PA REVIEW
Stories from 2012

Making a wave energy converter commercially viable
AQUAMARINE POWER

Ensuring a global real-time music game was launched smoothly
GOOGLE

Helping management create £150 million in value
XCHANGING

Supporting a one-billion-dollar investment in reliable infrastructure
PEPCO

Playing a wide-ranging role in the creation of the Prudential Regulation Authority – to transform UK financial regulation
BANK OF ENGLAND
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DElivering Exceptional Results

We are a team of over 2,000 specialists with experience across a wide range of industries, services and geographies.

Our breadth and depth of expertise – built up over seven decades of success – give us the confidence to think differently. By challenging assumptions and breaking convention, we create visible and sustained value for our clients, delivering results with a real and lasting impact that extends far beyond the end of our engagement.

Our commitment to sharing our knowledge has helped to shape organisations across the globe.

This review brings together stories of our best work from 2012 and introduces you to just a few of the brilliant people who made our clients’ success possible.
We developed and delivered an innovation that is changing the way people use an everyday product.

Although there has been a steady climb in market demand and penetration, the household kitchen towel sector has seen no genuine innovation since its inception in 1931. Working closely with our client, Better All Round, we have challenged the norm. We developed, and are now supplying the market with, a revolutionary new kitchen towel – Ora.

Ora has been designed to make using kitchen towels easier by layering single round sheets through an innovative stacking system. As there are no perforations, you simply lift off a sheet with one hand. Each stack contains the equivalent of two traditional kitchen towel rolls held in a waterproof card base rather than on a roll. Everyone wins: Ora’s space-saving design and round shape means 20% less packaging, over 30% fewer trucks on the road and less space required in the supermarket and in the home. And less waste for our planet.

Driving this development – from the business design and concept to finished product in store within 12 months – has been a real achievement. With no pre-existing equipment available, we developed a completely new manufacturing process at our Technology Centre in Cambridge. Our expertise across packaging, new product development and manufacturing meant that PA could make it happen. The combination of a great concept, a great team and ultimately a great product has resulted in almost 60% of consumers surveyed saying they would switch brands and buy Ora.

Ora is currently available in selected UK Tesco stores and will be rolling out across Tesco in summer 2013.

“What the PA guys did was to deliver the hard practical engineering support to make the product a reality and bring innovation to what was previously a staid, lacklustre category.”

Oday Abbosh
BETTER ALL ROUND

60% of consumers surveyed said they would switch brands and buy Ora.
Growing the firm and our market-leading expertise

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Jon Moynihan
EXECUTIVE CHAIRMAN

Executive Chairman’s statement

The year 2012 was a good one for PA. In an acknowledgedly difficult economic climate, our results of 2011 were surpassed. We won many exceptional new assignments in 2012 and this, in turn, grew our business in many of our key markets worldwide. Our revenue was £365.9 million and our operating profit was £38.6 million.

Based on our strong performance in the marketplace, we grew our consulting headcount from 1,567 to 1,699. The increase in headcount was due both to a lowered attrition rate – our annualised consultant attrition dropped from 12.3% to 9.5%, and it is running at an even lower rate as we enter into 2013 – and by the success of our recruitment activities that ran right through the year.

Share price

At the end of 2012, our share price was 627 pence. If we remove the impact of the cash returned to shareholders at the end of the year, this represents an increase of 14% on 2011.

In 2012, we realised a significant milestone in PA’s history, namely achieving full employee share ownership for the first time. The completion of this journey, which began in 1993, was achieved by way of a substantial share capital reorganisation that effectively removed the remnant rights attaching to the special shares owned by the Butten Trust. With the trustees’ agreement, we also completed a complex process to remove court undertakings the Butten Trust had given in 1988, thus further simplifying the firm’s management and governance.

As alluded to above, towards the end of 2012, PA’s shareholders approved a resolution to return £76 million to shareholders in two instalments. The first major return of this cash has been made in January 2013 and the bulk of the balance is scheduled to be paid in January 2014. The consequent rebasing of the ordinary share price through the capital return enables us to deliver substantially greater numbers of shares to current employees through bonus and share options, providing an enhanced opportunity for current and subsequent generations of employees to build their shareholdings in PA and to receive attractive returns on these shares.

The combined effect of the simplification in ownership and reinvigoration of the share model is something that PA’s directors feel will substantially benefit the company over the coming years by providing a clear incentive for employees to continue to build PA as a world-class, employee-owned company.

Leadership and management

The leadership team of Alan Middleton, Andrew Hooke and the rest of the Management Committee was integral to our success in 2012 and has put us in a strong position for the coming year. Both 2012 and 2013 see changes to the PA Board:

- Ian Barlow has stepped down following his appointment to the role of lead non-executive director of HM Revenue & Customs. Our thanks go to Ian for his valuable contribution to the Board as non-executive director and chairman of the Audit Committee since 2008.
- Michael Queen joined in December as non-executive director, chairman (from March 2013) of the Audit Committee, and member of the Succession and Compensation Committees. During his career to date, Michael has been chief executive of 3i Group and has held various non-executive positions at other companies. He has also been a member of the CBI Financial Services Council and was chairman of the British Private Equity and Venture Capital Association (BVCA). We are very pleased that Michael has taken up this important role and look forward to drawing on his varied expertise in the coming years.
- In June 2013, Richard Wilson will be joining the Board as non-executive director. Richard was at Apax Partners for 17 years, rising to chair Apax’s Tech & Telecom Board, and serve on its Investment, Exit and Portfolio Review Committees. He has served on the boards of many companies, was chairman of the European Private Equity and Venture Capital Association 2009-10 and has taught at INSEAD. He started his career in 1990 at Scientific Genetics.

I would also like to take this opportunity to welcome our many new partners and teams to PA. Early in the year, Richard McIntyre became head of the Industries Group, taking over from Jeremy Stanyard. In September, we welcomed a team of specialist consultants from Jackson Samuel into our People and Operations Excellence Practice, who brought with them a wealth of talent management expertise and research.

Driving technology and information

Our combination of industry expertise and an exceptional technology and engineering capability is unique among our competitors and we continue to invest in new technologies at our dedicated Technology Centre in Cambridgeshire. Our e-procurement business, Procserv, continues to do well and made progress in 2012 in its creation of new business communities on the Procserv Commerce Network.

The year ahead

Our results in 2012 demonstrate our ability to do excellent work for our existing clients and continue to win new engagements despite the unstable economic and commercial environment. We produced great work in a wide range of sectors and I am confident that we will continue to do so during 2013 and beyond.

I would like to thank all our people for their inspiring work and their dedication to the firm.
Chief Executive Officer’s statement

In 2012, we delivered a strong set of results, we grew our capability and — most importantly — we delivered outstanding work for our clients. Our revenue was £365.9 million with an operating profit of £38.6 million. Demand from our clients remains strong and we welcomed 351 new consultants to the firm; we view our growth in capability to be a solid investment for the future. Our success in 2012 was founded on the strategy we set in 2010 — to focus carefully and tightly on those areas where we make a real difference for our clients, and in which we want to grow.

Delivering our client promise

PA operates as a single worldwide firm, not a federated partnership, and our clients have ready access to all our people. We draw together teams from different cultures, countries, sectors and service lines and this diversity allows us to challenge conventional thinking while delivering real and long-lasting results. We stay away from work that will only deliver reports that sit on the shelf — in 2012, as every year, our job was to get things done. Here are some examples:

Our energy and IT experience delivered a system for Puget Sound Energy to provide the exact location of gas and electricity nodes across its entire network and allow much faster power restoration after outages.

We won the top industry award for our work with the UK Ministry of Defence to design and deliver a remote-controlled improvised explosive device (IED) detection vehicle. We thought differently about the business, technology and procurement challenges within this hugely complex problem, and delivered the solution to Afghanistan quickly and cost-effectively. I am immensely proud of our team and their contribution to keeping coalition forces out of harm’s way.

In a very different project, we helped our client Better All Round to develop, manufacture and launch Ora, a revolutionary new kitchen towel — from concept to supermarket shelves within 12 months.

We were named as Google Enterprise’s 2012 Global Partner of the Year for Cloud Platform and we won two further awards for the UK Met Office’s Weather Observations Website. We have made weather forecasts more accurate by using Google App Engine technology to create an active global online weather community.

We designed a new IT organisation to be put in place for Statistics Sweden, improving how it supports the provision of national statistics. And we saved Carnival UK (which operates the Cunard Line and P&O Cruises brands) millions of pounds by creating an entirely new supply chain process.

Working with Nyenrode Business University, we used our leadership development capability to educate over 200 business leaders in the insurance sector in assessing and responding to risk.

For the Bank of England, we supported both the technical and business challenges of creating the Prudential Regulation Authority, which will transform financial regulation in the UK. And we helped Xchanging to double the value of its business — creating £150 million in shareholder value — by assisting the incoming CEO in a series of strategy and organisation design projects.

Developing the leaders of tomorrow

Our clients, people and alumni continue to tell us that the quality, diversity of thinking and dedication of our people is what makes them want to work with PA. In 2012, we implemented a series of new training programmes to keep our people at the forefront of industry and service trends. We revised our all-staff survey to gather even better information about how we can further improve and we designed and delivered a new career planning, feedback and assessment system to give our people more control of their own development and success.

Maintaining our commitment to our communities and the environment

We contributed to the leadership team and processes of Teach First, a UK organisation that addresses educational disadvantage by placing new graduates into secondary schools. We launched a competition with the Raspberry Pi Foundation (a not-for-profit organisation offering a $30 credit-card sized computer to encourage young people to take up programming), challenging teams of schoolchildren and students to use a Pi to ‘make the world a better place’.

We identified cost savings of 21% to make Aquamarine Power’s wave energy converter commercially viable and to improve future viability, which is helping to secure funding and access to the grid. We also supported the creation of the Bioprocess Pilot Facility BV to develop the use of renewable resources on an industrial scale.

Still ahead of our time

In 2013, PA will have been shaping the world for 70 years and we will communicate and celebrate some of our greatest work over the coming months. Our approach to 2013 is, as ever, founded on an unwavering belief that if we innovate, and do the right thing by our clients and by our people, then everything else will follow.

I thank our clients for placing their trust in us to deliver and I thank our people for always going the extra mile.

“We delivered a strong set of results, grew our capability and delivered outstanding work for our clients.”

Alan Middleton
CHIEF EXECUTIVE OFFICER
We are supporting the creation of the Prudential Regulation Authority, helping transform financial regulation in the UK.

The financial crisis demonstrated the need for a new approach to regulation in the UK. As a result, the Bank of England is becoming responsible for prudential regulation across the UK through the creation of the Prudential Regulation Authority (PRA), which will regulate financial services firms including banks, investment banks and insurance companies.

Creating the PRA – which will require over 1,000 skilled employees, extensive IT implementation and new working space – will transform financial regulation in the UK, leading to a more forward-looking and judgement-based approach.

Playing a wide-ranging role in this programme – one of the largest and most complex ever undertaken by the Bank – we are working closely with the in-house team, providing change and communications advice and supporting transition planning, financial control and IT project management.

“There have been important and painful lessons from the financial crisis and we must ensure that the UK has a successful system of financial regulation now and for the future.”

Andrew Bailey
PRUDENTIAL REGULATION AUTHORITY
# CHALLENGING CONVENTION
unlocking potential

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We live in a world where everybody and everything is connected. Information comes in from a huge number of sources and becomes instantly available to others. As a result, whether running the business or communicating with customers, organisations are seeing profound changes. If smart, they can turn this into advantage. First of all, this means stepping back and considering how to make use of all the data now available. It means connecting the different sources of information together through new technologies like mobile, social media and the cloud. Finally, it means taking the bright idea to market.

We worked with Google to launch an award-winning global real-time music game

JAM with Chrome is an interactive web application that provides a platform for musicians anywhere in the world to link up and play music together, in real time, using Google’s Chrome browser. You could say the game reinvents band practice.

For JAM with Chrome to offer an enjoyable playing experience, there could be no delay between users clicking a button and hearing the sound online. As a Google Cloud Platform Partner, PA undertook extensive performance and latency testing. Our team’s software and application experts identified and resolved potential points of weakness to ensure the application was launched smoothly and could accommodate the estimated number of users.

Within hours of launch, JAM with Chrome spread through blogs and the global media. The game has since won a number of awards for Google.
We made RSA Scandinavia’s data governance structure operational in just 12 weeks

RSA Scandinavia – a regional subsidiary of RSA Group, which serves over 20 million insurance customers worldwide – had been working on a data quality initiative to improve data management while meeting some of the requirements of Solvency II.

RSA had begun creating a data governance organisation to achieve this, but had focused on short-term and technical issues and not measurably improved data quality or addressed long-term management issues.

PA was appointed to mobilise the initiative and make the data governance organisation fully operational, showing who was responsible for improvement initiatives relating to different data sets. We worked closely with RSA, interviewing stakeholders to outline a strategy, framework and road map to improve data management. We showed what the data governance organisation should aim to achieve within a three-year period, illustrated how it should be structured and demonstrated how individual initiatives should be implemented. As a result of our work, RSA was able to take vital steps towards managing data owners more effectively, standardising management of master data and improving data quality across key business functions in just 12 weeks.

We gave Pepco greater confidence in a one-billion-dollar investment in reliable infrastructure

Pepco, part of Pepco Holdings Inc, supplies power to over 788,000 customers in and around Washington, DC. Following several devastating storms, the company committed one billion dollars to ensure that customers continue to receive power during major weather events. With an investment on this scale, Pepco needed to be sure that the investment would result in the desired reduction in outage. This included understanding the extent to which moving overhead electricity lines underground would improve reliability during hurricanes and ice and snow storms.

To give Pepco this greater confidence, PA developed a process to collect data from multiple data systems, helping measure outage improvement before and after system upgrades were put in place. This allowed Pepco to confidently predict the success of multiple reliability improvement programmes, including undergrounding. To further explore the benefits of moving power lines underground, PA compared data from these different systems to understand how benefits varied under a range of construction scenarios.

Pepco is using our approach to guarantee the success of their investment. This is proving essential as the company complies with regulation and makes the case for rate increases.

“We having a track record of being able to perform is why we choose PA. They don’t treat us as an account but as a long-term relationship, a partnership.”

William Gausman
PEPCO HOLDINGS INC
In health economies throughout the developed world, providers are under pressure to improve patient care while reducing expenditure. Often this equates to delivering twice as much healthcare at half the cost. On top of this, many face unprecedented challenges, whether meeting the demands of an ageing population or adapting the business model to accommodate falling revenues caused by expiring drug patents. For many providers, the answers lie in healthcare reform, in tailoring care to meet the complex needs of individuals and in using information to drive major changes in the way care is delivered.

We worked with MIMIT to secure funding for new medical technology

Manchester: Integrating Medicine and Innovative Technology (MIMIT) is a technology-development organisation operated by the University of Manchester’s School of Medicine.

With partners in the NHS and academia, MIMIT identifies pressing clinical needs – such as the need to improve the detection of infection in wound dressings – and works with the university to develop technologies to meet them. MIMIT relies on funding from local NHS hospital trusts but there is an opportunity for rapid expansion through accessing other public and private investment.

As part of our translational medicine programme, which helps drive understanding of the mechanism of disease, we have supported MIMIT in the identification of new funding models and initiatives to secure long-term investment. By analysing MIMIT’s innovations, for example, we showed their viability as investment opportunities. We enhanced MIMIT’s profile among government, funding agencies and investors and sought the views of a range of experts to clarify their requirements. Sharing this insight with MIMIT’s people is guiding change in the way they work together and has helped develop proposals to secure funding to both progress and scale up their activities.
We helped introduce telecare for 3,000 adults

Wiltshire Council is a unitary authority providing local government services, including adult social care, to around 500,000 residents in the UK. After introducing a telecare alarm monitoring service, the council wanted to get more value and introduce a mobile response service by changing supplier. The council also wanted to extend telecare to all residents who would benefit from the added safety and independence the service provides.

Our team examined the impact of telecare across the UK, producing a business case that showed how making it mainstream in Wiltshire would save the council £2 million a year by reducing the reliance on domiciliary and residential care. We also identified an opportunity to offer telecare to private paying customers and devised an approach that the council should follow.

When our business case was accepted, we worked with Tunstall telecare to plan the new arrangements and put them in place. This meant moving 3,000 customers to the new provider without disruption to their care. To ensure the change resulted in lasting benefit, we trained 250 council staff in referring social-care service users for telecare. Telecare is now available to over 10,000 potential users across Wiltshire.

We gave ICON an approach to change management that will support future growth

ICON is a clinical research organisation supporting the pharmaceutical, biotechnological and medical device industries. Within just a few years, the company has grown extremely quickly and now employs over 8,000 people in 40 countries worldwide. After acquiring businesses in China, Ireland, the UK and the US, ICON wanted to continue expanding their geographic presence while developing the range and scope of their services. To do this, ICON needed an in-house capability and a standard approach for managing change across the business.

Recognising our expertise in complex business transformation, ICON appointed PA. We created a tailored change management approach for ICON capable of supporting the company’s plans for the future. We then trained 250 of ICON’s people – 85 of whom were senior leaders of major divisions – in just five months, ensuring that the new approach was adopted across the firm. By ‘going beyond the client brief’, we made a positive, long-term difference to the way ICON manages change, which will support future growth.

“The PA team went very much beyond the client brief that we’d given them. They became part of our organisation. They looked at what needed to be done and they delivered it.”

Marie Keegan
ICON
MAKING ORGANISATIONS fit for the future

In today’s uncertain business climate, leaders face many questions and paradoxes: how to lower costs while growing market share, how to plan for the long term while the economy remains volatile, how to make record profits despite financial turbulence. We believe organisations can become fit for the future by structuring the business to meet technological and market-related changes, understanding and acting on what is being said online, optimising the leadership and talent of their people, developing and enhancing the product range and planning for success despite the uncertain future.

We delivered a major programme that has dramatically improved PSE’s power-outage response

Puget Sound Energy (PSE) provides electricity to 1.1 million customers and natural gas to 750,000 customers – including the headquarters of Boeing, Microsoft and Starbucks – in the northwest United States. Managing a network comprising over 20,000 miles of power lines and 12,000 miles of gas mains, PSE wanted to enhance customer service and improve power restoration times. To do this, the company needed a geographic information system to record, locate and track all electricity and gas assets in the network and a digital outage management system to locate faults and support faster restoration.

Putting together a team with experience across operations and IT, we worked with PSE to deliver the right business solution. To ensure the system met PSE’s needs, we developed an innovative ‘storyline’ approach that showed how our solution would support different business-group priorities. Delivered on time and within budget, the solution enables PSE to send servicemen directly to the location of the fault and to inform customers automatically through digital channels. We have helped PSE to reduce power restoration times and to improve the customer outage experience.
We supported Xchanging's senior management in driving radical change to strategy and organisation – helping management create £150 million in value

Xchanging is a leading provider of business processing, technology and procurement services. In 2010, following years of rapid growth, the company saw a dip in performance. When Xchanging announced a profit warning, the share price collapsed and the founding CEO stepped down.

Ken Lever was appointed as CEO and we worked closely with him to return Xchanging to success through delivering four key initiatives. The first was ‘stopping the bleeding’, reducing costs and tackling unproductive business areas to address profitability. For the second initiative, ‘getting fit’ – which helped Xchanging focus on areas where they could win – we worked with the insurance and technology divisions to develop new strategies for growing value. A key recommendation was around the huge potential of the insurance software asset. Working with Xchanging’s new head of technology, we developed a winning market proposition; the result, Xuber, became the most successful product launch in Xchanging’s history.

The third initiative, ‘competing to win’, brought a new focus to market development and account management. Finally, the fourth initiative, ‘going for gold’, is about building a world-class contender to drive lasting growth. After working with Xchanging on a new organisation design to accelerate growth, we are advising on a fundamental review of the strategy for Xchanging’s financial services industry sector.

Over the course of our support, Xchanging’s share price has doubled – representing an increase in value of £150 million – as markets have regained confidence in the company’s ability to compete profitably and to grow.

“The thing that I’ve enjoyed most is a very incisive view of how to focus on those areas where resources should be put to work so we can maximise return on investment.”

Ken Lever
XCHANGING
Natural resources are expensive and becoming scarcer, regulation to reduce carbon emissions is becoming tougher and stakeholders increasingly demand that organisations reduce their environmental impact. For businesses, however, these issues do not have to be a burden. Green initiatives can be used to drive growth. This may result from removing high-cost materials from the supply chain, developing low-carbon products that open up new channels or making use of the stimulus packages that are being introduced by governments worldwide. The key is for industries to work together to benefit from each other’s respective strengths.

We helped develop the Bioprocess Pilot Facility BV, enabling organisations to produce bio-based materials on an industrial scale

To improve environmental performance, organisations increasingly use renewable resources – such as biofuels and bio-based chemicals – in the production of materials and fuels. As bio-based materials use micro-organisms that ideally require laboratory conditions, producing them on an industrial scale can be problematic. To provide a service to firms moving from laboratory to factory-based production, Dutch biotech firms CSM/Purac and DSM, along with the Delft University of Technology, wanted to launch a joint venture, the Bioprocess Pilot Facility BV (BPF).

After the BPF had been established as a legal entity, PA worked closely with the management team to develop a business plan, making use of market insights to define market segmentation, sector focus and the BPF value proposition. Alongside this, we helped create an implementation plan for setting up the organisation and establishing key work processes. Finally, we facilitated discussions between the BPF and a number of parties to explore potential strategic partnerships.
We are helping LADWP prepare for the future through more effective strategic planning and performance management

Serving a city of nearly four million people, the Los Angeles Department of Water and Power (LADWP) is the largest municipal utility in the US. To comply with growing regulatory demands around environmental performance, meet evolving customer expectations set by changing technology, rebuild critical infrastructure and train a new generation of employees to replace an ageing workforce, LADWP must make far-reaching changes to their business.

Drawing on our experience across the global energy sector, we worked closely with LADWP to develop a strategic plan to help the company prepare for the long term. An innovative aspect of our approach was to use a quantitative prioritisation and readiness assessment to identify a shortlist of critical areas for focus while identifying the tangible value that the company could expect as a result. This allowed LADWP to set seven strategic objectives and design initiatives based on key opportunities and challenges.

As a trusted partner of LADWP, we also developed a performance management dashboard tool to help assess the health of the company’s 11 support services and customer service functions. This identified the seven areas of improvement that would have the largest impact on customer rates – the charge that utilities make to customers for each unit of water/power consumed – in light of strategic initiatives.

We identified cost savings of 21% to make Aquamarine Power’s wave energy converter commercially viable

Aquamarine Power is a fast-growing wave energy company with offshore operations in Scotland and interests in Ireland and the US. After demonstrating a hydroelectric concept with the prototype of the innovative wave energy converter, Oyster 1, Aquamarine realised that significant cost savings were required for the second-generation Oyster 800 and 801 machines to be commercially viable. To achieve this, Aquamarine turned to PA.

Bringing together the right team – combining expertise in innovation with experience of value creation and cost analysis in manufacturing – we worked out costs for each stage of production from concept to operation. We used this analysis to propose design changes for three key components and to identify opportunities to reduce expenditure associated with assembly and maintenance. We also highlighted areas where additional cost control could be realised to support future viability, which is helping to secure funding and access to the grid. Oyster 801 will be installed within the next two years, with the first wave-power array project planned soon after. Our work identified actions to deliver savings of 21% and additional design changes and improvement measures to close the remaining ‘gap to target’ of £1.1 million.

“One of the things that is important is having good communication, knowing what we need and what we don’t, and I’ve found PA has done a good job on that.”

Ron Nichols
LOS ANGELES DEPARTMENT OF WATER AND POWER
Cyber security has become a priority for governments and businesses alike. Failure to ensure that operations are secure increasingly means putting the organisation’s intellectual property, people, customers, financial performance and reputation at risk. At the same time, cyber security has become a driver for business because customers and partners demand higher degrees of trust. As a result, organisations need to consider cyber security to be an organisational capability, and one that requires the whole business to work together. Cyber security is more than a technical issue and is not just for senior management. Everyone has a role to play in protecting the organisation.

“People represent one of an organisation’s greatest assets and also one of the greatest sources of risk. To manage this risk effectively, organisations need to take a strategic approach that is driven by senior management and sees the whole business working together.”

Bill Windle
PA SPECIALIST IN CYBER SECURITY AND PEOPLE RISK
We protected the substantial intellectual property and assets of a major luxury-goods company

Our client is a major European luxury brand, sold in over 50 countries through more than 10,000 points of sale worldwide. After a period of rapid expansion, and faced with increasing threats to their intellectual property and well-known brand, the company had identified the need for a thorough security review. Specifically, the company wanted to develop a proactive approach to cyber security within an integrated enterprise security strategy.

We undertook a detailed review of the entire enterprise, using a life-cycle model to identify the most vital information assets and the risks they faced. We worked closely with senior managers to challenge assumptions about security and to demonstrate potential weaknesses. We drew on international standards and our own experience to rethink the company’s security strategy, proposing improvements across the design, manufacturing and distribution functions and then prioritising these into a three-year security improvement plan.

As this market-leading, publicly listed company grows for the long term, they can do so with increased confidence in the enterprise-wide security of their intellectual property and assets.

We worked with UK government on the first national guidance on an integrated approach to managing employee risk – protecting critical national infrastructure

An organisation’s people are one of the greatest assets and yet they are also one of the greatest sources of risk. Whether inadvertent or malicious – from propping open doors to installing malware – a single individual can do irreparable harm to the business’s reputation and commercial value.

To help UK government address this threat, we worked with the Centre for the Protection of National Infrastructure to develop and launch the Holistic Management of Employee Risk, the UK’s first national guidance of this type. Informed by global trends and our own research, we talked to leaders from across the UK and US to work out an effective approach for all organisations, showing how to reduce risk and improve performance.

Endorsed by the Information Commissioner’s Office, the new guidance was developed within just three months. Of particular importance to organisations across the UK’s critical national infrastructure, the guidance is having a valuable and lasting impact on millions of UK companies.

Images from Left to Right

Ed Savage, PA cyber security expert | Tom McEwan, IT expert at PA | and PA’s Justin Lowe and Sam Lascelles, specialists in cyber security and information risk.
We transformed Carnival UK’s supply chain to save £2.5 million a year.

One of the challenges of running a major cruise line is supplying thousands of passengers with food, drink and other essential supplies wherever they are in the world. In practice, this means ships needing to take on hundreds of tonnes of material, within a six-hour window, at each turnaround port. The challenge for Carnival UK – which operates the Cunard Line and P&O Cruises brands – was that the business had grown from three to 10 ships in 15 years but the supply chain had not developed at the same pace. As a result, the company was working with a complex range of products, high levels of inventory and long lead times.

Carnival UK asked PA to create an entirely new supply chain process, covering every step from initial demand to financial report. Our team of supply chain experts reviewed the products the ships needed and introduced a new system that organised all items into clear categories. We recommended cutting the number of individual items by over 40% and the number of suppliers from 400 to around 250. Our work led to savings of £2.5 million a year.
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through our people

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Our firm relies upon brilliant people to deliver success. In 2012, our aim was to grow our headcount while continuing to support the development of our people.

Growth

In 2012, PA aimed to grow in size as well as profitability. During the year, 351 consultants joined us (including 10 rehires and 104 consultants referred by current members of PA). Consulting headcount rose to 1,699, an 8.4% increase on 31 December 2011. Two key elements in achieving this headcount growth were the significant reduction in our ‘time-to-hire’ statistics – which saw us reduce the average time from sourcing a CV to making an offer drop from 11 weeks to five and a half weeks – and a continuing three-year downward trend for regretted consultant attrition.

Development

The year saw myCareer (a set of resources that support our people in developing their careers and their contribution to PA) become further embedded in our firm. This has helped our people adopt the approach of readily giving and seeking feedback, resulting in 27,000 pieces of feedback being given during the year through the myCareer system. Among other benefits, the feedback was critical in assisting our people in their development and helped prepare the 227 people promoted in 2012 to take on their new responsibilities.

The growth in headcount during 2012 led to a corresponding increase in the amount of training undertaken by our people. PA people received over 10,000 days’ training in 2012, a 25% increase on 2011. Unlike many other firms, training at PA takes place evenly across all ranks and roles, demonstrating our shared commitment to keep learning and growing.

Three big training highlights:

- ‘Top Gun’ training, which has enhanced the consulting skills of even our most senior consultants
- ‘Market Kombat’, an apprenticeship programme that is helping our newer consultants to experience business development through the support of bespoke training and mentoring
- the ‘Business Design' programme. We established this framework – which makes organisations perform better by integrating their business and IT components – and trained people on an in-depth nine-month education programme, utilising the support of the UK’s Henley Business School. The skills gained have led to new sales, public-speaking opportunities and personal commendations from clients. We have made 100 more places on this programme available for 2013.

Engagement

Our monthly Checkpoint survey used to give us an indication of how people in PA were feeling, but the questions were not giving us enough new ideas for direct action. One element of our people strategy for 2012 was therefore to devise and implement a replacement for Checkpoint, which we called myViewpoint. After launching the first myViewpoint survey in November, we were delighted when an exceptional 72% of our firm submitted a response. At double the response rate that we used to achieve for Checkpoint, this was an extremely encouraging sign for engagement within PA, something that was also borne out by feedback from those who completed the survey. The responses from the survey were overall positive and we are currently using them to create far-reaching actions that will make PA an even better place to work.
During 2012, our people worldwide made invaluable contributions to their communities. Here are some of their stories.

“I was in charge of medical services for athletes and spectators at the Hyde Park Olympic venue during London 2012. The role involved overseeing all medical staff and liaising with the International Triathlon Union and International Olympic Committee as well as managing operations from the event control room on competition days for two triathlons and two marathon swims. My stint included handling the situation when the men’s triathlon medal ceremony had to be delayed for an hour after Jonny Brownlee needed medical attention!”

Charlie Paterson

“This year I used some of the time made available to me through PA’s Giving Back and Volunteering programme to help out at Cardiff University Business School, working with students on the MBA course to help improve their consulting skills. As part of the exercise, local companies and charities acted as ‘clients’ and had three groups of students working for them for four weeks. At the end of the allotted time, the students had to put a presentation together and pitch it to the client, a lecturer – and us! There was a huge variety in performance but overall it was very successful and we all learnt a lot.”

Rhian Atkins

“I did two legs of the Clipper Round the World Yacht Race this year, during a four-month sabbatical that saw me cover nearly 10,000 miles of ocean from San Francisco to Southampton (via Panama, the US, Canada, Ireland and Holland) while raising over €7,000 for the Irish Cancer Society! We hit hurricanes and the doldrums – all good fun!”

Vanessa Hamilton

“In 2012, I took a two-week trip to support Cricket Without Boundaries in Botswana, joining five other volunteers to travel to the country and help promote HIV/AIDS awareness and gender inclusion through the game of cricket. In Botswana, about a quarter of the population is affected by HIV/AIDS, so programmes like Cricket Without Boundaries have a vital role to play in the future health of the country. Cricket Without Boundaries works with local cricket and health bodies under the Think Wise programme, which was established by the International Cricket Council to raise awareness of HIV/AIDS and tackle stigma and discrimination. My team was one of several helping to get these important messages across to children and young adults throughout Africa.”

Suresh Thalange

“In Botswana, about a quarter of the population is affected by HIV/AIDS, so programmes like this have a vital role to play in the future health of the country.”

Suresh Thalange
WORKING WITH TEACH FIRST
to give disadvantaged pupils a stronger start

Since 2002, Teach First has placed over 3,700 teachers in UK schools to work with disadvantaged students and drive up the achievement of the next generation. They have taught and inspired over 400,000 young people from some of the most difficult backgrounds. Here, two of our people describe their work in helping the charity realise their ambitions.

“Teach First is a fantastic organisation. The scale of their ambition is extraordinary and the advances they are making year-on-year are quite remarkable. As with a number of successful third-sector organisations, Teach First experienced considerable growth in very rapid timescales. While this is the journey that the charity wants to be on, some of their people felt that the workload was simply becoming too much.

“As PA fully supports what Teach First is trying to achieve, we were happy to start working with the charity’s senior and operational leaders to assess where they were strong and where they needed to change. We showed that Teach First’s people have a set of powerful core values which guide their efforts on a day-to-day basis. However, our analysis also showed that some of the rules and controls commensurate with an organisation like Teach First – particularly around governance and knowledge sharing – were absent. So, while preserving the core values that make Teach First so successful, we have been working to introduce behaviours, processes and systems to make them more business-like and better equipped to deliver objectives.

“They are a super team of people with a passion for a common purpose – that no child’s educational success should be impaired by their socio-economic background. I’m proud that PA has been able to help them on their journey.”

Ian Matthias

“I worked closely with the executive committee, developing decision-making principles and a communications plan. My placement culminated in a presentation to the senior leadership team that went down well. This was a fantastic experience and I was delighted to be told that I had done a great job in giving the charity a clear plan to improve their decision making.”

Simon Williams

“PA has provided invaluable expertise to support our growth. To be successful, we need to strengthen the core of the charity and approach our work in an efficient and effective way. We need to make sure that we have robust governance, clear decision making and the structures and processes in place to help us achieve our aims. PA has done a great job in working with us in these areas but, more importantly, they have done so in a way that doesn’t dilute the innovative spirit that has made Teach First such a success. Thank you for your ongoing support.”

Ian West
FINANCE DIRECTOR AND ACTING CHIEF OPERATING OFFICER, TEACH FIRST
During 2012, we won several major awards recognising the innovation and lasting impact of some of our recent work with clients.

At the Management Consultancies Association (MCA) Awards – organised by the UK consulting industry's representative body and considered 'benchmark for quality' – we won both the Innovation Award and the Platinum (representing 'best overall') Award for our work with the UK Ministry of Defence (MOD).

Working with the MOD and key industry partners, we developed 'Panama', a groundbreaking unmanned vehicle-based explosive device detection system that has been saving lives in Afghanistan since early 2011.

Our main challenge was to find a middle path between bespoke and off-the-shelf options. While off-the-shelf solutions existed, they were only for use in manned vehicles, and customising an unmanned solution within the required timescale of under a year looked impossible. PA's solution was to use obsolete 'Snatch' Land Rovers – 200 of which were awaiting disposal by the MOD – together with a proven IED-detection system.

The unmanned Panama capability keeps the crew out of harm's way and is saving the lives of UK forces in Afghanistan. A route can now be searched for IEDs at least 10 times faster. Panama took just 11 months to move from investment decision to operational use and will achieve £17 million of savings.

At the UK IT Industry Awards – organised by the Chartered Institute for IT and recognising 'outstanding performance' throughout the UK computer industry – we won 'Best use of cloud services' and 'IT project demonstrating most effective use of collaborative technology'.

The winning project, for the Met Office’s Weather Observations Website (WOW), was developed by a team of user experience and software developers at PA – alongside technical resources from the Met Office and Google – and used Google App Engine to build and host web applications on Google's infrastructure. The Met Office was able to meet their objectives and launch the WOW service with zero up-front infrastructure costs, scaling automatically to meet the variable demand from the UK and further afield.

WOW has enabled the Met Office to engage with weather enthusiasts, school students studying weather and climate, and other organisations to create an active global online weather community. This shares weather data and photos and has had more than 60 million weather readings from over 150 countries worldwide uploaded to the site in its first year.

During the year, we were also named as Google Enterprise's 2012 Global Partner of the Year for Cloud Platform. This award recognises our ability to combine our sector and client knowledge with Google's innovative cloud platform technologies to tackle tough business challenges – as exemplified in our work with the Met Office on WOW.
During the year, we continued to reduce the impact of our operations on the environment.

In 2012, we made great progress towards achieving ISO 14001 – the International Standard for Environmental Management Systems (EMS) – at our offices. We have fully implemented an effective EMS, which aims to ensure continual improvement with a focus on our most significant environmental impacts. By undergoing an initial audit, we also officially started the process of becoming ISO 14001 accredited. In addition, we are now in a position to submit our application for the Carbon Trust Standard for all our UK offices and expect to achieve accreditation in 2013.

To raise awareness among our people of the environmental work we are doing, we organised a dedicated week of activities and events in November. This focused on initiatives associated with energy, travel and waste, highlighting what our people can do to ensure we meet exacting standards of environmental responsibility year-on-year.

We continued to make progress in reducing energy use across our offices worldwide. In our Melbourn office, we launched an energy partnership scheme, teaming up with British Gas and Centrica. This involved implementing four key energy-saving schemes: ‘Transformer Tap Down’, ‘Boiler Optimisation’, ‘Building Management System Strategy Upgrade’ and ‘Solar PV’. To date, we have saved 410 tonnes of CO₂ and 1,789,564 kWh of energy as a result of these schemes.

“While working with clients to help them make their businesses greener, we remain absolutely dedicated to reducing our own environmental impact year-on-year.”

Annabel Gray
PA REAL ESTATE AND ENVIRONMENT
At our corporate headquarters, we diverted 15% more waste away from landfill than in 2011, achieving this in part through a three-bin, colour-coded system that enables paper, cardboard, bottles, cups and cans to be sent for recycling. This represented a saving of 27.6 tonnes of CO$_2$ from the waste we recycled.

At our Edinburgh office, we signed up to the 2020 Climate Group and have committed that PA will comply with the Waste (Scotland) Regulations six months early by ensuring dry recyclable waste is collected separately.

On the travel front, we continue to reduce our business travel and associated emissions by using videoconferencing facilities in our offices and laptops with built-in webcams to hold meetings with clients and colleagues. Our travel booking system, which we rolled out in 2012, has allowed us to capture accurate data on all the travel undertaken by our consultants and will help us calculate our carbon footprint for 2013. In addition, we are now investigating a car-share scheme for the offices that we own. We also offer a plan that promotes greener transport and healthier living by giving our UK people a tax-saving incentive to buy a new bike. Furthermore, our car-plan scheme encourages employees to choose new cars with emissions below 160 g/km of CO$_2$ by allowing them to save on VAT costs for these vehicles. In 2012, to support the car plan, we installed an electric charging point at our Melbourn office in addition to the 12 electric charge points we already have at our Copenhagen office.
We worked with CambTEK to develop a new concept that can significantly improve quality of data and productivity for the laboratory and manufacturing facility.

Conventional technology in the pharmaceutical industry means that, before a solid-dose sample (such as a tablet, capsule or suppository) can be analysed, it must first be extracted and dissolved in a specific volume of diluent. This is a complex process, especially when carried out on large numbers of samples, and it represents a time-consuming activity for highly trained scientists whose time could be more profitably employed elsewhere. Furthermore, a complex manual process, such as sample preparation, is highly vulnerable to analyst errors and is difficult to reproduce reliably between different analysts and laboratories. The complex and lengthy process can often lead to a bottleneck in sample preparation and negatively impact the overall workflow of the laboratory or manufacturing facility.

Using intellectual property developed and licensed by PA, CambTEK has developed and launched an automated rapid extraction system that will transform how solid-dose samples are prepared. Rather than redesigning processes from end to end, the concept brings together specialist knowledge of turbulent flow, ultrasonics, mechanics and machine building and can be incorporated into existing laboratory processes without causing disruption. The result is increased productivity and more accurate data, leading to improved quality control, quality assurance and efficient and lean processes for the pharmaceutical company.
We designed an innovative training programme to improve the ability of 200 insurance business leaders to assess risk.

The Solvency II Directive for European insurers makes it vital for industry’s leaders to understand the impact of their business decisions on risk, capital and long-term performance. In a highly uncertain economic climate, Nyenrode Business University, a Dutch business school, wanted to help insurance business leaders assess risk accurately. The university asked PA to develop a custom-made programme to meet this challenge.

Our team of HR experts knew that game playing produces better, longer-lasting results than other forms of training: learners retain 90% of what is taught, rather than 20% as they do with traditional methods. So we designed a programme with our Solvency II game, built around expertise from our insurance specialists, at its heart. The game shows how core business decisions on acceptance or claims-handling policy, product development, product-portfolio management and pricing structures all have a direct bearing on the management of risk and capital.

PA’s work enabled Nyenrode to offer a highly effective Solvency II programme, which has since been completed by over 200 leaders in insurance. Leaders return to their organisations better able to manage risk and better equipped to contribute to profitability and long-term performance.

Through traditional teaching, learners retain 20% of what is taught

Through game playing, they retain 90%
Our strategy has delivered increased fee income in our consultancy business while maintaining a tightly controlled cost base. This has improved operating profit in the year to £38.6 million.

Turnover of £365.9 million (2011: £336.3 million)

Group turnover increased by 9% to £365.9 million in 2012 (2011: £336.3 million).

Fee income has increased by 6% to £317.2 million in 2012 (2011: £299.7 million). The main driver of this growth was the UK where consulting fee income increased by 23%.

Personnel and direct costs of £285.3 million (2011: £261.2 million)

Personnel and direct costs, excluding bonuses, were £242.7 million (2011: £219.7 million), a like-for-like increase of 10% as direct costs and expenses (driven by client jobs worked in the year) increased by £12.4 million (including additional UK defined benefit pension scheme contributions in 2012 of £2.1 million). The remaining increase of £10.7 million was as a result of targeted consultant headcount growth in our focus industries, sectors, services and geographies to 1,645 (2011: 1,548).

Administrative expenses of £41.4 million (2011: £49.8 million)

Total administrative expenses have decreased by 17%. In order to allow a true like-for-like comparison, however, we should exclude a one-off expense in 2011 of £9.3 million relating to a tax settlement with HM Revenue & Customs (HMRC).

If we were to exclude this, 2012 administrative expenses were 2% higher than the previous year despite additional professional fees in relation to the return of capital to shareholders (£1.6 million).

Group operating profit of £38.6 million (2011: £26.4 million)

Group operating profit was £38.6 million (2011: £35.8 million excluding the tax settlement). Excluding the HMRC item noted above, our operating profit increased by 8% despite the increases in personnel and direct costs, administrative expenses and amortisation of goodwill resulting from the acquisition of 7Safe in 2011.

Net assets of £98.1 million (2011: £151.4 million)

Net assets have decreased by £53.3 million during the year as the profit for the year of £32.6 million has been offset by:

- a £76.0 million return of capital to shareholders
- an actuarial gain of £4.5 million on the defined benefit pension arrangements of the Group (2011: actuarial loss of £41.7 million). This gain does not have a direct cash impact on the Group
- the loss on net purchases of PA shares and options of £14.2 million (2011: loss of £15.6 million) by the PA 2004 ESOP in settling the March and September internal share-dealing markets.

Share price of 627 pence (2011: 933 pence)

The share price has decreased by 306 pence over the year, following the return of £76.0 million capital to shareholders.

Profit in the year 118 pence
Return of capital to shareholders (431 pence)
Other 7 pence

On a like-for-like basis, stripping out the £76.0 million return of capital to shareholders and the £1.6 million cost of implementing this project, the share price would have been 1,067 pence in 2012, an increase of 14% (2011: 12%).
# Group profit and loss account for the year ended 31 December 2012

<table>
<thead>
<tr>
<th>Note</th>
<th>2012 Total £’000</th>
<th>2011 pre-exceptional items £’000</th>
<th>2011 exceptional items £’000</th>
<th>2011 Total £’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnover</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fee income</td>
<td>317,154</td>
<td>299,731</td>
<td>-</td>
<td>299,731</td>
</tr>
<tr>
<td>Project costs recharged</td>
<td>48,789</td>
<td>36,536</td>
<td>-</td>
<td>36,536</td>
</tr>
<tr>
<td><strong>Group turnover</strong></td>
<td>365,943</td>
<td>336,267</td>
<td>-</td>
<td>336,267</td>
</tr>
<tr>
<td>Personnel and direct costs</td>
<td>(285,304)</td>
<td>(261,247)</td>
<td>-</td>
<td>(261,247)</td>
</tr>
<tr>
<td><strong>Gross profit</strong></td>
<td>80,639</td>
<td>75,020</td>
<td>-</td>
<td>75,020</td>
</tr>
<tr>
<td>Goodwill amortisation</td>
<td>(3,321)</td>
<td>(2,104)</td>
<td>-</td>
<td>(2,104)</td>
</tr>
<tr>
<td>Other administrative expenses</td>
<td>(41,439)</td>
<td>(40,474)</td>
<td>(9,330)</td>
<td>(49,804)</td>
</tr>
<tr>
<td>Other operating income</td>
<td>2,741</td>
<td>3,321</td>
<td>-</td>
<td>3,321</td>
</tr>
<tr>
<td><strong>Group operating profit</strong></td>
<td>38,620</td>
<td>35,763</td>
<td>(9,330)</td>
<td>26,433</td>
</tr>
<tr>
<td>Net interest receivable and similar items</td>
<td>1,811</td>
<td>490</td>
<td>(5,005)</td>
<td>(4,515)</td>
</tr>
<tr>
<td>Other finance income</td>
<td>1,270</td>
<td>4,780</td>
<td>-</td>
<td>4,780</td>
</tr>
<tr>
<td><strong>Profit on ordinary activities before taxation</strong></td>
<td>41,701</td>
<td>41,033</td>
<td>(14,335)</td>
<td>26,698</td>
</tr>
<tr>
<td>Taxation</td>
<td>(9,066)</td>
<td>(9,755)</td>
<td>2,366</td>
<td>(7,389)</td>
</tr>
<tr>
<td><strong>Profit/(loss) for the financial year</strong></td>
<td>32,635</td>
<td>31,278</td>
<td>(11,969)</td>
<td>19,309</td>
</tr>
</tbody>
</table>
## Group balance sheet at 31 December 2012

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fixed assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intangible fixed assets</td>
<td>19,838</td>
<td>24,659</td>
</tr>
<tr>
<td>Tangible fixed assets</td>
<td>17,269</td>
<td>20,838</td>
</tr>
<tr>
<td><strong>Total fixed assets</strong></td>
<td><strong>37,107</strong></td>
<td><strong>45,497</strong></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>92,346</td>
<td>80,329</td>
</tr>
<tr>
<td>Debtors: amounts falling due after more than one year</td>
<td>30,439</td>
<td>42,942</td>
</tr>
<tr>
<td>Current asset investments</td>
<td>70,097</td>
<td>109,910</td>
</tr>
<tr>
<td>Cash at bank and in hand</td>
<td>102,193</td>
<td>45,686</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td><strong>295,075</strong></td>
<td><strong>278,867</strong></td>
</tr>
<tr>
<td><strong>Creditors: amounts falling due within one year</strong></td>
<td>(155,944)</td>
<td>(100,051)</td>
</tr>
<tr>
<td><strong>Net current assets</strong></td>
<td>139,131</td>
<td>178,816</td>
</tr>
<tr>
<td><strong>Total assets less current liabilities</strong></td>
<td>176,238</td>
<td>224,313</td>
</tr>
<tr>
<td>Creditors: amounts falling due after more than one year</td>
<td>(49,404)</td>
<td>(28,108)</td>
</tr>
<tr>
<td>Provisions for liabilities</td>
<td>(5,818)</td>
<td>(7,804)</td>
</tr>
<tr>
<td><strong>Net assets excluding net pension liabilities</strong></td>
<td>121,016</td>
<td>188,401</td>
</tr>
<tr>
<td>Defined benefit pension arrangements with net liabilities</td>
<td>(22,892)</td>
<td>(37,005)</td>
</tr>
<tr>
<td><strong>Net assets</strong></td>
<td>98,124</td>
<td>151,396</td>
</tr>
<tr>
<td><strong>Capital and reserves</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Called-up share capital</td>
<td>2,492</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>59,534</td>
<td>104,884</td>
</tr>
<tr>
<td><strong>Shareholders’ funds</strong></td>
<td>98,124</td>
<td>151,396</td>
</tr>
</tbody>
</table>

The financial statements were approved and authorised for issue by the Board of directors on 1 March 2013.

Jon Moynihan  
Director  
PA Consulting Group Limited  
Registered number 08249452
We helped protect the UK before the eyes of the world in summer 2012.

The sporting events of summer 2012 represented the single largest challenge in recent history for the UK’s police and security agencies. Years before the events were broadcast around the world, the UK government began preparations to cope with the huge influx of people to the UK. As well as four million visitors at over 30 venues, there would be over half a million competitors, volunteers, service and security staff staying in the country.

PA supported the UK government to complete a series of critical IT projects to counter a range of security threats. Developing new software and hardware capabilities, we introduced additional technical and people processes to ensure the government organisations were able to cope with the increase in demand. Crucially, we helped this essential IT capability evolve to keep pace with the growing sophistication of the systems used by those who might have sought to do harm.

As predicted before their start, the events proved to be ‘successful and memorable’. The changes and improvements that PA helped design and implement will provide UK security benefits long into the future.

“Rapid technological change is creating new opportunities for criminals and potential terrorists to cause harm. We are proud to be working with the law enforcement and security community on the complex IT, process and organisational changes that they need to stay ahead.”

Jason Robson
PA SPECIALIST IN NATIONAL SECURITY
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