

# THE MCA AWARDS 2024



CHANGE AND TRANSFORMATION IN THE PUBLIC SECTOR

## AI TAKES ON CHILD ABUSE

**BAE Systems' automated tool not only shields analysts from exposure to harmful content, but it also plays a crucial role in limiting its spread**

**F**or those working to prevent child sexual abuse, facing distressing situations is a daily reality. In England, 55,874 sexual offences against children were recorded in 2019/20. However, many offences go unrecorded, with the NSPCC estimating that one in 20 children have been sexually abused.

"The primary challenge is scale," says Michael, a data scientist with BAE Systems Digital Intelligence, which has been working with the UK government to combat child sexual abuse.

"The number of children being abused is far higher than people realise, and there is a taboo around talking about it. We must remember that every offence is different and complex, and the impact on survivors is always devastating."

While exposure to disturbing content is sometimes necessary to catch abusers, staff must be psychologically protected to ensure the work is sustainable. Reducing unnecessary exposure

**The NSPCC estimates that one in 20 children have been sexually abused'**

among teams of government online analysts has been a critical step in identifying more offenders and safeguarding children.

Some of this progress has been enabled by BAE Systems, which has developed a tool that automatically uncovers Child Sexual Abuse Material (CSAM) online. This tool has reduced the need for analysts to be directly exposed to the content, allowing them to focus more effectively on protecting vulnerable children.

"We are dealing with some of the worst things imaginable, posted online," Michael says. "It can be a psychological shock for staff if they don't know what they are about to click on."

The government's aim is to reduce harm to children by pursuing offenders, protecting victims, preventing people from becoming new victims or offenders, and preparing people to mitigate the impact of sexual abuse.

Resources are incredibly limited, however, which created an additional challenge for BAE Systems as it developed the system.

"You start by ensuring you're focused and making sure your resources are used as effectively as possible," Michael says. "There's a limited number of analysts with the skills for this, so you have to make sure each person is working as optimally as they can."

The tool developed by BAE Systems scans tens of thousands of websites each day for CSAM. The material, which previously would have required human review, is now reported for takedown without government analysts needing to view it. This also prevents unnecessary distribution of the content across teams. Now, only those who are specifically required to make a decision view the content.

Previously, analysts would follow offenders and potential offenders online, tracking shared links and clicking through to verify the content. Sometimes these links would involve child sexual abuse, but at other times they contained other disturbing material.

"It's incredibly challenging for people who are mentally prepared to see child sexual abuse to suddenly be exposed to other

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### PEOPLE AND LEADERSHIP

## REFORMS BRING NEW ENERGY TO WATCHDOG

**With fresh leadership, the GLAA has undergone a transformation, increasing staff engagement and slashing work licence processing times**

The Gangmasters and Labour Abuse Authority (GLAA) is the UK's intelligence regulation and investigative agency for labour exploitation. It partners with law enforcement firms to protect vulnerable and exploited workers.

In 2022, a year into her role as the GLAA's chief executive, Elysia McCaffrey was becoming increasingly frustrated.

"I knew our staff were hugely committed to their work, but they were demoralised because the organisation made it hard for them to make a difference," she says.

The GLAA had undergone multiple changes since its launch in 2005, when it was established in response to a tragic incident in Morecambe Bay, Lancashire, where 23 Chinese immigrants drowned while working illegally.

In particular, the GLAA's remit had been significantly expanded in 2016 following the introduction of the Modern Slavery Act. The organisation struggled to manage these new responsibilities, and four chief executives came and went in just three years before McCaffrey took over in 2021.

"We were in a situation where our culture gave us no room to modernise," she says. "We were trying to find new ways to work productively and encourage staff to drive change, but it just wasn't possible."

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### RETAIL THERAPY

A cutting-edge demo lab showcases the changing way we'll shop

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### TRUST IN THE FUTURE

The plan to evolve one of the nation's most beloved institutions

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### GOING UNDERGROUND

UK mapping scheme reveals pipes and cables – and revolutionises public works

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### WINNER, WINNER

Full list of award winners and highly commended firms and individuals

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distressing content,” says Michael. “The tool helps by screening the initial content and guiding human analysts to what needs to be seen.”

Managing teams working to prevent abuse is a significant challenge, partly because of the devotion to the job that drives people to protect children, which can lead to overwork and burnout. To mitigate this, analysts are not allowed to work from home or work alone on the content. They are also notified 90 minutes before the end of their shift to allow time to wind down and disconnect.

The tool created by BAE Systems Digital Intelligence has further safeguarded staff by optimising workloads, ensuring that teams and individuals have maximum impact without being overwhelmed.

Michael adds: “The unexpected challenge in this work is that, while it’s incredibly rewarding to rescue a child from an abusive situation or prevent them from being abused, there is a real risk of burnout. Any decent human being, given the chance to work an extra hour to stop a child from being abused, will do it. It’s difficult not to work 24/7.”

Michael believes the tool is having a significant impact on the government’s efforts to prevent the online sexual abuse of children, with “every child safeguarded being a success in its own right”.

“Burnout is an issue. Ask decent people to work an extra hour to save a child and they’ll say ‘yes’

EXPERIENCED LEADER AWARD

# HOW TO BUILD PUBLIC TRUST IN MAJOR PROJECTS

After 30 years at the forefront of UK infrastructure, Janet Greenwood of KPMG says the focus is now on people, communities and environmental impact

Janet Greenwood has witnessed a dramatic shift in attitudes to the built environment during her time in industry and consultancy, which has spanned more than three decades and included leadership roles on some of the UK’s largest infrastructure projects.

“When I was at university, we were taught only about concrete and steel and structures,” she says. “It was about the thing you were going to build. There was no mention of the people who were going to use it, and no mention of the environmental context in which you built it.”

“We’ve moved from that mindset to one in which we recognise that we are providing services to society. What we do is now far more visible, and people are more aware of infrastructure and the dependence they have on it.”

Greenwood has observed first hand the shifting sands of the infrastructure industry, with experience working in water, wastewater,

flood defence, road, rail and construction. She has helped deliver major projects including Thameslink, Tideway and the Lower Thames Crossing.

Four years ago, she moved into consultancy with KPMG as a director of the firm’s UK Infrastructure Advisory Group and leader on the sustainability agenda. Last month she was promoted to global lead for sustainable infrastructure.

Passionate about the need for sustainable infrastructure solutions in a world threatened by growing climate and biodiversity crises, Greenwood combines her substantial industry knowhow with a desire to solve complex problems for her clients. Those attributes make her a worthy winner of this year’s Management Consultancies Association Experienced Leader award in a field of outstanding candidates.

“The decades of actually doing the job have really helped me now that I work with clients,” she says. “I share that expertise and experience and pass it on.”

Greenwood works across large public-good projects and major construction programmes for buildings, railways and roads. She specialises in advising clients on how to deliver these projects within both sustainability requirements and cost and time parameters.

Her track record is increasingly important to clients across the public and private sectors. As the consequences of failing to act on the environment have become more stark, companies are expected to comply with sustainability regulations, understand policy, minimise waste and align with environmental, social and governance objectives. With that increased scrutiny comes added pressure on chief executives and senior teams to think more holistically about the environment.

“For business leaders, it’s intrinsic to the delivery of your day job,” Greenwood adds. “Nobody is going to applaud projects or

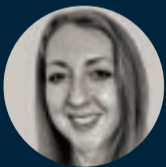


## Congratulations to our MCA Award Finalists

Using cutting-edge digital capabilities and problem-solving solutions, we provide 360° insight and intelligence to keep vital infrastructure running and national security protected



**Ed Lloyd-Williams**  
Head of Digital Design  
Inclusion Award



**Katy Carter**  
Management Consultant  
Experienced Leader Award



**Collaborating to reduce harm to children**  
Change and Transformation in the Public Sector Award



**Collaborating to fortify critical national infrastructure**  
International Award



Join the MCA finalists in our consulting team and make every day matter.



Digital Intelligence

BAE SYSTEMS

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Given the importance of the GLAA’s statutory duties, which range from licensing migrant-labour contractors to investigating human trafficking and forced labour, this was unacceptable. McCaffrey enlisted digital innovation, design and transformation partner Capgemini Invent to help make the authority fit for purpose.

Khalil Souki, a senior director at Capgemini Invent, explains that the first challenge was to convince the GLAA’s 125 staff, many of whom were former law enforcement officers, that the project leaders were committed to working with them to improve the organisation. “People

“We’ve gained the visibility and transparency I need to be confident we’re managing risk effectively

had to feel this wasn’t just something being imposed on them,” he says. “That required deep and honest engagement at every level of the organisation.”

Within months, the Capgemini Invent team had consulted every member of GLAA staff to understand their concerns and listen to their ideas for improvement. “Building those relationships of trust was vital to everything that followed,” says Lucy Batchelor, a management consultant at Capgemini Invent who led the team on the ground.

Small victories helped convince staff that the GLAA was committed to supporting them, Batchelor adds. When several staff members pointed out that the recording and transcription equipment

was outdated, the project team promptly addressed the issue. “Those quick wins can really help build credibility,” she explains.

As it gained the confidence of the staff, Capgemini Invent’s team worked with the GLAA’s management to implement reforms in three key areas. First, an organisational restructure streamlined leadership to address what had previously been a top-heavy, siloed authority.

Second, a focus on culture led to initiatives such as the launch of a “Charter for Leaders” – which outlined the GLAA’s values – and the introduction of monthly awards from the chief executive to recognise staff who exemplified those values.

Finally, a process redesign ensured the authority could handle key workloads and responsibilities more efficiently.

The results were transformative, McCaffrey says. “We have amazing, passionate, expert staff and now we’ve given them the agency they need to make a real impact,” she says. “At the same time, we’ve gained the visibility and transparency I need to be confident we’re managing risk effectively.”

Tangible outcomes include reducing the time it takes to process gangmaster licence applications from a year to just 36 days, as well as a significant rise in the authority’s staff engagement scores. In addition, the GLAA has managed 120 inspections in the past 12 months alone.

The project has also equipped the authority with the skills and confidence to lead its own transformation in the future. “We didn’t deliver the change; the organisation did it,” Batchelor notes. “Around 25 per cent of the staff received dedicated change-management training.”

This may prove crucial as the Labour government considers proposals to merge the GLAA into a new Fair Work Agency, with a much broader range of powers and responsibilities. “We’re ready to face the next challenges,” McCaffrey promises.



'Nobody will applaud projects that neglect the consequences of their actions'

NICK WILSON

companies if they neglect the environmental and social consequences of their actions."

Legislation enacted in the UK over the past decade has added a regulatory element to the necessity for companies to act on sustainability. Among the most significant have been the creation of a low emissions zone in London and the UK's binding commitment to reach net zero.

Amid the changing societal and legal attitudes to the environment has come a wave of corporate commitments that require detailed planning and intense knowledge if they are to be fulfilled.

"We'll do this by 2030' is something you hear a great deal of," says Greenwood. "The commitment is then passed to somebody else – who has to work out how to meet the deadline."

Consultancy can help with hitting those targets, but it is often far from straightforward, she says. "Sometimes people will be absolutely on board and passionate about it. Other times, people are understandably fully engaged with their day job and struggle to see how sustainability relates to them and how they could possibly accommodate it."

A key factor in convincing sceptics is understanding their commercial objectives, listening and offering the technical expertise that enables business leaders to move forward with a plan. In other words, people skills can be as important as understanding the numbers and making smart use of data.

"It's ironic because most people would think engineering is about numbers, but most of my career has been about people," Greenwood says.

That approach served Greenwood well during her years in industry – and has been invaluable while working in consultancy. She worked for the Department for Transport during the £7 billion Thameslink project, which involved organising Network Rail and multiple train operating companies to "plan this hugely

complex open surgery on a live railway in central London around the Olympics".

"You're not going to do that unless you can bring people into a room and create the environment for constructive discussion," she says. "I've been involved in some really complex and thorny projects where it was essential to tease out the actual problem rather than the perceived problem."

Greenwood is an active contributor to the public debate on the built environment. She authored a KPMG thought leadership report, entitled "A whole systems approach", which was published through the Net Zero Infrastructure Industry Coalition in summer 2023. She also chairs the Major Projects

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Most people would think engineering is about numbers, but most of my career has been about people

Association's Sustainability Ambassadors initiative and contributes to research pieces in her capacity as a policy fellow at the Institution of Civil Engineers.

Being so active in the wider sustainability ecosystem allows Greenwood to bring best practice ideas back into her day job for the benefit of KPMG's clients.

"It's a pleasure to bring my experience and pass it on, particularly to the younger generation," she says. "But it's also a great opportunity to listen to others with great expertise and new ideas and bring that back to KPMG to make sure we are always at the leading edge of what's going on in industry."

## Is your organisation wrestling with operationalising *Net Zero* commitments?

**You are not alone.** Collectively, we are not on track to meet the *Paris Agreement's* objectives.



The world made impressive strides in renewable energy in 2023, however despite these achievements we are not on track to meet the Paris Agreement's objectives and urgent action is needed.

CO2 emissions grew 21% in 2023

Despite geopolitical tensions, US shale oil production has helped gas and electricity prices return to pre-crisis levels

Renewables and nuclear development are not moving fast enough and hydrogen, CCUS, and stationary batteries are lagging behind

**Capgemini's 26<sup>th</sup> World Energy Markets Observatory (WEMO)** report delves deep into the most pressing trends shaping the future of energy and offers critical insights for businesses, policymakers and stakeholders navigating this complex landscape.

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Read the 26<sup>th</sup> edition of **Capgemini's World Energy Markets Observatory.**

<https://bit.ly/capgemini-wemo>

TAMZEN ISACSSON, CEO, MANAGEMENT CONSULTANCIES ASSOCIATION

# 'MOST BELIEVE AI AND EMERGING TECH WILL PROVIDE THE BIGGEST GROWTH'

MCA boss in Q&A about the challenges and opportunities for the UK consulting industry

**W**hat have been key factors driving the success of the UK consulting sector in the past five years?

Economies across the world have faced external shocks and challenges from Brexit to the Covid pandemic, inflationary and cost pressures and the energy crisis. At the same time, the imperative for businesses to undertake fundamental technology transformations, cybersecurity upgrades and investment into AI and sustainability efforts have generated huge demand for specialist expertise.

The UK has built up a strong consulting market with deep sector knowledge over many decades and firms have been investing in both technical capability and driving professional standards through the Chartered Management Consultant Accreditation.

Tens of thousands of clients across the private and public sector have turned to UK consulting to help respond to these shocks, and manage and deliver the necessary transformations.

**Why are we excelling in the tech and cybersecurity sectors?**

The UK's technology sector has been recognised globally as one of our great success stories. The consulting industry has developed and matured alongside these leading UK-based headquarters, providing the specific expertise and technology solutions required.

Alongside some of the world's top educational institutions, these companies and consultancies form a globally competitive centre of excellence, with a particularly strong reputation for innovation, defence advisory work and infrastructure delivery.

**Similarly, is there a reason the UK is at the forefront of environmental consultancy?**

For decades the UK has been a leading force in international diplomacy on climate action and the commitment to achieve net zero. The UK consultancy sector has played a particularly vital role, providing advice across all services lines and in all sectors.

The MCA Awards demonstrated the scale and quality of work in this area, from launching critical policies to reduce energy demand to analysing the social impact of supply chains.

**With exports also up, which markets beyond the UK and Europe should consultants be looking at?**

Overall exports have risen by £3 billion in five years, demonstrating the UK's status as a consulting powerhouse. Outside domestic and European markets, the US is the most popular business market among MCA member firms.

Fee income from the Middle East has also doubled in the last year alone. Demand remains high in many other regions such as Asia Pacific.

**Is there a changing picture of where consultancy firms are located in the UK?**

More new employees are now hired outside of London than inside it. Firms have expanded regionally, with more than 312 office locations outside of



the capital, and are continuing to recruit the best talent across the UK. Technology has enabled flexible working from numerous locations and this trend has accelerated since Covid. However, the need for face-to-face interaction and to be close to our clients has always been of huge importance.

**Is the rise of AI a boost or threat to consultants – and why?**

There's been significant interest from clients in generative AI, and our firms ensure the core infrastructure and data quality are in place to support them and, importantly, find value from this powerful new technology.

A recent independent survey found 94 per cent of consultants believe client services related to AI and emerging tech will provide the biggest opportunity for growth in consulting.

**What has impressed you most about the 2024 category shortlist?**

The interviews and testimonies of high-profile clients across all sectors and countries that brilliantly show the power and value of our industry.

Also, the amazing people at the heart of our profession who have been driving transformation and supporting growth of businesses during this unprecedented period of change and disruption.

**Where do you see the growth in management consultancy services over the next 12 months?**

Private sector clients remain focused on the demand for productivity improvements, cost reduction programmes and ways to increase profitability after a challenging economic period.

There is growth in demand for technology transformation, which is seen as vital to improve efficiency and innovation, and this is strong across cloud, data and generative AI work. Other areas expected to experience growth include the energy and resources sector, utilities, cybersecurity and defence advisory.

**Where does the consultancy sector need to improve?**

It's encouraging to see firms performing strongly in terms of social mobility, gender representation and the number of minority ethnic partners, but it's vital that diversity, equity and inclusion remain priorities.

We have more work to do, particularly to achieve our target with black talent. We must share best practice and support each other to achieve our inclusion ambitions. Collection of data is essential to monitor developments over time, and we will continue to play our part in bringing the industry together.

**Are there any projects that have caught your eye this year – and why?**

All of them are a fantastic reflection of the modern UK consulting sector we are proud to represent. This supplement has a great cross section of examples that demonstrate the deep and long-lasting impact of our industry – examples we can all be inspired by.

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Firms are performing well in terms of social mobility, gender representation and minority ethnic partners

## TAILORED SUPPORT FOR AT-RISK CHILDREN

**IMPOWER's personalised approach to social care has delivered big savings for several local authorities**

How do local authorities secure the best outcomes for vulnerable children, especially when social workers face resource constraints? Valuing Care – a methodology developed by the consultancy IMPOWER – offers a model for delivering tailored, efficient support that better meets children's needs.

“Valuing Care is a framework that focuses on both the strengths and needs of children,” says Lily Mellen, a manager at IMPOWER. “It enables a detailed understanding of the specific support each child requires, whether that's within their family or in care.”

Social workers assess the needs and strengths of each child across 13 categories, covering aspects such as physical and emotional health, and relationships with peers and family. By mapping children's profiles in this way, it becomes easier to evaluate the level of care and support they need.

This approach was developed eight years ago, with local authorities including Norfolk, Lincolnshire, Central Bedfordshire, Hertfordshire and Oxfordshire adopting it. IMPOWER has since used data from these deployments to evolve the model, which it shares with local authorities and young people.

**The progress these children are making is the most important thing**

In 2023, IMPOWER partnered with Northamptonshire Children's Trust (NCT), beginning with a pilot involving over 250 children.

Colin Foster, NCT's chief executive, says: “We needed a model to inspire a new way to support children. For our social workers, this was when the clouds began to part.”

The results have been promising. Foster estimates the trust has saved £6.3 million to date on the pilot cohort, as care services from providers like private residential homes are better tailored to each child.

“More important than the financial savings is the progress these children are making,” adds Foster.

With the initial success, Foster plans to extend Valuing Care to all 1,200 children in the trust's care. So far, some 550 children have been assessed, with the rest expected to follow shortly.

Currently, 15 local authorities and children's trusts across England have adopted Valuing Care. Mellen stresses the importance of working alongside social workers rather than imposing the model, saying, “We aim to show them how this can make their jobs easier and improve outcomes for children.”

In Northamptonshire, the collaborative approach is boosting morale after a tough period. Foster says: “A colleague with 28 years' experience told me, ‘This is as good as it's ever been.’”

BEST USE OF THOUGHT LEADERSHIP

SHOPPING FOR IDEAS

PwC’s cutting-edge demo lab showcases how emerging consumer technologies will completely reshape the retail experience

The consultancy PwC’s demo lab in Manchester is at the forefront of showcasing frictionless technology. Here, clients are given an immersive experience of cutting-edge innovations, allowing them to witness first-hand how technology can transform their industries.

Frictionless tech is reshaping how consumers shop, eat, drink and relax. Yet many companies, especially in the retail and consumer sectors, are uncertain about how best to implement these technologies to enhance customer experiences.

Recognising this gap, PwC conducted a survey of 5,000 consumers, combining the results with insights from its own business, technology and market experts. The outcome was the Future of Shopping report, which revealed key trends that companies could leverage.

The 2022 report found that 43 per cent of consumers would be willing to pay more for convenience while 75 per cent of those under 45 indicated they would actively switch to frictionless shopping technology if it eliminated unnecessary steps between wanting to purchase a product and successfully buying it.

This report was the foundation of PwC’s thought leadership programme, which soon evolved beyond a document into a physical experience designed to predict the trends transforming the retail and consumer industries.



Frictionless Futures, based at PwC’s technology hub in Manchester, was developed in two months

“Our goal was to reinvent what thought leadership means,” explains Rachael Eve, retail and consumer director at PwC. “We wanted to engage the market differently and drive attention in a more hands-on way.”

To meet this goal, PwC’s team created Frictionless Futures, an immersive client demonstration that showcases the potential of technologies such as radio frequency identification, computer vision artificial intelligence and electric shelf edge labels. Based at PwC’s Manchester technology hub, the project was developed in collaboration with key partners such as Microsoft, IFS, Blue Yonder and AiFi, all within a tight two-month timeframe.

“For us, this was uncharted territory,” says Ellie Taylor, director of industry cloud solutions for consumer markets at PwC. “We worked with third

‘We wanted to engage the market differently, in a hands-on way’

parties to bring the experience to life. This involved ripping up floorboards, laying down cables, ensuring the wi-fi could support the tech. It was a new experience for us and the broader PwC team.”

The demo lab was a hit. In its first iteration, 135 clients from multiple sectors experienced the immersive technology space. PwC was determined to ensure Frictionless Futures was not just another tech demo. Instead, it became a vital tool for integrating real-world use cases with the theoretical benefits of the technology. Alongside the demonstrations, the team ran workshops that focused on environmental, social and governance issues, cybersecurity and data strategy.

“We didn’t want it to just be a demo space for clients,” says Taylor. “It needed to show practical applications – we wanted to highlight the journey from starting with frictionless tech to scaling it across operations.”

Frictionless Futures became an agile space, continuously integrating new technologies and concepts. “The space we opened last summer evolved with technology innovation. For example, we included more GenAI use cases,” Taylor adds.

“We were constantly updating it.”

The success of Frictionless Futures has led to several commercial opportunities, positioning PwC as a thought leader in the field of tech-driven business transformation. The space not only showcases technology but also solidifies PwC’s reputation as a key player in data and tech consultancy. “We’re not talking about something that’s five years away,” says Eve. “There’s a clear starting point for businesses to begin their strategic transformation now. It’s all about showing them how to get the ball rolling.”

By bridging the gap between technological potential and real-world implementation, PwC is leading the conversation on digital transformation. Through Frictionless Futures, the firm continues to set the stage for the future of retail, customer experiences and beyond.



Congratulations to our winners and highly commended finalists

We see the hard work, commitment, and expertise of all of our people and project teams as they deliver human-led, tech-powered transformation and sustained outcomes for our clients.



Read their stories and find out more



Our winners:



**PwC with Scottish and Southern Electricity Networks**  
Performance Improvement in the Private Sector



**PwC with BAE Systems**  
Commercial Impact



**Macy Greene**  
Apprentice of the Year

Our highly commended finalists:

**PwC with PEXA Group Limited**  
Strategy

**Frictionless Futures**  
Best Use of Thought Leadership

**PwC’s Greenhouse Toolkit**  
Sustainability

**PwC with The Health and Care Professions Council**  
People and Leadership

**Freya Adams**  
Chartered Management Consultant of the Year

**Grace Baker**  
Team Leader of the Year



## INTERNATIONAL

# 'EYE IN THE SKY' BRAVES ATLANTIC ELEMENTS

How do you install a groundbreaking but fragile and sensitive air surveillance system 8,000 miles away? With robust support from a tech firm that knows what sharing civil and military data can achieve

Some 8,000 miles from the UK, the Falkland Islands present an inhospitable climate, significant access challenges and logistical headaches. But at a time of international political tensions, the British citizens who live there need protecting more closely than ever. Enter Guardian, the latest generation of the UK's air command and control (C2) system.

IBM Consulting has been leading the development of Guardian for more than two decades, winning a series of contracts from the UK government to implement new generations of the system.

The latest iteration, just installed in the Falklands, "is by far the most advanced C2 system in use anywhere in the Nato alliance," says Group Captain Graem Corfield of the Royal Air Force. "It gives our military leaders a single picture of the region, in real time, from which they can make decisions."

Craig Ritchie, the associate partner at IBM Consulting who led the project to implement Guardian in the Falklands, adds: "We've built a solution that brings a huge range of civil and military data together, including data from our allies, to give the RAF operator an easy to use and intuitive solution."

In practice, the system allows the RAF operator on the ground to see exactly what is going on in the airspace above and around the

Falklands. That enables them to swiftly deploy fighter jets to identify, intercept and escort suspicious or potentially threatening aircraft. In an era where both terrorist actors and foreign governments pose a significant threat, this is vital.

However, getting Guardian up and running in the Falklands was far from straightforward. As lead partner, IBM Consulting had to co-ordinate a team comprising Australian, Norwegian, Swedish and British companies.

The system was also installed in incredibly challenging conditions. The South Atlantic winter featured temperatures of -10C and winds gusting well above 40mph.

Another problem was supply chain management. "Every single component had to be shipped out there," explains Luke Andrews, a project manager at IBM Consulting who leads the delivery of Guardian. "In the end, we brought in 25 pallets of equipment – much of it fragile and sensitive – on five separate flights."

Braving the tough conditions, the team then had to install and test the system in a short space of time before handing Guardian over to RAF control with confidence in the robustness of the technology. "It was stressful and complicated," says Andrews. "If anything goes wrong, you're 8,000 miles away from the UK in a location where connectivity isn't great."



Clear and present: the system helps the RAF protect the Falkland Islands and stay vigilant to threats

Fortunately, the team was able to deal with problems as soon as they came up, partly because IBM Consulting's experience with Guardian had helped it to anticipate likely challenges. The result was a successful implementation.

"The project came in on budget, with initial operational control and final operational control declared ahead of schedule," says Corfield. "Most importantly of all, what we have in the Falklands is a more sophisticated C2 system than we have ever had."

Indeed, this generation of Guardian will now be implemented in the UK itself, with the Falklands project having operated as a useful trial run. "This is a leap forward in terms of defence capability," Corfield adds,

"particularly in terms of the system's interoperability with the technologies of our Nato partners."

Many of those allies are taking a keen interest in Guardian, with the UK government now receiving a string of inquiries from other countries interested in acquiring the technology. That could lead to orders worth hundreds of millions of pounds, effectively paying for the cost of the system many times over.

The greatest value of all, however, lies in what the system delivers. "Keeping its citizens safe is the first priority of every government," says Paul Macpherson, UKI lead client partner for the defence account group at IBM Consulting. "Guardian makes it easier to do that."

**'We brought in 25 pallets of components on five flights'**

## TECHNOLOGY TRANSFORMATION

## POWERFUL PARTNERSHIP HELPS RETAIL BANK RIDE DIGITAL WAVE

Consultant EY and Visa collaborated to help their client launch innovative app-led products as well as make seven-figure savings in card production costs

Visa, a leader in digital payments, works with a growing number of clients to help them design and deliver new digital products and services, often bringing in trusted partners to build on its own capabilities.

One such project, delivered in tandem with EY Seren, the creative arm of consultant EY, has delivered impressive results for a leading UK retail bank.

"Many of our clients are working hard to stay on top of the digital wave," explains Daniel Kvedaras, head of Visa Managed Services for Europe. "We can help them develop a digital roadmap to ensure they can keep innovating for customers and support them as they make more use of data."

In this case, EY's role in the project was to help Visa and client co-develop a set of "digital first" products and services that the bank could roll out to more than 10 million retail customers.

EY's work helped Visa and the client to overhaul their delivery frameworks, streamlining governance processes and defining mechanisms to balance business priorities that are crucial in implementing efficient and effective digital transformation.

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Within the first month a mobile payments solution was adopted by 50,000-plus customers

EY and Visa also worked with the bank to identify the needs of its existing and future customers, and to support designers as they develop new prototypes and propositions.

"It was a question of enhancing Visa's ability to set the pace for the client," says Neil Waring, a senior manager at EY Seren, who worked on the initiative.

EY's enhanced "Double Diamond" product development methodology underpinned a fresh approach to delivery at the bank, based on quickly arriving at an understanding of what customers want and what can be delivered. This shift enabled the bank to reduce lead time for agile design, definition and requirement gathering from 12 months to just two.

"The goal was to ensure that the project remained as customer-centred as possible," says Waring.

Both EY and Visa recognised the importance of working collectively. "The embedded nature of our engagement was vital," reflects Mark Coombes, a partner in the financial services team at EY Seren. "We operated as a single team to deliver to the client."

Visa's Kvedaras adds: "We're not simply augmenting the client's resources but also bringing Visa's added value to the engagement, so we need a partner such as EY that can team-up with us, is aligned to

our values and principles, and clearly understands the joint delivery model."

Tangible outputs from the project included the launch of new app-led products and features for the bank's customers, providing enhanced money management flexibility.

The bank has also moved to a "digital first" approach aimed at lowering the cost of serving its customers, with the process improvements introduced during the EY and Visa initiative proving valuable on an ongoing basis.

Such innovation has delivered a striking impact. A new mobile payments solution that was launched during the project was adopted by 50,000-plus of the bank's customers within its first month, for example.

And supporting the bank in managing the switch to recycled plastic for the manufacturing of its debit and credit cards resulted in a significant seven-figure reduction in production costs.

These impressive results have encouraged EY and Visa to continue their partnership, which has now been running for more than three years.

Kvedaras says the success of this initiative has become a critical part of the pitch to prospective clients going forward.

"What we achieved is important in demonstrating the value Visa can add," he explains.

## TECHNOLOGY TRANSFORMATION

# TRUST CAN NOW SEE THE WOOD FOR THE TREES

**A national charity set out to update its ancient IT platform – but Covid-19 hit. That didn't stop the tenacious teams who created a system fit for the future**

**W**ith 5.37 million members, 10,000 staff and thousands of volunteers, the National Trust is the biggest conservation charity in Europe, caring for more than 250,000 hectares of farmland, over 780 miles of coastline, and more than 500 historic properties, gardens and nature reserves.

In 2020, constrained by a “creaking” legacy IT platform that included disparate, disjointed systems for managing fundraising and memberships, the trust was struggling to adapt to changes in the

needs and interests of its supporters.

“The platform we were using at the time was very outdated and wasn't allowing us to make changes going forward,” says Emma Feltham, the trust's head of IT delivery. “So we set out to replace those systems and bring everything together under one platform.”

Membership and fundraising are the trust's primary sources of income. “Without those we don't exist,” adds Feltham, “which is why it was so important to get this transformation project right.”

Following a competitive tender process, the trust selected Eviden to help it build and transfer the organisation to a new digital system fit for the future. As if migrating Europe's biggest conservation charity onto a brand new IT system wasn't a big enough challenge, the project kicked off in March 2020, just as the world locked down for the first wave of the Covid-19 pandemic.

“It was 18 months before we got to sit down face to face and meet people,” says Ellie Mosley, programme director at Eviden. “One of the challenges was about how to build those relationships, understand the business processes and understand the requirements all through a screen, without getting the chance to meet people.”

Together, the National Trust and Eviden overcame this challenge by putting people at the centre of the project, prioritising engagement, holding regular online meetings, deploying a network of business



**The National Trust has over five million members**

owners who were accountable for different aspects of project delivery and enlisting the committed support of executive sponsors from the national charity.

The trust's supporters also remained firmly front of mind for the project delivery team throughout. “We had to design the new systems with our supporters in mind – thinking about user journeys for the different people that would interact with the platform,” says Feltham.

Mosley says the mandate from the trust was particularly complex to deliver and necessitated a “modular” approach to building a new system, which concentrated on the core functions first before layering on different pathways for individual user groups and creating

the flexibility to adapt the system in future.

A key element in the successful delivery of the project was buy-in from senior staff at the charity. “One of the things we did that was really effective was having a senior National Trust sponsor for each business outcome,”

says Mosley. “They were empowered to make decisions, so if there were any challenges, they could make those snappy decisions.”

After three years, 1,000 user stories across 22 business journeys and the efforts of a team of 160 handling products, platforms, people and data, the National Trust launched its new IT system in 2023 – and the result has been as transformative as it hoped.

Fundraising programmes are now launched more swiftly, helping to boost revenues. Members, meanwhile, benefit from calls being answered quicker and queries being resolved more efficiently. New online self-service options help them manage memberships and donations too.

“We've now got a modern technology platform that means we can interact effectively with our supporters,” Feltham says. And the journey isn't over yet. “We've got a whole roadmap of things we're going to keep doing with Eviden's help to keep improving and test things out to find what really works for people.”

**'Without membership and fundraising we don't exist'**

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## PEOPLE AND LEADERSHIP

# 'WE WANTED TO UNLOCK THE POTENTIAL OF OUR PEOPLE'

The pandemic was a challenging time for Royal Berkshire NHS Foundation Trust but left staff with a willingness to embrace new ideas, helping them to flourish

**A**s it emerged from the Covid-19 pandemic, Royal Berkshire NHS Foundation Trust (RBFT) faced challenges familiar to NHS trusts across the UK. Its workforce was worn down after enduring a period of extreme pressure, but still needed to improve performance and plan for the future.

"Coming out of Covid, we had witnessed what our teams could achieve when given a unifying mission," explains Andrew Statham, the trust's chief strategy officer. "We wanted to build on that to understand how to get the best out of our people."

The trust's solution, working with KPMG, was to empower its people to make a difference by co-designing an improvement system aligned to RBFT's organisational strategy and values. The new system aimed to give teams across

**The entire programme is anchored on how we deliver frontline care'**

the trust support in understanding what was holding them back from delivering on their objectives.

KPMG worked with the trust to deploy a training programme that would provide long-term change and a culture shift to empower more than 40 per cent of its teams to deliver sustainable performance improvements in their specialist areas.

Although there had been some encouragement from the US, where similar programmes brought 20 to 30 per cent performance gains,

KPMG and the trust still faced a daunting task in implementing the project.

With its extensive experience of working with the NHS, the KPMG team was prepared for morale issues at RBFT, especially following the stresses of the Covid era. In fact,

the willingness of colleagues at all levels to engage with the programme and improve the trust's performance took the management consultants by surprise.

"What stood out at RBFT was that they had a burning desire to try something different," says Jenny Panes, partner at KPMG. "They wanted to move away from a culture of firefighting to start really making a difference to patients and staff."

A key part of the programme's successful execution was focusing on the trust's leadership team, with the goal of creating early adopters in a "board to ward" approach.

Senior leaders were assisted in the task of creating a personal and organisational culture of improvement. This included spending more time with their employees, listening to their challenges and establishing new daily, weekly and monthly routines (such as "improvement huddles") with them.

KPMG and RBFT also built a 360-degree leadership behaviour tool that enabled teams to gather and collate real-time feedback and insight from their line managers, their direct reports and their peers.

"Senior buy-in is integral to everything we do," says Panes. "Without executive role modelling, the improvement approach simply won't work. Luckily, the team at RBFT were a real dream to work with."

But it wasn't all plain sailing. People bought into the programme



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### PERFORMANCE IMPROVEMENT IN THE PUBLIC SECTOR

## DIGGING WITH CONFIDENCE

**A map that shows where cables and pipes are buried will reduce damage, disruption and injury and make digs run more efficiently**

Every seven seconds, a worker somewhere in the UK digs a hole to repair or improve the country's infrastructure – and 60,000 times a year, one of those workers accidentally hits something such as a pipe or cable.

The result is project delay and expense, public disruption and – most worryingly – the possibility of serious injury.

Enter the National Underground Asset Register (NUAR), a unique project by the Geospatial Commission and consultant AtkinsRéalis to build a digital map of the cables, pipes and assets buried underground in England, Wales and Northern Ireland (Scotland has its own service).

The idea, explains Paul Schagen of the Department for Science, Innovation and Technology (DSIT), which oversaw the project, is to make public works safer, faster and more efficient.

"We now have a single interactive map that any authorised worker can consult before they start digging," he explains. "You can see exactly what is buried wherever you are working."

Previously, organisations would have to source records of buried hazards from several separate bodies. The information would take up to six days to arrive, turning up in different formats and sometimes incomplete. Now, consulting the NUAR takes seconds.

One task for AtkinsRéalis was to help develop a standardised database of records, available via a cloud-based platform.

But the more difficult work lay in securing engagement and buy-in from hundreds of different organisations – from utilities to

transport organisations and local authorities – says Guy Ledger, digital director at AtkinsRéalis.

"We needed to make the business case for the project very clear – to show each organisation why it would be of value to them, and to the economy overall," he says. "We also had to get them feeling comfortable with sharing data."

The project would not have been successful without widespread support. It was vital to get all the major gas, water and electricity providers to co-operate and share their data. Happily, the project team was able to achieve this, with AtkinsRéalis and the NUAR team working together on engagement.

To date, around 220 organisations – including all the major utility companies – have provided data to the NUAR.

That accounts for roughly 80 per cent of all assets buried underground in England, Wales and Northern Ireland. Smaller bodies, accounting for the remaining cables and pipes, continue to join the project.

Importantly, the register is constantly evolving, updated with information on all subsequent projects. This enables works to progress much quicker and with much less risk, reducing cost and improving safety.

Ledger believes the NUAR's success is down to collaboration and shared insight.

"This is a bellwether for how much value you can create when organisations pool their data," he says. "I hope it will encourage people to take part in similar projects in the future, for their own gain and for the benefit of the whole economy."





KPMG and staff at the Royal Berkshire NHS Foundation Trust kept the focus on improving patient outcomes

“We had to build slow engagement. Some of the early sceptics became the biggest proponents

at different speeds and, initially, with differing levels of enthusiasm.

“As with any team, there were evangelists, agnostics and cynics,” says Statham. “KPMG worked with us to get everyone in unison and understood there would be different attitudes. That involved slowing down for some and working with others to help them through the early stages.”

As the programme was implemented and performance started to improve, many of those who had been sceptical became evangelists, according to Jaya Bawa, senior manager at KPMG.

“It’s such a big change to deliver,” she admits. “We had to build slow engagement and reveal bits of the change as it came. In fact, some of the early sceptics became the strategy’s biggest proponents.”

To ensure the change system was properly embedded at the trust and would stand the test of time, it was crucial to deploy a comprehensive training programme. Staff at RBFT learned how to use data analytics and improvement approaches to identify the root causes of their challenges – and then set clear goals to overcome them.

This enabled the trust to truly understand and address barriers and track its progress using performance management routines. KPMG also helped the trust’s teams to develop longer-term solutions to achieve their improvement objectives.

The results have been impressive. RBFT has seen clear clinical and

operational improvements, and staff say they feel they have more agency than before. The trust now boasts the highest score nationally in the NHS staff survey for respondents saying they are “able to make improvements happen in (my) area of work”. “The teams feel empowered to make a positive change,” says Bawa.

Throughout the engagement, KPMG and the trust never lost sight of who needed to benefit most from the improvement programme: the patients receiving care. “The entire programme is anchored on how we deliver frontline care,” says Panes.

“The approach helps individuals work out what it means for them personally and how they can make improvements as part of their day to day roles – these small changes really add up.”

Statham adds: “A standout moment for me was when a staff member on our trauma ward spoke about the change the programme had brought for patients and the positive culture in the team.”

That culture has come about as a result of giving people the tools, routines and behaviours required to solve the challenges NHS trusts face every day. From being in a tired position after the pandemic, the Royal Berkshire NHS Foundation Trust can now look to the future with confidence.

“We wanted to create real and meaningful lasting change,” says Statham, “so that we could continue to provide outstanding care for our community.”



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## APPRENTICE OF THE YEAR

# HOW TO SHAPE BUSINESS TRENDS AND INFLUENCE PEOPLE

**Cancelled GCSEs during Covid sparked Macy's interest in consultancy at an early age – and during a two-year apprenticeship at PwC she became a networking guru**

**M**acy Greene joined PwC as an apprentice just two years ago but has already made a significant impact. Colleagues praise her “growth mindset and refreshing ability to engage with experienced consultants”, while a guide she developed to support junior colleagues struggling to build rapport with senior leaders has rapidly gained traction within the company.

Greene's journey into consultancy began to take shape during the Covid-19 lockdowns. “I'd always been fascinated by the world of business. When my GCSEs were cancelled during the pandemic, I had time to learn about the stock market and why the value of companies changes,” she recalls.

“Then I saw the way in which consultants supported many businesses through problems such as the supply chain disruption that Covid caused, and realised that working in consultancy could be a way to make a real difference to a wide range of organisations.”

Greene was attracted to PwC's apprenticeship scheme by the variety it offered. She spent the first year with the firm working on internal consulting projects, before moving on to client-facing engagements in year two.

Highlights have included a programme designed to improve how PwC monitors the quality of its projects, which saw Greene regularly engage with senior leaders in the business. She also worked on a major international project to help a key client reimagine many of its end-to-end processes.

“It was a huge piece of work involving 200 consultants and 300 stakeholders working in multiple different languages and time zones,” she recalls. “We were able to save the client tens of millions of pounds.”

At the same time, Greene has not been afraid to follow her own initiative. She developed her “Guide to Networking” based on her own experiences of spending time with the company's senior leaders.

“PwC is brilliant at giving junior members of staff opportunities to engage with very senior colleagues, but I realised I wasn't always making much of an impression in those meetings,” Greene explains. “That forced me to think much harder about what I wanted to get out of these encounters – and how to go about it.”

The answers Greene came up with included preparing more thoroughly for meetings, really focusing on the role of the leader, and developing new questioning techniques and non-verbal communication skills.

“I also saw there was a real generational gap in the firm, with many of my junior colleagues



**Macy Greene worked on both internal and client-facing projects during her apprenticeship with PwC, and also wrote a guide to networking for junior staff**

“

I had to think harder about what I wanted to get out of meetings with senior colleagues – and how to go about it

unsure about how to interact and therefore nervous about seeking out those opportunities.”

Greene's networking tips were intended to help colleagues get past their anxieties. The goal is to kickstart a skills improvement process that should help PwC consultants at every level of the business to identify shared interests and bridge differences.

Meanwhile, Greene has taken on the role of community and volunteering representative in her office, which has helped to cement the team's sense of togetherness.

“It's a chance to do something a bit different and to give something

back,” she explains. “It's a reminder that there are lots of ways to tackle a challenge and I really enjoy having to think outside of the box.”

Having now graduated from PwC's apprenticeship scheme and qualified as an associate, she is keen to continue working on a wide variety of projects in order to build up what she describes as a “T-shaped” bank of experience.

Greene explains the concept: “I think there is a danger in consultancy of specialising too soon. The consultants who have impressed me most often do have deep expertise in one area, but they also have a breadth of experience that helps them to approach problems in many different ways.”

She therefore plans to spend the next few years exploring as many areas of consultancy as possible. “I'm enjoying trying different things and PwC has really encouraged me to do that,” she says.

“I also love working with a variety of colleagues in consultancy; I'm starting to recognise the elements of their roles and skill sets that I would like to emulate during my career.”

## STRATEGY AWARD

## A MATERIAL APPROACH TO SETTING ESG GOALS

**Ipsos helped Aviva work out its sustainability priorities and have confidence in their business impact**

Double materiality is one of the latest sustainability reporting mandates rippling through boardrooms.

“Double materiality is a concept that considers both the impact of a company's operations on planet and people and the impact of issues related to planet and people on the company's financial performance,” explains Jessica Long, head of ESG consulting for Strategy3 at market research firm Ipsos UK.

“These help a business decide what is material in terms of ESG, and inform its reporting and strategy in terms of what to prioritise and how to achieve it.”

Because it is a fairly new concept, guidance on how to conduct double materiality assessments and which reporting frameworks to use is often vague, with few widely accepted measures of success.

Long says this lack of clarity undermines progress towards achieving climate and wider sustainability goals, wasting time that businesses, people and the planet simply don't have.

This was a problem recognised by multinational insurance company Aviva, which as an underwriter and investor knew it was uniquely positioned to drive real change if it could identify the right ESG goals to focus on.

In 2023, Aviva asked Ipsos to undertake a double materiality assessment, developed in compliance with International Sustainability Standards Board regulations.

“We commissioned this project very specifically to inform core corporate strategy,” says David Schofield, sustainability director at Aviva. “If it's in the strategy, that can drive improved performance not just reporting.”

To meet Aviva's brief, Ipsos developed an expert advisory panel consisting of finance, reputation and ESG specialists. The outcome was a regulatory-compliant double materiality framework that addresses weaknesses in regulatory guidance to ensure businesses can confidently assess their sustainability priorities.

Unique features of the framework include guidelines on principles such as weighting (for example, by geography, department or stakeholders), best practices on stakeholder selection and surveying, and measures to increase confidence in results.

“This approach, which is far more rigorous than what we were doing previously, helps us bring the right information up to senior management and board level to help us make really good core business decisions,” Schofield says.

“It's actually making a difference in terms of business planning, helping us get ahead of big, material issues and work out where the competitive advantages are.”

## INTERNATIONAL AWARD

# NOW EVERY DAY CAN BE A SCHOOL DAY

A pioneering programme led by Mott MacDonald has helped to double the number of girls enrolled in education in Africa's youngest nation

South Sudan is a new country – it only formally came into existence in 2011, after a 2005 peace agreement ended decades of civil war in Sudan. But it has faced a problem familiar to many older nations: too few children, particularly girls, are able to go to school, limiting their life chances and perpetuating cycles of poverty.

The Girls' Education South Sudan (GESS) programme is an initiative supporting the country's government to address the issue head on. Over two phases to date – beginning in 2013 and 2019 – a team of partners led by Mott MacDonald's specialist education consultancy Cambridge Education has been working towards several goals. These include reducing barriers to education access,

improving enrolment and accelerating educational attainment for all children, especially girls and marginalised youngsters such as those with disabilities.

"We operate across the whole of South Sudan, working with technical and local partners to tackle a range of different problems," says Akuja de Garang MBE, a team leader at Mott MacDonald who has headed up both phases of GESS. With UK International Development funding (part of the UK's partnership with the government of South Sudan) she has been working to increase girls' participation in education throughout the country.

It requires a broad-based approach. Some partners in the project are charged with addressing cultural barriers, as girls' education is not often prioritised in many regions of South Sudan. Others focus on financial obstacles, through initiatives such as cash transfers for struggling families. Supporting schools to improve facilities, increase capacity and develop training programmes for teachers has also been crucial.

Working with South Sudanese partners in each region of the country is vital, says de Garang. "The project has to be sustainable over the longer term, with local partners who can continue this work even when the consultants have left," she says. "Many of our partners have real standing and influence in their local communities and can be drivers of change; it's important that we're supporting the local



GESS has worked to remove cultural and financial barriers to girls attending South Sudanese schools

economy and job creation."

Over time, the GESS programme has also found local partners indispensable in providing continuity when tensions have escalated in parts of a country that continues to experience political volatility. "There are challenges in working with so many different stakeholders but if you have shared objectives and you're prepared to engage regularly, most issues can be overcome," de Garang adds.

The impact of GESS on girls' participation in education has been dramatic. In 2011, they accounted for 38 per cent of South Sudanese children in school; by 2023 it was 49 per cent, with the number of girls

enrolled up from 540,000 to more than 1.2 million. In addition, some 2,500 teachers have received training and 4,500 school management committees have been created to improve governance.

"One indication of success is the longevity of the programme, with two phases completed and a third phase in the planning stage," says Simon Harris, managing director of international development services at Mott MacDonald. "We've also seen other donor nations supporting this project rather than choosing to set up their own initiatives."

From the beginning, Mott MacDonald has had to demonstrate that GESS is delivering good value for money for the UK taxpayer, against the government's framework of assessment around economy, equity, efficiency and effectiveness. "I also think in terms of the value of the difference we are making for girls," de Garang says. "We see it in the numbers, but also in the stories these girls tell and the way they feel so much more valued as human beings when they have access to education."

The project is full of individual success stories, but de Garang is particularly proud of one girl who benefited from a cash transfer that enabled her to stay in education for four years of secondary school.

"She subsequently went on to university and now she has come back to us, working as a role model for GESS and taking part in Mott MacDonald's internship programme. She's a young woman with real choices about her future."

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SUSTAINABILITY



High energy: National Energy System Operator and Capgemini Invent have introduced the Demand Flexibility Service to ‘keep the lights on’ during a sustained period of supply uncertainty

# FLEXIBLE POWER PROJECT TARGETS ENERGY WORRIES

With the global energy system suffering from disruption, NESO called in Capgemini Invent to help consumers embrace new habits

**R**epercussions from the Russian invasion of Ukraine continue to be felt in the UK’s power supply chain. And with the transition to renewables likely to prompt more intermittence, National Energy System Operator (NESO) has been

looking at ways to mitigate any disruption. The Demand Flexibility Service (DFS) is a groundbreaking project from NESO and digital innovation, design and transformation partner Capgemini Invent that aims to ease pressure on the

UK’s power-supply systems by changing consumer habits. It began in the summer of 2022, a few months after Russia’s invasion of Ukraine. Concerned about the country’s ability to get through the winter months without an energy supply crisis, NESO brought in Capgemini Invent to help it rapidly scale up what had – to that point – been an experimental project.

“They could see they needed to do something different,” recalls Tom Carr-Lidström, a senior manager for energy transition and utilities at Capgemini Invent. “The

“

The stakes were high. It felt like a moment of significant jeopardy, with serious consequences if we came up short

problem was the DFS was untested at scale – some academic research had been done, and a pilot study at a local level had taken place, but now we needed to get it up and running nationally in just four months.”

The idea underpinning the DFS is that if the UK is struggling with energy supplies, consumers of energy – households and business customers – could be persuaded to use less. That means offering them incentives to switch off domestic appliances or industrial equipment, particularly at times of the day when energy demand is particularly acute.

The pressure was on to turn that concept into reality quickly. “The stakes were high,” Carr-Lidström recalls. “It felt like a moment of significant jeopardy, with serious consequences if we came up short.”

One challenge was to move away from what would normally be a linear process. So instead of having design, testing, regulatory approval and deployment take place sequentially, much of the work had to happen simultaneously.

On top of this new process design and governance model, the project team had to work with multiple stakeholders, including industry regulator Ofgem, and energy producers.

They also had to ensure energy suppliers – who would be working with customers to drive demand reduction – were on

board. “Fortunately, the industry was very supportive,” says Carr-Lidström. “And Ofgem recognised that having shorter review times than it was used to in normal times would be imperative.”

This collaboration enabled the project to get a set of digital tools scoped, designed, built, tested and launched within just four weeks, paving the way for a nationwide rollout of the DFS in time for the winter of 2022.

Individual suppliers were given the freedom to operate the scheme how they thought best. Some offered customers reduced bills for operating appliances such as washing machines in the morning or charging their EVs overnight, for example.

Other suppliers offered users who reduced their consumption the chance to win a prize. The end result was impressive. Through more than 30 separate energy suppliers, the DFS reached a total of 1.6 million households and businesses over the winter of 2022.

This led to a reduction in demand of more than 3GWh – equivalent to turning off power to more than 200,000 homes for a year.

Buoyed by this success – and faced with persistent disruption to energy markets – NESO ran the initiative again during the winter of 2023.

This time around, the scheme had been tweaked on the back of market research that was conducted with 23,500 households. Working with suppliers on an in-day basis, rather than day ahead, generated even better results.

The good news is that the UK looks set for a less difficult winter this year, with energy markets recovering some stability.

Still, NESO continues to evolve the scheme as part of the national roadmap for reducing its carbon emissions and combating climate change. “As we transition to renewable energy sources such as wind and solar power, there will

be periods when supply comes under pressure – because the wind isn’t blowing and the sun isn’t shining,”

Carr-Lidström explains. “This kind of demand management scheme will have a really important role to play in helping us overcome that challenge, alongside other solutions, such as better energy storage technologies,” he adds.

**‘We needed to get the scheme up and running nationally in just four months’**

CHANGE & TRANSFORMATION IN THE PRIVATE SECTOR

## H&B TEAMS ENGAGE WITH CHANGE

Health and wellbeing retailer embraces Egremont Group ‘Reset’ programme to catalyse business transformation

Holland & Barrett had many things working in its favour as the Covid-19 pandemic began to relent. Health and wellbeing were two of the key consumer trends to emerge from the various lockdowns, while the brand had hundreds of stores run by passionate staff that were established parts of their local communities.

Yet the business required a reset if it was to fulfil its ambition of becoming an omnichannel international retailer reaching more than 100 million customers. Previous transformation programmes had not delivered their full potential and senior staff were wary of the latest attempt when Egremont Group were appointed in early 2023.

“The challenge was how to engage the teams in a way that really brings



“

Everyone was on board. You need your people on your side

people along and not only creates focus and structure, but also a sense of engagement and trust that this time is different,” reflects Ari Iso-Rautio, vice-president at Egremont Group.

“It wasn’t a typical turnaround because all the elements were there,” says Alex Gourlay, executive chair at Holland & Barrett. “There was a lot of stuff going in our direction – we just had to get organised. It was using what we had.”

Egremont’s programme was designed to enable a fast-paced, engaging transformation that would bring focus to the teams and enable the delivery of new products, store refits, operational improvements and technology tools. Named “Reset”, the programme has been a critical part of Holland & Barrett’s comprehensive turnaround over the past two years.

After 12 months, sales had grown by more than 10 per cent and the lost market share was being recaptured.

Employee engagement improved and customers noticed the difference; Holland & Barrett ranked ninth in the UK Customer Satisfaction Index.

Crucial to the programme’s success was buy-in from teams across the business – everyone from senior executives who had experienced previous transformation attempts to colleagues working in the stores.

“Everyone was on board,” says Gourlay. “If your people aren’t on side then the business will fail. It may not fail tomorrow, it may not fail next week, but it will fail.”

Some of the benefits of the transformation have been intangible, according to Iso-Rautio: “In any organisation when people come together, there is understandable friction,” he adds.

“The time and cost spent on that friction has gone down significantly. The speed and positive energy has shifted. We get so much done in meetings.”

## COLLABORATION BRINGS £140M IN SAVINGS AT BAES

**PwC and BAE Systems were engaged in a challenging cost-cutting exercise. Then war made their targets far trickier**

**T**he outbreak of war in Ukraine had a huge impact on PwC's two-year collaboration with defence company BAE Systems (BAES). With a £4.2 billion Ministry of Defence contract at stake, BAES had been asked to cut costs before it was contracted to deliver five more Type 26 frigates for the Royal Navy. It was PwC's job to help BAES identify where savings of more than £110 million could be found and to deliver sustainable improvements to its supply chain capability.

The targets for the programme had already been set and the parameters agreed when Russia invaded Ukraine in February 2022. Almost overnight, everything changed. "The impact of war on the supply chain, particularly core commodities such as steel, cabling and electronics, was exceptional," says Craig Kerr, a partner at the consultancy firm.

The extreme challenges encountered in those early months forged a bond between BAES and PwC that remained



Russia's invasion of Ukraine created supply-chain problems for BAES

throughout the project and helped deliver outstanding results. "It really forced us into a different way of working and a high level of collaboration," says David Macleod, a director at PwC. "There was a real focus on creating one integrated team which brought a lot of resilience and camaraderie – more than you usually see in a consulting-client team."

The team spirit was not immediately apparent, however. Cost-reduction targets were viewed as "somewhere between incredibly ambitious and 'no chance' territory", says Kerr. "It was a rocky few months, but then we started to build momentum," he adds.

"We were clear with the teams that

**The targets were somewhere between ambitious and no chance'**

PwC wasn't just coming in to check our homework," explains Lynne Dale, business operations change delivery director at BAES. "We had a serious target to deliver. We needed to secure the ships and we needed to work together. There couldn't be any 'them and us' mentality," says Dale.

The programme, known as Project Raptor, identified potential savings across 50 contract packages and adopted a "no stone unturned" approach. In addition to the focus on costs, PwC organised capability sessions and quarterly away days, with the goal of building skills and relationships.

A rigorous governance process using "stage gates" verified and tracked the savings being made, with PwC's fees contingent on success. "If there were no savings, we wouldn't get paid," says Kerr. "It was a step up in intensity and there was no room for complacency. You couldn't just do a good job and leave because it counts for nothing if you're not getting the results."

The intensity clearly paid off. PwC helped BAES achieve cost reductions of more than £140 million, exceeding its primary objective by 20 per cent and delivering a strong return on investment. The results have gone beyond exceeding the cost-reduction targets too. Dale has set up an international strategic group to look at the future for costs management and supplier relationships across BAES.

"PwC has really brought that collaboration and embraced it," she says. "That's been the difference, as opposed to the relationships I've had with consultants in the past. So now we have that skillset, we can take it forward for our business. I'm so proud of what we've achieved."

### PROMOTED CONTENT

## Swiftly does it

Quicker fixes, smaller footprint – how Capgemini Invent helped Scottish Water transform its customer services with a tailored software system, Swift



**C**oncerned that the ageing software system it used to manage its 1,200-strong field force was preventing it from delivering the best customer service, Scottish Water turned to a digital innovation, design and transformation partner. Capgemini Invent enables CxOs to envision and shape the future of their businesses – and its solution here was an ambitious one.

"The water supplier's initial intention was to do a 'lift and shift' to a more modern like-for-like solution, but we wanted to work with them on something more transformational," recalls Najam Kazmi, director for the UK water sector at Capgemini Invent. "Customer services is the only part of the business that directly engages with the public – more than 5 million customers – so there was a huge opportunity."

Scottish Water provides drinking water to 2.6 million households and 160,000 business premises in Scotland and is accountable to the public through the Scottish Government. As such, its customer service is highly scrutinised and essential to customer satisfaction.

The water supplier agreed to Capgemini Invent's proposal and the

Scottish Water Intelligent Field Force Transformation (Swift) was born. Its goal was to rethink how the company's field force worked with customers – to drive up service standards, tackle inefficiencies and, in doing so, shrink the company's carbon footprint.

Working closely with Scottish Water, the Capgemini Invent team identified Salesforce's Field Service workforce management software as the best solution

**"We wanted to deliver something more transformational"**

around which to build the new system. Launched in three phases, the Swift project incorporated a range of new tools for technicians – providing them, for example, with more detailed information about their scheduled visits and advising them on the best route for getting to their next appointment. It also enabled them to liaise directly with colleagues and headquarters through a chat function, in the event they needed support with a customer issue.

Another benefit of Swift is that Scottish Water can now view video footage provided by the customer or a local engineer before making the decision to send out a technician. In some cases, this remote diagnosis negates the need

for an appointment because, for example, it's a symptom of a known problem already being resolved elsewhere.

Going live was a daunting prospect, says Kazmi. "We could see huge potential to make a big difference for technicians and customers alike, but we had to be certain we would not jeopardise customer service," he says. "We were working with critical national infrastructure."

That required Capgemini Invent to work with a complex release plan, ensuring each new tool worked seamlessly – and providing technicians with intensive training – before proceeding.

The results of the project have been impressive. Scottish Water's first-time fix rates (where no second appointment is necessary) have risen from 49 per cent to 62 per cent and a third of cases now need no visit at all.

The reduction in appointment numbers, coupled with Swift's route optimisation technology, have helped Scottish Water cut its carbon emissions by 13 per cent. Savings on overtime and third-party contractors have reduced outgoings by almost £5 million a year.

Swift is not just a one-off tool. It's a system that can serve as a basis for solving new problems in the future. "Scottish Water can continue to add new services and functionality," says Kazmi. "We're very proud that we could leave them with a scalable system."

INCLUSION AWARD

# DE&I'S ROLE IN SECURING A FAIRER BUSINESS FUTURE

Dr Fatima Tresh shows evidence-based approaches to diversity can drive growth while tackling systemic inequities

The challenge in the business world is usually about gaining buy-in from stakeholders, but winning hearts and minds is critical to the work of Dr Fatima Tresh. “You can’t take a radical approach to diversity, equity and inclusion [DE&I] because people naturally react against it,” she explains. “I think DE&I is highly politicised, which is a significant problem, and it stems from misunderstanding what it is trying to achieve. “For those less informed or not directly involved, it can be perceived as giving people an unfair advantage or disrupting what they believe to be a meritocratic system. I think that’s where much of the resistance comes from – the idea that it’s about creating inequality to get the outcomes we want. But that’s absolutely not the case. It’s about

removing unintended barriers that certain groups face. “Over time, I’ve learned that the most rewarding aspect of my work is seeing small shifts in mindset, particularly among people from majority groups who may not have had these conversations before. Someone who once viewed DE&I as a threat no longer sees it that way but instead recognises it as part of the solution.” As head of EY’s in-house DE&I consulting practice, Tresh helps internal teams and external stakeholders understand why DE&I must be a cornerstone of their strategy. “It’s a broad remit, from tracking progress on public and private commitments to identifying gaps between different groups in our data and helping partners resolve them. I lead strategy development and advise client

teams and sponsorships, including as a member of the government-backed Parker Review.” The Parker Review has set a target for FTSE 250 companies to have at least one ethnic minority board member by the end of 2024. Tresh believes that a mix of evidence-based research and a willingness to challenge personal biases is essential in moving towards a fairer workplace. “I think most people would agree it’s not ideal when there’s inequity – when women aren’t represented in leadership roles or when certain groups are less likely to be promoted. But we don’t often critically examine why that happens. Some assume we live in a fair world and that the outcomes reflect that fairness. “DE&I is crucial because it highlights the fact that the world isn’t always fair and helps to address that imbalance by levelling the playing field.” Tresh, who explored these issues during her PhD, believes more time should be spent investigating why disparities persist. “Our role is to critically analyse the situation and ask: ‘What are all the possible explanations for this problem?’ Often, we jump to conclusions, but being evidence-based means challenging our biases and asking what other factors could explain the outcomes we see – whether it’s the underrepresentation of women in leadership or the limited promotion of ethnic minorities.



The job in hand: Tresh says ‘our role is to ask what are the possible explanations for this problem?’

“ There’s a lot of discussion around AI and bias – our virtual worlds are in danger of replicating the inequalities we already have

Celebrating the best of EY UK&I Consulting

## Congratulations to our 21 MCA Awards 2024 finalists

EY is a proud supporter of consulting excellence and the Management Consultancies Association.



Zahan Bharucha  
Young Consultant of the Year



Annabelle Perry  
Young Consultant of the Year



Freya Borrie  
Apprentice of the Year



Aiysha Israr  
Rising Star



Lucinda Turk  
Rising Star



Samrina Bhatti  
Experienced Leader



Amy Walters  
Thought Leader Consultant of the Year



Caroline McGurk  
Team Leader Consultant of the Year



Chloe Pham  
Team Leader Consultant of the Year



Waqas Ahmed  
Technology Consultant of the Year



Bonnie Austin  
Inclusion Award



Fatima Tresh  
Inclusion Award



Richa Shukla  
Chartered Management Consultant of the Year



EY with Visa  
Technology Transformation



EY with BT  
Commercial Impact



EY with Haleon  
Commercial Impact



EY with Sizewell C  
Sustainability Award



EY with Reckitt  
Change and Transformation in the Private Sector



EY with Foreign, Commonwealth and Development Office  
International



EY with Leading Global Bank  
Best Use of Thought Leadership



EY with National Highways Roads Academy  
People and Leadership

#ConsultingExcellence

“It’s about going back to the research and asking what we know about these issues. For example, we know there are no capability differences across racial or gender groups, so we can dismiss the idea that differences in outcomes are due to inherent traits.

“It’s not just about relying on academic research; it’s about understanding the specific context, using our experience and considering multiple perspectives to get to the root cause of the issue, rather than just addressing the outcome.”

Tresh, who attended an all-girls school, says it was only when she entered higher education that she became aware of the challenges of diversity.

“Growing up, I wasn’t exposed to gender stereotypes. At school, the best students in maths, science or sport were girls. It wasn’t until I went to university that I realised men were more likely to be professors or there were more men in fields like engineering than in psychology. It made me aware of the gendered expectations placed on men and women that I hadn’t encountered before.”

Tresh, who has been assumed to be white but is ethnically mixed heritage, also recalls how people close to her had different experiences due to their appearance, even though they shared a cultural background.

“They were treated differently and were more likely to experience micro-aggressions. I became aware

early on of the privilege I had based on my appearance.”

Tresh is also concerned about how AI will evolve, particularly in perpetuating biases.

“There’s a lot of discussion around AI replicating bias and reinforcing stereotypes,” she says. “But I think it’s a much bigger problem than people realise. We’re creating a virtual world that will replicate the inequalities we already have, with those narratives embedded within it.”

The solution, according to Tresh, is inclusion by design.

“It’s not just about fixing the output that AI generates. It’s about asking how we build inclusive AI systems from the start. What information are we feeding into these systems? How representative is that data? The key lies in designing inclusive systems from the outset, rather than trying to fix the results after the fact.”

Despite these challenges, Tresh remains optimistic.

“I definitely believe it’s solvable,” she says. “Some of the previous approaches to DE&I have focused on creating equity, which can lead to a natural reaction of ‘You’re going to take something from me to give to someone else.’

“In reality, it’s about removing barriers that shouldn’t be there in the first place. If we get DE&I right, the business will grow, and there will be more opportunities for everyone. I’ve seen many people come to the issue sceptically and leave with a changed mindset.”

TECHNOLOGY CONSULTANT OF THE YEAR

THE RULES OF ENGAGEMENT

Meet the gadget enthusiast who brings together CEOs and tech teams to ensure everyone shares the same vision

Benedict Martin believes that the biggest barrier to adopting new technologies is company culture. Since he started work at the consultancy JCURV two years ago, this conviction has only grown stronger.

“Take artificial intelligence,” he says. “It’s a topic on everyone’s tongues, but often execs say: ‘Where’s our AI?’ without a clear idea of what that means. Teams are under pressure to deliver value quickly, but there are competing priorities in the C-suite, causing delays in getting value from data.”

Martin, who studied economics at the University of Manchester, is always looking for ways to pair his passion for gadgets with this interest in how technology can be used to boost productivity. This was a major reason he moved to JCURV.

“It’s the relationships with clients and colleagues that interest me,” he says. “I often saw that technology implementation wouldn’t go well, not because of the tools, but because of the culture that was being driven. You need the right application and methodologies, but you also need to have true buy-in.”

Martin says that when firms experiment with new technology, they need to be more open to the value of failure and scrutinising what went wrong, but to do this there also needs to be trust from the top down. “We’ll often bring whole teams together,” he says. “One

client we worked with, we brought all the grades from the CEO through to the analysts together to create a new vision: what do you want the business and team to look like in a year, two years, five years?”

The technology teams themselves are critical to this. “They must understand the business outcomes and value,” he adds. “They can typically build anything you ask them to, but if they’re unclear on who is going to use this thing, it’s unlikely to be optimal.”

Eight years into his consulting career, Martin prides himself on being able to engage with the personnel of global firms at all levels, particularly chief data officers. It’s also crucial, he says, to remain humble, and not shy away from asking others for their expertise. His results to date have

been impressive. At one blue chip company, he has helped improve the data team’s performance and increased staff engagement by 39 per cent. At another, he led a team of data scientists to develop prototypes and prove the value of AI to senior leadership.

Martin has also used his experience of technology strategy within his own organisation, challenging himself and his colleagues to continually improve JCURV’s “Datagility” framework, which helps clients to rapidly extract value from data.



MCA 2024 AWARD WINNERS AND HIGHLY COMMENDED

BEST USE OF THOUGHT LEADERSHIP

**Winner**  
IMPOWER with Northamptonshire Children’s Trust

**Highly Commended**  
• Proxima with the Scope 3 Maturity Benchmark  
• PwC with Frictionless Futures

CHANGE AND TRANSFORMATION IN THE PRIVATE SECTOR

**Winner**  
Egremont Group with Holland & Barrett

**Highly Commended**  
• KPMG with BAE Systems

CHANGE AND TRANSFORMATION IN THE PUBLIC SECTOR

**Winner**  
BAE Systems Digital Intelligence with HM Government

**Highly Commended**  
• Arup with the Department for Transport  
• AtkinsRéalis with Northumberland County Council

COMMERCIAL IMPACT

**Winner**  
PwC with BAE Systems

**Highly Commended**  
• Curzon Consulting with Marston Holdings  
• EY with BT

TECHNOLOGY TRANSFORMATION (SPONSORED BY CERTINIA)

**Winner**  
Eviden – an Atos Business with the National Trust

**Highly Commended**  
• Capgemini Invent with Scottish Water  
• EY with Visa Europe

INTERNATIONAL (SPONSORED BY HSBC UK)

**Winner**  
Mott MacDonald with the Foreign, Commonwealth and Development Office

**Highly Commended**  
• IBM Consulting with RAF Guardian  
• Moorhouse Consulting with Viiv Healthcare

PERFORMANCE IMPROVEMENT IN THE PRIVATE SECTOR

**Winner**  
PwC with SSEN

**Highly Commended**  
• IBM Consulting with Lloyds Banking Group  
• Managementors with ReAssure, part of Phoenix Group

PERFORMANCE IMPROVEMENT IN THE PUBLIC SECTOR

**Winner**  
Capgemini Invent with a UK police force

**Highly Commended**  
• AtkinsRéalis with the Geospatial Commission  
• IMPOWER with Derby City Council

PEOPLE AND LEADERSHIP

**Winner**  
KPMG with the Royal Berkshire NHS Foundation Trust

**Highly Commended**  
• Capgemini Invent with the Gangmaster and Labour Abuse Authority  
• JCURV with Coca-Cola Europacific Partners  
• PwC with the Health and Care Professions Council

SOCIAL VALUE

**Winner**  
KPMG with NHS England

**Highly Commended**  
• Amey Consulting with South Western Railway  
• Moorhouse Consulting with Ofgem  
• NECS Consultancy with Bury Hospice

STRATEGY

**Winner**  
Ipsos Strategy3 with Aviva

**Highly Commended**  
• KPMG with Solent Freeport  
• PwC with PEXA Group

SUSTAINABILITY AWARD

**Winner**  
Capgemini Invent with the National Energy System Operator (NESO)

**Highly Commended**  
• KPMG with Diageo  
• PwC with GreenHouse Toolkit

YOUNG CONSULTANT OF THE YEAR

**Winner**  
Annabelle Perry, EY

**Highly Commended**  
• Emily Snook, AtkinsRéalis  
• Eleanor Scholefield, Capgemini Invent  
• Libby Dixon, CF  
• Harriet Burrows, Gate One

APPRENTICE OF THE YEAR

**Winner**  
Macy Greene, PwC

**Highly Commended**  
• Gabriella Goddard-Palmer, AtkinsRéalis  
• Abbie Smith, KPMG

RIISING STAR

**Winner**  
Rebecca Barnes, Akeso & NECS Consultancy

Highly Commended

• Shivam Sharma, Akeso  
• Luke Evason, Enfuse Group  
• Paddy Cavanagh, Propaganda Brand Consultancy

TEAM LEADER CONSULTANT OF THE YEAR

**Winner**  
Libby Caulfield, IMPOWER

**Highly Commended**  
• Grace Baker, PwC

THOUGHT LEADER CONSULTANT OF THE YEAR

**Winner**  
Amy Walters, EY

**Highly Commended**  
• Phillip Woolley, Grant Thornton UK

TECHNOLOGY CONSULTANT OF THE YEAR

**Winner**  
Katerina Papadimitraki, GHD

**Highly Commended**  
• Benedict Martin, JCURV  
• Tauqeer Ahmed, KPMG

INCLUSION AWARD

**Winner**  
Dr Fatima Tresh, EY

**Highly Commended**  
• Bonnie Austin, EY  
• Dr Luke Taylor, Akeso  
• Dean Cavanagh, Arup

EXPERIENCED LEADER

**Winner**  
Janet Greenwood, KPMG

**Highly Commended**  
• Edward James, Alba Partners  
• Edward Charlish, Moorhouse Consulting

LIFETIME ACHIEVEMENT AWARD

**Winner**  
Warren Middleton, KPMG

CHARTERED MANAGEMENT CONSULTANT OF THE YEAR

**Winner**  
Jon Richards, KPMG

**Highly Commended**  
• Jacqui Lees, AtkinsRéalis  
• Freya-Nancy Adams, PwC

BEST NEW CONSULTANCY

**Winner**  
Liqueo

THE TIMES CONSULTANT OF THE YEAR

**Winner**  
Janet Greenwood, KPMG

PROJECT OF THE YEAR

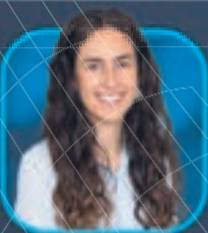
**Winner**  
BAE Systems Digital Intelligence with HM Government

# CONGRATULATIONS TO OUR 2024 MCA AWARDS FINALISTS

Capgemini Invent is proud to support exemplary consulting  
and the Management Consulting Association.



## PROJECT FINALISTS



**Claudia Rodriguez Campo**

Change and  
Transformation in  
the Public Sector



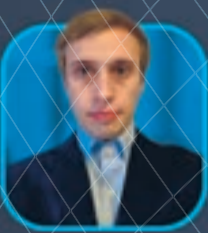
**Marion Chadail**

Change and  
Transformation in  
the Public Sector



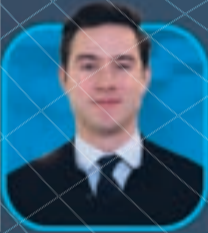
**Najam Kazmi**

Technology  
Transformation



**George Treharne**

Performance  
Improvement in the  
Private Sector



**Tom Carr-Lidström**

Performance Improvement  
in the Private Sector &  
Sustainability Award



**Anna Whitmore-Martens**

Performance Improvement  
in the Public Sector &  
People & Leadership



**Jamie Robinson**

Performance Improvement  
in the Public Sector



**Namrata Eyunni**

People &  
Leadership



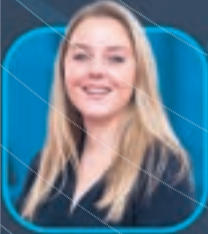
**Georgiana Chiper**

People &  
Leadership



**Marianna Kinali**

Sustainability  
Award



**Lucy Batchelor**

People &  
Leadership

## INDIVIDUAL FINALISTS



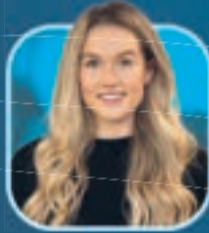
**Eleanor Scholefield**

Young Consultant  
of the Year



**Oscar Schroeder**

Young Consultant  
of the Year



**Roxy Ryan**

Rising Star



**John Pyant**

Team Leader  
Consultant of the Year



**Damini Tewari**

Team Leader  
Consultant of the Year



**Sarah Galloway**

Inclusion Award



**Jason MacLeod**

Experienced Leader  
Award