of our company and our people are the same. We believe that employee ownership is one of the reasons why PA has been able to do such great work and maintain its success through the downturn, during which a number of our competitors have struggled.

Leadership and management

The leadership team of Alan Middleton, Andrew Hooke and the rest of the Management Committee were instrumental in the successful implementation of our strategy in 2011 and have placed us in a strong position for 2012. At the beginning of 2012, we welcomed Tom Mullen to the PA Board, as he took on the position of Chairman of the Partner Election Committee (PEC). I would like to express my thanks to Nick Chaffey, both as a long-serving Chairman of the PEC and as the Board member responsible for Security, as he stepped down from the Board at the end of 2011. I would also like to take this opportunity to welcome our many new partners and teams to PA. We welcome Dave Smith, who in 2012 will take up the leadership of our Technology Group in Melbourn; the baton gets passed to him by Martin Smith who is returning to the Project Management Practice with our thanks for his work at Melbourn.

Investing in innovation

One of our key strengths, which sets us apart from our competitors, is our capability in technology and innovation. In our strategy, we have maintained a combination of boldness and conservatism. Acquiring talents from three other consulting firms, Huron Energy, Salt Global and 7Safe, has led to our bringing leading-edge capabilities – respectively, conventional and nuclear energy, internet marketing and combating cyber attacks – to what we bring to our clients. Our ability to attract leading thinkers and practitioners to PA is one of the key reasons we will continue to grow and do well in 2012.

Our e-procurement business, ProcServe, continues to do well having signed a groundbreaking agreement with the UK government, following which many government departments are now signing up to use its products. The company is profitable, contributing to PA’s results and continuing to grow. Jim Knox, as interim CEO, led ProcServe to this success during 2011, and now, with our thanks, hands the company over, in very good shape, to Nigel Clifford, formerly CEO of Symbian, to take ProcServe to the next level. We wish Nigel and ProcServe great success.

We continue to invest in a variety of technologies. In Melbourn, leading work during 2011 included the development of the world’s first pre-filled, single use, disposable autoinjector, and some pioneering work for home smart meters. Developing technology on our own account has led to Exacsys, a PA Group company which continues its excellent work improving the accuracy of self-monitoring of blood glucose for diabetics.

2012 and beyond

We enter 2012 in a strong position, with a good level of stock of work and a high level of interest in our pipeline for future likely work with clients. Our balance sheet is strong and we intend to use it, if the opportunity arises, to add to PA’s strength and capabilities. Of course, the economic situation remains threatening and we plan to be conservative in protecting PA’s finances and business system through any possible further downturn, but with the help of our great people, who I congratulate for their terrific work and dedication in 2011, we will continue to grow and be successful.
We have delivered on our strategy – to focus on and grow business in those areas where we make a real difference for our clients.

In 2010, PA set a new strategy – one that saw us focus more carefully and tightly on those areas where we make a real difference for our clients, and in which we want to grow. Our strategy also set a new direction within the firm, putting even greater emphasis on developing our people, increasing our networking capability, strengthening our client base and producing informative, challenging and insightful thought leadership. And so, while 2011 was marked by continuing economic uncertainty and spending restrictions in most of our key geographies and markets, PA delivered improved results against 2010 and significant growth in our focus areas.

At the heart of our clients’ businesses
The year saw us building even closer business relationships, delivering important changes at the very heart of every client organisation. Our willingness to think differently, develop bold new ideas and work in commercially innovative ways has set us apart from the competition.

Examples include our Financial Services team working with the Bank of England to establish the Prudential Regulation Authority, and our Defence and Security experts’ work to save the UK Ministry of Defence £17 million through innovative procurement techniques. Our people in Manufacturing achieved annual savings of more than €100 million for Fiat, and our Life Sciences team worked with Catholic Health Initiatives to significantly improve patient care. In the UK, we manage the service to deliver inward investment on behalf of UK Trade & Investment and help companies here trade and succeed overseas. We are also at the heart of the cyber agenda across private and public sectors – our offering strengthened this year by the acquisition of 7Safe, a specialist information-security company.

Developing the leaders of tomorrow
As a sign of the growth in our business, almost 600 people joined PA in 2011. While other firms now recognise the need to bring their multiple national businesses closer together, PA continues to operate as it always has: as a single international firm, one team where everyone’s energy is focused on delivering for our clients. In 2011, we designed and implemented a suite of new training and development programmes and now – as a matter of course – we invite clients to join these programmes, delivering skills transfer and helping nurture their leaders of tomorrow. This contributes significantly to the promise we make: to strengthen our clients’ capabilities and ensure that the solutions we put in place are self-sustaining and long lasting.

Contributing to our communities and the environment
Through our Giving Back and Volunteering initiative, we contribute to many important causes within our communities. This year we are particularly proud of our work supporting CARE Denmark’s corporate partnership strategy. In a world where growing demand for energy is offset by a need to reduce carbon emissions, we help private and public sector organisations develop low-carbon and renewable energy, green manufacturing and green mobility. Our work with UK Power Networks allowed it to qualify for £6.7 million of government funding to invest in carbon-emission reduction. And this year we helped Hawaiian Electric reduce its carbon emissions by 40%.

Continuing to do what we do best
I am proud of the work the PA team delivered in 2011 and I thank all our clients for trusting us to help them succeed in an increasingly complex, competitive and challenging world. In 2012, our own energy will remain focused on making a visible difference and contribution to our clients’ success, ensuring they excel. And we will build on our success, actively growing as a company and attracting brilliant new people, organically and through acquisition.
PA HAS HELPED TO PROTECT UK FORCES IN AFGHANISTAN AGAINST THE THREAT FROM IMPROVISED EXPLOSIVE DEVICES

To protect soldiers in Afghanistan, the UK Ministry of Defence (MOD) urgently needed a vehicle-based system to detect improvised explosive devices hidden below road surfaces. Off-the-shelf solutions existed but were considered unsatisfactory. Customising a solution, however, would extend the timescale and leave soldiers at risk for longer.

PA resolved the MOD’s dilemma, finding a middle path between an off-the-shelf solution and a full development programme. We met the urgent timescales without compromising performance by applying an innovative approach to both the solution design and its procurement. Our work included assessing a wide range of candidate systems and subsystems to help the MOD select the right solution and secure buy-in from senior stakeholders. We then provided support to enable the MOD to work directly with empowered and incentivised suppliers without the usual prime contract arrangements.

It took just 11 months to move from investment decision to operational use. The system has been saving lives since early 2011. The procurement approach saved an estimated £9 million of upfront costs plus projected lifetime costs of a further £8 million.
Focusing on our clients’ success

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Turning smart thinking into competitive advantage

www.paconsulting.com/smart

By capturing, analysing and acting on information generated by smart technologies, organisations can deliver a low-risk, low-cost route to innovation and competitive advantage. Our survey of global business leaders showed 74% believing that competitive advantage would come from innovation. However, only one-third of their organisations were exploiting their information resources at all. Many are neglecting the opportunity to become more intelligent. Organisations need to stop thinking in terms of departments; they need to share information across the entire company.

“We have a very productive relationship with PA that allows us to explore and gain practical experience of potentially important emerging technologies, without having to commit to developing skills and ‘tooling up’ ahead of time. As a result, we can exploit technologies that prove to be relevant, while ensuring that we don’t over-invest in those that are not yet mature or stable enough for us to use in production.”

Charlie Ewen
EXECUTIVE HEAD, DATA & APPLICATIONS, THE MET OFFICE

WE LAUNCHED AN ONLINE WEATHER COMMUNITY THAT HELPED THE UK MET OFFICE CAPTURE TWO MILLION READINGS IN JUST FIVE WEEKS

The Met Office is the UK’s national weather service and has provided weather forecasts for over 150 years. The Met Office records weather observations from a network of over 280 observing stations across the UK. To supplement this, it wanted to view data collected by weather enthusiasts from areas not covered by its network.

In just seven months, Weather Observations Website (WOW) built up 20 million weather observations from six of the seven continents (Antarctica being the only exception).

By using a cloud-based solution, PA helped the Met Office keep IT infrastructure investment to an absolute minimum. It also ensured a scalable solution that would automatically provision additional capacity during significant weather events and other high-demand periods, preventing the need for additional servers that would otherwise be underutilised much of the time. In just five weeks from launch, WOW built up two million weather readings from across the UK, North America, Europe and the Middle East.
Organisations that learn how to capture and work with the intelligence generated by smart technologies can deliver new sources of competitive advantage.”

Anita Chandraker
PA EXPERT IN IT DELIVERY

WE MADE SMARTER USE OF AQUA AMERICA’S EXISTING TECHNOLOGY TO ELIMINATE 20,000 UNNECESSARY CUSTOMER VISITS PER YEAR

Aqua America is one of the largest publicly owned water utilities in the US. Customers make over half-a-million service requests to the company every year. Many of these require Aqua to take a meter reading. As a result, the company’s highly trained field service representatives were spending a significant amount of time on this task, one which could have been automated.

PA redesigned Aqua’s work management system to allow the company to distinguish between service requests that required on-site repair work and those that could be handled automatically through remote meter reading. We also made innovative use of Aqua’s existing technology to automate the meter-reading process.

Our work enabled Aqua to eliminate 20,000 costly on-site meter reads per year and to reallocate three full-time resources to other customer-focused projects.
With every health system in the developed world facing spiralling costs, including expected rises in the EU of around 33% by 2060, healthcare organisations must break traditional boundaries and establish innovative collaborations. PA works with clients to develop more effective patient outcomes, business models and partnerships. We are helping create healthier communities, maintain universal access and are contributing to the shift from curative/reactive healthcare to prevention and health management. Our groundbreaking work includes rethinking respiratory-drug delivery. The development of new inhaler concepts is a significant step towards patient-centric healthcare and outcomes-based innovation.

PA has brought great international perspective on telehealth, combined with rigor in business planning and service design, to help us develop our strategy for the creation of a virtual health services business.”

Win Vaughan
VICE PRESIDENT, MEDICAL IMAGING SERVICES,
CATHOLIC HEALTH INITIATIVES

WE DEVELOPED A PLAN FOR A NATIONAL VIRTUAL HEALTH SERVICES PLATFORM TO ENABLE CATHOLIC HEALTH INITIATIVES TO IMPROVE THE ACCESSIBILITY AND QUALITY OF PATIENT CARE

Catholic Health Initiatives (CHI), a large US-wide healthcare system, wanted to introduce an integrated portfolio of telehealth services. Its aims were to deliver quality care more efficiently to underserved rural locations, improve the benefits from – and harmonise with – local initiatives and better position itself to respond to healthcare reform. CHI asked PA to develop a three-year business plan for a single Virtual Health Services (VHS) platform within a variety of care settings across 19 different states.

Drawing on our extensive experience of developing telehealth services, we built a comprehensive plan that included market analysis, a financial model, a technology model and an organisational and target operating model. We also created a roadmap to help CHI achieve the plan’s year-one goals and establish the right direction of travel for the following years.

By enabling CHI to leverage its healthcare professionals more efficiently, the new VHS platform allows the organisation to provide the right levels of care to the right people in the right places, reducing the reliance on expensive external service provision. The efficiencies and scalability of the enterprise-wide platform will also enable CHI to increase its national footprint in a co-ordinated and robust manner.
From healthcare reform to patient empowerment and the near extinction of the blockbuster, pharmaceutical companies have little choice but to adapt their approach to market to address the myriad elements that together form a new landscape. But the established commercial model needs more than just evolution. Fundamental change is required."

Richard McIntyre
PA EXPERT IN HEALTHCARE

WE ARE HELPING CANCER RESEARCH UK DELIVER A STEP CHANGE IN CANCER TREATMENT

Cancer Research UK’s Stratified Medicine Programme aims to establish a national molecular diagnostics service that delivers high-quality, cost-effective tests for patients. This programme marks the beginning of a step change in cancer treatment. As a matter of routine, it will obtain patients’ consent for their genetic, treatment and outcomes data to be used in the development of new personalised cancer treatments. Cancer Research UK asked PA to identify the minimum standards required to deliver phase one of the programme, which involves the collection and genetic testing of 9,000 tissue samples.

PA provided management and IT consultancy to help determine key processes and infrastructure. We also worked with Cancer Research UK to co-ordinate discussions between clinicians and researchers to establish the minimum standards required to deliver the programme. The programme has secured funding from the UK government’s Technology Strategy Board, Pfizer and AstraZeneca. This first pilot phase will establish a model of the processes required to deliver the programme in six major cancer types.

James Peach, director of Cancer Research UK’s Stratified Medicine Programme, said: “We want all cancer patients in the UK to have access to targeted cancer treatments as soon as they become available, and for research into which treatments are best suited to an individual patient’s cancer to be hard-wired into routine cancer care.”

WE HELPED DESIGN THE BLUEPRINT FOR BETTER HEALTH SERVICES IN NORTH EAST LONDON

With a rapidly increasing population and significant service and workforce challenges, commissioners in North East London know that changes need to be made to acute services in the region – notably, fewer but larger concentrations of expertise are required to sustain and develop high-quality care into the future.

PA’s Health team provided support to the commissioners to help them develop proposals for the future shape of health provision in the area. This involved working closely with the clinical teams in the development and analysis of the options for change and management of the programme.

For example, we developed a robust process for identifying service reconfiguration options, applying scoring criteria to determine what was most beneficial for patients. We also worked with clinicians to consider feedback from key stakeholders, including GPs, local authorities and the public. Our work included proposals to consolidate maternity and accident and emergency services onto fewer sites.

These proposals were referred to the Secretary of State for Health, Andrew Lansley, who asked an external body, the Independent Reconfiguration Panel (IRP), to undertake a detailed review of the proposals. This review endorsed the proposals and praised the level of collective commitment and convergence of clinical opinion. Following receipt of the IRP report, the Secretary of State announced his support for the proposals.
Focusing on our clients’ success

Making organisations fit for the future

www.paconsulting.com/fitforthefuture

No one can be certain about the future but business leaders know that cutting costs alone will not guarantee success. In this climate, what makes businesses thrive? To find an answer, PA held its Managing Uncertainty survey. This survey analysed how 200 senior business figures responded to the financial crisis and ascertained what actions proved most effective. While 82% cut costs during the downturn, we showed how this on its own could have had damaging consequences. In total, we identified three winning strategies: acting faster than competitors, cutting costs while maintaining competitiveness and seeking new opportunities during recession.

“PA has brought a great deal of competencies, knowledge and experience from other projects to us.”

Klaus Lenholdt
SENIOR MANAGER / HEAD OF PROCUREMENT, DONG ENERGY A/S

WE HELPED THE FINANCE FUNCTION AT DONG ENERGY TO REDUCE COSTS BY 30% AND DOUBLE PRODUCTIVITY

DONG Energy is a Danish-headquartered energy group focused on procuring, producing, distributing and trading in energy and related products in northern Europe. DONG’s Sales and Distribution Group (S&D) wanted to implement a new financial management system to automate manual processes and reduce their risk exposure.

PA was engaged to reorganise the entire finance function and improve the performance of all their financial reporting processes. We developed a new service catalogue for the function that was focused on meeting the future demands of top to mid-level staff. This was then supported by the development of performance measures for each process and career development path that aligned to the new organisational structure.

By project managing these changes and supporting S&D through the engagement process, the business moved quickly to the new financial management system. As a result of this, transition costs were reduced by 30% and productivity doubled.
The recent financial crisis and ensuing economic downturn underline the need for successful businesses to become better at managing uncertainty. As well as becoming more flexible in their approach, they must recognise that knowledge workers can provide the innovative thinking required to help businesses take advantage of the opportunities presented by crisis.”

**Jordan Cohen**
PA EXPERT IN KNOWLEDGE WORKER PRODUCTIVITY, AND ARCHITECT OF PFIZERWORKS

WE HELPED LINDPRO INCREASE PROFITS BY 40% IN SIX MONTHS

Lindpro is a large Danish electrical-installation company, providing services to businesses and private customers nationwide. Due to decreasing demand in the construction sector, Lindpro was facing declining revenues and profits. Initial rounds of cost reductions had already been carried out and these had led to significant downsizing. However, the company needed to make further improvements in its operations to achieve its financial targets.

PA started working with Lindpro’s 22 branch managers to identify, analyse and develop business cases for the action needed to meet this challenge. PA applied its proven methods for rapid business improvement and cost reduction to design and facilitate an engagement process with the branch managers. During this process, it developed and validated options and agreed the initiatives to be taken forward.

As a result of this work, Lindpro achieved 100% of the planned profitability improvements within the desired six months.

WE HELPED FIAT AUTO SECURE COST REDUCTIONS OF €80 MILLION

Fiat Auto is one of the world’s leading car makers and it needed to make major cost reductions in its €1 billion annual purchasing budget.

The company asked PA to help it accelerate its cost-saving programme. We started by developing a detailed understanding of all its costs across components, supply chain and technical design. We combined our expertise of cost modelling with Fiat’s detailed knowledge of the automotive-manufacturing processes to determine what components should ideally cost.

The team then examined any discrepancy between this and the actual costs from suppliers and used the discrepancy to open negotiation with those providers to agree savings. A similar approach was taken to identifying the optimum costs for the supply chain and for Fiat’s own vehicle-design process.

As a result of our work, we identified options to deliver annual savings of more than €100 million of which €80 million were realised in the first year, even at a time of increases in materials and energy prices.
Greening business for long-term success

www.paconsulting.com/greeningbusiness

To profit from greening business, organisations must understand how to work with complex government policy, exploit new technology and implement an effective strategy across their entire value chain to measure their triple bottom-line impact on profit, planet and people. PA helps private and public sector organisations reduce emissions and expand their use of renewable and low-carbon energy across green manufacturing and life sciences as well as green mobility – with the ultimate goal of creating a greener economy. Our work in this area has seen us develop exciting new solar-power technology, provide valuable insight into the future of plug-in vehicles and help the car-manufacturing industry meet emission targets across their entire new fleets.

“I really appreciate the work PA is doing for us. You are helping us develop our strategy for reducing carbon emissions and our people enjoy working with you. That is the sign of a good consultant.”

Basil Scarsella
CHIEF EXECUTIVE OFFICER, UKPN

WE POSITIONED UK POWER NETWORKS TO BECOME A LEADING DISTRIBUTOR IN THE UK’S TRANSITION TO A LOW-CARBON ECONOMY

UK Power Networks (UKPN), the UK’s largest electricity distributor, wants to demonstrate how the company plans to develop its network to support the UK’s transition to a low-carbon economy. As a regulated monopoly, it needs to show that any investment delivers value for money for consumers and supports developments in technologies such as smart metering, electric vehicles and renewable energy.

We worked closely with the company’s CEO and his senior team and sought input from key stakeholders to develop a clear roadmap for UKPN’s future. To understand what will be required of the distribution infrastructure over the next ten years, we deployed enhanced forecasting approaches and drew on our expertise in marketing, regulatory analysis, technology and innovation.

UKPN asked PA to help the company develop a strategy that would not only address these challenges, but would position UKPN to become a leading distributor in the UK’s low-carbon transition.

PA continues to work with UKPN, including providing technical advice on how energy from renewable sources can be connected to the distribution network. Early indications are that the company is at the forefront of developing low-carbon strategies in the UK.
Private and public sector organisations globally are facing pressure to support effective climate change while optimising resources and performance in a tough economic environment. For real long-lasting impact on the entire value system of the global economy as a closed loop it is important to connect the dots across energy, manufacturing, transport, government, life sciences, and financial services.”

Arun Mani
PA EXPERT IN GREENING BUSINESS

OUR STRATEGY FOR HAWAIIAN ELECTRIC COULD REDUCE CARBON EMISSIONS FROM ITS GENERATION BUSINESS BY 40%

US utility Hawaiian Electric is required to generate 25% of its electricity from renewable sources by 2020 and 40% by 2030. However, its existing generation fleet is predominately petroleum-fired, operationally inflexible, heavily depreciated. The company asked PA to develop a comprehensive strategy that would allow it to meet renewable energy targets, reduce carbon emissions and increase shareholder value. Together with Hawaiian Electric, we developed a range of plausible scenarios and assessed the impact of each on elements such as cost to utility customers, the company’s generation rate base, emissions and compliance with environmental regulations.

PA’s final report laid out three scenarios that met renewable energy targets while retaining flexibility for Hawaiian Electric. Each provided excellent opportunities for investment in the company, increasing the rate base for the generation arm of the business by as much as 400%, and fostered significant levels of renewable energy from independent power producers. All three scenarios could significantly reduce carbon emissions, with levels dropping as much as 40%. The results of the joint project indicated that all of this could be achieved at an increased cost to utility customers of as little as 0.5%.

WE QUANTIFIED POTENTIAL PROFITS FROM ELECTRIC-VEHICLE CHARGING STATIONS FOR GLENDALE WATER & POWER

Glendale Water & Power (GWP), a leading member of the Southern California Public Power Authority, wanted to explore how investing in an infrastructure to support electric vehicles (EVs) could help it achieve revenue growth. GWP asked PA to consider how the demand for EVs will develop in the short and long term, and to assess the impact on GWP’s revenue and load forecasts.

PA reviewed the strategies and programmes implemented by several leading US utilities and charging-station providers and the cost and operating details of the charging infrastructure. We also developed a quantitative model to forecast EV demand in GWP’s service territory, the impact of EVs on GWP’s distribution network and the associated financial benefits, risks and uncertainties. PA’s analysis showed that GWP can expect approximately 6,000 EVs in its service territory by 2020. Ten years after the EV infrastructure is implemented, this will equate to 16 GWh of additional energy demand due to EV charging and annual revenues of more than $1.5 million. Our work showed that EVs can be expected to produce $7 million in net present value for GWP over the ten-year period and, as a result, GWP is moving forward with its EV plans.
Focusing on our clients’ success

Safeguarding the opportunities of cyberspace

www.paconsulting.com/cybersecurity

As organisations seize the opportunities of cyberspace, there has never been a greater need for effective risk and resilience. At the same time, a survey by PA and Harvey Nash showed just 37% of companies feeling ‘very well positioned’ to withstand a cyber attack. From world-leading energy firms to high-street chains and major governmental departments, we have helped organisations identify and address their vulnerabilities, making them more resilient while improving their performance. Recognising that the threat from increasingly sophisticated hackers is on the rise, evidenced by information-security breaches at several global organisations, we have strengthened our offering in this area. By expanding our technical expertise, we now offer a comprehensive, market-leading cyber-security service.

"On the EAS project we’ve really valued PA’s expertise and the way we’ve been able to work collaboratively with you … this has been integral to the success of the project."

Keith Holder
HEAD OF SERVICE MANAGEMENT,
UK DEPARTMENT FOR EDUCATION

WE HELPED CREATE AND OPERATE THE EMPLOYEE AUTHENTICATION SERVICE THAT HAS GIVEN SECURE DATA ACCESS TO OVER 40,000 GOVERNMENT STAFF IN THE UK

Government departments need to ensure their staff and delivery partners are accessing sensitive data securely. The Department for Education, working closely with the Department for Communities and Local Government and the Department for Work and Pensions, took up the challenge of creating a cost-effective and secure way to access government services. The solution needed to attract as many government data owners as possible for it to become a shared service that drives value for money across government.

PA engaged with eight government departments and 16 local authorities to design and procure a solution. PA then supported the implementation and put in place an innovative commercial model to ensure it delivers as promised. PA also left the department with a lasting authentication model that could be replicated worldwide. The UK government now has a secure, sustainable and scalable authentication service that is being used by over 40,000 government staff and an asset that can be used across the whole of the UK public sector.
We supported the Financial Services Authority (FSA) with its project and programme delivery assurance work, helping to ensure that its most complex programmes were designed and delivered effectively.

One of these programmes was the implementation of the European Solvency II Directive, which will transform the way the entire European insurance industry manages risk and capital. As the regulator of the UK’s financial services industry, the FSA is responsible for overseeing the UK insurance industry’s preparation for implementing the directive, as well as implementing the associated changes to supervisory processes and systems.

We supported the delivery of the Solvency II programme, which had a budget of over £100 million and was the largest programme the FSA had ever undertaken. Our role in helping to deliver the initial stages of the programme to challenging timescales has been widely recognised by the FSA’s senior management, who have committed to retaining PA to support delivery of the programme until 2013.

WE SUPPORTED DELIVERY OF THE FSA’S LARGEST EVER PROGRAMME
O2 Media provides advertising and exclusive offers to existing O2 customers who subscribe to receive them. One of O2 Media’s products is a location-based service called You Are Here (YAH), which builds a geo-fence (an invisible circumference) around key locations such as retail outlets, enabling it to target subscribers with relevant offers and advertising, via SMS and MMS, based on their preferences. Following the launch of YAH, O2 Media wanted to grow the number of customers it could locate each day and thereby increase the revenue it generated from retailers using the service.

PA provided specialist project and programme management support to scale up the existing system’s capabilities in order to reach more customers. This involved working with internal and external IT suppliers to fine-tune and test the location-based technology, enabling the system to finally operate at its designed capacity, and supporting the growth of business operations. Within nine months, we enabled O2 Media to locate a targetable audience of more than two million users every day, more than doubling the initial capacity.

FROM LEFT:
GARY LAWSON, PA SMART TRANSFORMATION EXPERT
AND HITESH VALLABH,
PA SMART PROGRAMMES EXPERT
Developing the brilliance of our people

18  Developing brilliant people to meet our clients’ needs
20  Aiming for the highest environmental and social standards
Developing brilliant people to meet our clients’ needs

Our people are fundamental to our success and 2011 saw important progress in our strategic work to ‘develop brilliant PA people’. An increase in our consulting headcount, the introduction of a new ‘director’ rank and an improved approach to our appraisals and development process were just some of the highlights of the year.

The key reason I would use PA is that they are very approachable, the relationship is very open and honest and flexible.”

Anthony Kemp
FORMER STRATEGIC DIRECTOR OF RESOURCES, ROYAL BOROUGH OF WINDSOR & MAIDENHEAD

During 2011, we made excellent progress in recruiting the talented people we need to achieve our ambitions for growth. Over the course of the year, 396 new consulting colleagues joined us (including 22 re-joiners), taking our consulting headcount to 1,610.

We also created a new rank of ‘director’ for our consultants. The new director rank reflects our commitment to developing senior experts to help our clients with their toughest challenges. During 2011, we appointed 12 directors. These included, for example, Jordan Cohen, who specialises in helping organisations improve knowledge worker productivity.

The year 2011 saw important progress in our work to improve our approach to appraisals and development. We launched ‘my Career’, a set of resources to support our people in developing their careers and their contribution to PA. ‘my Career’ will increase consistency and transparency in our performance review approach and play an important role in helping us achieve our strategic ambition to ‘develop brilliant PA people’.

To ensure all our people-focused initiatives are implemented at a local level, we set up a network of People Development Champions (PDC) across every practice and function. We also launched our Big Development Book to help our people take control of their careers.

We are committed to providing all our consultants with the support they need to develop successful relationships with our clients. For example, one of our Life Sciences consultants, Julian Meekings, who is profoundly deaf, makes use of smart technologies and services, such as live transcription services, to enable him to share his expertise effectively by telephone.

Similarly, the PA Networking Initiative aims to give our consultants in the earlier stages of their careers the opportunity to develop their networking skills. Chaired by one of our many talented young consultants, Laura Stembridge, with support from Amy Watt and Henrik Ringgaard Pedersen, this programme continued to flourish in 2011; for the first time, we ran a series of networking events simultaneously across eight different geographies, during which around 250 consultants met over 1,000 contacts from a wide range of organisations.

Learning and development has always been very important to us. In 2011, our people completed 6,500 days of internal training, 610 days of external courses and 210 days of ‘bite-sized’ briefings. They also spent 140 days doing e-learning and 118 days receiving formal coaching sessions. The PA team delivered approximately 2,000 days of training to clients.

In 2011, our partnership with the Lean Enterprise Research Centre at Cardiff Business School continued to grow and benefit PA and its clients in the field of Lean thinking. We also established a new partnership with Henley Business School to develop experts in business and enterprise architecture.
During 2011, PA people in many countries continued to contribute to their communities.

Mariko O’Neill
Mariko O’Neill is a board member of Young Variety, a group of young professionals that supports Variety the Children’s Charity of New York. Variety New York provides grants and resources for organisations in the New York Tri-State area whose programmes use the arts as a catalyst to transform the lives of disadvantaged children.

As part of Variety New York’s ongoing fundraising activities, Mariko is organising Young Variety’s annual ‘Open Your Heart’ event. The fundraiser aims to raise $15,000 and to spread awareness of the work for Variety New York among the City’s young professional network.

Adam Stringer and Mark Flinders
Using some of the time available to them through PA’s Giving Back and Volunteering programme, Adam Stringer and Mark Flinders made a self-funded trip to Sri Lanka to take part in Lanka Challenge, a 1,500km fundraising rally completed in tuk tuks, the three-wheeled motor vehicles used widely in South East Asia and beyond. In 2011, Lanka Challenge raised US$3,000 for local charities, some of which the two UK-based consultants had the opportunity to visit. As part of the challenge, they called in on two primary schools to distribute musical instruments and help pupils with tree planting and other conservation initiatives.

Angela Brooks
Angela Brooks is a volunteer with Samaritans, a confidential emotional support service for anyone in the UK and Ireland. The service is available 24 hours a day for people who are experiencing feelings of distress or despair, including those that may lead to suicide. Angela has been involved with the charity for around six years and for the past three has overseen the training of all new joiners at her local branch. In 2011, her work helped 37 new joiners become fully-fledged ‘listeners’ and she also had the pleasure of seeing some of the people she has trained over the years volunteering to extend their involvement with the charity.

Alma Rico
In the US, Alma Rico is a ‘teen tutor’ with the Affordable Housing Corporation’s (AHC’s) Project Discovery, a programme designed to help at-risk students living in AHC communities graduate from high school and aim for college. Alma meets a high-school student throughout the school year and, by sharing her passion for mathematics and her experiences as a first-generation college graduate, aims to build her student’s academic and life skills.

This year, Alma spoke about her work with our Federal and Defense Services practice during Career Night and celebrated the graduation and college plans of two high-school students she has mentored at the community centre.
Aiming for the highest environmental and social standards

Commitment to the highest environmental and social standards is increasingly a hallmark of the world’s most successful companies. In 2011, we worked with clients across many sectors to help them meet customer and stakeholder expectations in this area. We also continued to reduce the environmental impact of our own operations and to help our people support their local communities through our Giving Back and Volunteering programme.

“Meeting exacting standards of corporate and social responsibility is integral to successful performance for leading businesses worldwide. It’s for this reason that we strive to reduce the environmental impact of our activities year on year – and to support those PA people who volunteer their time and energy to improve the lives of others.”

Jeremy Stanyard
PA’s CHIEF ADMINISTRATIVE OFFICER

During 2011, we continued to work with our clients to help them make their businesses greener while maintaining our focus on reducing the impact of our own activities on the environment.

We made good progress towards achieving Carbon Trust Standard (CTS) certification and the ISO 14001 Environmental Management System standard. To achieve CTS certification in the UK we must demonstrate a reduction in carbon emissions year on year; the data we gathered in 2011 means we expect to be in a position to do this by the end of 2012. With the aim of achieving ISO 14001 within a similar timeframe, we started work on establishing consistent processes for gathering, recording and monitoring a range of data relating to environmental performance.

We continued to make progress in reducing electricity use across our offices worldwide. In our Melbourn offices in the UK, the introduction of a range of energy-saving initiatives has had a positive impact on energy use. In the US, our Princeton office moved into a LEED-certified building, assessed by Leadership in Energy and Environmental Design (LEED) on criteria including water savings and energy efficiency.

We applied our firm-wide space optimisation strategy to a further quarter of our office portfolio during 2011 which resulted in a 50% reduction in the space we occupy in these offices. Optimising our use of space in this way helps us to drive down our energy consumption, even as our business grows.

In 2011, we reduced the waste we sent to landfill by 15%, achieving this in part by recycling 100% of our office waste paper, including all shredded confidential waste. We also continued to recycle IT hardware. In 2011, we recycled 1,000 laptops and a number of servers that became redundant as a result of our IT consolidation project.

The introduction of a new travel booking system for our UK staff in 2011 (and roll-out internationally in Q1 2012)
will allow us to capture accurate data on all the travel undertaken by our consultants and will support our efforts to reduce the contribution travel makes to our carbon footprint.

Improving our videoconferencing facilities in 2011 also helped us continue to eliminate unnecessary travel and the associated emissions. We issued all consultants with laptops with built-in webcams that can be used for videoconferencing with clients and colleagues. This facility is already being widely used by some of our people working with UK Trade & Investment to provide training for clients in the Far East.

Each year, we commit 1% of after-tax profits to our Giving Back and Volunteering (GBV) programme. This provides PA people with the opportunity to commit up to three days a year to worthwhile causes.

The programme achieved a major success in April 2011 when, as a result of our people’s commitment, PA was awarded the 2010 CARE Denmark Prize in recognition of our long collaboration with CARE. The charity is a global confederation of 12 organisations that works to support some of the world’s poorest and most vulnerable people.

Also as part of our GBV initiative, in 2011 our people provided hands-on support to the Bayou Regeneration Project, a charity that focuses on redeveloping the diverse plant life of Louisiana’s historic Bayou wetlands. A team of 40 consultants spent a day at the project’s nursery site, planting seedlings, constructing irrigation ponds and rejuvenating the area.

We also continued to run proposal-writing clinics to help charities and social enterprises improve the effectiveness of their funding applications. In 2011, 16 small charities benefited from these clinics, thanks to input from 25 of our consultants.
DHL Express, a subsidiary of Deutsche Post, provides courier and express services through a network spanning more than 220 countries and territories and more than 120,000 destinations. The company wanted to gain a clear understanding of how its service compared with that of its competitors in the global express market and establish detailed data to back up its service proposition.

To achieve this, DHL Express asked PA to develop and deliver a field test that was impartial, accurate and defensible. PA’s track record with DHL Express had shown that we were capable of delivering just such a complex project.

We set up a global business infrastructure comprising 107 offices worldwide, each of which set up accounts with couriers. The offices subsequently made 60,000 express shipments globally with DHL Express and its key competitors. PA captured all data centrally and calculated the associated speed metrics.

The results demonstrated that DHL Express is the most reliable express carrier in the world, with particularly good reliability on shipments originating in Asia.
Achieving solid results

These financial statements are not audited and do not constitute statutory financial statements as defined by section 434 of the Companies Act 2006. The financial information included in this review has been extracted from the PA Consulting Group Limited financial statements for the year ended 31 December 2011. These financial statements were reported on by the auditors without qualification or an emphasis of matter reference and did not include a statement under section 498(2) or (3) of the Companies Act 2006. They will be delivered to the Registrar of Companies following the Company’s Annual General Meeting.

These financial statements do not contain sufficient information to allow for a full understanding of the results of the Group and state of affairs of the Company or the Group. For further information, the full annual financial statements, the auditor’s report on those financial statements and the directors’ report should be consulted. To obtain a copy of the full annual financial statements, please visit: www.paconsulting.com
Achieving solid results

2011 in numbers

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
<th>933 pence</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Turnover</strong></td>
<td>£336.3 million</td>
<td>£327.9 million</td>
<td></td>
</tr>
<tr>
<td><strong>Fee income per</strong></td>
<td>£194,000</td>
<td>£185,000</td>
<td></td>
</tr>
<tr>
<td><strong>consulting head</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Group operating profit</strong></td>
<td>£35.8 million</td>
<td>£20.5 million</td>
<td></td>
</tr>
<tr>
<td><strong>pre exceptional items</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Share price</strong></td>
<td>933 pence</td>
<td>831 pence</td>
<td></td>
</tr>
</tbody>
</table>

Our strategy has delivered increased fee income from a tightly controlled cost base and this has improved operating profit in the year to £35.8 million before exceptional items.

**Turnover of £336.3 million**

(2010: £327.9 million)

Group turnover increased by 3% to £336.3 million in 2011 (2010: £327.9 million). If we exclude the impact of discontinued operations (almost all of which being the sale of the Infrastructure & Development Services business in July 2010), the Group’s turnover increased by 8%.

The UK remains the biggest contributor, generating 57% of total turnover (2010: 55%). On a like-for-like basis, US turnover increased by 15%. If the discontinued operations are included, US turnover fell by 17% to £45.7 million (2010: £55.2 million).

**Personnel and direct costs of £261.2 million**

(2010: £254.9 million)

Personnel and direct costs, excluding bonus, were £219.6 million (2010: £219.2 million, which includes £15.1 million of costs incurred in discontinued operations). On a like-for-like basis, 2011 costs were 7% higher than 2010. Our year-end consulting headcount similarly increased to 1,594 heads from 1,485 heads as at January 2011.

**Other administrative expenses of £49.8 million**

(2010: £53.8 million)

Total administrative expenses have decreased by 7%. There are two one-off items, however, one in 2011 and one in 2010, which require explanation to allow a true like-for-like comparison:

- **2011**: included in other administrative expenses is an expense of £9.3 million (including legal costs) relating to a PAYE tax dispute with HM Revenue & Customs (HMRC) arising from returns made in the period 1999–2001

- **2010**: included in other administrative expenses in 2010 is a one-off non-cash provision of £5.8 million relating to subleasing part of our global headquarters. This provision will be released over the period of the sublet.

If we were to exclude these two items, 2011 administrative expenses were 16% lower than the previous year due to lower costs achieved across a wide range of expenses.

**Group operating profit pre exceptional items of £35.8 million**

(2010: £20.5 million)

Group operating profit before exceptional items was £35.8 million (2010: £26.3 million excluding the sublease provision). Excluding the HMRC and rental items noted in the section above, our operating profit increased by 36%.

**Net assets of £151.4 million**

(2010: £189.8 million)

Net assets have decreased by £38.4 million during the year as the profit for the year of £19.3 million has been offset by:

- an actuarial loss of £14.7 million on the defined benefit pension arrangements of the Group (2010: actuarial gain of £11.9 million). This loss does not have a direct cash impact on the Group. PA is committed to closing its defined benefit pension deficit by making payments set out in a contribution schedule that has been set by the pension trustees in discussion with the Company

- the impact of net purchases of PA shares of £13.4 million (2010: £19.2 million) by the PA 2004 ESOP in settling the March and September internal share-dealing markets.

**Share price of 933 pence**

(2010: 831 pence)

The share price has increased by 102 pence over the year to 933 pence, representing a 12% increase.
## Achieving solid results

### Group profit and loss account

for the year ended 31 December 2011

<table>
<thead>
<tr>
<th></th>
<th>2011 pre exceptional items £'000</th>
<th>2011 exceptional items £'000</th>
<th>2011 Total £'000</th>
<th>2010 Total £'000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Turnover</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fee income</td>
<td>299,731</td>
<td>-</td>
<td>299,731</td>
<td>286,321</td>
</tr>
<tr>
<td>Project costs recharged</td>
<td>36,536</td>
<td>-</td>
<td>36,536</td>
<td>24,863</td>
</tr>
<tr>
<td>Continuing operations</td>
<td>336,267</td>
<td>-</td>
<td>336,267</td>
<td>311,184</td>
</tr>
<tr>
<td>Discontinued operations</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>16,750</td>
</tr>
<tr>
<td><strong>Group turnover</strong></td>
<td>336,267</td>
<td>-</td>
<td>336,267</td>
<td>327,934</td>
</tr>
<tr>
<td>Personnel and direct costs</td>
<td>(261,247)</td>
<td>-</td>
<td>(261,247)</td>
<td>(254,962)</td>
</tr>
<tr>
<td><strong>Gross profit</strong></td>
<td>75,020</td>
<td>-</td>
<td>75,020</td>
<td>72,972</td>
</tr>
<tr>
<td>Goodwill amortisation</td>
<td>(2,104)</td>
<td>-</td>
<td>(2,104)</td>
<td>(2,286)</td>
</tr>
<tr>
<td>Other administrative expenses</td>
<td>(40,474)</td>
<td>(9,330)</td>
<td>(49,804)</td>
<td>(53,832)</td>
</tr>
<tr>
<td>Other operating income</td>
<td>3,321</td>
<td>-</td>
<td>3,321</td>
<td>3,689</td>
</tr>
<tr>
<td>Continuing operations</td>
<td>35,763</td>
<td>(9,330)</td>
<td>26,433</td>
<td>20,101</td>
</tr>
<tr>
<td>Discontinued operations</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>442</td>
</tr>
<tr>
<td><strong>Group operating profit</strong></td>
<td>35,763</td>
<td>(9,330)</td>
<td>26,433</td>
<td>20,543</td>
</tr>
<tr>
<td>Profit on disposal of discontinued operations</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>6,537</td>
</tr>
<tr>
<td>Net interest (payable)/receivable and similar items</td>
<td>490</td>
<td>(5,005)</td>
<td>(4,515)</td>
<td>1,929</td>
</tr>
<tr>
<td>Other finance income</td>
<td>4,780</td>
<td>-</td>
<td>4,780</td>
<td>2,231</td>
</tr>
<tr>
<td><strong>Profit on ordinary activities before taxation</strong></td>
<td>41,033</td>
<td>(14,335)</td>
<td>26,698</td>
<td>31,240</td>
</tr>
<tr>
<td>Taxation</td>
<td>(9,755)</td>
<td>2,366</td>
<td>(7,389)</td>
<td>(8,021)</td>
</tr>
<tr>
<td><strong>Profit for the financial year</strong></td>
<td>31,278</td>
<td>(11,969)</td>
<td>19,309</td>
<td>23,219</td>
</tr>
</tbody>
</table>
Group balance sheet
at 31 December 2011

<table>
<thead>
<tr>
<th></th>
<th>2011 £'000</th>
<th>2010 £'000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fixed assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intangible fixed assets</td>
<td>24,659</td>
<td>20,686</td>
</tr>
<tr>
<td>Tangible fixed assets</td>
<td>20,838</td>
<td>23,758</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>45,497</td>
<td>44,444</td>
</tr>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Debtors: amounts falling due within one year</td>
<td>80,329</td>
<td>79,640</td>
</tr>
<tr>
<td>Debtors: amounts falling due after more than one year</td>
<td>42,942</td>
<td>49,071</td>
</tr>
<tr>
<td>Current asset investments</td>
<td>109,910</td>
<td>87,085</td>
</tr>
<tr>
<td>Cash at bank and in hand</td>
<td>45,686</td>
<td>68,007</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>278,867</td>
<td>283,803</td>
</tr>
<tr>
<td><strong>Creditors: amounts falling due within one year</strong></td>
<td>(100,051)</td>
<td>(93,508)</td>
</tr>
<tr>
<td><strong>Net current assets</strong></td>
<td>178,816</td>
<td>190,295</td>
</tr>
<tr>
<td><strong>Total assets less current liabilities</strong></td>
<td>224,313</td>
<td>234,739</td>
</tr>
<tr>
<td>Creditors: amounts falling due after more than one year</td>
<td>(28,108)</td>
<td>(31,037)</td>
</tr>
<tr>
<td>Provisions for liabilities</td>
<td>(7,804)</td>
<td>(8,046)</td>
</tr>
<tr>
<td><strong>Net assets excluding net pension liabilities</strong></td>
<td>188,401</td>
<td>195,656</td>
</tr>
<tr>
<td>Defined benefit pension arrangements with net liabilities</td>
<td>(37,005)</td>
<td>(5,830)</td>
</tr>
<tr>
<td><strong>Net assets</strong></td>
<td>151,396</td>
<td>189,826</td>
</tr>
<tr>
<td><strong>Capital and reserves</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Called-up share capital</td>
<td>10,414</td>
<td>10,414</td>
</tr>
<tr>
<td>Other reserves</td>
<td>36,098</td>
<td>36,098</td>
</tr>
<tr>
<td>Profit and loss reserve</td>
<td>104,884</td>
<td>143,314</td>
</tr>
<tr>
<td><strong>Shareholders' funds</strong></td>
<td>151,396</td>
<td>189,826</td>
</tr>
</tbody>
</table>
“PA stuck to their guns and concentrated on delivering quality and on delivering on time. Nothing deterred them. They had insight, got stuck in and delivered.”

UNITED NATIONS HIGH COMMISSION FOR REFUGEES

“PA helped us formulate a group IT strategy in only two months. Their highly visual and interactive approach was instrumental in communicating the group IT strategy and gaining commitment to its implementation.”

Claus Hagen Nielsen
CIO, COWI
“I really appreciate the work PA is doing for us. You are helping us change our strategy for reducing carbon emissions and my people want to work with you.”

Dick Rosenblum
CEO, HAWAIIAN ELECTRIC

“PA built momentum and drove the project forward, offered strong examples, and really produced. PA is good at managing discrete complex programs. Their team was down-to-earth, grounded, and smart.”

Nick Ventresca
FORMER CIO, GENZYME
Research by Guide Dogs for the Blind revealed that 180,000 blind and partially sighted people in the UK never leave home alone. With 750 new partnerships (people equipped with dogs) being created annually, the charity resolved to reach potential clients faster.

This strategic challenge came at a time of increased competition between charities for limited donations because of the economic downturn; operational spend had, however, been increasing.

Guide Dogs therefore asked PA to help it find ways to do more with the resources it had. Five consultants worked with stakeholders nationwide over a nine-month period, using Lean techniques to analyse where value for clients was created and improve processes accordingly. A five-year business case for change included closer local collaboration with other organisations, breaking down internal silos and simplifying processes – all with strong governance.

PA’s work has positioned Guide Dogs to focus more of its resources on providing mobility services for its clients and supporting its volunteers. The charity expects to help 6,000–7,000 blind and partially sighted people in the next five years – double the number its previous approach could have reached.
We are a firm of over 2,000 people specialising in management and IT consulting, technology and innovation.

We operate globally from offices across Europe, the Nordics, the United States, the Gulf and Asia Pacific.

We are experts in: energy, financial services, life sciences and healthcare, government and public services, defence and security, telecommunications, consumer goods, automotive, transport and logistics.

We create visible and sustained value for our clients because we are:

- dedicated to sharing our expertise
- committed to working together
- focused on long-lasting results.

we are focused on your success