PA is a consulting, technology and innovation firm. 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.

At PA we don’t just believe in making a difference. We believe in making the difference.
Turnover:
£431.7 million (2014: £423.0 million)

2,688 technologists, innovators, go-getters, strategists, leaders and developers

28 offices worldwide

NINE HUNDRED+
private and public sector clients

2015 FACTS AND FIGURES

Profit:
£47,000,000
(2014: £41.9 million)

EIGHT global industry teams:
- Consumer and manufacturing
- Defence and security
- Energy and utilities
- Financial services
- Government
- Healthcare
- Life sciences
- Transport, travel and logistics

TEN world-class service capabilities

Business design / Business intelligence and analytics / Digital / Implementation / IT transformation / IT assurance and delivery / People and talent / Strategy / Technology innovation / Transforming operational performance
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### WE MAKE THE DIFFERENCE THROUGH

#### Consulting

*Pemex, Prysmian PowerLink, Highways England, Kingdom of Saudi Arabia and UK Ministry of Defence*

#### Technology

*Rabobank, NHS Education for Scotland, Transport for London, Authority for Electricity Regulation, Oman and Highlands and Islands Enterprise*

#### Innovation

*Drayson Technologies, American College of Chest Physicians, Adlens, Federal Government of Mexico and Royal Air Force*

#### Supporting innovation in society

*Teach First, the PA Raspberry Pi competition, Maternity Foundation and Land Rover BAR*
Chairman’s Statement

“Designing and implementing the many changes that have taken place this year has been exciting and I am looking forward to the positive impacts that will be felt by our clients and people alike in 2016 and beyond.”

MARCUS AGIUS, CHAIRMAN

A lot happened in 2015, a year of significant achievement for PA. We completed a comprehensive strategic review of our firm, entered into a new partnership with the Carlyle Group and delivered solid growth in our business performance.

Delighting our clients and our people

In 2015 we undertook a wholesale review in order to ensure that our strategy continues to meet, and exceed, the growing expectations of our clients and our people. As a result, we transformed our go-to-market model, bringing together our industry experience and world-class service expertise in a new and more effective way so that we bring the best of PA to our clients. As part of this, we have consolidated and developed the ‘gold standard’ services that we will take to our clients around the world. We also launched a global brand campaign to build greater awareness of PA and to demonstrate how and why we make a difference to our clients and to society more broadly. This was supported by the release of our flagship research report, Innovation as Unusual, which attracted high-profile media coverage across our focus regions and which has created many opportunities to meet with current and future clients. Finally – and perhaps most importantly – we have embarked upon a significant programme of investment in our people to ensure we attract and retain the best talent in the consulting industry. This is underpinned by the newly launched PA Academy – a world-class learning and development capability that will help our people to develop the consulting, management and leadership skills to be at the forefront of our industry.

Building a platform for the future with the Carlyle Group

In 2015 we entered into partnership with the Carlyle Group. Following an overwhelmingly positive vote by PA shareholders, we agreed an investment by the Carlyle Group in a 51 per cent equity interest in PA. The partnership will accelerate the delivery of our strategy and growth plans, bring us access to a wider network of sales opportunities and provide us with the support of an organisation and brand that is globally recognised and respected. Critically, the partnership allows us to retain our culture and independence while enabling current and future PA people to own a share of the firm and, through this, to benefit directly from the value they create for our clients and PA. We believe there is a strong cultural affinity between the two firms, given our common interest in seeing PA succeed, and I am much looking forward to working with our new partners.

As a consequence of our new arrangements, there have been a number of changes on the Board. Five long-standing directors stepped down: Esther Dyson, Michael Queen, Richard Wilson, Tom McEwan and Tom Mullen, and our sincere thanks go to them for the valuable contributions they have made to PA’s success over the years. Following the confirmation of the investment, we were pleased to appoint the following PA colleagues as new directors: Nick Chaffey, Matthew Gordon, Emma Hardaker-Jones, Kully Janjuah and Hamish Maule. Alan Middleton and I look forward to working with the new directors as we set the course for future success.

Delivering solid business performance

In addition to laying the foundations for future growth, in 2015 we recorded a solid business performance. In support of our growth plans, and reinforced by the new partnership with the Carlyle Group, we grew our overall operating capacity by 10 per cent. As a result, we achieved an operating profit of £30.9 million, a decrease compared with 2014 as PA absorbed the early cost of the greater number of new hires. However, we saw a 2 per cent growth in Group turnover to £431.7 million. We are confident that we will see our investment bear fruit in the coming months and enter 2016 in an extremely favourable position and with fewer distractions.

Designing and implementing the many changes that have taken place this year has been exciting but complex, and I would like to thank the many PA people who have worked so hard to make it possible. I am delighted with the way in which our people have embraced the changes, and am looking forward to the positive impacts that will be felt by our clients and people alike in 2016 and beyond.
CHIEF EXECUTIVE OFFICER’S STATEMENT

“In 2015 we made the difference for our clients, society and PA. We enter 2016 well positioned for an exciting new phase of performance and growth.”

ALAN MIDDLETON, CHIEF EXECUTIVE OFFICER

Our strong performance for clients delivered £372 million of consulting revenue in 2015, up 4 per cent on 2014. We worked with over 900 organisations worldwide to deliver exceptional results. Our new strategy and partnership with the Carlyle Group is a significant change that positions us to thrive and grow in 2016 and beyond. Our pro bono work continues to make a real difference to society.

We delivered exceptional results for our clients

We are proud of our 2015 performance, and I would like to highlight a few of our client achievements:

• we helped the UK Royal Air Force understand how it could unlock the full potential of its intellectual capital and ensure innovation remains at the heart of its culture
• in the United States we defined a three-year strategy to develop CHEST, one of the world’s most innovative medical societies
• we provided the insight and expertise to help Drayson Technologies empower communities to tackle air pollution and save lives
• we worked with Pemex to define the tariff and business model for Mexico’s newly liberalised energy sector.

Last year I was also delighted to announce that PA has joined Sir Ben Ainslie and Land Rover BAR in their challenge to win the America’s Cup in 2017. Together, PA and Land Rover BAR have launched the Technical Innovation Group, and PA is bringing together the best of British industry from outside of sailing to contribute to this unique technical and sporting challenge.

We refreshed our strategy and invested significantly in our people

To achieve our growth ambition, we must continue to help our clients navigate their biggest and most complex challenges and opportunities. In 2015 we made a number of important changes to our go-to-market model that will enable us to go even further in bringing the very best of PA’s world-class services and in-depth industry expertise to each and every client. Many of our clients have already commented favourably about the benefits of these changes.

Attracting and developing brilliant people is at the heart of our strategy, and I am pleased to have welcomed over 600 new colleagues to PA in 2015. We have transformed our approach to learning and development across the firm to ensure that we remain the consultancy of choice for our clients and our people.

With the strength of the Carlyle Group alongside us, we will be able to invest more in our existing activities and accelerate expansion plans in our chosen regions and industries.

Our pro bono work continues to focus on the development of young people

In 2015 PA and our people gave time and experience to several charitable organisations around the world. A particular focus of our pro bono work is to help young people achieve their aspirations. Our Raspberry Pi competition, which develops the engineers and computer programmers of the future, attracted over 90 entries from schools across the UK and received widespread media coverage. We also launched an exciting new initiative with Teach First, which will see PA people and retirees mentor newly qualified teachers to help develop the leadership skills they need to excel in the classroom.

As we move into 2016 I look forward to delivering more groundbreaking and innovative solutions for our clients, achieving our growth ambitions with support from the Carlyle Group and working with the talented individuals in PA. As always, I thank our clients for placing their trust in us and our people for their energy and commitment. Together, we make the difference.
We make the difference through

CONSULTING

PEMEX
Defining the tariff and business model for Mexico’s newly liberalised energy sector

PRYSMIAN POWERLINK
Transforming project management to deliver a growing portfolio of complex, multimillion-euro projects

HIGHWAYS ENGLAND
Creating a strong company to get the best from a £10 billion government investment

KINGDOM OF SAUDI ARABIA
Designing a competitive wholesale electricity market to meet rising demand

UK MINISTRY OF DEFENCE
Saving over £50 million on the procurement of a new Astute-class submarine for the Royal Navy
Pemex: Defining the tariff and business model for Mexico’s newly liberalised energy sector

In 2014 Mexico’s President Enrique Peña Nieto announced the much-awaited liberalisation of the country’s state-owned energy sector. By attracting billions of dollars of private investments, this move is expected to unlock vast reserves of oil and gas, reduce domestic power costs and give a significant boost to Mexico’s fast-growing economy.

The impact of the announcement was such that Moody’s Investors Service raised Mexico’s credit rating, while the president of Pemex, Mexico’s state-owned oil company, described the reform as “the most important economic change in Mexico in the last 50 years”.

Yet, for investors to forecast potential profits, Pemex must first set clear tariffs that outline the charges companies will incur to use its existing infrastructure. Based on our proven methodology for setting such tariffs, which has been used across global energy markets, PA was engaged by Pemex to deliver this complex analysis.

In just 10 weeks we completed the analysis required to set the tariff model in four contracted blocks in Mexico’s North Region. Alongside this work, our experts developed the business model for each of the blocks, which clearly show how Pemex can profit from the services it provides to new investors and operators.

Through our work we have given Pemex the insight it needs to attract private investment, modernise its energy markets and boost Mexico’s GDP.

“By bringing the knowledge we needed to define tariff models, the PA team has helped us achieve a critical step in attracting the investment required.”

GUSTAVO URDANETA, OPERATIONS DIRECTOR, COMESA (SUBSIDIARY OF PEMEX)
Prysmian PowerLink: Transforming project management to deliver a growing portfolio of complex, multimillion-euro projects

Around the world, high-voltage cables connect continents, carrying energy – often under the seabed – to where it is needed. Without them, parts of our world would be colder and darker. With headquarters in Italy, Prysmian is the world leader in this field, designing, manufacturing and laying high-voltage energy cables worldwide.

Rapid expansion of its portfolio of multimillion-euro cable manufacturing and installation projects meant the company’s approach to project execution had developed in an organic fashion. But, with competitive pressures growing, it was time to develop a more mature approach.

PA experts, working closely with the client, developed a new harmonised approach to project execution underpinned by industry best practice. We developed and tailored the new approach via a series of workshops, designed to enable and encourage key staff to become ‘agents of change’, and delivered a project execution handbook for use by project teams.

Working closely with senior management, we also defined, agreed and introduced a new portfolio governance model. Finally, we assessed Prysmian PowerLink’s existing project management capabilities against PMI (Project Management Institute) standards, and created a plan to guide implementation of the new project execution approach.

PA’s work has transformed project execution and portfolio management at Prysmian PowerLink. It has helped the company to raise the value created in customer projects – a change that will be crucial to enabling Prysmian to retain its leadership position in an increasingly competitive market.

“PA has really helped us to raise our game in project execution. With the new approach, we can be confident that all our teams are working in alignment with our strategic goals and delivering for clients. In terms of making sure that we manage our project portfolio in a consistent way, PA has been exceptional.”

ALBERTO BOFFELLI, HEAD OF CONTRACT AND PROJECT MANAGEMENT, PRYSMIAN POWERLINK
Highways England: Creating a strong company to get the best from a £10 billion government investment

Britain’s network of motorways and A-roads is the single largest physical asset owned by central government, worth over £110 billion. The 4,300-mile network is vital to both the UK economy and private travellers, but historic underinvestment and the lack of a clear strategic approach have led to increased congestion.

To address these shortcomings, in December 2014 the UK government announced the allocation of over £10 billion of additional resources over five years. To maximise the benefits of this investment, responsibility for maintaining, operating and upgrading the road network would be transitioned from the Highways Agency (a government agency) into a new government-owned company, Highways England, which would set clear long-term plans and performance expectations.

Based on our experience of delivering large and complex government change programmes, PA worked closely with the Highways Agency to manage the creation of Highways England and ensure the new company was operating effectively from day one. A central aspect of this role involved providing advice and support to both the UK government and Highways England on areas including governance of the company, its new strategic business plan, contract transition, staff engagement and company launch planning.

Our support was essential to the successful launch of the new company, which is now strongly positioned to deliver a more efficient, effective and customer-focused UK road network.
Kingdom of Saudi Arabia: Designing a competitive wholesale electricity market to meet rising demand

As one of the world’s hottest countries, where air conditioning accounts for more than half of its electricity consumption, Saudi Arabia faces a real challenge from rising energy demand. The country’s electricity consumption has doubled since 2000 and the government is planning for a significant increase in generation by 2032.

In order to meet this ambition, it needed to create a competitive wholesale electricity market to stimulate private investment in developing new capacity. Recognising PA’s expertise and experience in electricity market design across countries ranging from Singapore to the UK, the Electricity & Cogeneration Regulatory Authority (ECRA), Saudi Arabia asked us to develop a market design and a road map for its implementation.

A central strength of PA’s approach was the application of the lessons we had learned from our work in other countries and our detailed engagement with stakeholders which ensured that the recommended solution met the specific needs of the Saudi electricity sector. The resulting strategy set out a phased approach that recognised the scale of change required across generation, transmission and distribution. PA then developed an operational plan outlining the detailed activities needed to implement each phase. These included a focus on the major organisational changes associated with future evolution of Saudi Electricity Company and other stakeholders.

By applying our detailed practical experience of electricity market reforms, PA has provided ECRA with a clear and realistic plan to move towards a wholesale competitive market that will ensure that the country is well placed to meet its growing demand in a sustainable manner.

THE DIFFERENCE IS GREATER POTENTIAL

UK Ministry of Defence: Saving over £50 million on the procurement of a new Astute-class submarine for the Royal Navy

In the UK a new generation of submarines is being built at a time when defence budgets are under pressure. The Ministry of Defence (MOD) wanted to get best value on the procurement of the fifth Astute-class submarine.

By analysing programme risk and opportunity data, PA developed evidence to strengthen the MOD’s negotiating position with the monopoly supplier. We then helped secure approval for the final deal and ensured compliance with the new Single Source Contract Regulations.

With PA’s support, the MOD negotiated savings of over £50 million and agreed a build completion date nine months earlier than anticipated.

THE DIFFERENCE IS VALUE
We make the difference through TECHNOLOGY

RABOBANK
Merging the administration and infrastructure of over 100 independent local banks into a single, modern entity in just eight months

NHS EDUCATION FOR SCOTLAND
Using the power of digital to transform healthcare education and training

TRANSPORT FOR LONDON
Cutting the cost of collecting fares by over £50 million

AUTHORITY FOR ELECTRICITY REGULATION, OMAN
Protecting the nation’s critical infrastructure from cyber attack

HIGHLANDS AND ISLANDS ENTERPRISE
Growing Scotland’s economy by connecting over 500 businesses with specialist advisers
Rabobank: Merging the administration and infrastructure of over 100 independent local banks into a single, modern entity in just eight months

With retail banking undergoing huge changes, remaining compliant with regulations, maintaining customer focus and increasing efficiency are important challenges for established banks.

At Rabobank, one of the top three retail banks in the Netherlands, the governance structure has recently been adjusted to strengthen its cooperative nature and to enhance its financial solidity. Until 2016 the cooperative banking group consisted of 106 independent local banks and the cooperative central institution, all operating with individual banking licences. This structure increasingly hampered prompt compliance with complex regulation and entailed high costs. To address these issues, Rabobank decided to overhaul its structure and gave itself just eight months to merge the processes and infrastructure of the local banks and support organisation into a single cooperative entity, with a single banking licence.

PA provided Rabobank with the implementation expertise to prepare its processes and systems for the merger. We started with an impact analysis to identify the required changes across the organisation, covering both primary and support processes. Subsequently, we developed and executed the implementation plan to complete the merger, ensuring that everyone understood how their part of the organisation would be affected and would act accordingly in time.

The European Central Bank praised the timely merger as a good example of how to design and smoothly implement a large and complex integration. PA’s implementation support offered Rabobank a transparent and necessary infrastructure to provide modern, responsive financial services and to build stronger relationships with all stakeholders.

THE DIFFERENCE IS SIMPLICITY
“With Turas, PA not only delivered an on-time, on-cost, high-quality and fit-for-purpose system. They also delivered a technical environment and in-house capability from which NES Digital can confidently and successfully build its digital future.”

CHRISTOPHER WROATH,
INTERIM DIRECTOR OF DIGITAL TRANSFORMATION,
NHS EDUCATION FOR SCOTLAND

NHS Education for Scotland: Using the power of digital to transform healthcare education and training

Brilliantly designed technology offers inspiration, opens up new possibilities and creates fast, efficient ways to get things done. This is what NHS Education for Scotland (NES) wanted to provide through its digital platform – used by thousands of healthcare professionals to carry out their training and by NES staff to manage medical education and training in line with the requirements of regulators such as the General Medical Council.

Enabling the workforce to access top-class education and continuing professional development tools with ease means that service users and patients are being cared for by the best staff.

NES had been trying to replace its learning management system with something better for three years – with multiple platforms, user groups and needs, it was a complex task. The organisation asked PA to take on the task and develop a new learning management system that users would love. We assembled a combined NES and PA digital team and within 16 weeks released a working version of the new system, Turas (Scottish Gaelic for ‘journey’).

The new system is so intuitive that almost no user training was necessary. Turas streamlines processes, accelerates reporting and establishes a single data repository. As a result, administrative tasks that once took days can now be completed in minutes, freeing up NES staff to focus on strategic activities. For healthcare professionals, Turas cuts time spent managing their education, freeing them up to focus on learning.

Turas has been instrumental in transforming NES into a beacon of best practice for the digital delivery of public services in Scotland. PA and NES have now formed a partnership to take the technology out to a wider audience in the UK and internationally, providing NES with an opportunity to generate a significant return on its investment as well as improve the professional attainment of health staff, leading to better care for patients and service users.

THE DIFFERENCE IS DYNAMIC
Transport for London: Cutting the cost of collecting fares by over £50 million

Over the past six years PA has supported Transport for London (TfL) in delivering the Electra project, which in combination with other TfL initiatives has reduced the cost of providing fare collection across London’s buses, underground and rail network by 40 per cent – from £123 million to £66 million – each year.

The Oyster system currently serves 10 million transactions per day and collects £3 billion annually. To encourage competition and drive down the cost of commercial proposals, it was essential for TfL to establish a level playing field between contract bidders and the incumbent supplier.

We helped TfL achieve this by:
- providing ongoing technical due diligence to help TfL and new bidders understand how the current system works
- undertaking a major review of existing technical documentation and developing a set of procurement-ready functional specifications covering the entire revenue collection system
- establishing secure data rooms with a bespoke content management portal that enables TfL to monitor and control access to its documentation and critical IP while also supporting bidders in navigating a hugely complex document landscape.

The success of the project was recognised in the 2015 Global Procurement Leaders Awards: TfL was ‘Highly Commended’ in the public sector category.

“It is great to see our effort at doing something creative and unusual with our ticketing services recognised this way, and we thank PA for their help in delivering project Electra. Every penny of public money matters. The project shows how much can be achieved through careful thought about how we buy technology and services.”

SHASHI VERMA, DIRECTOR OF CUSTOMER EXPERIENCE, TRANSPORT FOR LONDON
Highlands and Islands Enterprise: Growing Scotland’s economy by connecting over 500 businesses with specialist advisers

Highlands and Islands Enterprise (HIE) supports hundreds of client businesses – ranging from social enterprises and community-based trusts to large businesses – across a region that covers more than half of Scotland. The organisation is focused on developing key growth sectors and aims to help its client community become more international in outlook. PA works closely with HIE as a strategic partner to help the organisation achieve its goals.

In addition to supporting HIE’s management teams to deliver better and lasting outcomes for client businesses, we advise businesses directly on a wide range of issues, from digital awareness to corporate governance to market strategy. Our support draws on the experience of locally based business specialists and the extended network of PA experts in areas including energy and life sciences.

By helping HIE clients develop digital, international and innovation programmes and by establishing a highly effective adviser network, we have helped over 500 Scottish businesses access funding, increase revenues and improve profitability.

THE DIFFERENCE IS GROWTH

Authority for Electricity Regulation, Oman: Protecting the nation’s critical infrastructure from cyber attack

Oman’s Authority for Electricity Regulation (AER) regulates the country’s generation, transmission, distribution, export, import and supply of electricity, as well as associated water production. As part of wider work to address the cyber security risks to the nation’s critical infrastructure, the AER needed to develop regulations to protect the country’s electricity industry from cyber attack.

The AER asked PA to undertake a rapid and comprehensive overview of the current state of security in the sector and to engage the regulated companies with the review. The aim of the work was to help the AER develop a pragmatic and flexible regulatory approach, create a baseline standard to increase cyber security preparedness and reduce risk to essential services.

We initially undertook a detailed security assessment of cyber protection and risks across the electricity companies. At the same time we reviewed international best practice guidelines and the options for mandatory and elective standards and regulation.

We then developed a regulatory framework and baseline standard based on the UK government’s Centre for the Protection of National Infrastructure’s supervisory control and data acquisition (SCADA) security good practice guides. This meant that we were able to provide the AER with a detailed analysis of the options available, along with a recommended course of action for the implementation of new regulatory requirements.

As a result of our work, the regulator now has a practical standard for the industry, which it is making a requirement of the regulated electricity companies’ licence conditions. This will ensure that this critical infrastructure has the protection it needs against cyber threats.

THE DIFFERENCE IS CONFIDENCE
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<td>AMERICAN COLLEGE OF CHEST PHYSICIANS</td>
<td>Defining a three-year strategy to develop one of the world’s most innovative medical societies</td>
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<td>Breaking into new markets with world-first technology for glasses</td>
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<td>FEDERAL GOVERNMENT OF MEXICO</td>
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<td>ROYAL AIR FORCE</td>
<td>Putting innovation at the heart of the organisation</td>
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Drayson Technologies: Saving lives by empowering communities to tackle air pollution

Each year, seven million deaths worldwide are attributed to air pollution.¹ In the UK, air pollution contributes to 44,000 deaths annually.² Drayson Technologies believes that people should have the tools to see what’s in the air they breathe, and empowered with this information be able to reduce their own exposure to, and impact on, air pollution. The company conceived CleanSpace™, a portable personal air pollution sensor and app that gives you real-time personal data on your exposure and motivates you to choose non-polluting transport choices in return for rewards.

PA helped Drayson develop CleanSpace™ from concept to market in accelerated timescales by providing commercial insight, technology expertise and scalable resource. We co-developed the portable air-quality sensor, the smartphone application and the cloud-based internet services required. As a result, CleanSpace™ is now running in London and will shortly be launched in other cities worldwide.

“The PA team were great. They quickly bought into our vision and had the commercial and technical expertise to help us get CleanSpace™ from concept to market in under nine months. We are looking forward to working with PA on more projects in the future – they really know how to get difficult things done quickly.”

LORD DRAYSON, CHAIRMAN AND CEO, DRAYSON TECHNOLOGIES

¹ World Health Organization, 7 million premature deaths annually linked to air pollution, news release 25 March 2014
² Royal College of Physicians, Every Breath We Take: The Lifelong Impact of Air Pollution, London, February 2016

THE DIFFERENCE IS A BREATH OF FRESH AIR
American College of Chest Physicians:
Defining a three-year strategy to develop one of the world’s most innovative medical societies

The way physicians care for patients is evolving. Today, specialists are more likely to work in teams with other clinicians, rather than independently, to deliver the best care for patients. To reflect the reality of modern healthcare, medical societies, which traditionally focus on specific disciplines, need to innovate too.

Recognising these changes, the American College of Chest Physicians (CHEST) wanted to develop a growth strategy to ensure it remained the global leader in its field. The organisation supports chest medicine professionals with opportunities for learning, idea exchange, mentorship and collaboration, and has almost 19,000 members worldwide.

PA experts joined CHEST for an intensive eight-week project to develop the strategy. We worked closely with CHEST leaders to refine their ideas, encourage innovative thinking and gain consensus around a structured set of recommendations. In all, the joint team generated 43 opportunities for innovation and a shortlist of 11 priority projects.

CHEST has now identified three key projects for implementation, each of which will allow the organisation to develop truly innovative support for its members. The projects are actionable, achievable, and represent the first steps in building an organisation with the confidence and skills to innovate successfully.

With PA’s support, CHEST has established a clear strategy for the future. It has also started on a journey to ensure that, in years to come, it will still be helping its members to provide the best possible care for the millions of people who suffer from pulmonary disease worldwide.

THE DIFFERENCE IS QUALITY OF CARE

“One of the things that attracted us to PA was not only their consulting expertise, but also their ability to clarify and develop real-world, practical solutions, and show us how we could bring these to market. We had an opportunity to meet the senior management team and this really underscored PA’s commitment to working with us. It was a demonstration of the partnership spirit that we had talked about throughout the project.”

ROBERT A. MUSACCHIO, PHD,
SENIOR VICE PRESIDENT OF BUSINESS DEVELOPMENT AND CHIEF OPERATING OFFICER,
CHEST ENTERPRISES
**Adlens: Breaking into new markets with world-first technology for glasses**

Adlens was founded in 2005 as a philanthropic initiative to supply glasses to people in developing countries. Adlens invented a proprietary technology for adjustable lenses so people could change the strength without needing an optician. The organisation had grown into a global enterprise by developing the technology for a wider market and asked PA to improve its design ahead of launching in the United States.

The original technology worked with circular lenses and required large dials on the frames. Adlens wanted to adapt the technology to allow it to be integrated into more fashionable frames. We combined our mechanical engineering skills and product design and manufacturing expertise to help them.

Our technology innovation experts carried out complex mechanical engineering to make it possible to change the power of different lens shapes giving design freedom for different frame shapes. We also created a discreet mechanism for adjusting lens strength that fits neatly inside the frames without compromising the aesthetic design.

We had to balance miniature engineering, optics, fluid dynamics and materials with ergonomics and fashion design.

The initial consumer trials proved very successful, supporting full production and a US market launch, and the product has won the prestigious Consumer Product Design award in the Design Week Awards 2015.

**THE DIFFERENCE IS DESIGN**

“PA understood what we wanted, they brought insight and technical expertise and worked well as part of our team. We’re delighted with the major contribution they provided in helping us get this product to the market.”

**DR ROB STEVENS, CHIEF TECHNICAL OFFICER, ADLENS**
Federal Government of Mexico: Setting government and business on a shared pathway to economic growth

Mexico’s National Development Plan 2013-2018 aims to ensure that the country achieves its full economic potential. To realise the plan’s vision, the Secretariat of Economy (SE) was developing detailed policies focused on four key challenges: driving innovation, developing suppliers, supporting regional economic development and closing capability gaps.

PA finalised the policy reports for all four in time for the main meeting of Mexican industry, where the SE had the opportunity to inspire business leaders for the role they can play in Mexico’s economic development. Our work helped turn the National Development Plan into detailed policies, which government and business can now begin to put into practice together.

THE DIFFERENCE IS INSPIRING

Royal Air Force: Putting innovation at the heart of the organisation

A 34,000-strong organisation with an operating budget of more than £6 billion, the UK Royal Air Force (RAF) is the oldest and one of the most respected independent air forces in the world.

Over the last 20 years the RAF has been subject to a two-thirds reduction in manpower while maintaining operational commitments globally. To date, the Service has mitigated the impact of this change by focusing on developing its world-class tactical thinking and experienced talent pool to support these operations. However, this has left little room to generate and implement innovative ideas across the organisation – ideas that are critical to maintaining the RAF’s strategic edge over future opponents.

PA was engaged to help the RAF understand how it could unlock the full potential of its intellectual capital and ensure innovation remains at the heart of its culture. To provide this insight, we conducted a thorough assessment to determine the quality of air power thinking across the RAF. This included interviews and focus groups with high-potential future leaders and the first-ever career profiling of over 100 of the RAF’s most senior officers.

Based on this research, we helped to design a transformation programme – Thinking to Win – that defines the actions senior leaders need to take to embed the conceptual component of fighting power at the heart of the RAF of 2020.

THE DIFFERENCE IS VISIONARY

“The support PA gave us has been invaluable. Your insight, drive and energy got us to a position that we simply couldn’t have achieved on our own.”

AIR VICE-MARSHAL RICHARD KNIGHTON, ASSISTANT CHIEF OF THE AIR STAFF, UK MINISTRY OF DEFENCE
SUPPORTING INNOVATION IN SOCIETY

TEACH FIRST
Giving millions of children a great education

THE PA RASPBERRY PI COMPETITION
Challenging young programmers to change the world

MATERNITY FOUNDATION
Preventing deaths from common complications in pregnancy and childbirth

LAND ROVER BAR
Harnessing the best of British design and technological innovation to bring the America's Cup home
Our partnership with PA has gone from strength to strength, not only providing Teach First with crucial consultancy expertise relating to our organisational structure but also invaluable support and guidance to our teachers. With PA’s support, we are reaching more pupils in low-income communities across the UK and ensuring that all children are able to unlock the benefits that a high-quality education can bring.

BRETT WIGDORTZ, OBE, FOUNDER AND CEO, TEACH FIRST

Teach First: Giving millions of children a great education

Children in the most deprived areas of the UK are almost three times less likely to secure key qualifications at 16 than those in the least deprived areas. Teach First aims to end this kind of inequality and make sure no child’s success is limited by their background. PA has formed a unique relationship with Teach First to help accomplish this.

The IMPACT Partnership is flourishing and has involved hundreds of our people since we set it up in 2014. We support Teach First in various ways. We coach teachers to help develop their innovation and leadership skills. We host ‘skills schools’ in our offices for students from low socio-economic backgrounds where we provide CV and assessment centre training. PA retirees are also involved, mentoring Teach First’s Innovation Award Winners: five entrepreneurs starting up social enterprises to make a difference to equality in education.

We also provide pro bono consulting advice so Teach First can make sure the organisation is in the best possible shape to achieve its mission. Our business design experts have reviewed Teach First’s operating model and are helping implement a new one. In 2016 we will carry out a procurement review, with the potential to release significant savings. This kind of support will help Teach First to remain a vital force in the drive to give all UK children the high-quality education they deserve.

“Our partnership with PA has gone from strength to strength, not only providing Teach First with crucial consultancy expertise relating to our organisational structure but also invaluable support and guidance to our teachers. With PA’s support, we are reaching more pupils in low-income communities across the UK and ensuring that all children are able to unlock the benefits that a high-quality education can bring.”

BRETT WIGDORTZ, OBE, FOUNDER AND CEO, TEACH FIRST
The PA Raspberry Pi competition: Challenging young programmers to change the world

Our annual contest challenges school and college students nationwide to put their programming skills to the test. We ask them to use the Raspberry Pi microcomputer to make the world a better place. Now in its third year, the competition has inspired some groundbreaking and impressive ideas.

The challenge for 2015 was to use the Pi to improve health and well-being. Teams from more than 90 schools and colleges signed up. The winners included a robot dog that encourages children to exercise, an automatic prescription dispenser that uses QR codes and a system to help people who can’t use a mouse to control a computer through eye movements.

The teams demonstrated advanced programming skills, and the judges agreed that many of the entries had the potential to advance into commercial products and really make a difference to everyday life. What’s more, some of the winning teams included children as young as eight – so the future of programming looks good.

Maternity Foundation: Preventing deaths from common complications in pregnancy and childbirth

In sub-Saharan Africa, almost 300,000 women and over five million infants die every year because of pregnancy or birth-related complications. We gave the Danish Maternity Foundation technical advice in relation to their development of the Safe Delivery App. The app has animated videos that teach health workers how to handle the most common birth-related complications. The app is available in English and a number of local languages, and can be used by anyone with limited literacy.

We helped Maternity Foundation set up a platform that allows it to explore its data, so it gets valuable insights on how the app is used. The app will improve the chances of a safe delivery for mothers and babies alike. As the use of smartphones is set to increase in years to come, it can help to drastically cut the number of deaths.

“No need to panic that young people only want to go into PR and reality TV. It’s all going to be alright. A new generation of engineers is on the way, and I got to meet some of the best. This all happened at the finals of the PA Consulting Group’s Raspberry Pi competition. This year’s theme was healthcare and wellbeing, and I got a delightfully uplifting hour to have a look around the finalists’ demonstrations.”

STEVE BUSH, TECHNOLOGY EDITOR, ELECTRONICS WEEKLY
Land Rover BAR: Harnessing the best of British design and technological innovation to bring the America’s Cup home

The America’s Cup is the oldest international sporting trophy in the world – but since it was won by the United States at the inaugural race in 1851, no British crew has ever challenged for the trophy successfully and won the right to bring the America’s Cup back home.

Land Rover BAR (Ben Ainslie Racing) is set to change that. The team, led by the most successful Olympic sailor of all time, is intent on winning the 2017 America’s Cup. To do this will demand world-class sailing prowess, exceptional leadership and something more besides: cutting-edge design, technology and engineering.

We are proud to be part of this historic endeavour. Together with the team, we have created a multidisciplinary research and development group, the Technical Innovation Group (TIG), within Land Rover BAR to complement its internal design capability. We bring our experience of working with technology companies to engage with world-class partners harnessing the very best of British design and technological innovation.

We have launched a range of projects to meet the design and engineering challenges posed by the modern America’s Cup. The TIG will find and develop the advanced technologies to give Land Rover BAR the winning edge on race day.

PA’s leadership in technology and innovation gives Land Rover BAR the best possible chance of claiming victory in a competition that represents the very pinnacle of sailing.

“We don’t underestimate the challenge ahead. Over the course of 34 contests, Britain has never won the America’s Cup – so we are going to make a lot of history when we bring the trophy home. But we realise that we need all the help that we can get. That’s why we are delighted to have PA Consulting Group on board.”

SIR BEN AINSLIE, SKIPPER AND TEAM PRINCIPAL, LAND ROVER BAR
“We recognise the incredible level of technology that exists in the UK industrial base today and the value that it will bring to our campaign. PA is doing a fantastic job at helping us exploit this wider technology base and make a real difference to the performance of the team.”

ANDY CLAUGHTON, CHIEF TECHNOLOGY OFFICER, LAND ROVER BAR
WE MAKE THE DIFFERENCE
We Make the Difference

An independent firm of over 2,600 people, we operate globally from offices across the Americas, Europe, the Nordics, the Gulf and Asia Pacific.

We are experts in consumer and manufacturing, defence and security, energy and utilities, financial services, government, healthcare, life sciences, and transport, travel and logistics.

Our deep industry knowledge together with skills in management consulting, technology and innovation allows us to challenge conventional thinking and deliver exceptional results that have a lasting impact on businesses, governments and communities worldwide.

Our clients choose us because we don’t just believe in making a difference. We believe in making the difference.