

**REGISTERED NUMBER: 00414220 (England and Wales)**

**PA Consulting Services Limited**

**Strategic Report, Directors' Report and**

**Financial Statements for the Year Ended 31 December 2024**

**PA Consulting Services Limited**

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for the Year Ended 31 December 2024**

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**PA Consulting Services Limited**  
**Company Information**  
**for the Year Ended 31 December 2024**

<b>Directors:</b>	C R S Barrett K Janjuah H J Maule D M Vickerstaffe C D F Norris
<b>Secretary:</b>	J W Greenfield
<b>Registered office:</b>	10 Bressenden Place London United Kingdom SW1E 5DN
<b>Registered number:</b>	00414220 (England and Wales)
<b>Independent auditors :</b>	Ernst & Young LLP One Cambridge Square Cambridge CB4 0AE
<b>Bankers:</b>	HSBC Bank plc West End CBC 69 Pall Mall London SW1Y 5EY

**PA Consulting Services Limited**  
**Strategic Report**  
**for the Year Ended 31 December 2024**

The directors present their strategic report for the year ended 31 December 2024.

**Review of business**

In the face of incredible opportunities and challenges, our expert teams are relentless in helping clients discover innovative ways to grow their products and services and transform their businesses. We do this through meaningful collaboration and partnership with clients, by applying breakthrough technologies, and by bringing together the very best people for each engagement – professionals with extensive expertise and diverse perspectives and experiences.

During 2024, we saw a continuation of many market demand trends in our key sectors. We accelerated Unilever's innovation time-to-market with a groundbreaking AI-powered research and development engine, ensuring the Company remains a leader in consumer goods. We significantly enhanced punctuality at Heathrow Airport through a suite of capacity-optimising initiatives aligned with the airport's strategic objectives.

Our partnership with the Group's strategic investor Jacobs enabled us to deliver even more client value, combining our innovation and transformation expertise with Jacobs' skills in infrastructure and advanced manufacturing. Future-focused and relentlessly outcomes-driven, the strength of our partnership lies in our ability to deliver end-to-end solutions, from strategy and planning through to design, programme management, and implementation.

Highlights from our strategic partnership included developing a national biosurveillance network for the United Kingdom's Health Security Agency, so the UK can better respond to future pandemics and delivering innovation and design capabilities to the UK's Department for Environmental Security and Net Zero's Carbon Capture, Usage, and Storage Programme.

The year was a challenging one for leaders everywhere. Clients exercised caution regarding the timing of investments. In the UK, the General Election slowed decision-making, with our defence and security business particularly affected due to external realignment of spending priorities.

Despite the headwinds, our disciplined execution enabled us to deliver on the bottom line. With the Election behind us, and a renewed focus by the UK government on defence spending, we saw an acceleration of our business in the latter months of 2024, and ended the year with a strong pipeline of opportunities.

Turnover for the year ended 31 December 2024 decreased by less than one percent to £765.3 million (2023: £769.1 million).

Despite the challenging external cost environment continuing throughout 2024, the Company has managed to successfully maintain consistent profit margins. Focus on cost control has continued through the year. In particular, we achieved further reductions in energy prices through our energy fund participation at the end of 2023. We have also reviewed the durability of devices used in the business enabling us to lengthen our laptop and mobile phone refresh cadence, this has resulted in a decrease in the related depreciation in property, plant and equipment. This approach aligns with our sustainability goals. The Company has also benefited from an additional £5.1 million of R&D tax credit income. These savings have been countered with increases in business rates from CPI along with additional software costs.

The Company's profit for the year was £129.6 million (2023: £129.2 million).

We continue to develop our firm around our clear purpose of Bringing Ingenuity to Life. Everything we do, both with clients and internally, is aligned around this clear statement. This has resonated well in our markets and with clients, both new and long-standing. Whilst there has been some softening in certain markets, the pipeline of work remains healthy. Indeed, the attention to cost control in the year ensured we entered 2025 better able to capitalise on opportunities and continue healthy, sustainable growth.

**Principal risks and uncertainties**

The Company is a member of the PA Consulting Group of companies ('the Group'). Business performance and principal risks and uncertainties of the Company are integrated with the performance and principal risks of the Group, and are not managed separately. For this reason, the Company's directors believe that further analysis is not necessary for an understanding of the development, performance, position or risks of the business. A detailed review of the business of the Group and a description of the risks and uncertainties facing it can be found in the PA Consulting Group Limited report and accounts for 2024.

**PA Consulting Services Limited**  
**Strategic Report**  
**for the Year Ended 31 December 2024**

**Section 172(1) statement**

This section comprises our Section 172(1) Statement and should be read in conjunction with the Strategic Report on page 2.

The directors of the Company have acted in a way they considered, in good faith, to be most likely to promote the success of the Company for the benefit of the members as a whole, and in doing so had regard, among other things to:

- the likely consequences of any decision in the long term
- the need to foster business relationships with suppliers, customers and others
- the impact of the Company's operations on the community and the environment
- the desirability of the Company maintaining its reputation for high standards of business conduct
- the need to act fairly as between the members of the Company.

The Company is a wholly-owned subsidiary of PA Consulting Group Limited and its governance and operating practices are aligned with the Group.

The Group has five core values - We challenge where it matters, to break new ground. We turn expertise into action, to deliver real value. We work better together, to go further, faster. We act with humanity, to forge lasting relationships. And we own the outcome, to drive positive change. These core values drive the way PA and its directors behave with clients, with each other and with everyone else we meet through our work.

Our core values, which have been set by the board of PA Consulting Group Limited define our organisation and represent a personal commitment by every one of our people worldwide.

The governance and control framework which is in place across the PA Group ensures that our core values are upheld and that decisions made by the board of the Company give due regard to the long-term impact of those decisions, the interests of the Company's stakeholders, and the impact of the Company's activities on the community, the environment and the Company's reputation. The key stakeholders which are considered by the board when making decisions include PA people, our clients and our shareholders, as well as suppliers, the environment and the communities around us.

The board receives regular and timely information on all key aspects of the business, and decisions made are done so after careful consideration and debate of all information and detailed papers which focus on relevant stakeholder considerations.

The directors of PA Consulting Services Limited have access to advice and guidance from the Group Company Secretary, as well as PA's company secretariat and Group legal functions when discharging their duties. Day-to-day management of client work is delegated to members of PA's management group, approving and overseeing the execution of the business strategy and related policies within a governance framework. Board meetings are held periodically where the directors consider the Company's activities and make decisions. As part of those meetings the directors receive information which includes information relevant to section 172 matters when making decisions.

**PA Consulting Services Limited**  
**Strategic Report**  
**for the Year Ended 31 December 2024**

**Engagement with suppliers, clients and others**

**Our clients**

Our clients, and the work we do for them, are cornerstones of our purpose, and strategy. The way we contribute to our clients and build successful and enduring relationships, is critical to our success. We engage with our clients closely, working side by side with them in every job we do. In addition to the work we do every day on client assignments, we produce many insight and thought leadership pieces on issues that are at the top of the minds of our clients. Each year, we publish the Ingenuity Review, offering a vital 'window' into PA for both our clients and investors, PA people and potential new joiners. To further understand how well we are meeting the needs of our clients, we undertake client value reviews.

We're proud to work with clients who make a positive contribution on ground-breaking and innovative projects that improve people's lives. We care deeply about the work we do and the impact we create for our society. We consistently go the extra mile to achieve this goal.

**Our communities and the environment**

We take pride in addressing climate change and environmental challenges. This commitment is reflected in the work we do with our clients and within our own organisation, as detailed in the PA Consulting Group Limited report and accounts for 2024.

**Our suppliers**

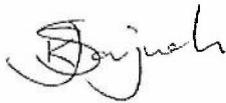
Our policy is to place contracts with suppliers who provide value for money and adopt sustainable practices in line with appropriate international and local guidelines and standards, which we monitor via our supplier pre-qualification questionnaire.

We seek a diverse range of suppliers in order to provide a fair opportunity to compete for and win work from PA. In exercising this policy, we seek to increase competition by identifying suppliers who are the most efficient, flexible, innovative and committed to CSR best practice.

We strive to ensure that the purchase of goods, services and facilities is undertaken in line with our diversity and inclusivity commitments and, wherever possible, that we purchase from agencies or companies who share our values on equality of opportunity and diversity.

We remain an approved signatory to the UK Prompt Payment Code and we report twice annually on our payment practices and performance in accordance with the regulations made under the Small Business, Enterprise and Employment Act 2015 in the UK.

**Approved by the board and signed on its behalf by:**



K Janjuah - Director

Date: 27 August 2025 .....

**PA Consulting Services Limited**  
**Directors' Report**  
**for the Year Ended 31 December 2024**

The directors present their report with the financial statements of the Company for the year ended 31 December 2024.

In accordance with section 414C(11) of the Companies Act 2006, the Company has elected to include in its strategic report information required by Schedule 7.11B(1) of the 'Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2008 relating to engagement with suppliers, customers, and others, which would otherwise be disclosed in its directors' report.

**Principal activity**

The principal activity of the Company in the year under review was that of provision of a range of consultancy services to government and industry. The Company is based in the United Kingdom with branches in Australia and the Republic of Ireland. The Company's consultancy services are mainly delivered by employees of PA Holdings Limited, a fellow group company.

**Dividends**

No dividends will be distributed for the year ended 31 December 2024 (2023: £nil)

**Research and development**

PA is committed to new knowledge creation and innovation through the provision of research and development for clients and through investing in projects internally. The Company will continue its policy of investment in research and development in order to retain a competitive position in the market.

**Future developments**

In 2024 the Company will continue to provide a range of consultancy services to government and industry.

**Directors**

The directors shown below have held office during the whole of the period from 1 January 2024 to the date of this report.

C R S Barrett  
K Janjuah  
H J Maule  
D M Vickerstaffe

Other changes in directors holding office are as follows:

C D F Norris - appointed 23 April 2024

**Political and charitable donations**

No political donations were made during the year.

During the year the Company made charitable donations of £9,000 (2023: £20,000).

**Environmental matters**

As described in the PA Consulting Group Limited report and accounts, PA is committed to setting science-based targets to ensure our firm's environmental practices contribute to limiting the increase in global temperature to below 1.5 °C.

**Branches outside the United Kingdom**

The Company has branches active in Australia and the Republic of Ireland. Trading activity in the company's Spanish, Swiss, and Dubai branches ceased in 2021. The Dubai branch was formally closed in June 2024, the Swiss branch in September 2024, and the Spanish branch in January 2025.

**PA Consulting Services Limited**

**Directors' Report  
for the Year Ended 31 December 2024**

**Going concern**

Having considered the financial position, trading performance and forecast cash flows, along with the principal risks of the business, of the Company and wider PA Group, the directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. The assessment of the Company is based on the going concern assessment of the wider PA Group as the business is reliant on other members of the group for staffing and its financial services. The Company has obtained a letter of support from PA Consulting Group Limited with regards to these relationships.

As described in the Group Annual Report, the directors of PA Consulting Group Limited have taken into account short and mid-term trading and cash forecasts, covering the period to 31 December 2026, potential global or economic impacts on the numbers included in those forecasts and the availability of funding sources for the Group. The forecast providing the basis for the review has been formed from the PA Consulting Group Limited Board-approved 2025 budget with 2026 numbers from the Group's longer term strategic plan. In creating the budget, consideration has been given to the shape, size and location of workforce required to service anticipated client demand and the appropriate utilisation level for various consultant groupings. The national insurance increase announced in the UK Budget of October 2024 has been incorporated into employment costs. Additionally, expected inflationary impacts have been factored into the Group's more volatile cost components, primarily utility costs and lease service charges. Although expectation is that UK financing rates will reduce over the coming year, the forecast debt servicing costs have been modelled consistent with the higher 2024 rates experienced. The forecast shows operating cashflow to be strong throughout the review period.

The directors of PA Consulting Group Limited have also assessed the tolerance of the cash flows to adverse impacts on these assumptions for the key financial performance drivers. These are considered in the review period to be the risk of client demand dropping as the new UK public sector procurement policies are embedded, and cost inflation remaining higher than anticipated. The downside case, incorporating a combination of significant revenue reduction and overhead cost increase, demonstrated that the Group's business model, is sufficiently robust and has excess liquidity headroom to absorb a sizeable and sustained downturn.

On the basis of the Group's forecast position, of which the Company is the largest contributor, and from the outcome of the downside scenario, the directors are satisfied that the Company's business model is robust and flexible. The directors are further satisfied that the Company has sufficient resources and liquidity to continue to trade for the foreseeable future and conclude that there are no significant doubts about the Company's ability to continue as a going concern.

**Directors liabilities**

In accordance with the Articles of Association, the sole shareholder has provided to all the directors an indemnity (to the extent permitted by the Companies Act 2006) in respect of liabilities incurred as a result of their office. The Group has taken out an insurance policy in respect of those liabilities for which directors may not be indemnified. Neither the indemnity nor insurance provides cover in the event that the director is proved to have acted dishonestly or fraudulently.

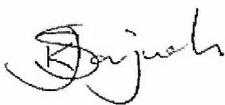
**Statement as to disclosure of information to auditors**

So far as the directors are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the Company's auditors are unaware, and each director has taken all the steps that he ought to have taken as a director in order to make himself aware of any relevant audit information and to establish that the Company's auditors are aware of that information.

**Auditors**

The auditors, Ernst & Young LLP, are deemed to be reappointed under section 487(2) of the Companies Act 2006.

**Approved by the board and signed on its behalf by:**



.....  
K Janjuah - Director

Date: 27 August 2025  
.....

## **PA Consulting Services Limited**

### **Statement of Directors' Responsibilities for the Year Ended 31 December 2024**

The directors are responsible for preparing the Strategic Report, the Directors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of the profit or loss of the Company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

## **Independent Auditors' Report to the Members of PA Consulting Services Limited**

### **Opinion**

We have audited the financial statements of PA Consulting Services Limited (the 'Company') for the year ended 31 December 2024 which comprise the Income Statement, Other Comprehensive Income, Statement of Financial Position, Statement of Changes in Equity and Note 1 to 27 to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Company's affairs as at 31 December 2024 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period until 31 December 2026.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report. However, because not all future events or conditions can be predicted, this statement is not a guarantee as to the company's ability to continue as a going concern.

### **Other information**

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the annual report.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in this report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of the other information, we are required to report that fact.

We have nothing to report in this regard.

### **Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic Report and the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Directors' Report have been prepared in accordance with applicable legal requirements.

**Independent Auditors' Report to the Members of  
PA Consulting Services Limited**

**Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report or the Directors' Report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

**Responsibilities of directors**

As explained more fully in the Statement of Directors' Responsibilities set out on page seven, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

## **Independent Auditors' Report to the Members of PA Consulting Services Limited**

### **Auditors' responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' Report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect irregularities, including fraud. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below. However, the primary responsibility for the prevention and detection of fraud rests with both those charged with governance of the entity and management.

- We obtained an understanding of the legal and regulatory frameworks that are applicable to the company and determined that the most significant are those which relate to the reporting framework (FRS 102 and the Companies Act 2006), direct and indirect tax compliance regulations in the jurisdictions in which the Company operates and Miscellaneous Reporting Regulations 2018. In addition, the Company has to comply with laws and regulations relating to domestic and overseas operations, including money laundering regulations, health and safety, employment law, data protection and anti-bribery and corruption.
- We understood how the Company is complying with those frameworks by making enquiries of management, internal audit and internal legal counsel to understand how the Company maintains and communicates its policies and procedures in these areas. We corroborated our enquiries through our review of board minutes, inspection of the Company's internal audit reports for matters specific to PA Consulting Services Limited, review of correspondence with relevant authorities, as well as consideration of the results of our audit procedures across the company to either corroborate our findings or provide contrary evidence which was followed up.
- We assessed the susceptibility of the Company's financial statements to material misstatement, including how fraud might occur by meeting with management within various parts of the business to understand where they considered there is susceptibility to fraud. We made inquiries with the Head of internal audit to identify and assess any whistle blowing incidences which could have a financial reporting impact.
- After completing these inquiries and identifying the company's employee bonus plan as a potential fraud incentive, we concluded that revenue was susceptible to fraud via management overriding controls relating to the recognition of revenue on fixed price material contracts which are open at year end. We considered the controls which the company has established to address risks identified, or that otherwise prevent and detect fraud and how management monitors those controls.
- To address the identified fraud risks, we also incorporated data analytics into our testing of revenue journals, including segregation of duties, and into our testing of revenue recognition with particular focus on journals around year end and any unusual account pairings. We have performed procedures on the judgements and estimates applied in the revenue contracts to ensure the accuracy of WIP. We tested specific transactions back to source documentation and ensured appropriate authorisation of the transactions.
- Based on this understanding we designed our audit procedures to identify noncompliance with such laws and regulations. Our procedures involved enquiries with the Head of legal and inspecting the litigation registers for any ongoing legal cases which could result in noncompliance with laws and regulations.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditors' Report.

**Independent Auditors' Report to the Members of  
PA Consulting Services Limited**

**Use of our report**

This report is made solely to the Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an Auditors' Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members as a body, for our audit work, for this report, or for the opinions we have formed.

*Ernst & Young LLP*

Andrew Meek (Senior Statutory Auditor)  
for and on behalf of Ernst & Young LLP  
Cambridge

Date: 27 August 2025

**PA Consulting Services Limited**

**Income Statement  
for the Year Ended 31 December 2024**

	Notes	2024 £'000	2023 £'000
<b>Turnover</b>	3	765,259	769,116
Cost of sales		<u>(574,207)</u>	<u>(574,960)</u>
<b>Gross profit</b>		191,052	194,156
Administrative expenses		<u>(59,124)</u>	<u>(59,926)</u>
		131,928	134,230
Other operating income	4	<u>13,700</u>	<u>8,591</u>
<b>Operating profit</b>	7	145,628	142,821
Interest receivable and similar income	9	26,073	19,451
Interest payable and similar expenses	10	<u>(1,484)</u>	<u>(1,318)</u>
<b>Profit before taxation</b>		170,217	160,954
Tax on profit	11	<u>(40,623)</u>	<u>(31,736)</u>
<b>Profit for the financial year</b>		<u><u>129,594</u></u>	<u><u>129,218</u></u>

The notes on pages 16 to 34 form part of these financial statements

**PA Consulting Services Limited**

**Other Comprehensive Income  
for the Year Ended 31 December 2024**

	2024	2023
Notes	£'000	£'000
<b>Profit for the year</b>	129,594	129,218
<b>Other comprehensive income</b>		
Exchange on retranslation of branches	394	394
Actuarial loss on pension scheme	(19)	(22)
Income tax relating to components of other comprehensive income	-	-
	<u>375</u>	<u>372</u>
<b>Other comprehensive income for the year, net of income tax</b>		
	<u>129,969</u>	<u>129,590</u>

The notes on pages 16 to 34 form part of these financial statements

PA Consulting Services Limited (Registered number: 00414220)

Statement of Financial Position  
31 December 2024

	Notes	2024 £'000	2023 £'000
<b>Fixed assets</b>			
Intangible assets	12	-	156
Tangible assets	13	32,931	33,246
Investments	14	1	1
		<u>32,932</u>	<u>33,403</u>
<b>Current assets</b>			
Debtors: amounts falling due within one year	15	698,012	585,688
Debtors: amounts falling due after more than one year	15	10,045	7,364
Cash at bank	16	71,160	67,481
		<u>779,217</u>	<u>660,533</u>
<b>Creditors</b>			
Amounts falling due within one year	17	(211,233)	(222,272)
<b>Net current assets</b>		<u>567,984</u>	<u>438,261</u>
<b>Total assets less current liabilities</b>		600,916	471,664
<b>Creditors</b>			
Amounts falling due after more than one year	18	(795)	(1,109)
<b>Provisions for liabilities</b>	20	(926)	(1,329)
<b>Net assets</b>		<u>599,195</u>	<u>469,226</u>
<b>Capital and reserves</b>			
Called up share capital	21	200	200
Retained earnings		598,995	469,026
<b>Shareholders' funds</b>		<u>599,195</u>	<u>469,226</u>

The financial statements were approved by the Board of Directors and authorised for issue on 27 August 2025 and were signed on its behalf by:



.....  
K Janjuah - Director

The notes on pages 16 to 34 form part of these financial statements

**PA Consulting Services Limited**

**Statement of Changes in Equity  
for the Year Ended 31 December 2024**

	Called up share capital £'000	Retained earnings £'000	Total equity £'000
<b>Balance at 1 January 2023</b>	200	339,436	339,636
Profit for the year	-	129,218	129,218
Other comprehensive income	-	372	372
Total comprehensive income	-	129,590	129,590
<b>Balance at 31 December 2023</b>	200	469,026	469,226
Profit for the year	-	129,594	129,594
Other comprehensive income	-	375	375
Total comprehensive income	-	129,969	129,969
<b>Balance at 31 December 2024</b>	200	598,995	599,195

The notes on pages 16 to 34 form part of these financial statements

## PA Consulting Services Limited

### Notes to the Financial Statements for the Year Ended 31 December 2024

#### 1. Statutory information

PA Consulting Services Limited is a private company, limited by shares, registered in England and Wales. The company's registered number and registered office address can be found on the Company Information page.

The financial statements are presented in pounds sterling (£'000s).

#### 2. Accounting policies

##### Basis of preparing the financial statements

The financial statements have been prepared in accordance with the Companies Act 2006 and applicable United Kingdom accounting standards.

The Company's financial statements have been prepared in compliance with FRS 102 'The Financial Reporting Standard applicable to the UK and the Republic of Ireland as it applies to the financial statements of the Company for the year ended 31 December 2024.

The principal accounting policies used in preparing these financial statements are set out below. These policies have been consistently applied to all the years presented in dealing with items that are considered material in relation to the financial statements.

The financial statements have been prepared on the going concern basis of accounting under the historical cost convention, except for pension assets and liabilities that are measured at fair value.

##### Going concern

Having considered the financial position, trading performance and forecast cash flows, along with the principal risks of the business, of the Company and wider PA Group, the directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. The assessment of the Company is based on the going concern assessment of the wider PA Group as the business is reliant on other members of the group for staffing and its financial services.. The Company has obtained a letter of support from PA Consulting Group Limited with regards to these relationships.

As described in the Group Annual Report, the directors of PA Consulting Group Limited have taken into account short and mid-term trading and cash forecasts, covering the period to 31 December 2026, potential global or economic impacts on the numbers included in those forecasts and the availability of funding sources for the Group. The forecast providing the basis for the review has been formed from the PA Consulting Group Limited Board-approved 2025 budget with 2026 numbers from the Group's longer term strategic plan. In creating the budget, consideration has been given to the shape, size and location of workforce required to service anticipated client demand and the appropriate utilisation level for various consultant groupings. The national insurance increase announced in the UK Budget of October 2024 has been incorporated into employment costs. Additionally, expected inflationary impacts have been factored into the Group's more volatile cost components, primarily utility costs and lease service charges. Although expectation is that UK financing rates will reduce over the coming year, the forecast debt servicing costs have been modelled consistent with the higher 2024 rates experienced. The forecast shows operating cashflow to be strong throughout the review period.

The directors of PA Consulting Group Limited have also assessed the tolerance of the cash flows to adverse impacts on these assumptions for the key financial performance drivers. These are considered in the review period to be the risk of client demand dropping as the new UK public sector procurement policies are embedded, and cost inflation remaining higher than anticipated. The downside case, incorporating a combination of significant revenue reduction and overhead cost increase, demonstrated that the Group's business model, is sufficiently robust and has excess liquidity headroom to absorb a sizeable and sustained downturn.

On the basis of the Group's forecast position, of which the Company is the largest contributor, and from the outcome of the downside scenario, the directors are satisfied that the Company's business model is robust and flexible. The directors are further satisfied that the Company has sufficient resources and liquidity to continue to trade for the foreseeable future and conclude that there are no significant doubts about the Company's ability to continue as a going concern

## PA Consulting Services Limited

### Notes to the Financial Statements - continued for the Year Ended 31 December 2024

#### 2. Accounting policies - continued

##### **Financial Reporting Standard 102 - reduced disclosure exemptions**

The Company has taken advantage of the following disclosure exemptions in preparing these financial statements, as permitted by FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland":

- the requirements of Section 7 Statement of Cash Flows;
- the requirement of paragraph 3.17(d);
- the requirements of paragraphs 11.42, 11.44, 11.45, 11.47, 11.48(a)(iii), 11.48(a)(iv), 11.48(b) and 11.48(c);
- the requirements of paragraphs 12.26, 12.27, 12.29(a), 12.29(b) and 12.29A;
- the requirements of paragraphs 29.28(b) and 29.29;
- the requirement of paragraph 33.7.

##### **Preparation of consolidated financial statements**

The financial statements contain information about PA Consulting Services Limited as an individual Company and do not contain consolidated financial information as the parent of a group. The Company is exempt under Section 400 of the Companies Act 2006 from the requirements to prepare consolidated financial statements as it and its subsidiary undertakings are included by full consolidation in the consolidated financial statements of its parent, PA Consulting Group Limited, 10 Bressenden Place, London, SW1E 5DN.

##### **Critical accounting judgements and key sources of estimation uncertainty**

The preparation of the financial statements requires management to make judgements, estimates and assumptions in the application of accounting policies that affect reported amounts of assets and liabilities, income and expenses. The Company bases its estimates and judgements on historical experience and other factors deemed reasonable under the circumstances, including any expectations of future events. Actual results may differ from these estimates. The estimates and judgements considered to be significant are detailed below:

##### Taxation

Judgement is required when determining the provision for taxes as the tax treatment of some transactions cannot be finally determined until a formal resolution has been reached with the tax authorities. Assumptions are made around the level of disallowable expenses and provisions are also made for uncertain exposures; this affects the tax calculation and can have an impact on both deferred and current tax. Tax assets are not recognised unless it is probable that the benefit will be realised and tax provisions are made if it is probable that a liability will arise. The final resolution of these transactions may give rise to adjustments to the income statement and/or cash flow in future periods. The Company reviews each significant tax asset or liability each period to assess the appropriate accounting treatment. Refer to note 12 for further details.

##### Turnover from fixed price contracts

Turnover from fixed price contracts is recognised with reference to management's judgement of the stage of completion of the contract at the end of the reporting period and includes an estimate of the costs to complete the contract. Performance over the remaining contract term may result in revised estimates of turnover and costs with cumulative adjustment to revenue and profit reported in future periods.

##### Provisions for work in progress assets and customer receivables

Provisions are made for work in progress assets and customer receivables where there is doubt over their recoverability. The provision is an estimate calculated in accordance with a defined company policy based on the age of work in progress and customer receivables and information available at the reporting date. Future recovery or otherwise of these assets will result in a release of the provision or increase in the charge to the income statement.

##### Provision for liabilities

The Company recognises a provision for liabilities when it has a present obligation as a result of a past event and it is probable that the Company will be required to settle that obligation. Determining the level of provision required requires the use of both judgement and estimates. Subsequent resolution of these matters may result in an increase or decrease in the actual cash out flows required to settle the liability.

## PA Consulting Services Limited

### Notes to the Financial Statements - continued for the Year Ended 31 December 2024

#### 2. Accounting policies - continued

##### Turnover

Turnover represents the fair value of the consideration received or receivable for consulting services on each client assignment provided during the period, including expenses and disbursements but excluding value added tax and other similar sales taxes. Expenses and disbursements include mileage, accommodation, materials and subcontractor fees.

For each client assignment, the Company considers whether there are promises in the contract that are separate performance obligations to which a portion of the transaction price needs to be allocated. In determining the transaction price for each client assignment, the Company considers the effects of variable consideration. The Company does not have client contracts with significant financing components or non-cash consideration.

Turnover from time and materials contracts is recognised as the services are provided on the basis of time worked at an hourly or daily rate and as direct expenses and disbursements are incurred.

For fixed-price contracts, provided the Company has an enforceable right to payment for performance completed to date, turnover is recognised over the contract term using the percentage of completion method (input method). An input method has been selected as there is a direct relationship between the Company's effort, as measured by the Company's costs incurred, and the transfer of service to the customer.

The stage of completion of a fixed-priced contract is measured as the proportion that costs incurred for work performed to date bear to the estimated total costs of the contract. Estimated total costs of the contract (primarily consultant time) are reviewed regularly and, where necessary, revised.

For contracts that include milestones and do not grant the Group an enforceable right to payment for performance completed to date, turnover is recognised upon meeting the contractual milestone requirements.

If the consideration in a contract includes a variable amount, the Company estimates the amount of consideration to which it will be entitled in exchange for services rendered to the client. The variable consideration is estimated at contract inception and constrained until it is highly probable that a significant reversal in the cumulative amount of turnover recognised will not occur when the associated uncertainty of the variable consideration is subsequently resolved. The Company's gain share contracts are treated under the variable turnover model.

No turnover is recognised if there are significant uncertainties regarding recovery of the consideration due or associated costs. An expected loss on a contract is recognised immediately in the income statement.

For the majority of contracts, turnover is recognised over time as services are performed. The Company has client contracts that require payments in advance of services performed. This results in contract liability balances, and client contracts that require payment after services are performed, resulting in contract asset balances.

Where the Company uses subcontractors to provide services to a customer, an assessment is made of whether the Company controls the subcontracted services before transferring them to the customer. If the Company controls the services, the Company acts as a principal and recognises turnover from subcontractor services on a gross basis (i.e., the full amount billed to the customer) with the subcontractor costs recognised in direct costs. If the Company does not control the services, the Company acts as an agent and recognises turnover from subcontractor services on a net basis (i.e., the amount billed to the customer less the amount paid to the subcontractor).

## PA Consulting Services Limited

### Notes to the Financial Statements - continued for the Year Ended 31 December 2024

#### 2. Accounting policies - continued

##### Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off the cost less estimated residual value of each asset over its estimated useful life.

Freehold property	- straight line over 10 - 50 years
Short leasehold	- equally over the lease period
Assets under construction	- no depreciation until asset is complete
Office furniture, equipment and machinery	- straight line over 3 - 10 years
Computer equipment	- straight line over 2 - 5 years

Tangible fixed assets are stated in the statement of financial position at cost less accumulated depreciation and impairment. Cost comprises purchase price after discounts and rebates plus all directly attributable costs of bringing the asset to working condition for its intended use. Finance costs are not capitalised and are recognised as an expense when incurred.

The carrying values of tangible fixed assets are reviewed for impairment when events or changes in circumstances indicate that carrying values may not be recoverable.

##### Government grants

Government grants are not recognised until there is reasonable assurance that the Company will comply with the conditions attaching to them and that the grants will be received.

The Company has adopted the accrual model for the recognition of government grants.

Government grants are recognised in profit or loss on a systematic basis over the periods in which the Company recognises as expenses the related costs for which the grants are intended to compensate.

Government grants that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the Company with no future related costs are recognised in profit or loss in the period in which they become receivable.

##### Investments in subsidiaries

Investments in subsidiaries are stated at cost less, where appropriate, provisions for impairment.

##### Financial instruments

Trade receivables and other receivables do not carry interest and are stated at amortised cost net of any provisions.

Trade and other payables are not interest-bearing and are stated at amortised cost.

##### Taxation

The tax charge comprises current tax payable and deferred tax.

The current tax charge represents an estimate of the amounts payable to tax authorities in respect of the Company's taxable profit and is based on an interpretation of existing tax laws. Taxable profit differs from profit before tax as reported in the income statement as it excludes certain items of income and expense that are taxable or deductible in other years or are never taxable or deductible.

##### Deferred tax

Deferred tax is provided using the balance sheet liability method, providing for temporary differences between the carrying amounts of assets and liabilities for financial purposes and the amounts used for taxation purposes.

- Deferred tax assets are recognised only to the extent that the directors consider that it is probable that there will be suitable taxable profits from which the future reversal of the underlying timing differences can be deducted.
- Deferred tax is measured on an undiscounted basis at the tax rates that are expected to apply in the periods in which timing differences reverse, based on tax rates and laws enacted, or substantively enacted, at the balance sheet date.
- Deferred tax assets and liabilities are offset against each other where there is a legally enforceable right to set off current taxation assets against current taxation liabilities and it is the intention to settle these on a net basis.

**PA Consulting Services Limited**

**Notes to the Financial Statements - continued  
for the Year Ended 31 December 2024**

2. **Accounting policies - continued**

**Research and development**

Research expenditure is written off to the income statement in the period in which it is incurred. Development expenditure is written off in the same way unless the directors are satisfied as to the technical, commercial and financial viability of individual projects. In this situation, the expenditure is deferred and amortised over the period during which the Company is expected to benefit.

**Foreign currencies**

(a) Functional and presentation currency

The functional currency of the Company is the currency of the primary economic environment in which it operates. The financial statements are presented in sterling, which is the Company's functional and presentation currency.

(b) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the date of transaction. Monetary assets and liabilities denominated in foreign currencies are translated at rates ruling at the statement of financial position date. Such exchange differences are included in the profit and loss account under other administrative expenses. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the date of the initial transactions.

(c) Consolidation

For the purpose of presenting the financial statements, the results and financial position of overseas branches (none of which has the currency of a hyperinflationary economy) that have a functional currency other than sterling are translated into sterling as follows:

Assets and liabilities within the statement of financial position are translated at the exchange rate at the balance sheet date;

Income and expenses within the income statement are translated at exchange rates approximating to the rates ruling at the dates transactions occurred;

The foreign exchange differences arising on retranslation of overseas branches are recognised in the Company's profit and loss reserve.

**Operating lease income and expense**

(a) Rental expense

Operating lease rentals are charged as other administrative expenses to the income statement in equal annual amounts over the lease term. Assets leased under operating leases are not recorded on the statement of financial position because the lessor retains a significant portion of the risks and rewards of ownership.

(b) Lease incentives

The benefit of lease incentives such as rent-free periods or up-front cash payments are spread equally on a straight-line basis over the lease term.

## PA Consulting Services Limited

### Notes to the Financial Statements - continued for the Year Ended 31 December 2024

#### 2. Accounting policies - continued

##### Employee benefits

##### Defined benefit pension schemes

The cost of providing benefits under the defined benefit plans is determined separately for each plan using the projected unit credit method, which attributes entitlement to benefits to the current period (to determine current service cost) and to the current and prior periods (to determine the present value of defined benefit obligations), and is based on actuarial advice. When a settlement, amendment or a curtailment occurs, the change in the present value of the scheme liabilities and the fair value of the plan assets reflects the gain or loss that is recognised in the income statement during the period in which it occurs.

The net interest element is determined by multiplying the net defined benefit liability by the discount rate at the start of the period, and taking into account any changes in the net defined benefit liability during the period as a result of contribution and benefit payments. The net interest is recognised in profit or loss as other finance revenue or cost.

Remeasurements, comprising actuarial gains and losses, the effect of the asset ceiling and the return on the net defined benefit liability (excluding amounts included in net interest) are recognised immediately in other comprehensive income in the period in which they occur. Remeasurements are not reclassified to the income statement in subsequent periods.

The defined net benefit pension asset or liability in the statement of financial position comprises the total for each plan of the present value of the defined benefit obligation (using a discount rate based on high-quality corporate bonds) less the fair value of plan assets out of which the obligations are to be settled directly. Fair value is based on market price information and in the case of quoted securities is the published bid price. The value of a net pension benefit asset is limited to the amount that may be recovered either through reduced contributions or agreed refunds from the scheme.

##### Defined contribution pension obligation

Contributions to defined contribution schemes are recognised in the income statement in the period in which they become payable.

## PA Consulting Services Limited

### Notes to the Financial Statements - continued for the Year Ended 31 December 2024

#### 2. Accounting policies - continued

##### **Cash**

Cash includes cash in hand, deposits held with banks, other short-term deposits and other liquid investments accessible within 24 hours without penalty.

##### **Interest-bearing loans and borrowings**

All interest-bearing loans and borrowings are initially recognised at net proceeds. After initial recognition, debt is increased by the finance cost in respect of the reporting period and reduced by repayments made in the period.

Interest payable is accrued on a time basis by reference to the principal outstanding and at the effective interest rate applicable.

##### **Provisions**

The Company recognises a provision when it has a present obligation as a result of a past event and it is probable that the Company will be required to settle that obligation. Provisions are measured at the directors' best estimate of the expenditure required to settle the obligation at the statement of financial position date.

Provision is made for property lease commitments, to restore premises to their original condition upon vacating them where such an obligation exists under the lease.

Other provisions include provisions mostly in respect of legal actions or claims against the Company. In the opinion of the directors, the provisions made represent sufficient and adequate provision to cover the likely result of any action or claim.

##### **Share capital**

The ordinary shares are classified as equity instruments. An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments are measured at the fair value of the cash or other proceeds received or receivable, net of direct issue costs. If payment is deferred and the time value of money is material, the initial measurement is on a present value basis.

##### **Provision of services and agency agreement with PA Holdings Limited**

PA Holdings Limited has agreed to provide the Company and the Company has agreed to receive and pay for the services of PA Holdings Limited personnel.

Under the terms of the agreement with PA Holdings Limited, the Company has agreed to pay and discharge, as agent for PA Holdings Limited, all salary and other remuneration in respect of the personnel whose services are provided by PA Holdings Limited and account to HMRC for any PAYE or national insurance contributions due in respect of remuneration paid to personnel of PA Holdings Limited.

In fulfilling its obligations as an agent, the Company recognises certain employment related liabilities related to the personnel of PA Holdings Limited:

- for deferred employee remuneration the Company recognises deferred employee remuneration liabilities where there is a past practice that has created a constructive obligation or there is a contractual obligation. Deferred employee remuneration due in more than one year relates to the deferral of remuneration for certain personnel of PA Holdings Limited for one year after they have been awarded.
- for accumulating compensated absences, primarily annual leave, the Company recognises the expected cost of the absences, when the employees of PA Holdings Limited render service that increases their entitlement to future compensated absences.

**PA Consulting Services Limited**

**Notes to the Financial Statements - continued  
for the Year Ended 31 December 2024**

**3. Turnover**

The turnover and profit before taxation are attributable to the one principal activity of the Company.

An analysis of turnover by geographical market is given below:

	2024	2023
	£'000	£'000
United Kingdom	727,296	735,152
Europe (excluding Scandinavia)	7,471	7,323
Scandinavia	2,677	5,277
Americas	18,899	15,817
Asia Pacific	8,916	5,547
	<u>765,259</u>	<u>769,116</u>

**4. Other operating income**

	2024	2023
	£'000	£'000
Government grants - R&D tax credit	<u>13,700</u>	<u>8,591</u>

**5. Employees and directors**

The amounts recognised in the Income Statement in the period (including directors' remuneration) were as follows:

	2024	2023
	£'000	£'000
Wages and salaries	56	400
Social security costs	6	15
Pension costs for the defined contribution scheme	4	47
Other employee expense	93	29
	<u>159</u>	<u>491</u>

The average number of persons employed by the Company (including directors) during the year, analysed by category was as follows:

	2024	2023
	No.	No.
Consultants	-	1
Administration and support	-	1
	<u>-</u>	<u>2</u>

Current year payroll costs relate to final settlements for employees that left at the end of 2023 and a contractor who was assisting with the closure of a branch.

**PA Consulting Services Limited**

**Notes to the Financial Statements - continued  
for the Year Ended 31 December 2024**

**6. Directors' emoluments**

The directors' remuneration for the year was as follows:

	2024 £'000	2023 £'000
Aggregate emoluments in respect of qualifying services	2,740	3,670
Company contributions to money purchase pension schemes	13	13
	<u>2,753</u>	<u>3,683</u>

During the year the number of directors who were receiving benefits and share incentives were as follows:

	2024 No.	2023 No.
Accruing benefits under money purchase pension scheme	1	2
Purchased shares in the company under the Group's Management Equity plan in respect of qualifying services	3	3
	<u>3</u>	<u>3</u>

In respect of the highest paid director:

	2024 £'000	2023 £'000
Total amount of emoluments and amounts receivable under long-term incentive scheme	<u>753</u>	<u>933</u>

All directors were employed by and received all emoluments from other PA Group undertakings. The directors perform duties for multiple entities in the PA Group and it is not practical to allocate their compensation between group entities. The amounts disclosed above represent total amounts paid for services provided to all group companies.

**7. Operating profit**

The operating profit is stated after charging:

	2024 £'000	2023 £'000
Operating lease expense - plant and machinery	67	47
Operating lease expense - property	5,454	5,460
Depreciation - owned assets	4,840	6,186
Loss on disposal of fixed assets	127	110
Computer software amortisation	124	232
Foreign exchange differences	1,019	1,589
Research and development cost	<u>42,800</u>	<u>26,485</u>

**8. Auditors' remuneration**

	2024 £'000	2023 £'000
Fees payable to the Company's auditors and their associates for the audit of the Company's financial statements	<u>248</u>	<u>201</u>

**PA Consulting Services Limited**

**Notes to the Financial Statements - continued  
for the Year Ended 31 December 2024**

**9. Interest receivable and similar income**

	2024	2023
	£'000	£'000
Other interest receivable	-	2
Net interest on pension	9	11
Interest receivable on amounts owed by group undertakings	26,064	19,438
	<u>26,073</u>	<u>19,451</u>

Interest receivable on amounts owed by group undertakings represents interest receivable on amounts deposited with PA Group Treasury Services Limited.

**10. Interest payable and similar expenses**

	2024	2023
	£'000	£'000
Interest expense on other finance liabilities	-	1
Interest payable on amounts owed to group undertakings	1,484	1,317
	<u>1,484</u>	<u>1,318</u>

Interest payable on amounts owed to group undertakings represents interest payable on amounts received from PA Group Treasury Services Limited.

**11. Taxation**

**Analysis of the tax charge**

The tax charge on the profit for the year was as follows:

	2024	2023
	£'000	£'000
Current tax:		
UK corporation tax	42,349	34,592
UK corporation tax adjustment to prior periods	(2,381)	(6,120)
Total current tax	<u>39,968</u>	<u>28,472</u>
Deferred tax:		
Deferred tax	(518)	(645)
Deferred tax adjustment relating to previous years	1,173	3,909
Total deferred tax	<u>655</u>	<u>3,264</u>
Tax on profit	<u>40,623</u>	<u>31,736</u>

**PA Consulting Services Limited**

**Notes to the Financial Statements - continued  
for the Year Ended 31 December 2024**

**11. Taxation - continued**

**Reconciliation of total tax charge included in profit and loss**

The tax assessed for the year is lower than the standard rate of corporation tax in the UK. The difference is explained below:

	2024	2023
	£'000	£'000
Profit before tax	170,217	160,954
Profit multiplied by the standard rate of corporation tax in the UK of 25% (2023 - 23.500%)	42,554	37,824
Effects of:		
Expenses not deductible for tax purposes	684	637
Group relief claimed for nil consideration	(1,176)	(3,822)
Tax (overprovided) in previous years	(1,209)	(2,211)
Research and development tax credits	(230)	(692)
<b>Total tax charge</b>	<b>40,623</b>	<b>31,736</b>

**Tax effects relating to effects of other comprehensive income**

	2024		
	Gross £'000	Tax £'000	Net £'000
Exchange on retranslation of branches	394	-	394
Actuarial loss on pension scheme	(19)	-	(19)
	<u>375</u>	<u>-</u>	<u>375</u>
	<u><u>375</u></u>	<u><u>-</u></u>	<u><u>375</u></u>
	2023		
	Gross £'000	Tax £'000	Net £'000
Exchange on retranslation of branches	394	-	394
Actuarial loss on pension scheme	(22)	-	(22)
	<u>372</u>	<u>-</u>	<u>372</u>
	<u><u>372</u></u>	<u><u>-</u></u>	<u><u>372</u></u>

**PA Consulting Services Limited**

**Notes to the Financial Statements - continued  
for the Year Ended 31 December 2024**

**11. Taxation - continued**

**Deferred tax**

Deferred tax assets and liabilities

	Asset £'000	Liability £'000
2024		
Other timing differences	3,658	-
Accelerated capital allowances	-	(2,781)
	3,658	(2,781)
	3,658	(2,781)
2023		
Other timing differences	3,351	-
Accelerated capital allowances	-	(1,884)
	3,351	(1,884)
	3,351	(1,884)

Deferred tax liabilities relating to accelerated capital allowances will reverse as the underlying assets are depreciated. Deferred tax assets mainly represent deferred remuneration. These will reverse as the deferred remuneration is paid. They have no expiry date.

The amount of the net reversal of deferred tax assets and deferred tax liabilities expected to occur during the year beginning after the reporting period is £2,641,579 (2023 : £2,407,000).

The Company falls within the scope of Pillar Two legislation.

**12. Intangible fixed assets**

	Computer software £'000
<b>Cost</b>	
At 1 January 2024	10,702
Disposals	(513)
At 31 December 2024	10,189
<b>Amortisation</b>	
At 1 January 2024	10,546
Amortisation for year	124
Eliminated on disposal	(481)
At 31 December 2024	10,189
<b>Net book value</b>	
At 31 December 2024	-
At 31 December 2023	156

PA Consulting Services Limited

Notes to the Financial Statements - continued  
for the Year Ended 31 December 2024

13. Tangible fixed assets

	Freehold property £'000	Short leasehold £'000	Assets under construction £'000
<b>Cost</b>			
At 1 January 2024	30,114	8,468	477
Additions	187	138	2,408
Disposals	-	(47)	(23)
Transfers	-	454	(454)
At 31 December 2024	<u>30,301</u>	<u>9,013</u>	<u>2,408</u>
<b>Depreciation</b>			
At 1 January 2024	8,384	3,805	-
Charge for year	1,414	743	-
Eliminated on disposal	-	(31)	-
Transfers	-	-	-
At 31 December 2024	<u>9,798</u>	<u>4,517</u>	<u>-</u>
<b>Net book value</b>			
At 31 December 2024	<u>20,503</u>	<u>4,496</u>	<u>2,408</u>
At 31 December 2023	<u>21,730</u>	<u>4,663</u>	<u>477</u>
	Office furniture, equipment and machinery £'000	Computer equipment £'000	Totals £'000
<b>Cost</b>			
At 1 January 2024	8,465	10,500	58,024
Additions	879	1,008	4,620
Disposals	(3)	(1,116)	(1,189)
Transfers	33	(1)	32
At 31 December 2024	<u>9,374</u>	<u>10,391</u>	<u>61,487</u>
<b>Depreciation</b>			
At 1 January 2024	5,026	7,563	24,778
Charge for year	1,073	1,610	4,840
Eliminated on disposal	(2)	(1,038)	(1,071)
Transfers	33	(24)	9
At 31 December 2024	<u>6,130</u>	<u>8,111</u>	<u>28,556</u>
<b>Net book value</b>			
At 31 December 2024	<u>3,244</u>	<u>2,280</u>	<u>32,931</u>
At 31 December 2023	<u>3,439</u>	<u>2,937</u>	<u>33,246</u>

**PA Consulting Services Limited**

**Notes to the Financial Statements - continued  
for the Year Ended 31 December 2024**

**14. Fixed asset investments**

	Shares in group undertakings £'000
<b>Cost</b>	
At 1 January 2024 and 31 December 2024	1
<b>Net book value</b>	
At 31 December 2024	1
At 31 December 2023	1

Details of the investments in which the Company holds 20% or more of the nominal value of any class of share capital are as follows:

Undertaking	Holding	Proportion of voting rights and shares held	Principal activity
PA Technology Solutions Limited	Ordinary Shares	100.00%	Consultancy
PA Middle East Limited	Ordinary Shares	100.00%	Consultancy
PA Pension Trustees Limited	Ordinary Shares	100.00%	Dormant
PA Pension Trustees Two Limited	Ordinary Shares	48.00%	Dormant

The registered office for all of the above investments is 10 Bressenden Place, London, SW1E 5DN.

PA Middle East Limited held a 49% indirect investment in PA Consulting Group (Qatar) LLC, an entity incorporated in Qatar in accordance with the Qatar Commercial Companies Law. PA Consulting Group (Qatar) LLC was liquidated in November 2024.

**15. Debtors**

	2024 £'000	2023 £'000
Amounts falling due within one year:		
Trade debtors	67,540	71,683
Amounts owed by group undertakings	568,346	467,365
Other debtors	15,613	4,007
Income tax asset	338	752
Accrued income	36,702	31,011
Prepayments	9,473	10,870
	698,012	585,688
Amounts falling due after more than one year:		
Other debtors	9,233	5,897
Deferred tax	812	1,467
	10,045	7,364
<b>Aggregate amounts</b>	<b>708,057</b>	<b>593,052</b>

Trade debtors includes amounts owed by related parties in the Jacobs Solutions Inc group of £1,604,000 (2023: £312,000) and accrued income includes amounts owed by related parties in the Jacobs Solutions Inc group of £238,000 (2023: £42,000), see note 27.

**PA Consulting Services Limited**

**Notes to the Financial Statements - continued  
for the Year Ended 31 December 2024**

16.	<b>Cash at bank</b>	2024 £'000	2023 £'000
	Cash at bank	<u>71,160</u>	<u>67,481</u>
17.	<b>Creditors: amounts falling due within one year</b>	2024 £'000	2023 £'000
	Trade creditors	5,133	4,433
	Amounts owed to group undertakings	39,805	43,001
	Corporation tax liability	11,402	11,236
	Social security and other taxes	31,689	31,306
	Other creditors	14,680	15,623
	Bonuses	65,563	70,563
	Deferred income	19,026	24,844
	Accrued expenses	23,935	21,266
		<u>211,233</u>	<u>222,272</u>

Trade creditors includes amounts owed to related parties in the Jacobs Solutions Inc group of £182,000 (2023: £111,000) and deferred income includes amounts owed to related parties in the Jacobs Solutions Inc group of £1,000 (2023: £30,000), see note 27.

18.	<b>Creditors: amounts falling due after more than one year</b>	2024 £'000	2023 £'000
	Bonuses	<u>795</u>	<u>1,109</u>

19.	<b>Leasing agreements</b>		
	Minimum lease payments under non-cancellable operating leases fall due as follows:		
		2024 £'000	2023 £'000
	Within one year	6,087	6,350
	Between one and five years	20,617	21,229
	In more than five years	10,156	14,843
		<u>36,860</u>	<u>42,422</u>

The Company has lease agreements in respect of property and equipment for which payments extend over a number of years. The Company enters into these arrangements as these are a cost-efficient way of obtaining the short-term benefits of these assets. The Company lease rental charges are disclosed in note 7. There are no other material off-balance sheet arrangements.

**PA Consulting Services Limited**

**Notes to the Financial Statements - continued  
for the Year Ended 31 December 2024**

**20. Provisions for liabilities**

	Other provisions £'000	Property provisions £'000	Total £'000
At 1 January 2024	(510)	(819)	(1,329)
Charged to the income statement	-	(107)	(107)
Utilised in the period	472	31	503
Released unused in the period		7	7
	(38)	(888)	(926)
At 31 December 2024	(38)	(888)	(926)

Property provisions relate to dilapidation obligations on leasehold properties and are accrued on a straight line basis over the term of the lease.

In the opinion of the directors, the provisions made represent sufficient and adequate provision to cover the likely result of any action or claim. They are also of the opinion that further detailed disclosure of the nature or extent of these actions or claims would be seriously prejudicial to the Company's defence of these actions and claims.

**21. Called up share capital**

Allotted, issued and fully paid:		Nominal	2024	2023
Number:	Class:	value:	£'000	£'000
200,000	Ordinary shares	£1	200	200

The shares have attached to them full voting, dividend and capital distribution rights.

**PA Consulting Services Limited**

**Notes to the Financial Statements - continued  
for the Year Ended 31 December 2024**

**22. Employee benefit obligations**

The Company operates a defined contribution pension scheme and a defined benefit pension scheme, and their assets are held independently of the Company's finances in either separate insurance-based schemes or trustee administered funds.

**Defined contribution pension scheme**

The total pension costs for the Company relating to employer contributions to defined contribution pension arrangements was £4,000 (2023: £47,000).

There were no contributions payable to the scheme at the end of the year (2023: £nil).

**Defined benefit pension scheme**

The defined benefit pension scheme was closed to new members in October 2015, from which time membership transferred to an alternative defined benefit scheme for which the Company is not responsible for ongoing funding. On 1 September 2016, a group of members of the scheme transferred their benefits out of the scheme to the alternative scheme. There are no active members and 10 deferred pensioners remaining in the scheme.

The scheme surplus of £244,000 is not recognised as the surplus is not expected to be recoverable through reduced contributions or agreed refunds from the scheme.

**Analysis of defined pension arrangement net assets and liabilities included in the statement of financial position**

	2024 £'000	2023 £'000
Defined benefit pension arrangements with gross assets	244	191
Restriction to apply on recognition of surplus	(244)	(191)
	-	-
	-	-

**Analysis of amounts recognised in the income statement**

	2024 £'000	2023 £'000
Running costs	(28)	(26)
Net interest on pension assets and liabilities	9	11
	(19)	(15)
	(19)	(15)

**Analysis of amounts recognised in the statement of other comprehensive income**

	2024 £'000	2023 £'000
Actual return on assets less interest	(113)	(3)
Actuarial gain/(loss) on liability	147	(55)
Restriction to apply on recognition of surplus	(53)	36
	(19)	(22)
Actuarial loss recognised on defined benefit pension arrangement	(19)	(22)
	(19)	(22)
Total recognised in the statement of other comprehensive income	(19)	(22)

The full disclosures required by FRS 102 are not provided because, in the directors' opinion, the arrangement is immaterial to the net assets of the Company.

## PA Consulting Services Limited

### Notes to the Financial Statements - continued for the Year Ended 31 December 2024

#### 23. Parent and ultimate parent undertaking

The company's immediate parent is PA Holdings Limited, incorporated in England and Wales.

The ultimate parent is Jacobs Solutions Inc. incorporated in the United States of America, who have a 65% shareholding in PA Consulting Group Limited, the top Company in the PA Group.

The most senior parent entity producing publicly available financial statements is Jacobs Solutions Inc. These financial statements are available upon request from 1999 Bryan Street, Suite 1200, Dallas, TX 75201, USA.

The ultimate controlling party is Jacobs Solutions Inc.

#### Relationship between entity and parents

The parent of the largest group in which these financial statements are consolidated is Jacobs Solutions Inc. incorporated in the United States of America.

The address of Jacobs Solutions Inc. is:  
1999 Bryan Street, Suite 1200, Dallas, TX 75201, USA

The parent of the smallest group in which these financial statements are consolidated is PA Consulting Group Limited, incorporated in England and Wales.

The address of PA Consulting Group Limited is:  
10 Bressenden Place, London, SW1E 5DN

#### 24. Contingent liabilities

In common with comparable consultancy organisations, the Company maintains a variety of insurance policies including professional indemnity insurance. If a claim is raised, the directors assess each claim and provide for legal and settlement costs where, on the basis of the advice received, it is considered a liability may exist. Having sought advice, no additional provision has been made in the current year.

#### 25. Capital commitments

	2024	2023
	£'000	£'000
Contracted but not provided for in the financial statements	294	662

#### 26. Other financial commitments

The Company has guaranteed bid, performance and rent bonds issued by its banks on its behalf in the ordinary course of business totalling £2,000 (2023 : £34,000). These are not expected to result in any material financial loss.

#### 27. Related party disclosures

The Company has taken advantage of the exemptions available under FRS 102 Section 33.1A from disclosing intra-Group transactions and balances with wholly owned subsidiaries of the PA Consulting Group.

**PA Consulting Services Limited**

**Notes to the Financial Statements - continued  
for the Year Ended 31 December 2024**

**27. Related party disclosures - continued**

**Summary of transactions with the controlling shareholder**

	2024	2023
	£'000	£'000
Sales	4,653	209
Purchases	(5)	-
Amount due from related party	1,113	120
Amount due to related party	(1)	(30)
	<u>          </u>	<u>          </u>

The controlling shareholders are Jacobs Solutions Inc. and Jacobs Engineering Inc.

The sales to the controlling shareholder were subject to standard client procurement policies. The directors therefore consider that all such transactions have been entered into on an arm's-length basis. The outstanding balances are unsecured and will be settled in cash.

**Other related parties**

	2024	2023
	£'000	£'000
Sales	3,816	1,688
Purchases	(4,046)	(685)
Amount due from related party	729	234
Amount due to related party	(182)	(111)
	<u>          </u>	<u>          </u>

These transactions relate to sales to and purchases from subsidiaries of the controlling shareholder. The sales and purchases from the subsidiaries of the controlling shareholder were subject to standard client procurement policies. The directors therefore consider that all such transactions have been entered into on an arm's-length basis. The outstanding balances are unsecured and will be settled in cash.

The total compensation paid to key management personnel for services provided was £6,281,000 (2023: £3,683,000). In 2024, key management personnel includes certain directors and all members of the Executive Management team. For 2023, given some roles changing in the period, this was restricted to only the directors of the company.

Key management personnel were employed by and received all emoluments from other PA Group undertakings. The key management personnel perform duties for multiple entities in the PA Group and it is not practical to allocate their compensation between group entities. The amounts disclosed represent total amounts paid for services provided to all group companies.