

THE MCA AWARDS 2026



TEAM LEADER AND TIMES CONSULTANT OF THE YEAR

LEADERSHIP WITH HUMANITY

PwC's Kate Kenyon built a culture of openness and mutual support to ensure her team could deliver results – and thrive under pressure



ate Kenyon learned something unexpected about her leadership style while working through one of the most demanding periods of her career.

“One thing that surprised me was how much energy being optimistic takes,” she says. “Being that steady, positive presence is a real leadership effort. It’s not just a trait that you can coast along on.”

Kenyon, a director at PwC, was working on a complex assignment, where decisions had to be made quickly and there was no playbook to follow. Her role involved bringing together PwC colleagues with the client’s staff and senior leaders to work towards a common goal.

“I felt this overarching responsibility to be that pillar of stability,” she says. “I quickly recognised that there was a need to create structure and clarity when everything around us was uncertain.”

The experience reinforced the importance of being calm and

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POLE POSITION

Formula 1 partnership accelerates eco race

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GREEN MACHINE

How to keep supermarket shelves freshly stocked

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SMART STRATEGY

Shedloads of success: market review leads to growth

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AI EXPERT

Avatar ‘Aimee’ coaches engineers as National Grid upgrades

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pragmatic without becoming detached. “It was about providing that decisive voice, but doing so with measure, balance and empathy,” Kenyon says. “I always had the client in mind and I always had my team in mind.”

She also had to pay close attention to her language as she worked with everyone from technology specialists to board-level executives.

“It was very much an agile role, transitioning between worlds,” Kenyon says. “It meant constantly changing how I communicated, who I was communicating with and what I was communicating.”

As a psychology graduate from the University of Sheffield, her ability to gauge and move between different audiences also helped her build trust with the client’s senior leaders. She recalls sitting in a sensitive meeting with them and thinking: they really do trust me to be in this session.”

For Kenyon, effective leadership also means paying close attention to how people are coping with pressure. “My leadership style is human-centric,” she says. “I’m naturally quite resilient and actually thrive under pressure. But over a sustained period of time, not everybody does.”

She watched for changes in people’s working patterns or behaviour that might suggest they were struggling and tried to create an environment where they felt able to share that.

“I’ll often voice my own frustrations or demonstrate

SOURCING TECH BOOSTS UNILEVER COMPETITIVENESS

Even when the easiest path might have been just to push through, I didn’t compromise on how I treat people

my authenticity because I think it’s important,” she says. “If you do that, others will feel safe to do the same.”

Kenyon also made sure her team came together at the end of each week for a conversation that was deliberately not focused on work. Instead, it was a chance to talk and step away from the immediate demands of the week.

“It was just a really human conversation,” she says. “I think that was hugely important because it helped the team rebalance before heading into the weekend.”

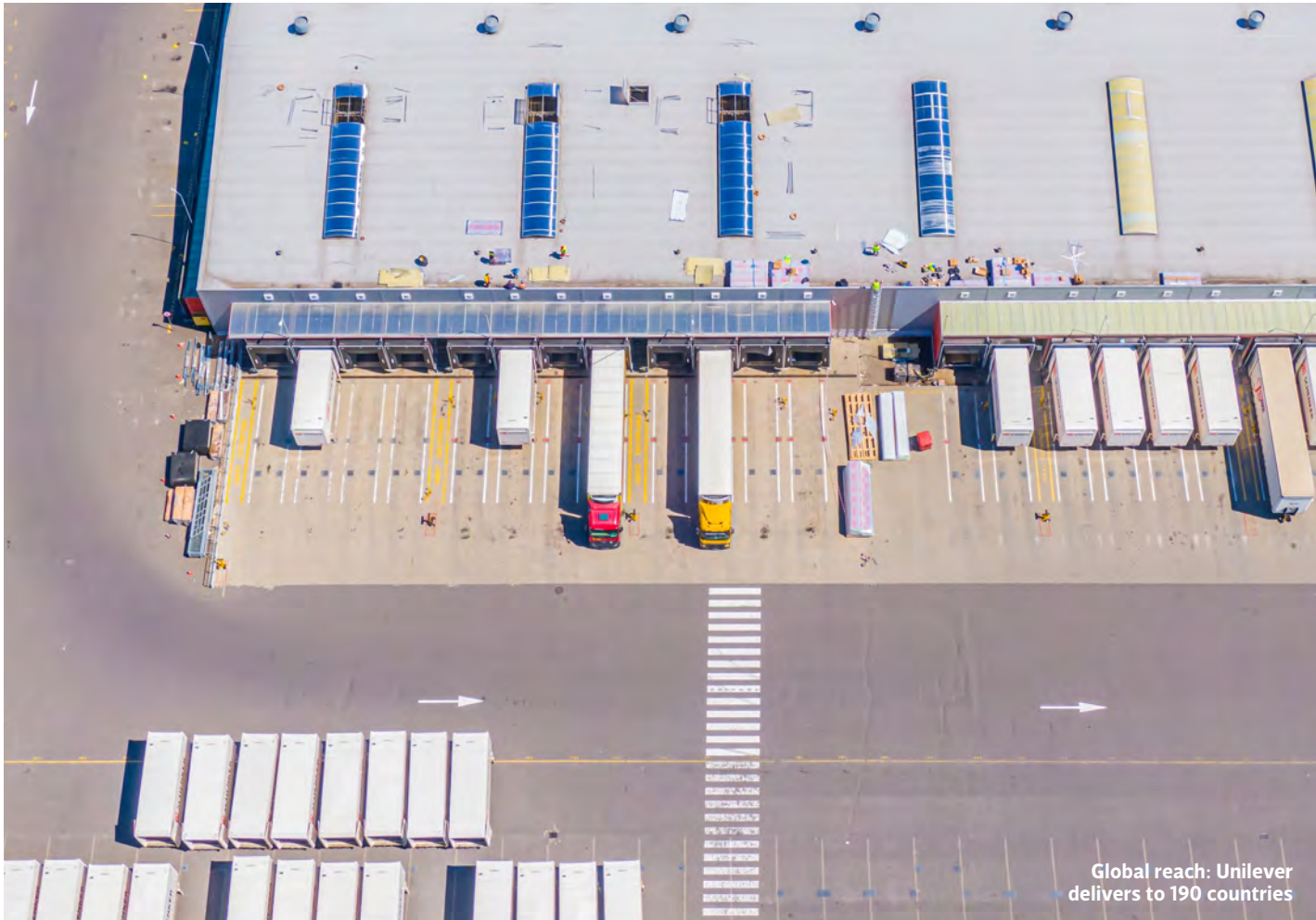
Looking back, Kenyon is proudest of staying true to her values while being prepared to make difficult decisions.

“Even when the easiest path might have been just to push through, I didn’t compromise on how I treat people or where I felt a difficult decision needed to be made,” she says.

She is also proud of how colleagues developed through the experience.

“Everybody who was part of that journey will have grown hugely,” she says. “I think they all look back at it with fondness because we did grow so much as a cohesive team.”

COMMERCIAL IMPACT



SOURCING TECH BOOSTS UNILEVER COMPETITIVENESS

Consumer goods giant works with PwC to unlock savings with a co-created data platform and game theory-enabled buying approach



pen the cupboards of any kitchen or bathroom around the world and the chances are you’ll find Unilever products. In the UK you might see brands like Marmite, Hellmann’s, Persil or Dove. In India you could just as likely spot Red Label tea or Lifebuoy soap.

Moving these products from factories to supermarkets is a complex and costly operation. Fail to secure the most competitive transport contracts and it can make a sizeable dent. Unilever partnered with PwC to help it benchmark haulage costs globally, so potential savings could be pinpointed.

PwC director Dom Siddall, who led the project, likens the challenge to personal budgeting. “Most people have some idea about what they’re spending on their household bills. But even if they do know what they spend, getting an idea of whether they are paying a good rate is another question.”

For a company selling products in 190 countries, using thousands of delivery routes and dealing with dozens of fluctuating currencies, measuring value for money is more difficult.

Together, Unilever and PwC developed a technology platform that collated all the information, allowing procurement teams to examine what they were paying on individual routes and compare it with market benchmarks. This gave Unilever a clearer picture of where prices were out of line.

It also exposed the different forces determining transport costs globally. In India, for example, the market is fragmented, with networks of brokers acting as intermediaries between customers and thousands of small freight operators – some of whom own just one or two trucks. That made establishing reliable benchmarks particularly difficult. In Brazil, high inflation and financing costs meant retailers didn’t want to hold on to much stock. As a result, Siddall says, Unilever would face a rush of orders at once and have to deliver quickly. “Even though Unilever often had great rates agreed with transport providers, this spike in demand would come, and they’d need to secure trucks to move products. This meant they often couldn’t use their best rates just because all the demand

‘The savings came from turning insight into action. We found ways to buy better’

came at the end of the month.”

The work revealed other areas where competitiveness in the market could be improved.

Having identified the ways in which Unilever could potentially benefit from this, PwC went on to help analyse how haulage contracts were put out to tender.

PwC director Alex Kennewell, who led this side of the project, says the team combined better data with sourcing technology and game theory – designing the bidding process so suppliers had stronger incentives to compete and improve their offers.

Large logistics contracts can involve thousands of routes, different delivery windows and varying capacity requirements.

The results were significant. PwC says the process identified various notable savings opportunities for Unilever.

In a US tender exercise that applied the benchmarking and game theory methodology, the plan was put into practice.

Kennewell says linking the two sides of the programme was crucial. “The savings came from turning insight from Dom’s work into action in the sourcing work,” he says. “Together, we were able to find ways to buy better.”

Through this work, Unilever has improved visibility of its transport sourcing competitiveness.

“The main discovery was how effective it was to set a consistent and repeatable basis of measuring the buying performance,” says Siddall.

“The Unilever teams were really great at embedding this tool in their procurement process, and making it their trusted basis for evaluating how they were performing.”

PROJECT OF THE YEAR

NHS 24 MODERNISES PROVISION WITHOUT COMPROMISING CARE

Major upgrade redesigns the technology behind Scotland’s urgent care services while maintaining round-the-clock support throughout the transition

For more than five million Scots, NHS 24 is a main gateway to healthcare. It runs the 111 phone line and Scotland’s patient website NHS Inform, as well as providing support and triage for mental health, pharmacy and dental services.

But by 2023, the tech was not just creaking, it was a “burning platform”, says Tony Cronin, programme director at Resulting IT, the consultancy brought in to help with the transformation. The core system was nearly a decade old and contracts with suppliers were due to expire.

NHS 24 had no choice but to act. However, it faced a question as to the scale of change required. Replacing the ageing tech with something similar might have been cheaper in the short term, but would miss the opportunity to completely rethink how the services operated.

“If you replaced it like-for-like, you’d have something that functions,

but with all the same squeaky doors and issues that irritated people in the old system,” says Cronin.

NHS 24 decided to take the more challenging route, developing technology that would allow patients to access services in new ways, while also making life easier for the clinicians and admin staff handling their queries.

Resulting IT helped replace the systems NHS workers use to answer calls, access patient information and decide next steps, while also introducing new ways to analyse data. It brought IT support in-house and upgraded the technology underpinning the service.

But with NHS 24 operating around the clock, 365 days a year, there could be no downtime. Urgent patient queries still had to be dealt with during any transition. “We had to maintain continuity and could not compromise clinical safety or

public confidence,” says Cronin. The team was also determined to learn lessons from past mistakes: its previous major systems upgrade in 2015 had run into difficulties. This time, the project could not just be treated as an IT matter – staff who used the systems day in, day out had to be included in the journey from the beginning.

As NHS 24’s deputy chief executive, Dr Jacqui Hepburn, says: “This is a people-led technology programme, not a technology-led people programme.”

Employees from across NHS 24 helped design how they wanted it to work. Hepburn says information is now easier to access, manual processes have been removed and staff can focus on the patient.

Cronin says the team worked hard to build what he calls a “commitment culture”, where people took ownership of tasks and colleagues could hold one another to account. “If we had issues come up, we would face them straightaway,” he says. “We wouldn’t allow problems to stagnate or bad news to be hidden.”

About 1,700 staff had to be trained in the new system. Before attempting a national switch, the new set-up was piloted for three months with NHS Ayrshire & Arran.

This helped check whether staff were properly trained, links with external systems worked and the in-house support teams could solve problems as they arose.

The pilot gave NHS 24 the confidence to proceed with the



“Staff spend less time worrying about the system and more time with the patient

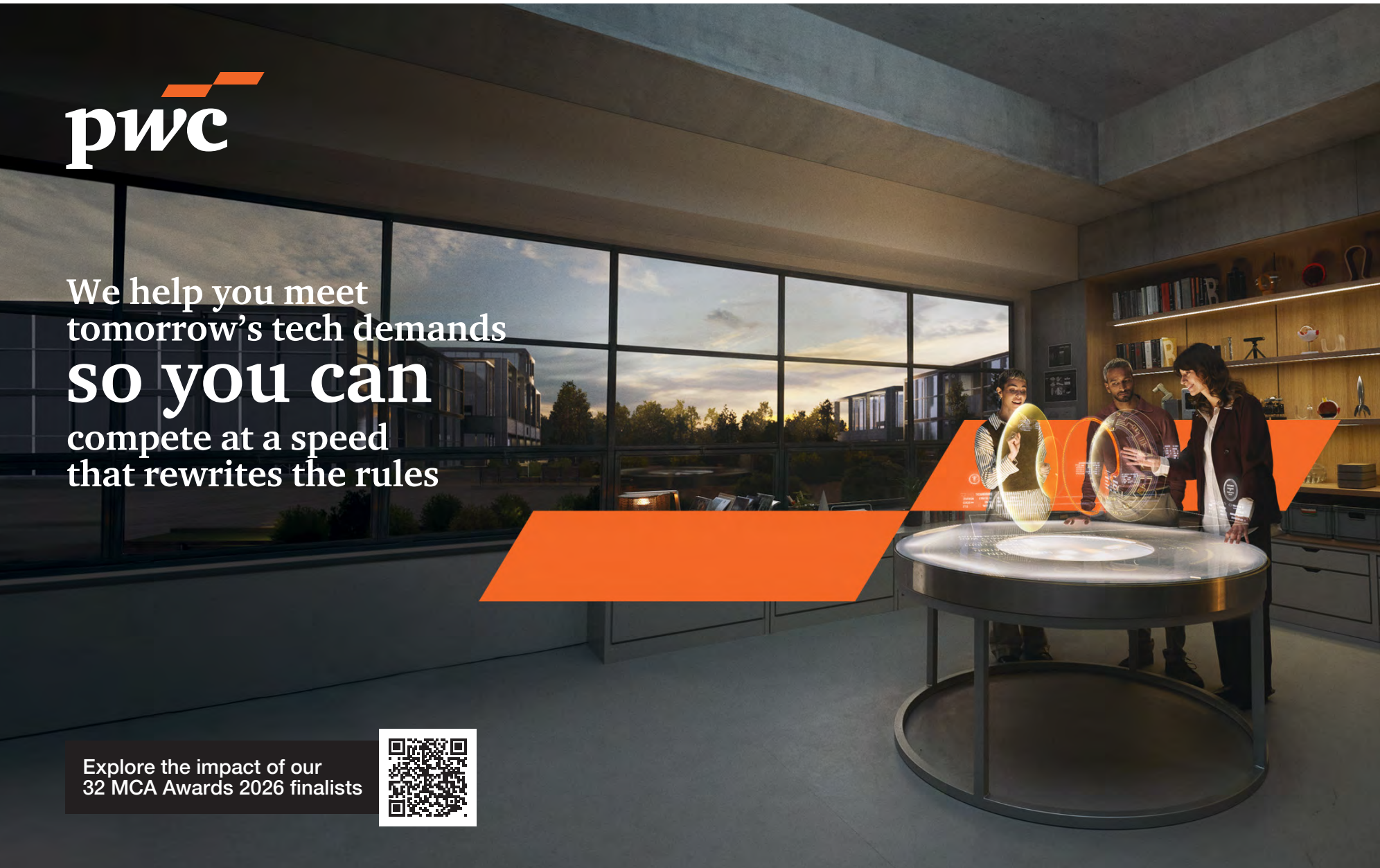
launch. The programme was delivered on time and within budget, without disruption to patient services, and the new system was rolled out nationally.

The modernised platform is also ready to support a wider range of communication channels in future, once clinical safety has been assessed. A measure of its success is that staff are less conscious of the tech because it functions as it should, says Hepburn. “They spend less time worrying about the system and more time with the patient.”

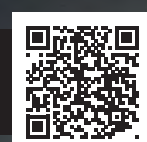
For Cronin, much of the change came down to removing everyday frustrations: “Staff are less likely to have to enter the same information over again, while patients don’t have to tell the same story twice.”



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Explore the impact of our 32 MCA Awards 2026 finalists



PERFORMANCE IMPROVEMENT IN THE PUBLIC SECTOR

TECH UPGRADE HELPS SECURE UK BORDER

When a 30-year-old system had to be replaced without missing a beat, the measure of success was simple: nobody noticed



With 302 million passenger journeys handled by UK airports last year, Border Force has the task of identifying the small number of people who may pose a threat – without causing undue delays for everyone else travelling.

Behind the scenes, it relies on a complex service to help carry out the checks, but the system remains invisible to most travellers. When the decades-old tech underpinning that service had to be replaced in autumn 2024, the switchover was designed to be just as inconspicuous.

“One of the key measures of success for us was that there was nothing in the news the next day,” says BAE Systems Digital Intelligence & Land consultant Tom Tallantire. “Nobody else knew that anything had changed.”

Keeping the transition out of the headlines was no mean feat. Even

minor glitches can become obvious problems quickly when so many passengers are passing through the border. “People don’t arrive in little bunches,” says Tallantire. “They arrive in whole plane loads, and often you have several flights landing around the same time. Any small delays are compounded if the system is not functioning and queues can build up rapidly.”

At the point of the changeover, the old system, known as the Warnings Index, had been in place for nearly three decades. It was “increasingly expensive, difficult to maintain and unfit for the future needs of government”, according to a report by the National Audit Office in 2020.

Introduced in 1995, the Warnings Index formed part of a group of legacy border systems, which the report said relied on obsolete tech, while the skills



Unnecessary delays have been reduced for passengers

required to keep them functioning were becoming harder to obtain.

It was also becoming incompatible with newer tech introduced elsewhere across the border system. “It was crucial to upgrade the backbone,” says Tallantire.

The Home Office commissioned BAE Systems Digital Intelligence & Land to design and deliver the replacement, working alongside Border Force and a number of other suppliers. The result was Helios, a new service supporting checks at different stages of a passenger’s journey, including visa applications, pre-departure and arrival in the UK.

Replacing infrastructure that is so critical meant there was no scope for downtime. The Warnings Index had to continue working until Helios was ready.

The team planned a 14-hour “cutover” to move from one system to the other. Rather than approaching it solely as a technical exercise, BAE Systems and the Home Office structured the process around a series of business decision points. At key stages, operational leaders could assess what was happening before deciding whether to proceed, pause or roll back changes. There were contingency plans if required.

Tallantire likens the process to “war-gaming”. The teams repeatedly practised the implementation in test environments, but also rehearsed what they would do if something went wrong. Senior Home Office leaders joined the process so that any difficult decisions that had to be made during the real transition would already feel familiar.

“We had to bring them on that journey,” he says. “On the actual



Everyone just worked together, and problems were tackled collectively – it wasn’t a blame game

day it was really smooth and everyone was very comfortable in what their role was.”

In the same way that minor problems can escalate quickly, small improvements can have a substantial cumulative impact because of the volume of passengers being checked by the system every day. Tallantire says Helios has reduced unnecessary delays for tens of thousands of passengers annually, while providing a more resilient service across the board.

The newer technology has reduced false positives, as well as allowing for those checks to be completed more quickly.

Tallantire says the collaborative working culture developed between staff from BAE Systems, the Home Office and other partners was central to the successful delivery of the project. “When you came on to that floor of the office, everyone left their pass at the door and just worked together as a team,” he says. “Problems were tackled collectively. It wasn’t a blame game.”

The project is now being shared across the Home Office and wider government as an example of delivering complex digital change at national scale.

Leah Milner

‘People don’t arrive in little bunches – they arrive in whole plane loads’

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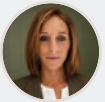
We’re proud to recognise our MCA Award finalists who bring this capability to life every day.



Helios UK borders project
Performance improvement in the public sector



Alex Crompton, Head of Security Consulting
Chartered Management Consultant of the Year



Emma Reed, Senior Consultant
Inclusion Award



Giles Whitefield, Executive Manager
Chartered Management Consultant of the Year



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STRATEGY

FROM DATA OVERLOAD TO BETTER PATIENT CARE

With a remit for 1.9 million people across six London boroughs, an NHS care board required a partner with real analytical expertise



The NHS is coming under strain from a population with growing needs. Integrated care boards (ICBs) have the difficult job of deciding how to spend local budgets to keep up with increasing demand.

For the NHS South West London ICB, those decisions impact the lives of 1.9 million people across six boroughs: Croydon, Kingston, Merton, Richmond, Sutton and Wandsworth. When it commissioned consultancy CF to help with its ten-year transformation plan, the budget was already in substantial deficit and rising levels of ill health were set to pile even greater pressure on services.

The starting point was to understand how patients were using the five hospital trusts, two mental health trusts and four community providers. There was no shortage of information, but making sense of it all was where CF came in.

“There’s so much patient data in the NHS that it can be difficult to see the wood for the trees to understand what is going on,” says CF director Phil Livingstone.

The company used its own analytics and modelling tools to map how different patient groups used the NHS over a year and forecast how that could change over the next decade.

CF found almost half (45 per cent) of NHS spending in southwest London was going towards the care of just 8 per cent of residents, who had high needs. Without intervention, CF projected this could rise to 14 per cent of the population consuming 59 per cent of spending by 2035–36.

“It’s extraordinary how we spend our money, but the question it raises is whether that is actually giving a really good patient experience,” says Stella Vig, joint chief clinical



One aim of the ten-year plan is reducing hospital time

transformation officer at the NHS South West London ICB.

The next stage was a dialogue between CF and the medical experts to interrogate the findings and identify improvements. “We were happy to have these discussions rather than expecting clinicians to dive into pure data themselves and get a bit lost in it,” Livingstone says.

One area targeted for better co-ordination is diabetes care, with many patients also having other conditions. CF’s work found that on average, they were seeing

‘There’s so much information it can be difficult to see the wood for the trees’

their GP and attending outpatient appointments more than once a month, collecting around 50 prescriptions a year, visiting A&E twice and requiring four unplanned hospital admissions. Rather than sending patients to multiple appointments, services could be brought together. Vig gives the example of someone attending a podiatry appointment being able to see a diabetes nurse at the same visit.

Another focus is reducing unnecessary time in hospital. Vig gives the example of a patient who is keen to go home after an operation but must first prove they can manage stairs. If no physiotherapist is available to carry out the assessment, that can mean another 48 hours in hospital.

Patients can also be prevented from going home if they live alone, even when they feel able to manage with support from a neighbour or by phone. “We know that across southwest London, there are patients in hospital beds who don’t want to be there, because we’ve got guidelines,” Vig says. “If that means we have to be brave and develop new guidelines, then we need to do that.”

The plan projects that 28,000 people could be prevented from developing serious health conditions, while the number of hospital beds required could fall by 17 per cent and outpatient appointments by 36 per cent. It also sets out a route from deficit to surplus by 2035–36.

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MANAGEMENT CONSULTANCIES ASSOCIATION

SUPPORTING RESPONSIBLE AI GROWTH

As AI transforms business operations, the MCA’s CEO explains the part consulting plays – and the opportunities created for the sector

What have been the industry highlights of the past 12 months?

The first major highlight is growth. Consulting has remained one of the strongest parts of the UK economy. Exports have been particularly encouraging and SMEs have experienced double digit growth. As an industry, we’re forecasting a 6 per cent increase in revenues for this year and 8 per cent next year.

My second is the increased commitment to employing young talent. Our annual report showed graduate recruitment rose by 10 per cent last year; apprenticeship hiring rose by 31 per cent. Our industry has a vital role training, developing and creating future leaders across consulting and the wider economy.

What areas have been most challenging?

There’s been a great deal of concern about AI’s impact on people and jobs – particularly on opportunities for young people. As a leading UK employer – one that is driving the ethical rollout of AI – our industry has a duty to be honest about the challenges ahead and to offer hope to the next generation of our profession.

The record of the industry on diversity and inclusion at leadership level still requires forensic focus and commitment. It continues to be an area that needs improvement.



Tamzen Isacsson

How will AI change the consulting workforce over the next five years?

AI is more likely to reshape jobs than to replace them. Far from reducing opportunities, AI is changing the nature of early-career work, enabling younger consultants to contribute to more complex and meaningful projects earlier in their careers.

I sat in on interviews with our young talent for the MCA Awards, and it is clear they truly are on the frontline, delivering this new technology for clients.

What future opportunities and threats are there for the sector?

Business is grappling with AI adoption, productivity challenges, cyberthreats, ageing infrastructure and the need to modernise public services. This creates significant demand for consulting expertise. The UK also continues to enjoy a strong international reputation, with demand for consulting growing in North America, the Middle East and other overseas markets.

The risk is that uncertainty prevents decisions from being made. Delayed infrastructure investment, slower public sector procurement and weak business confidence could all hold back growth. The challenge is ensuring organisations have the capability to turn plans into action.

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UK'S LEADING MANAGEMENT CONSULTANTS 2026

PERFORMANCE IMPROVEMENT IN THE PRIVATE SECTOR

AVIATION AND SATELLITE SPECIALIST FLIES HIGH AFTER STRATEGY OVERHAUL

Sylatech invented complex components but couldn't make them pay – until Sharing in Growth helped boost revenue by over 50%

Precision engineering specialist Sylatech builds components for aircraft, satellites, medical equipment and more. But the firm, founded in 1962, has a history of “inventing too much”. And when Charlie Breese joined Sylatech as chief executive in 2015, it was making a loss. “We were making lots of different parts inefficiently and irregularly,” he explains. A critical issue was that the firm, based in Kirkbymoorside, North Yorkshire, lacked a clear strategy. “If you had asked the senior leadership team what our strategy was, they’d have given you five or six different answers,” Breese says. “We’d been talking about how to turn Sylatech into a progressive, cohesive business but we didn’t have the tools to do it.” Eventually, in 2021 Breese and his leadership team tasked consultancy Sharing in Growth to



The company has enjoyed a 1,022 per cent increase in profitability

support Sylatech with a programme to improve operational performance – putting in place structures to get on top of its challenges and on the front foot strategically. “In the very initial stages we simply set out to develop trust,” says

Dave Jones, Sharing in Growth’s business transformation executive. “You need to create that partnership right from the start.” Recognising the company needed to bring everyone on the journey, Sharing in Growth carried out workshops to identify strengths as well as areas needing more attention. “We turned our communication style on its head,” says Breese. “We used to do an address once every six months with limited information shared. Now we give everyone an information overload – walk on the factory floor every day, do monthly newsletters, have social events. And a fish and chip van visits too.” With the employees on board, Sylatech and Sharing in Growth were able to make large-scale changes. The principal one was a structured daily management system. This created clear visibility of performance against tasks, and enabled the teams to identify issues and direct resource to solve them quickly and effectively. “Previously the data was sparse or incorrect, and Sylatech didn’t have processes in place. They were in firefighting mode a lot of the time,” says Jones. “Now teams at

every level across the business can see clearly whether they’re on target. And they have the governance and accountability to deliver the results they need.” This new way of working was most transformative in the foundry and the machine shop, where inefficiencies were causing hold-ups and halting assembly work. The new management system enabled teams to see what they needed to do and when. Now, with the right systems, processes and tools in place for the business to progress, things are going well. Between 2021 and 2025, revenue increased by 51 per cent and operating profitability rose by 1,022 per cent. Delivery schedule compliance soared from, on occasion, as little as 30 per cent to 97 per cent. “It has been the transformation we wanted. We’ve not only stabilised the business but we’re looking to double the size of it in the next two years,” says Breese. Sylatech is now a pleasure to run. “We’re enjoying every day more and building with confidence. We’re all about the future rather than what happened three weeks ago.” Gabriella Griffith

‘Now teams at every level across the business can see clearly if they’re on target’

‘You can’t manage what you can’t measure – we had to define a circular car’

DRIVING PERFORMANCE WHEN THE PRESSURE IS ON.

Sharing in Growth works alongside you to overcome the performance challenges that put customers, competitiveness and future success at risk. When expectations rise, demand increases and operational pressure builds, we ensure you regain control, solve critical problems and secure long-term performance.

Change and Transformation in the Private Sector

Performance Improvement in the Private Sector

On track: Oscar Piastri in action

BEST USE OF THOUGHT LEADERSHIP

MCLAREN RACING MAKES A MATERIAL DIFFERENCE

Formula 1 team and Deloitte create guide to measure circularity in F1 carmaking. The result? Better data to inform decisions and cut waste

Motorsport and sustainability are not an obvious fit, but a new initiative is making it work. McLaren Racing and Deloitte have helped define an entirely new way for Formula 1 to measure and manage circularity in creating an F1 car. “We were thinking about this as a whole ecosystem,” says Deloitte’s global circularity lead David Rakowski. “We asked: how do we change the behaviour of people, influence supply chains and work with the broader F1 world? Because unless we did that, we weren’t going to make a true transformation.” The relentless drive to improve performance means a Formula 1 car finishes the season with few of the components it had in its opening race. Parts are continually removed, modified or re-engineered. This process consumes an enormous amount of materials. When Deloitte helped McLaren analyse everything its factory used to develop its two race cars over the course of a season, they found the total weight was equivalent to more than 600 F1 cars. McLaren has set itself a moonshot challenge: to create a circular F1 car, explains director of sustainability Kim Wilson. It’s an audacious goal. The ultimate aim is to design a process for making F1 cars where all materials are reused or recycled so nothing becomes waste. This is known as 100 per cent circularity. That means developing ever faster cars while consuming fewer virgin resources, incorporating more recycled and bio-derived materials and finding secondary uses for those no longer needed. As part of Deloitte’s long-term partnership with McLaren to help it achieve that ambition, its first step was to devise a basis for quantifying circularity. “You can’t manage what

you can’t measure,” says Wilson. “We didn’t have the definition for a circular car. We had to understand the scope and boundaries.” Doing so was beyond the expertise of Deloitte’s engineers alone, so it brought together specialists from the worlds of data, technology, financial modelling and circularity to look at everything and everyone involved in the process, from suppliers to waste contractors. The framework that McLaren and Deloitte went on to co-develop – the *F1 Constructors’ Circularity Handbook* – was commissioned and adopted by the FIA, the sport’s governing body. The handbook’s scoring system is based on what enters the factory, including the proportion of recycled or bio-derived content, as well as what leaves and how much of that is repurposed. It takes a deliberately conservative approach – if it can’t be proved that something contains recycled content or has gone on to be reused, that element isn’t counted as circular. McLaren’s circularity score for 2024 was 22 per cent and remained at that level in 2025. Maintaining the same score in 2025 might not seem like progress, but McLaren says it was significant during a particularly intensive year. The team, including drivers Lando Norris and Oscar Piastri, was working on two cars for that season while building a new, smaller and lighter generation for 2026 that makes greater use of electric power and is more energy efficient. The handbook has already led to change – McLaren found the way some scrap was sorted meant that potentially recyclable items were being classified as hazardous waste. “It helped us work with the team to segregate better so you can actually recycle more,” Wilson says. The analysis also revealed that resin used in some of McLaren’s carbon fibre already contained 28 per cent bio-derived content, something the team had not previously quantified or reported through its circularity measurement. That opened up discussions with suppliers about other sustainable products they could offer. Deloitte drew on discussions from across its global network to identify about 40 interventions that could help push the score higher. Rakowski and his team are proud that the handbook is starting to influence the wider sport. “It always fascinates me just how much is transferable between seemingly unconnected industries,” he says, “allowing us to draw on best practice in other sectors and bring that to F1.” The work is already moving into other high-performance engineering areas. “To see a team as successful as McLaren applying it in that way shows that you can have performance and circularity together,” he says. “The two aren’t opposed to each other.” LM

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We’re also over the moon for all nominees and winners at the MCA awards.

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KEEPING SUPERMARKETS STOCKED IN A WARMER WORLD

Research by EY has helped the grocery industry calculate the true cost of extreme weather on UK food production – and come up with an action plan

Record-breaking heatwaves, wildfires and flash flooding have made the reality of climate change difficult to ignore. An in-depth study by EY for the Institute of Grocery Distribution (IGD) found that extreme weather will increasingly affect the UK's ability to produce and source fresh food, pushing up prices at the supermarket checkout.

The findings came after the trade body asked EY to help it quantify the risk of climate change to food supply, and design an action plan for the sector. The figures were stark. If global emissions continue on their current path and temperatures rise as expected, by 2050 climate change could add £2.6 billion to the total annual cost of ten core foods widely consumed in the UK. If, on the other hand, net zero targets are met, the model projects a saving of £23 million on those same products.



Field work: EY mapped out a farm-to-fork decarbonisation strategy

For IGD chief marketing officer Kirsty Saddler, translating the climate impact into pounds and pence was a critical first step. "This work shows there is a commercial imperative for businesses to look at this, invest in it and recognise

the importance of it," she says. Dr Michael Green, a partner in EY's climate change and sustainability services, agrees that putting a figure on the consequence of inaction was especially important for an industry that runs on "razor-thin margins".

"Climate change is often thought of as a distant phenomenon in quite abstract terms," he says. "But actually, the study shows that some of the impacts are incredibly material."

The research found that fresh fruit and vegetables are among the most vulnerable items on UK shopping lists. Britain relies heavily on imports from countries such as Spain, Morocco and Brazil, where droughts are expected to intensify. Citrus, bananas and tomatoes are particularly exposed.

Green warns this has implications for how affordable it will be to maintain a healthy diet in the future. The answer could be to try to grow more produce in the UK, he suggests.

In the second element of its work for the IGD, EY mapped out a decarbonisation plan for the UK food chain from farm to fork, right through to reducing waste at home.

The trade body knew that no individual supermarket or supplier could solve these issues alone. In

fact, tackling climate change is beyond the realm of any single industry or country, but the solution has to start somewhere.

"We weren't really looking for agreement to the plan," says Saddler. "We would never have been able to conclude it if we were, but we

were looking for engagement." They set up steering groups for the net zero plan and involved 20 companies in the climate risk assessment. The goal was to create an evidence base that all businesses could use, while also identifying areas where the industry needed to act together.

"There is often more of a collaborative advantage to working together than businesses realise," says Saddler. "It does not diminish their competitive advantage – if anything it strengthens it, as these really are shared challenges."

Green believes companies are starting to wake up to climate change as a business risk. EY's work for the grocery industry demonstrates that sustainability is not just a question of ethics and doing the right thing. "It is about resilience in the face of overwhelming uncertainty," he says. "The challenge is existential."

LM

'Climate change is often thought of as distant but the impacts are incredibly material'

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9

RIISING STAR

Shah has advised Bupa and Unicef

FROM A&E TO GLOBAL AID

Ex-doctor's background helps clients boost clinical services and medicine supply chains

Shahil Shah was a newly graduated junior doctor working in A&E when he realised that no matter how much lifesaving work he put in on the front line, it wasn't going to fix longer-term, systemic issues.

"I thought, can I keep doing this or is there an alternative path for me to deliver my mission?" Shah, 31, recalls. "I realised I could scale societal impact in a different way."

In 2023, four years after qualifying as a doctor, Shah joined EY – and instantly found himself using his medical experience. "I tell my colleagues that I look at every single project as if it's an A&E patient. You go in, you do your observations, your triage, you think about what investigations you need to do."

A project that especially benefits from Shah's medical background is helping Bupa with its clinical services. "I've been working with the wider EY health team and Bupa's internal audit function, supporting them to review patient care and people operating models so the

“

I look at every project as if it's a patient – where you do your observations, triage and investigations

organisation can continue to deliver fantastic care across the country.

"My experience allows me to approach these reviews and ask: what do things look like for the doctors, nurses and patients? And then communicate that so senior teams can understand the impact."

Shah's EY work has also involved helping Unicef review its medicine supply chains to improve global aid delivery. Now he'll be supporting NHS trusts. "I'm very excited to see how we can use data and processes to improve the personal experience of clinicians and patients," he says.

GG

TECHNOLOGY TRANSFORMATION

DIGITAL SWITCH IS ON THE MONEY

Experts create smoother, faster portal to replace financial regulator's antiquated system for business licence applications

T

he Guernsey Financial Services Commission (GFSC) found itself in a difficult place three years ago. As the regulator for a large and important international finance centre, the GFSC was acutely aware of the digital transformation taking place across the industry.

However, its own systems remained somewhat antiquated. Firms applying for a licence to do business on the island first had to download a Word template. They would then need to populate the document with data from many sources before emailing the application to the regulator. GFSC director of technology Conor Osborough says the organisation recognised an urgent need for modernisation.

"We wanted to create a secure, intuitive portal through which it would be easier to submit applications," he recalls. "We also saw that as an opportunity to fundamentally reimagine our processes – and to create a broader data transformation programme for the future."

The GFSC chose d-fine to help it achieve those goals because working with the international consultancy for over a decade had built vital trust. "Knowledge transfer on these projects can take a long time, but d-fine already understood where we were coming from. That enabled them to get the ball rolling much more quickly."

Nevertheless, both parties were aware this was a complex project with demanding stakeholders. "We knew this would have to be a very collaborative initiative, and we decided from the start that we needed to build a combined team to design and execute the project," says Ryan Warne, the lead d-fine partner on the work.

"We also recognised the need to create longevity and independence for the GFSC, so that it could build on the project after the first phase of work was completed."

There were technical challenges, too, adds Richard McIntosh, a d-fine manager. "The portal needed to operate in a cloud environment but the GFSC largely operated with on-premises systems," he explains. "That meant there was a lot of work to do to set up the infrastructure required before we could design the portal itself."

The project began in January 2024, with initial deployments taking place nine months later. By November 2025, the GFSC was so happy with the new system that it felt able to switch off its previous email-based application process.

Warne attributes the project's success to choices made at the start.

'We saw an opportunity to fundamentally reimagine our processes'

Adding up: Guernsey project ended on time, under budget and above specification

"We focused on contingency because we were conscious that a regulator like the GFSC can't afford to go offline," he says.

"We moved quickly to identify the skills we needed to prioritise in our combined project team, and we recognised the importance of clear, quick decision making. We set up a product owner group that the development team could escalate questions to, and we gave it a mandate to make decisions."

The result exceeded expectations, reflects Osborough. "We finished on time and under budget, but we also finished above specification."

And we added features that we hadn't originally anticipated."

Feedback has also been positive. Surveys of users show improvements across the board, from the ease of submitting applications and faster processing to the quality of communication with the GFSC.

Crucially, these results have given the GFSC the confidence to move forward with broader innovation projects, Osborough adds. "We've proved to ourselves that we can make a success of technology transformation. We're now using that model as the basis for a much wider digital and data transformation across the whole organisation."

David Prosser

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STRATEGY

SIMPLE YET EFFECTIVE APPROACH OPENS DOORS

While its competitors confused their customers, a strategic review helped Powersheds capitalise on increased demand with a strong, clear offering

Jack Sutcliffe and Simon Hobson launched Powersheds in 2019 with a distinct vision of what their industry needed. Rather than an endless array of built-to-order options – which simply baffled consumers trying to buy a shed – the founders offered a simple range of modular outdoor buildings. The business took off rapidly. By 2021, Powersheds was producing 700 such buildings a week from a newly opened 40,000 square foot production facility. However, under pressure to sustain this rapid growth, particularly following the launch of a major joint venture with timber and forestry business BSW, the founders weren’t certain about their next step. “Demand for sheds and outdoor buildings surged during the early months of the pandemic but was beginning to fall back,” explains Powersheds CEO Sutcliffe. “We

were hugely ambitious and we had a million different ideas about how we could grow the company – including expanding into selling anything to do with the garden – but we just weren’t sure which direction to go down.” That doubt prompted Powersheds to seek advice from brand strategist Propaganda, which had previously collaborated with BSW. “Both Jack and Simon were very clear they wanted a real strategic review,” recalls Propaganda consulting director Tom Fowler. “So we went into the market to talk to people – everyone from shed purchasers to specialist trade agents.” Their conclusion, based on around 50 in-depth interviews, was stark. “The pandemic had really sparked people to do more with their outside space – spend was up by more than 30 per cent – but the market wasn’t catering



for that demand; we called it ‘shed shock’ because the language used by most companies in the industry was so confusing and difficult.” Propaganda’s recommendation to Powersheds was that the company should double down on its original vision, focusing on a simple range of products where there was a premium on making it as easy as possible for people to buy the shed they wanted. “People told us they were looking forward to investing in their gardens but they were shocked by how hard it was to actually buy a shed,” Fowler adds. “Our idea was that by making sheds satisfyingly simple, Powersheds could take that confusion away.” The argument resonated with the founders, but Sutcliffe concedes he felt a little shocked. “I’d imagined building a range of different products through the Power brand, which we had trademarked, so I struggled a little with going back to that clarity of focus,” he explains. “It took me a bit of time to buy into it.” However, the results of the change in direction spoke for themselves. A new brand proposition, Powerfully Simple, supported by expanded marketing investment, galvanised demand, even in a market where consumer spending was declining. In the first full year of implementation, revenues grew by 36 per cent and profitability rose by 41 per cent. Sales of higher-priced cabins, a premium product, doubled. “We could see the uplift very quickly and very clearly, and this also gave us more confidence when dealing with some of the very large retailers we sell through,” says

Sutcliffe. “They were demanding cheaper pricing, often somewhat aggressively, but we could show them how our brand, built on simplicity, was really striking a chord with customers. That enabled us to maintain and even increase our margins, even though timber prices were rising rapidly.” Fowler adds: “That confidence was really something to see because retailers can be incredibly hard to deal with. The fact that Powersheds felt able to say, ‘This is who we are, this is what we do, do you want to work with us?’, was almost a reversal of the traditional relationship with a retailer.” Nor does the focus on Powerfully Simple mean that Sutcliffe has had to abandon his ambitions for expansion. The company is now doing further work with Propaganda on two separate projects – how to build its business in Ireland, and how to drive up sales of its cabins through a Cab-inspiration campaign to showcase different uses of garden rooms and outdoor buildings. “It’s exciting to be planning for that next stage of growth,” Sutcliffe says. “This is a really challenging marketplace where multiple companies are reporting large losses or going out of business, so having strong foundations to build on is incredibly important. We’ve done the opposite to some of our rivals, who have felt obliged to drive prices lower. The business is going in the right direction as a result.” “Every strategy has to evolve,” reflects Fowler. “The market moves and you need to be ready to innovate so that you can continue to deliver with consistency.”

DP

EXPERIENCED LEADER AWARD

EVERYDAY TECH INSPIRES GAMECHANGING HR SERVICES

Caroline Čujić puts user experience first when helping firms redesign their systems to boost practical gains

Finding information and support at work – from accessing a payslip to looking at which wellbeing services are on offer – should be as easy as checking your bank balance, says Caroline Čujić, human resources transformation director at KPMG UK. Čujić brings this clarity to her leadership, encouraging clients who work in HR departments to design their services from the end users’ perspective, in the same way that retailers try to provide a slick online journey for shoppers. As a consultant for almost a decade and an HR practitioner for 15 years before that, she understands the practical challenges involved. Recently, Čujić led the design of a major public sector HR transformation for an organisation where services felt fragmented and difficult for staff to navigate. Different teams had distinct ways of working, causing unnecessary

duplication. Processes were manual and employees and managers often struggled to get answers quickly. “You could put something in one system, then have to put it into another *and* send an email,” she says. It was frustrating for HR staff, with experienced personnel spending too much of their time on admin rather than areas where their expertise could add more value. The project, which is still under way, aims to make services more user-friendly for the HR department, managers and other employees across the company. It’s hoped that better use of digital tools will give senior staff more time to work on career development programmes, succession planning and other strategic goals. Other employees should also regain time as processes are streamlined. For Čujić, the benchmark is the technology people already use outside work, which raises the bar



Caroline Čujić, HR transformation director at KPMG UK

“Clients want to know the theory and strategy. But they also want to know: does this work in real life?”

compared to setting expectations purely within an HR context. Čujić applies the principles of human-centred design, commonly used in customer-experience design, to HR transformation. Rather than starting with what an HR operating model ought to look like, she asks what employees need to do and how the process should feel from their point of view. On one project, Čujić brought employees and managers into a session with HR leaders to describe what their working days actually looked like and where they faced challenges. What they shared then became a reference point as the work carried on. “Every time we got to a point where we were trying to make a decision, we would say, ‘Will this make the experience better?’” she says. “We’d think back to the people we met in the first few weeks and ask, ‘How would they feel about this?’” Her years working inside HR departments before moving into consultancy in 2017 have influenced her leadership and given her greater empathy. “I’ve been the client,” she says. “I’ve experienced many of the challenges they’re dealing with.” She understands what it’s like to manage difficult situations with employees and make sure payroll goes out on time while a major redesign is afoot. “Clients want to know the theory and the strategy,”

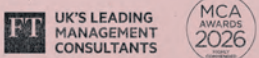
she says. “But they also want to know: does this work in real life?” Čujić has run projects in sectors including manufacturing, retail, finance, legal, healthcare and government. She says the ones that test her most are not necessarily the biggest, but those with competing demands from different stakeholders. On one private sector technology transformation, senior stakeholders all agreed that change was needed, but “had very different views on what success looked like, how quickly it should be achieved, who should be involved”. Her role was to try to help senior decision makers to align on what the outcome should be. But as a leader, she also had to support the team delivering the work, despite any ambiguities. “I’m a big believer in getting everyone talking,” she says. “Successful HR transformation is really about people. It’s the people that will make that change happen.” Čujić says it’s only by listening to employees who do their jobs day in, day out that leaders can create positive change. “The consultants who make the biggest impact are those who can take the strategy and the theory and translate that into practical solutions for their clients,” she says. “That, for me, is what makes the difference.”

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“The market wasn’t catering for demand – we called it ‘shed shock’”

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INTERNATIONAL

STREAMLINED SHIPPING ON A GLOBAL SCALE

Switching the complex operations of a maritime service provider to one unified digital model was no mean feat

One of the world's largest maritime service providers, Inchcape Shipping Services (ISS) is a complex business with operations across more than 60 countries. It acts as the agent, coordinating the needs of any vessel that calls in a port – from pilots and tugboats to getting crew to solid land, taxis and hotels to customs clearance and onboard supplies. All needs to go smoothly – and to schedule.

"It's a bit like a pitstop – a vessel comes in, everything happens and it gets out again," says Al Cottrill, chief transformation officer at ISS. "It's a very high-pressure job – if a vessel is delayed it's extremely expensive."

ISS performs this delicate operation in more than 250 locations globally and handles roughly 100,000 vessels a year, processing over \$5 billion in payments. Until recently, it did this manually. "Every port, every agent was doing things differently, with no central visibility – it was fragmented

and messy, with no consistency of service across different ports, and when things are done manually you get a lot of inaccuracy," says Cottrill.

In need of change, ISS partnered with Enfuse Group to create a unified digital operating model – encompassing global port-call operations, team communication, customer engagement and an automated payment system. "The first couple of months were spent getting our heads around what the agency does," says Nina Stanley, director at Enfuse Group. "The level of detail behind it is obscene and it changes everywhere you go."

Indeed, the need to drive large-scale change across operations in vastly different geographical locations soon emerged as a key challenge. "We had to rethink the digital tools we might usually use to train teams up,



ISS works in more than 250 locations worldwide and handles about 100,000 vessels a year

‘There are 190 million emails flowing through ISS each year’

While northern Europe is geared up for that, other parts of the world aren't," says Stanley. "We ended up using a combination of in-classroom training, written documentation, digital learning and demos. There

were so many different stakeholders." Even seemingly simple elements of the change process proved tricky. "There are 190 million emails flowing through our business each year and this is a huge part of agents' everyday life," says Cottrill. "Telling everyone

– including a one- or two-person office on the coast of Ghana – we're going to replace your platform and require you to work in a different way involves a considered approach."

Another challenge was a robust schedule that required each location to launch the new system in quick succession. "We've worked globally before, but never at this pace," says Stanley. "We were closing down one deployment in the Middle East, then six weeks later going live in Asia." The whole process took three years.

"We rebuilt part of our commercial model, rebranded and relaunched our central managed services business, rebuilt how our port agents handle vessels day to day, rebuilt our billing process – there wasn't a part that didn't evolve," says Cottrill.

Working as a team helped the project stay on track. "We created a long-term relationship with ISS," says Stanley. "The people who started on the project were there at the end. We spent lots of time on the ground working together."

The work has so far translated into a strong double-digit growth in profits overall, but many different pain points have been addressed. Cashflow efficiencies and improved accuracy of invoicing have been huge boons. ISS clients pay for some services upfront but much of the cost involved is settled afterwards, leaving ISS with huge cash exposure.

"The amount of time between a vessel sailing away and us getting the bill out the door involves a lot of working capital so if we don't get invoices out quickly we're in trouble," says Cottrill. "We've managed to reduce quality issues with this process by 50 to 70 per cent in some locations, with a substantial improvement in our cashflow as a direct result."

Ultimately, having good oversight of its own operations puts ISS in a position to spot opportunities. "We now have access to proprietary insights that are extremely valuable to our customers," says Cottrill. "We can do a whole lot of things we couldn't before, and are a long way ahead of our competitors. We want to be the partner of choice for large global players and we're really well positioned to deliver on that now."

GG

YOUNG CONSULTANT OF THE YEAR

‘SMALL CHANGES CAN HAVE OUTSIZED IMPACTS’

Emily Sweigart's background in experimental psychology and behavioural economics has proved invaluable for working towards 'wow moments' at Cowry Consulting

Emily Sweigart considered a career in academia before accepting a role at Cowry Consulting three years ago. "In one sense, consulting is a bit like academia because you're constantly learning," she says. "But what I love about this job is the variety of learning opportunities. Rather than focusing on a specific field, you can be working with clients from all sorts of industries."

Her degree in experimental psychology and subsequent studies in behavioural economics have proved a good fit at Cowry, which has a focus on behavioural science. Responsible for leading the Experimental Design function, she's made fast career progress.

"We're constantly thinking about why people make decisions and how we can shape the environment for colleagues or customers so they achieve better outcomes," she says. "Cowry's experimentation practice aims to robustly test those solutions. We build data infrastructure to conduct detailed analysis of the impact of our hypotheses – then we and our clients identify the best course of action on the basis of the evidence, rather than preconceived views."

Working in this way can deliver genuine "wow moments", she adds. "Small changes can have outsized impacts. We found that painting break rooms pink on construction sites had a positive impact in terms of reducing unsafe behaviours. Elsewhere, we found that using birdsong increased customer

draw on expertise from so many different sources," Sweigart adds. "We have some very technical consultants, but we're able to triangulate those skills with different types of information expertise. That's when you get the really dramatic shifts clients are looking for – those enduring and transformative changes."

She has also made significant contributions to BeSci Global, an international industry initiative to benchmark the application of behavioural science. And she is a passionate advocate for improving access to consultancy. That commitment has seen her play a leading role in a number of Cowry schemes to provide work experience and internships to as many young people as possible. "It is vital to democratise access to

‘We need talent from different backgrounds to benefit from their skills’



Sweigart leads Experimental Design

consulting because any firm is only as good as the team that propels it," she says. "We need to attract talent from different backgrounds, so we benefit from their skills and experience."

Sweigart herself is proof of such initiatives, having joined Cowry after a summer school it set up for promising students globally. Now she's focused on creating opportunities for the next generation, including students in London's most disadvantaged areas, where Cowry operates outreach schemes. "Not everyone has access to the right work experience or network, so we're proud to have developed these partnerships," Sweigart says. "And, for us, it ensures we get the best cognitive diversity in talent coming through our pipeline."

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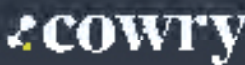


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TECHNOLOGY CONSULTANT OF THE YEAR

UNLOCKING THE PAST, INSPIRING THE FUTURE

Building on a background in data and neuroscience, this Capgemini AI expert created a tool to transcribe 8,000 wartime interviews

Dr Katharina Reusch joined Capgemini Invent in 2024, drawing on her experience as an IBM data scientist to build the consultancy’s agentic AI offering. Although her expertise in cutting-edge AI is clear, she began her academic career in a more human-centred field: neuroscience. “That’s why I particularly love agentic AI,” she says. “Now that we’re talking about intelligence, it goes right back to my roots.” Reusch jumped at the chance to develop Capgemini’s AI capabilities, recognising their value to organisations of all types. “We want to bring people on the journey because technology moves so fast,” she says. “As consultants, it’s nice

‘I’ve reinvented myself and my expertise every two years – I’ve never stood still’

for us to be able to cut through the noise and explain where it makes sense to apply it, and where clients will get the benefits.” One of Reusch’s first projects was working with Imperial War Museums to make part of its oral-history archive accessible. Some 8,000 interviews with people talking about their Second World War experiences had been amassed over the decades, including accounts of the Normandy landings, the work of British nurses and a German soldier’s eight-year detention in Soviet camps. Reusch recalls: “Because the audio wasn’t searchable, we thought: how can we use AI to tap this potential?” Although transcription functions



already existed, Reusch needed a bespoke system to handle recordings of strong accents with background noise. “With a bit of tailoring of the AI tools, we got amazing results – better than expected,” she says. With the tech in place, it took two days to process 45,000 files

Katharina Reusch, agentic AI lead at Capgemini Invent

containing 20,000 hours of audio – a job that would have taken one person 22 years to do manually. Reusch also created an app that enabled users to search for names, places and events, read summaries and listen while viewing synchronised transcripts. “I wanted to show how we could really bring this history to people,” she explains. “I build a lot of technology that serves a function. It was nice to work on something that triggers such an emotional response in people – it’s very powerful.” Reusch is excited to continue honing her craft and further expand Capgemini’s capabilities. “I want to keep innovating and pushing boundaries,” she says. The pace of change means the demands of her role are constantly shifting. “I’ve reinvented myself and my expertise every two years. First it was big data, then machine learning, then artificial intelligence; now it’s agentic AI. I’ve never stood still.” Beyond her work for clients, Reusch is determined to champion women in technology and inspire the next generation. Part of that involves regular visits to schools. “We’ve come a long way over the past decade, but there’s a long way to go,” she says. “I’m proud to be seen as a role model in my space. As a mother of daughters, I want girls to grow up knowing this is a thing they can do.”

GG

TECHNOLOGY TRANSFORMATION

AVATAR AIMEE POWERS UP TRAINING AT NATIONAL GRID

Capgemini’s AI coach supports engineering learning and knowledge sharing across England and Wales

As National Grid invests to upgrade the electricity network, ensuring expertise is shared between generations of engineers is increasingly important. National Grid put the challenge to frog, the global creative consultancy brand of Capgemini Invent that it has been working with for more than two years. Its answer was Aimee Silva – an AI-powered digital avatar trained on the experience and expertise of National Grid’s staff. “Aimee is a way to preserve the existing knowledge of the highly skilled workforce and to scale its engineering expertise for the future,” says Priscilla Li, head of strategy, data, AI and technology at frog. Aimee is installed at National Grid’s electricity transmission training centre in Eakring, Nottinghamshire, where apprentices interact with her on a huge screen. They get round-the-clock access to knowledge built up by engineers from across the company. They can ask Aimee everything from seemingly simple questions they might feel embarrassed to raise to highly technical queries. “Aimee is at full human height so you’re looking at her eye to eye and she’s talking to you. Her gesturing is based on emotions she’s feeling so it’s like a one-to-one conversation,” explains Sam Fry, a digital product, project and programme leader at frog. “Trainees are asking her about new topics, but are also looking for support with testing their understanding of knowledge they’ve already got.” The results of a 12-week trial of Aimee eased fears that the avatar might be seen as gimmicky:



Aimee answers queries around the clock

82 per cent of apprentices learned something new within five to ten minutes of speaking with Aimee, and 98 per cent said talking to the avatar supported their learning or revision; 94 per cent described the experience as highly engaging. This success stems from frog’s intention to build an authentic avatar for National Grid. So attention was paid to reflecting its culture rather than something generic. (Aimee comes with hard hat and high-vis work gear.) “Aimee needed to assimilate the technical and practical knowledge in the company, but this has to be an engaging experience,” Li says. “Every organisation has its own sense of itself – it’s about the look and the identity, and the wider story of the team.” The project has demonstrated how AI can support learning, knowledge sharing and skills development by helping colleagues access expertise from across the organisation.

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Georgina Fraser, CBRE, Thought Leader Consultant of the Year

Alex Crompton, BAE Systems Digital Intelligence & Land, Chartered Management Consultant of the Year

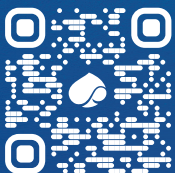
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‘She’s talking to you and her gestures reflect emotions so it’s like a one-to-one conversation’

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Winner
Deloitte with Reckitt Benckiser Group

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Sharing in Growth with AML Sheffield

CHANGE AND TRANSFORMATION IN THE PUBLIC SECTOR

Winner
Resulting IT with NHS 24

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EY with the Metropolitan Police Service

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COMMERCIAL IMPACT

Winner
PwC with Unilever

Highly Commended
Magnus Consulting with a global logistics provider

PwC with Deliveroo

TECHNOLOGY TRANSFORMATION

Winner
KPMG with a global consumer brand

Highly Commended
Capgemini Invent with National Grid

d-fine with the Guernsey Financial Services Commission

INTERNATIONAL

Winner
Enfuse Group with Inchcape Shipping Services

Highly Commended
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KPMG with UBS

PERFORMANCE IMPROVEMENT IN THE PRIVATE SECTOR

Winner
JCURV with Sainsbury’s

Highly Commended
Sharing in Growth with Sylatech

PERFORMANCE IMPROVEMENT IN THE PUBLIC SECTOR

Winner
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PEOPLE AND LEADERSHIP

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Arup with South West Water

Gate One with Boehringer Ingelheim

SOCIAL VALUE

Winner
Jacobs with Tideway

Highly Commended
North Highland with Show Racism the Red Card

STRATEGY

Winner
CF with the NHS South West London

Highly Commended
Propaganda with Powersheds

PwC with National Highways

SUSTAINABILITY AWARD

Winner
PwC with the Department for Energy Security and Net Zero (CFA)

Highly Commended
Deloitte with AstraZeneca

EY with the Institute of Grocery Distribution

YOUNG CONSULTANT OF THE YEAR

Winner
Tanushree Agarwal, Inner Circle Consulting

Highly Commended
Emily Sweigart, Cowry Consulting

Robert Wilson, Mott MacDonald

APPRENTICE OF THE YEAR

Winner
Eleni Godwin, PwC

Highly Commended
Danny Hodges, Deloitte

Jack Preece, KPMG

RIISING STAR

Winner
Sahil Shah, EY

Highly Commended
Honor Millard, Capgemini Invent

Arun Sönksen, Enfuse Group

Matthew Dowling, PwC

TEAM LEADER CONSULTANT OF THE YEAR

Winner
Kate Kenyon, PwC

Highly Commended
Jill Sherriff, Capgemini Invent

Aoife Bye, Inner Circle Consulting

Emily Baines, Moorhouse

Grace Rawcliffe, PwC

THOUGHT LEADER CONSULTANT OF THE YEAR

Winner
Georgina Fraser, CBRE

Highly Commended
Thomas Staley, Sopra Steria Next

TECHNOLOGY CONSULTANT OF THE YEAR

Winner
Dr Katharina Reusch, Capgemini Invent

Highly Commended
Francesca Downey, AtkinsRéalis

Tom Burgess, Deloitte

INCLUSION AWARD

Winner
Vince Cuddon, PwC

Highly Commended
Susan Maginn, Capgemini Invent

Dhanishtha Patel, CBRE

Elizabeth Pawson-Poon, Charlotte Sweeney Associates

Kayode Akinrinlola, Jacobs

EXPERIENCED LEADER

Winner
Caroline Čujić, KPMG

Highly Commended
Lee Shinkin, AtkinsRéalis

CHARTERED MANAGEMENT CONSULTANT OF THE YEAR

Winner
Alex Crompton, BAE Systems Digital Intelligence & Land

Highly Commended
Keith Klain, KPMG

Antoinette Meehan, PwC

Lydia Taylor, PwC

BEST NEW CONSULTANCY

Winner
Kindred Consulting

PROJECT OF THE YEAR

Winner
Resulting IT with NHS 24

TIMES CONSULTANT OF THE YEAR

Winner
Kate Kenyon, PwC