the difference is made...

SAVING THE LIVES OF THOUSANDS OF BABIES EACH YEAR

DRIVING £1.3 BILLION IN ECONOMIC BENEFITS Creating new possibilities for 10,000 health researchers

PROVIDING BETTER PUBLIC SERVICES AT A REDUCED COST TO TAXPAYERS

SAFEGUARDING CHILDREN ONLINE DEVELOPING A NATIONAL STRATEGY TO TACKLE DIABETES

Improving outcomes for vulnerable adults ENDING EDUCATIONAL INEQUALITY SHAPING THE LEADERS OF THE FUTURE

NEGOTIATING £250 MILLION IN MARITIME SUPPORT SAVINGS Keeping pace with growth at one of the busiest airports in the world

ENABLING A LEADING RETAILER TO BREAK ITS ALL-TIME SALES RECORD

not spoken
Together, we make the difference

At PA we define success as achieving exceptional results that have a lasting impact on businesses, communities and individuals worldwide.

This principle has remained the cornerstone of our ethos since 1943 – and it continues to underpin everything we do.

Our clients choose us because we challenge convention to find the solutions that really work – in practice, not just on paper. Then we roll up our sleeves and get the job done.

Many consultancies make a difference to the world. At PA, we make the difference.
Non-Executive Chairman’s statement

Chief Executive Officer’s statement

Making the difference for our clients in 2014

The difference is groundbreaking: consulting stories
Our work with John Lewis, UK Ministry of Defence, dnata, Financial Conduct Authority and DSB

The difference is life-changing: technology stories
Our work with Monica Healthcare, BDR Thermea, Worldpay, National Institute for Health Research and Danish State Administration

The difference is inspiring: innovation stories
Our work with WePROTECT, Thomson Reuters, UK Highways Agency, Qatar Supreme Council of Health and Pharmaxis

The difference is empowering

Developing the leaders of the future
Our work with Teach First, the Raspberry Pi Foundation and Change for Kids. Plus the PA Health Elective

The year 2014 in numbers
Non-Executive Chairman’s statement

“One of the highlights of my first year as chairman has been meeting and working with more and more of PA’s people.”

MARCUS AGIUS
NON-EXECUTIVE CHAIRMAN

The year 2014 was an exceptional one for PA Consulting Group, and we should all feel proud and delighted with the strong financial performance, which reflects our unwavering focus on ‘making the difference’ for our clients worldwide. Our Group turnover for 2014 was £423 million and our operating profit was £53.3 million (up 26%). At the end of 2014 our share price was 891 pence, representing an increase of 22% on 2013.

Raising our brand profile

Last year I made a commitment to increase visibility of PA across our key markets. We have made good progress towards this in 2014: welcoming a number of new clients, including Sainsbury’s Bank and the Charity Commission, and extending our reach in Schroders and NHS England. I look forward to working closely with Alan, Andrew and the rest of the leadership team as we develop these relationships in 2015 and beyond.

Our participation in a number of important industry events has also done much to raise PA’s profile. This includes our sponsorship of Denmark’s renowned Innovation Summit; the PA ReliabilityOne awards that recognise excellence in US utility businesses; and our flagship innovation event in London, which unites leaders from across industry to discuss and debate barriers to innovation. New initiatives are planned throughout 2015, and we are working with a number of external partners to strengthen our reputation further and develop a powerful corporate identity.

Entering new markets

The year 2014 also marked our entry into Latin American markets, with the opening of PA’s first Mexico office. This region presents a number of exciting opportunities for PA – notably in the banking, aviation and energy sectors – and our team in Mexico bring a deep understanding of the unique challenges and opportunities faced by local clients. I have every confidence that they will play a valuable role in growing PA’s business in the future.

Setting strategic priorities

PA’s impressive growth over the past 70 years owes much to our readiness to adapt and our ability to remain ahead of our time. Today it is increasingly clear that the demand for traditional consultancy is changing, and in the second half of 2014 we identified several corporate priorities that will help the firm to thrive. In particular, these include the need for greater global collaboration to take our best in class service capability to our clients and the ongoing development of our people to ensure we continue to strengthen our deep sector expertise.

To achieve these priorities, we will introduce a number of changes to PA’s operating model in 2015. These include forming strong global centres of sector and service expertise, which will collaborate closely to deliver exceptional results for our clients. These centres will be underpinned by a more rigorous approach to talent recruitment and development.

2015 and beyond

One of the highlights of my first year as chairman has been meeting and working with more and more of PA’s people. I cannot tell you how proud it makes me feel to hear from our customers just how much they value the work we do for them. We made good progress last year. We must now build on these results in 2015 and harness the opportunities presented by a more optimistic economic environment. On behalf of the Board, I would like to thank our people for all their continued dedication, hard work and professionalism.
Chief Executive Officer’s statement

“Our performance in 2014 was impressive. We delivered outstanding work that made a real difference for our clients worldwide.”

ALAN MIDDLETON
CHIEF EXECUTIVE OFFICER

In 2014 PA made the difference for our clients in 3,800 assignments – often in the most difficult and complex circumstances. Our willingness to think differently, develop bold new ideas and work in commercially innovative ways led to strong growth in our UK private sector businesses and a robust performance across all our other markets. As a result, we grew our consultant teams, delivered £360 million of consulting revenue (a year-on-year growth of 7%) and significantly improved our profitability and shareholder return.

Growing our core business and expanding our global reach

At the start of the year we set challenging growth objectives for each part of the firm – all of which have been achieved or exceeded. We have developed new offerings and services for our clients in areas such as wearable technology, business design, digital trust and ‘beyond the pill’ healthcare. Performance in all our geographies has improved, we have strengthened our teams and we have opened our first operation in Mexico.

In 2014 we also welcomed our new Board and chairman Marcus Agius. Together, the team has made a significant contribution to PA, in particular around raising our profile and creating valuable new connections for our firm.

Making the difference for communities worldwide

One of the qualities that makes our firm great is our people’s ongoing commitment to improving the communities within which we operate. This is evidenced in our extensive pro bono work and support of young people around the world. In the UK we have increased our support to Teach First, an outstanding charity that works to eradicate educational inequality; in the US we are helping Change for Kids to give children of all backgrounds access to high-quality education; and in Denmark we are providing assistance to CARE, who improve the lives and skills of people in rural communities in Africa and Asia.

Shaping the future of our firm

We enter 2015 with clear strategic goals, a strong book of business and many excellent opportunities. Over the next 12 months we will adjust the sector, service and regional structure of our firm to focus on those areas where we make a real difference for our clients. This approach will allow us to bring the best of the whole firm to bear in each region, offering our clients the perfect blend of brilliant sector insight, differentiated services and the capability to drive long-term growth. Two important initiatives will underpin this strategy. Firstly, we will launch the PA Academy – a global hub where our people can benefit from world-class learning and development. Secondly, we will also continue to put significant effort into raising the profile of PA’s brand.

Of course, PA’s strong performance is made possible only by the continued dedication and commitment of our brilliant people. I thank everyone in the firm for making 2014 such a great success.
The difference is groundbreaking

CONSULTING STORIES 2014

JOHN LEWIS
Enabling a leading UK retailer to break its all-time sales record

UK MINISTRY OF DEFENCE
Helping the UK MOD negotiate £250 million in maritime support savings

DNATA
Keeping pace with growth at one of the busiest airports in the world

FINANCIAL CONDUCT AUTHORITY
Building the capability to regulate 50,000 consumer credit firms

DSB
Supporting the £3 billion procurement of up to 275 electric trains in Denmark
JOHN LEWIS:
ENABLING A LEADING UK RETAILER TO BREAK ITS ALL-TIME SALES RECORD

In the week of Black Friday 2014 John Lewis reported record weekly sales of £179.1 million, with its website successfully handling hundreds of thousands of orders.

Since 2013 PA has been working continuously with John Lewis and a number of partners to optimise the John Lewis website and prepare for trading peaks such as Black Friday. This includes planning IT operations, reviewing John Lewis’s highly successful ‘click and collect’ service and managing the introduction of new IT services. As a result of this detailed preparation, John Lewis now has the e-commerce platform it needs to operate with distinction at the very forefront of the UK’s fast-evolving retail scene.

Boosting sales through world-class IT services
At the same time, the team developed a clear understanding of where savings would fall, to help the MOD track them and ensure they were ‘cashed’, and drove negotiations to ensure contracts were agreed on time. Finally, we advised on how to set up a contract management team to make sure that changes to the contract after its award would not diminish the expected savings.

As a result, the new £2.6 billion contract started on 1 October 2014 and will deliver at least £250 million in savings over five and a half years.

Negotiating savings on critical national defence contracts

UK MINISTRY OF DEFENCE:
Helping the UK MOD negotiate £250 million in maritime support savings

The UK Ministry of Defence (MOD) is under constant pressure to reduce its budget while continuing to protect the nation’s security, independence and interests. For the Royal Navy, this means delivering the same military capability but with a smaller budget and a reduced fleet – from 70 frigates and destroyers in the 1970s to fewer than 20 today.

As half of the UK’s total naval budget is spent on maritime support, the MOD wanted to make significant savings when existing contracts came up for expiry. For one of these contracts – which grouped together under the Maritime Support Delivery Framework – the MOD wanted to save an additional £250 million. It had, however, already entered into a partnership with one supplier that would save over £1 billion over 15 years, giving it little room to negotiate.

To help the MOD agree additional savings with the supplier, and ensure these savings were delivered as expected over the contract lifetime, we provided expert support on several fronts.

PA worked as a joint team to manage the MOD’s approach to negotiations to identify strategic concerns for the MOD and its stakeholders, prioritising them by value. This put the MOD in a strong position when going to the supplier.
DNATA: Keeping pace with growth at one of the busiest airports in the world

Dubai Airport is one of the busiest airports in the world, handling over 200,000 passengers a day. A key cog in the airport’s effective operation is dnata, which provides ground-handling, cargo and travel services for the 1,100 flights landing and taking off every day.

dnata had been meeting growing demand for its services by adding more capability within its existing set-up, but with further growth at Dubai Airport forecast for the next six years at least, dnata needed to find a way to deliver an increased volume of services more efficiently.

Following a careful assessment of dnata’s operations, we proposed making changes to job tasks, skills and management systems to enable dnata to significantly increase the throughput for its ground operations but at a relatively small additional cost. We then set about designing a new structure and set of roles for the business to make these proposals a reality. The new structure assigns clear accountability for service delivery to individual roles, reduces the level of supervision required dramatically and moves supporting roles to central support functions so that core operations are focused ruthlessly on service delivery.

Our work has given dnata a structure that it can scale up cost-efficiently, in the right proportions, to keep pace with growth and keep costs down. In fact, our projections show that as volume increases, costs per flight will fall. More immediately, implementing the solution will save dnata some US$20 million in running costs.

Supporting the smooth running of 1,100 flights each day
FINANCIAL CONDUCT AUTHORITY:
Building the capability to regulate 50,000 consumer credit firms

Faced with growing public concern around some aspects of the credit industry, including payday lending and commercial debt management companies, in 2012 the UK government announced plans to transfer the regulation of over 50,000 consumer credit firms from the Office of Fair Trading to the Financial Conduct Authority (FCA).

We worked with the FCA to design and deliver its new regulatory model for the consumer credit market. This included helping define the operating model, planning the transition, migrating staff and managing the delivery of critical IT systems. With PA’s support, the FCA has achieved a smooth transition of regulatory powers and is positioned to deliver upon its regulatory responsibilities.

Protecting over a million customers across the UK
DSB: Supporting the £3 billion procurement of up to 275 electric trains in Denmark

The Danish government is in the process of driving the largest rail investment in the country’s history. As part of this initiative, DSB – the government-owned operator of metropolitan, regional and intercity train services, which serves almost 10% of Denmark’s population every day – is about to procure up to 275 state-of-the-art electric trains. The £3 billion procurement represents an almost total replacement and simplification of DSB’s current regional and intercity fleet.

In recognition of the politically sensitive nature of this procurement, which will be exposed to considerable public scrutiny, we were asked to support the development of a comprehensive decision paper and procurement strategy.

Drawing on our team’s procurement and rail sector expertise, we conducted in-depth technical analyses over a 10-month period and prepared 10 technical reports that explored crucial aspects of the procurement, including market state, maintenance requirements, tendering and commercial approach, change management and programme execution.

We worked closely with DSB to author the 140-page decision paper, outlining the procurement strategy. Furthermore, we transferred knowledge around essential concepts – including modern rolling stock procurement, train producer perspectives and programme governance – to DSB’s senior teams to give them a shared understanding and consistent knowledge base.

By providing deep technical insight and programme management expertise, we helped establish confidence in the Transport Ministry that DSB would be capable of carrying out the procurement in a reliable and cost-effective way.

Providing confidence in a £3 billion investment in Denmark’s infrastructure
The difference is life-changing

TECHNOLOGY STORIES 2014

MONICA HEALTHCARE
Saving the lives of thousands of babies each year

BDR THERMEA
Developing an intelligent heating system to drive millions of euros in revenue and improve energy efficiency across Europe

WORLDPAY
Driving sales through an integrated digital platform

NATIONAL INSTITUTE FOR HEALTH RESEARCH
Creating new possibilities for collaboration for 10,000 health researchers

DANISH STATE ADMINISTRATION
Providing better public services at a reduced cost to taxpayers
Monica Healthcare specialises in creating innovative wearable devices that monitor the health of unborn babies at home and in the hospital.

Its patented technology is based on the acquisition of electrophysiological signals, detected by cordless electrodes positioned on the maternal abdomen. From these signals, caregivers can remotely monitor a number of critical parameters, including fetal position, fetal heart rate, maternal heart rate and uterine activity. As well as improving pregnancy outcomes, Monica's at-home technology can help expectant mothers avoid a lengthy hospital stay – reducing healthcare costs by millions of dollars.

Our technology experts are working with Monica to develop the next phase of the company’s pioneering technology, which is expected to save the lives of thousands of babies each year.
The difference is life-changing

BDR THERMEA: Developing an intelligent heating system to drive millions of euros in revenue and improve energy efficiency across Europe

BDR Thermea is one of the world’s largest manufacturers of high-efficiency boilers, with annual revenues in the region of €1.7 billion. Faced with increasing competition from new technologies, the company announced plans to develop an intelligent heating system that would make it easier for customers across Europe to manage their energy consumption.

Based on our world-class engineering, product design and manufacturing capability, BDR Thermea asked PA to develop the new system from concept through to completion.

Our market research revealed that consumers often feel nervous about interacting with their boiler to manage the temperature of their home and, instead, want a thermostat that is attractive and easy to use. At the same time, installers want the lowest-risk installation process. Based on these findings, we designed two separate products – a consumer-friendly thermostat for homeowners to interact with and an installer interface for the boiler, focused on making the installation process as reliable as possible.

In just nine months PA’s in-house design agency developed both products to provide a fantastic user experience as well as meeting demanding cost targets. Importantly, the thermostats can be placed in multiple rooms to ensure the house is heated evenly – reducing unnecessary energy consumption and making life more comfortable for residents. Customers can also control the thermostats remotely via a smartphone app.

Following incredibly positive feedback in trials, BDR Thermea is now rolling the new system out across Europe. As well as helping customers to save energy and reduce their bills, it is expected to drive millions of euros in revenue.

Improving energy efficiency and making life easier for customers
WORLDPAY: Driving sales through an integrated digital platform

Worldpay’s payment systems power billions of transactions worldwide every year. Businesses of all types and sizes choose to use Worldpay’s card processing systems because they make taking payments simple – whether the customer is purchasing in store, online or by phone.

As part of a global brand transformation programme, Worldpay wanted to develop a single digital platform to showcase their products and services to a range of B2B clients – from small firms to large global corporate customers.

We worked with Worldpay to define their digital strategy and lead the first implementation of a new digital platform. This involved coordinating a number of third-party suppliers who were providing an array of services including creative and user experience design, content publishing and site hosting. In addition, our team helped Worldpay define the capabilities and organisational design required to support the platform as it moved into being a ‘business as usual’ activity.

As well as directing businesses to the right Worldpay products and services, the smartphone and tablet-friendly platform has made it easier for the company’s sales team to manage existing customers and new leads. This is helping to drive sales across Worldpay’s target audiences.

Using digital technology to enhance business performance
The NIHR Hub is the largest UK implementation of Google Apps for the public sector to date. It provides over 1,000 times the storage of the old system and has reduced running costs for a collaboration platform by around 50%. The Hub was a finalist for the 2014 UK IT Industry Awards.

*Transforming health research in England*
The Danish government wanted to merge five administrative organisations into one – delivering millions of euros in savings.

A critical part of this restructure involved implementing a state-of-the-art IT platform to allow the organisation to manage the tens of thousands of cases it handles every year digitally, improving customer experience while significantly reducing costs.

PA experts led the delivery of the new IT platform, from defining requirements to acquiring the new IT platform, to delivering and going live with the new solution on time and on budget. Some 550 employees in the new organisation are now using the new platform to deliver a faster, more responsive service to clients and better value for taxpayers.

“PA was a trusted advisor throughout this complex project. They brought the right team to deliver the new IT platform on time and to budget – enabling us to deliver a better service to the public at a significantly reduced cost. I wouldn’t hesitate to recommend them.”

RASMUS KRUSE
CHIEF OPERATING OFFICER,
DANISH STATE ADMINISTRATION
The difference is inspiring

INNOVATION STORIES 2014

WEPROTECT
Working with the UK government to protect children from online sexual exploitation

THOMSON REUTERS
Launching the market’s first managed service for ‘Know Your Customer’

UK HIGHWAYS AGENCY
Driving £1.3 billion in economic benefits from improved traffic flow on the UK’s busiest river crossing

QATAR SUPREME COUNCIL OF HEALTH
Developing a national strategy to tackle diabetes in Qatar

PHARMAXIS
Developing a new inhaler to improve the treatment of cystic fibrosis and tuberculosis
In May 2014 PA helped to plan and deliver WePROTECT 2014, a summit facilitated by the government to develop new solutions to combat online child sexual exploitation. Bringing together domain experts from 48 of the world’s leading internet, media and technology companies, this workshop successfully laid the foundations for a new model of collaboration across industry, harnessing a diverse range of technical skills, knowledge and experience to develop technical solutions to help combat these crimes.

Following the success of the WePROTECT summit, the UK prime minister announced that the first of the solutions identified at this event is to be implemented. The Child Abuse Image Database (CaID) was launched by the prime minister on 11 December 2014 and will be used to investigate child abuse allegations across the world.
THOMSON REUTERS:
Launching the market’s first managed service for ‘Know Your Customer’

In 2013 Thomson Reuters announced plans to launch a new managed service – Thomson Reuters Org ID – that would free banks from the resource-intensive task of complying with the anti-money laundering regulation Know Your Customer (KYC). Failure to comply with this regulation has cost financial services firms an eye-watering total of US$7.2 billion in the last three years.

As the delivery partner for the new service, PA provided extensive project management expertise, assisting the development of the complex IT model and supporting workshops to develop a global KYC policy with potential customers.

Our work has played a critical role in launching Thomson Reuters Org ID as the industry’s first KYC managed service provider, expected to support over 650,000 organisations within five years.

Helping businesses to comply with global anti-money laundering policy

“The talent they presented us with really demonstrated that they have good depth on the bench. They are a very experienced, very professional, supportive firm.”

ANNA MAZZONE
THOMSON REUTERS
UK HIGHWAYS AGENCY:
Driving £1.3 billion in economic benefits from improved traffic flow on the UK’s busiest river crossing

Traffic congestion costs the UK economy billions of pounds every year, pushing up journey times, increasing the amount of fuel used and adding to the cost of goods and services. So reducing congestion is a priority for the Highways Agency.

The agency wanted to improve traffic flow at the Dartford-Thurrock River Crossing where drivers (in excess of 130,000 on average every day) were queuing for up to 30 minutes at peak time. The wait at the toll booths and barriers was contributing significantly to the delays.

To cut congestion, PA delivered a major project to automate the crossing. This included removing the payment booths and reconfiguring the road layout, as well as putting in place an advance payment and automatic number plate recognition system so drivers can pay the charge online or by phone.

We led the tender process to source the management of the charging and enforcement system and then managed the provider to ensure the system operated effectively. We also supported the agency in delivering a multichannel communications campaign so they could be confident that crossing users knew about the changes and understood how to pay the charge remotely.

Our work has reduced journey times by up to 18 minutes and cleared congestion at peak times while ensuring the Department for Transport continues to receive around £100 million in revenue from crossing charges each year. In total, the upgraded crossing is expected to deliver £1.3 billion in benefits to the UK economy over the next 30 years.

Cutting journey times and delivering economic benefits
QATAR SUPREME COUNCIL OF HEALTH:
Developing a national strategy to tackle diabetes in Qatar

Qatar has the fourth highest rate of type II diabetes in the world, with a prevalence of 17% (compared to 8.5% in the adult population worldwide). The rapid rise in the incidence of diabetes – which can lead to heart disease, kidney failure, limb amputations and blindness – presents a serious issue for the country’s future.

We are supporting the Supreme Council of Health in Qatar to develop a strategy to slow the diabetes epidemic through improving health services by 2020. The national strategy will focus on seven pillars: prevention and awareness, patient empowerment, care delivery, healthcare capability and capacity building, health information management, research and enablers (eg policy, infrastructure, facilities and workforce). Together these pillars will provide practical solutions to improve the overall health of Qatar’s population.

Working closely with leaders across relevant bodies in health, education, research, and interior affairs, the PA team analysed population health, reviewed international best practice and assessed the status of current diabetes care provision in Qatar. We also supported a team of international health experts to define how Qatar’s diabetes strategy will be implemented through to 2020.

*Improving the health of a nation*
PHARMAXIS: Developing a new inhaler to improve the treatment of cystic fibrosis and tuberculosis

While medical advances in the last 30 years mean that more than half of all people with cystic fibrosis (CF) can now expect to live beyond the age of 41, a cure remains elusive. Furthermore, people with CF usually need to take a large quantity of different drugs daily if they are to maintain lung health and avoid potentially fatal infections.

One of the step changes in CF treatment has been the introduction of inhaled mannitol (Bronchitol), which improves lung function. Delivered via a dry-powder inhaler, patients need to inhale 10 separate 400mg capsules twice a day to achieve the therapeutic dose. While the benefits are great, this regime increases the already very lengthy amount of time that CF sufferers have to dedicate to taking their daily medication.

To make life easier for patients, Pharmaxis, the company that developed mannitol, commissioned PA to design and develop an inhaler that could deliver a full 400mg dose of mannitol with fewer inhalations and user actions.

Our team of experts created an inhaler that has been independently demonstrated to deliver mannitol and other drugs more efficiently than existing inhalers. The final design, Orbital, can deliver the full 400mg dose of mannitol in just five to six inhalations without the need for the patient to load or reload a single capsule.

Pharmaxis and PA are now pursuing partnerships to develop the Orbital inhaler for CF and a wider range of lung conditions, including tuberculosis.

Delivering a step change in the treatment of cystic fibrosis
The difference is empowering

DEVELOPING THE LEADERS OF THE FUTURE

THE PA TEACH FIRST IMPACT PARTNERSHIP
Ending educational inequality

THE PA RASPBERRY PI COMPETITION
Inspiring the next generation of computer programmers

CHANGE FOR KIDS
Providing a better education for children in New York

THE PA HEALTH ELECTIVE
Developing the healthcare leaders of the future
THE PA TEACH FIRST IMPACT PARTNERSHIP:
Ending educational inequality

Across the UK, the most advantaged 20% of young people are seven times more likely to attend the most selective universities than the 40% most disadvantaged. Teach First works to narrow this unacceptable gap so how much a child achieves does not depend on how much their parents earn.

We are proud to support Teach First in delivering a fairer future. In 2014 PA and Teach First formed the IMPACT Partnership, which will see our people provide direct support to students and teachers across the UK. This includes providing guidance to trainee teachers through a nationwide coaching programme, supporting the charity’s innovation unit and working to raise pupils’ aspirations through Teach First’s Guest Teacher Programme and Career Insight Days.

In addition, since November 2014 we have been working with Teach First to develop an organisational design that will support their ambitious new strategy to reduce educational inequality. To realise this vision, we have been helping the charity’s leadership to shape the organisation it needs for the future – in terms of structure, ways of working, processes and people.

“We are delighted that PA has become a partner of Teach First. Together, we will work towards our mission of ending inequality in education across England and Wales.

“The IMPACT partnership will help us become stronger as a charity through generous pro bono consultancy, and the money donated through fundraising will support more new teachers raise academic achievement in schools serving low-income communities.

“This partnership will also see PA’s employees supporting our teachers in their leadership development and inspiring our pupils to achieve their potential. I am incredibly grateful to PA for their support and excited about what we will achieve together.”

BRETT WIGDORTZ OBE
FOUNDER AND CEO, TEACH FIRST
THE PA RASPBERRY PI COMPETITION:
Inspiring the next generation of computer programmers

At PA, we believe that unlocking opportunities for growth in technology means supporting those who have a talent and passion for technology and information science. This conviction – and our desire to increase enthusiasm for programming, engineering and technology – is the seed from which the PA Raspberry Pi competition was born in 2012.

Following the fantastic response to our first competition, last year we challenged young people to use the Pi to help the environment. We received over 100 entries from children as young as eight, and in March 2014 our 13 teams of finalists attended an awards ceremony at London’s Science Museum where they demonstrated their entries to a panel of expert judges.

The winning entries included a robot that helps with household recycling, a system that enables you to monitor your plants and water them remotely, a device to assess the risk of forest fires and a system that allows drivers to locate empty car park spaces in cities and towns.

We are delighted to be running the competition again in 2015, this time challenging young people to use the Pi to improve people’s health and wellbeing.

“As a technology company, being involved in a competition such as this and seeing what the young people are doing makes us feel immensely proud. It’s what we set out to do.”

CLIVE BEALE
DIRECTOR OF EDUCATIONAL DEVELOPMENT, RASPBERRY PI FOUNDATION
THE PA HEALTH ELECTIVE:
Developing the healthcare leaders of the future

The PA Health Elective gives medical students the opportunity to complete a six- to ten-week placement at PA, where they will gain direct experience of tackling strategic, board-level problems in healthcare. By providing the students with a hands-on knowledge of the techniques used to tackle the critical issues facing the sector, we are not only strengthening their skills and enhancing their career opportunities, we are also developing the next generation of healthcare leaders.

We have expanded our Health Elective programme for 2015 and are due to take on seven of the top UK medical students within the year.

“...I would describe PA as a place where initiative is rewarded, and their ethos is very impressive. Their work in the public sector, especially with the NHS, was particularly appealing to me as a medical student.”

ADEBOWALE OYEGOKE
HEALTH ELECTIVE INTERN
The year 2014 in numbers

FEE INCOME HAS INCREASED BY 7% TO £359.5 million in 2014 (2013: £337.4 million)

Group operating profit increased by 26%.

We made the difference for our clients in 3,800 assignments.

Fee income has increased by 7% to £359.5 million, driven by a growth of 11% in UK fee income to £260.1 million, along with growth in continental Europe of 7%.

The share price has increased by 161p over the year, an increase of 22% (2013: 16%).
CONSULTANTS ACROSS 14 COUNTRIES

CONSULTANTS ACROSS 14 COUNTRIES

NET ASSETS OF £171 MILLION
(2013: £114.9 MILLION)

NET ASSETS HAVE INCREASED BY £56.1 MILLION DURING THE YEAR

PERSONNEL AND DIRECT COSTS:
£327 MILLION
(excluding bonus £272.3 million)

DIRECT COSTS AND EXPENSES DECREASED BY £26.9 MILLION TO £63.5 MILLION

NET CASH INFLOW FROM OPERATING ACTIVITIES HAS INCREASED 107% FROM £28.4 MILLION IN 2013 TO £58.8 MILLION IN 2014

TOTAL ADMINISTRATIVE EXPENSES HAVE DECREASED BY 4% TO £40.8 MILLION COMPARED TO 2013, MAINLY DUE TO COST EFFICIENCIES ACHIEVED IN OUR CORPORATE FUNCTIONS

WE RECRUITED 446 CONSULTANTS ACROSS 14 COUNTRIES

GROUP TURNOVER DECREASED BY 1% TO £423 MILLION (2013: £427.9 MILLION) AS A RESULT OF A REDUCTION IN PROJECT COSTS RECHARGED TO CLIENTS

CONSULTING — TECHNOLOGY — INNOVATION

CONSULTING — TECHNOLOGY — INNOVATION
the difference is made...
Who we are and what we do

An employee-owned consulting, technology and innovation firm, we have been working with business and government for over 70 years to anticipate, understand and meet the challenges they face.

Our 2,500 people are experts in a wide range of industries and we bring in specialists from across our firm to ensure our clients receive the best service. Our specific expertise is in energy, financial services, life sciences and healthcare, manufacturing, government and public services, defence and security, telecommunications, transport and logistics.

We operate globally from our principal offices in the Americas, Europe, the Nordics, the Gulf and Asia Pacific.

How we do it

We organise our business around our clients and the services we offer.

We deliver complex and highly innovative assignments and have technology development capabilities that our competitors cannot match. At the same time, we possess deep expertise across key industries and government. Our breadth of skills spans the initial generation of ideas and insights through to the creation and implementation of change.

How we create value

We create value for our clients, shareholders and other stakeholders by deploying our resources to supply high quality services and differentiated products. In turn, this helps us grow our market share.

We have brilliant people and teams that are required to act ethically at all times. Our reward and share ownership structure ensures the interests of our people are aligned with the long-term growth of our firm. We aim to maintain a high performing organisation that can attract, develop and retain the next generation of leaders. We do this by being entrepreneurial and creating a culture of personal ownership.