

THE MCA AWARDS 2025



PHOTOGRAPHY: MORGAN SILK

PROJECT OF THE YEAR

WHAT IF WE COULD SEE TOMORROW TODAY?

An immersive experience transports business and political leaders 30 years from now to see the lasting impact of our decisions

When Julian Leslie, director of strategic energy planning at National Energy System Operator (NESO) took 12 colleagues to EY's office back in March for an immersive experience around sustainability, he was expecting "a nice bit of team building". What he got was something wholly different.

"The experience was so unexpected and powerful that it took a moment for the gravity of it to set in. It left us feeling both overwhelmed and energised. The realisation of the scale of the task ignited a sense of urgency and responsibility among the team. It had such a profound impact that we are still reaping the benefits."

Leslie and his team had visited Four Futures, EY's answer to the question of how we inspire action from the world's business and political leaders in the face of climate change. "Emissions are the highest they've ever been," says Ben Taylor, partner in climate change and sustainability services at EY. "We ran two corporate sustainability surveys and within 12 months the expected delivery of targets had slipped by 14 years. What we need is action right now to drive change."

Taylor and his team realised that another gushing thought-leadership report "wasn't going to cut it": they'd need to be more innovative. "We wanted to create an emotional connection because reading the IPCC report and other data sources doesn't give you a real sense of what it all means," says Kim Paykel, UK

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THOUGHT LEADER AND TIMES CONSULTANT OF THE YEAR

THE GREAT BRITISH CLEAN-UP

Capgemini has joined forces with tech gurus and industry to fix UK waterways and rebuild public trust – now it's looking to go global

Too many of the UK's rivers are dirty. But how dirty? When are they most dirty and why? And how can we start to clean them up?

Jeremy Dykes, a director at Capgemini Invent, plays a leading role in answering these questions – and in helping to rebuild public trust in the state of the country's water.

Dykes (above) leads Capgemini's Smart Rivers programme, a collaboration with stakeholders across the sector, ranging from water companies to non-profits and tech leaders such as Google.

Responsibilities include monitoring pollution levels in line with government legislation requiring the industry to provide the public with regular 15-minute updates on water quality.

It also analyses data that identifies the causes of incidents and makes it easier to mitigate future problems.

"It's an end-to-end initiative,

'No organisation or individual has all the pieces of the puzzle'

which recognises that no one organisation or individual has all the pieces of the puzzle," says Dykes.

"Rather, by bringing different partners together, we can have really disruptive results."

Dykes is particularly excited about Capgemini's collaboration with the startup Additive Catchments, which specialises in climate technology. It plays a critical role in Smart Rivers' monitoring work using a range of innovative new tools to provide more precise and actionable data on water quality.

"It's a mission-led organisation that brings a different take on how to solve this problem," Dykes says. "It recognises that commercial considerations are important, but it also does a really inspiring job of getting all of us to recognise the bigger purpose here – that duty to drive environmental benefit."

Critically, Smart Rivers will require more than just clever

technology to drive positive change and improve public perceptions of the water industry.

"Communicating clearly is vital because when the narrative is polarised in the way that it can be around water, it's easy to miss what the data is actually telling you," Dykes explains.

"If you look at when we have problems, about 65 per cent of the time it's not the water company that's the trouble; it's agricultural run-off from fields, industrial pollution, or road run-off."

The challenge here is to present that insight carefully, says Dykes, as well as to work with all those in a position to reduce their environmental impact. "We need to be able to present data that is reliable, transparent and trustworthy," he adds.

It's early days for Smart Rivers, which launched last year, but Dykes is ambitious about what the programme can achieve.

Above all, he is convinced that working with partners including Additive Catchments will drive down pollution and have environmental benefits for the whole country. He also highlights opportunities to improve trust in the water industry, by pointing to tangible results gathered from investment in cleaner rivers.

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World Rugby drives forward with a game plan to bolster its green credentials

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The charity doing more to support terminally ill patients around the clock

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SHUTTERSTOCK

Finely tuned: AMP, PwC and Engine teams worked side by side to build the new bank in a year

STRATEGY

A NEW BLUEPRINT FOR INTERNATIONAL TEAMS

One Australia-based digital banking project shows that different working practices, and 10,000 miles, needn't be obstacles to success



When Australia's AMP Bank spotted an opportunity to launch a digital banking service aimed at underserved segments of the market, PricewaterhouseCoopers (PwC) was the obvious partner to help it build a brand new business division underpinned by technology. "PwC was already one of our trusted advisers in the Australian market and I was introduced to the UK team," recalls Sean O'Malley, group executive at AMP. "We quickly developed a close working relationship and started to explore the capabilities we would need."

"PwC proposed to give AMP access to those capabilities through Engine – a bank-in-a-box solution developed by Starling for its digital launch in the UK, but now available as a software-as-a-service solution. Engine provided a ready-to-go platform for launching a new bank, but with the ability to tailor it to client-specific needs, including the technical and regulatory requirements of AMP in Australia.

"We've worked on a number of digital banking programs globally, using a range of different technologies. But we had been looking for a client with the ambition to do something genuinely innovative," explains PwC partner Will Stevens. "When we talked to Sean about the opportunity, we could see that Engine would be a really good fit for what AMP wanted to achieve."

PwC's work with Starling's launch and early growth left it convinced that Engine could move AMP forward at real speed in what would be one of the first deployments of the platform for business and personal banking at a third party.

"It delivers services for small business customers and consumers that just haven't been available in Australia before," Stevens adds. "We'd seen its impact in the UK, where it enabled Starling to do something truly different, and given AMP's ambition to implement something more than incremental change, we thought it could drive that transformation."

O'Malley freely admits that it took AMP a little time to get comfortable with the proposed solution, which was radically different to the kind of iterative approach to transformation many of its rivals had adopted.

"It is one of the most significant investments our bank has ever made, if not the most significant, so we needed to be really sure about the business case," he says.

However, once AMP was on board, O'Malley and his counterparts at PwC were

determined to move fast. "When I look back, the reasons we were able to complete this sizeable project within 12 months were the principles we established right from the start," he says.

"We were determined to approach this as one team; you couldn't tell who was from AMP, from PwC Australia, from PwC UK or from Engine."

The project also embraced a mantra of "adopt, not adapt", with the goal of leveraging as much of the capability offered by Engine as possible. And despite including people from all around the world, the team worked as closely together as was humanly possible, with face-to-face meetings held for "big room planning" every two months in Sydney.

The success of the project also reflected the determination of all



We wanted to approach this as one unit – you couldn't tell who was from AMP, PwC or Engine

those involved to align culturally, adds Lauren Pleydell-Pearce, chief creative officer of PwC UK. "The frameworks, the tools and the rhythms that gave us a sense of stability were very important, but we also needed to build a shared language," she says.

"What behaviours are leaders out there talking about and doing? What are the cultural rituals that would become repeatable moments of increasing importance over time?" One example cited by Pleydell-Pearce is a weekly "slice of knowledge" session in which a team member gave a presentation on a particular nuance of the project to the whole unit.

The group also held sessions with potential AMP customers. "Small businesses would come in and talk to us about where they were struggling; that brought everyone back to the purpose of why we were there in the first place," she adds.

The end result, says O'Malley, was that the project was completed "on time, on budget and in scope". AMP's digital bank launched publicly in February 2025, doing so with both regulatory and open banking approvals.

Its comprehensive functionality includes transaction handling, security, payment rails and a highly rated mobile app featuring 24/7 customer service.

With strong customer acquisition since launch, AMP now has ambitious plans to grow.

YOUNG CONSULTANT OF THE YEAR

BRINGING POWER TO THE PEOPLE

Managing a Europe-wide energy project means thinking differently – from AI newsletters to cross-border collaboration

Scarlett Regan wanted a career that would offer variety, the chance to work across borders and opportunities to put her problem-solving skills to the test. Consultancy met that brief.

So when PwC put her at the heart of a complex project for an energy company operating throughout the UK, France, Spain, Portugal and Germany, she fully embraced the challenge.

Having spent a year in France during her time at university, Regan was a great fit for the role, which meant negotiating cultural as well as linguistic differences.

From the general public who are paying for the end service, to the company's employees delivering it, right up to investors who have their eye on the bottom line, keeping everyone happy was quite a feat.

"There was the customer experience angle, because nobody wants to be left without heating in the middle of winter – and also the employee experience, making sure the engineers had the right tools to do their jobs well," says Regan. "And then you've got the private

equity lens, which is much more quantitative and focused on value."

The scope of the programme was also very different for each of the countries Regan had to work across.

"In the UK, the technology the company was using to dispatch engineers was reaching end of life, so there was an urgent need to replace it. In France, it was more about enabling growth, because the business had stretch growth targets for the next five years."

A key part of Regan's role was bringing teams together across different geographies. "We were working with six different regions, PwC teams from several countries, the client, and also a technology partner we hadn't worked with before," Regan says. "We had to align our ways of working quickly so we could face up to the client in a really confident way."

To get everyone pulling in the right direction and feeling invested in the programme, Regan set about establishing good lines of communication between all those involved. "Collaboration was key – developing the right relationships

across the business, getting people's buy-in and really understanding what they wanted out of it," she says. Using her language abilities when on site helped to give the company's French stakeholders confidence in Regan and in the wider organisation.

But she wanted to make sure everyone affected by the project felt included. "I used AI to translate the programme newsletter into French and Spanish so that it reached a wider audience," she says. "That way, people at all levels of the organisation could understand what we were doing and how it would benefit them."

Working with a colleague, she also embedded a new PwC AI enabled programme management tool to help teams track actions, set priorities and highlight risks in real time. "That gave me the bird's-eye view I needed," she says. "It meant I could focus my attention on the risks that were flagging as red, rather than what was running smoothly. It helped me manage upwards and keep the client focused on what really mattered."

There were lots of firsts for Regan herself, but also for some of her more experienced colleagues, and for the client. "It felt like everything was new for everyone – the regions had never worked together on this scale, PwC hadn't worked with this client before, and we hadn't worked with the technology partner," Regan says. "With all those complexities and differing objectives, it was like a giant puzzle, and having that



Making connections: Scarlett Regan, PwC



Having that holistic perspective across the programme was something I really enjoyed

holistic perspective across the whole programme was something I massively enjoyed."

One of Regan's proudest moments was organising and facilitating a leadership conference for ten senior executives from across the regions and the private equity company.

"The purpose was to align on the overall vision and plan, and to build relationships," she says. "Personally, it felt like a milestone to be seen by the C-suite as a core member of the team and a driver of the programme's purpose."

Regan also felt privileged to have the chance to operate at a strategic level so early in her career. "When you're quite junior, you tend to be focused on one workstream and you don't see the bigger picture," she says. "But on this project, I was creating content for meetings between senior management and for board meetings with the private equity owners. Having that exposure so early on was really exciting."

That experience has clarified the direction she wants her career to take. "I've realised I really enjoy roles that sit at the strategic level of programmes and give me sight of how everything comes together: the customer lens, the business lens, the technology lens, and ultimately the value at the end," she says.

In the future, Regan would like to continue working with large-scale private sector clients on their most strategic transformation programmes, helping improve the role they play in the economy, society and the environment."

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sustainability leader for consumer and health at EY. They based their response on a futuristic framework created by Professor Jim Dator, one of the fathers of futures studies in the US. It explores best and worst case scenarios if we don't take action, if we're forced to take action and if we choose to adopt radical change.

Paykel and her team created an initial analogue version using the Four Futures framework for a client request. EY then used this as inspiration for a digitised experience using AI, made with the support of Swedish creative agency EY Döberman. It launched at COP28.



Competitors realise they're facing the same challenges and ask how they can work together

"We lead people into a small dark space, which is quite warm and purposely uncomfortable," says Paykel. "One of our facilitators introduces the framework and you're invited to explore the details of the different scenarios on screen – like what's happening to the population and the temperature. Then the screens come to life in a different way and you start getting human transmissions from the future and step into the reality of these scenarios."

The 25-minute experience, which takes visitors 30 years into the future, is incredibly powerful. Afterwards viewers are given some time to process what they've just seen and decompress before moving into a workshop. "The immersive bit is a provocation.

What happens next is the discussion – an opportunity to talk about what it means for your business and how you might do things differently," explains Paykel.

For Leslie and his team, this meant rethinking NESO's strategic energy planning and putting more of a focus on storytelling and community engagement. "We realised that our approach prior to this experience had been very technocratic and engineering-focused," says Leslie.

"We needed to engage with our stakeholders to help them understand the rationale and need before presenting the network and energy system solution."

The impact of EY's Four Futures has reached beyond companies like NESO, which are already responding to climate change. The experience has travelled to 12 countries worldwide, from Japan to Mexico, and the team estimates 10,000 individuals have been through it.

"We've seen competitors from within sectors such as energy, infrastructure and agriculture leave saying: 'We're facing the same challenges, how do we collaborate?'" says Taylor.

Everyone's response is different but EY has seen significant action following encounters with Four Futures. "A FTSE 100 consumer product firm dramatically increased the scale of its ambition in its transition plan," says Paykel. One large clothes manufacturer changed its business model to anticipate a shift towards secondhand clothes. "We helped it launch a sort of subsidiary focusing on secondhand and rental," Taylor says.

Four Futures is still running, with plans to create a permanent instalment in London. The team at EY see a place for reimagined thought leadership: "There's no playbook for how to help clients navigate disruption," Paykel says. "Using this approach helps them to get a more tangible understanding of what the future might look like."

'It delivers services that haven't been available in Australia'

IT'S AN INCREDIBLE CAREER – YOU CAN HELP IMPROVE SOCIETY AND THE ECONOMY

CEO Tamzen Isacson talks of the pressures and opportunities for UK consulting

You've been in post for seven years – what changes have you seen in the consulting sector during that time?

Global volatility in recent years has hit our clients hard. Businesses and governments have faced challenge after challenge: supply chain shocks, stubborn inflation, cybersecurity threats and the pressing need for digital upgrades. Post Covid also saw a real drive for change, spurred on by technology, and this in itself continues to shape the market and client needs.

Demand is still strong, but the nature of demand has changed. This has seen consultancies change their business models with more automation and offshoring of traditional services such as project management. There has been more of a focus on industry expertise, but also a push on specific consulting skills pertaining to operational models and organisation transformation.

There is also a demand for deep sectoral expertise and huge pressure

in the market for firms to provide the right staff with the right skills at the right time. Many firms are investing significantly in AI upskilling and restructuring to make them fit for the future.

Meanwhile there is a great sense of urgency from clients. Results are expected on a much tighter timeframe, and productivity and efficiency are a top priority. As a result, we've become a more competitive industry, striving for ever higher standards in consulting excellence – something that has been demonstrated by the growth in those seeking our new Chartered Management Consultant accreditation.

But we have also become a more collegiate industry. By identifying us as a priority sector, the Labour government has galvanised us as a key driver of growth and exports. And the annual MCA Awards have become the key event in the consulting calendar, where we come together



to celebrate the enormous impact UK consulting has at home and around the world.

In the past year, what have been the biggest challenges and opportunities for UK consulting firms – and how has the MCA supported members through them?

Within a long period of volatility, 2024 stood out as a moment of market uncertainty and geopolitical adjustment. This drove a significant gear change for consulting: firms had to adapt quickly to the new conditions and pivot services to areas in high demand, such as defence, AI and cyber.

At such moments, consultancies look to each other for inspiration and insights, and that is exactly what the MCA has been able to provide. As a trade association we host around 100 events and working groups across the year, to highlight and share best practice among our members. We also publish regular data and reports that provide direction for firms navigating this new normal.

Whatever the economic and political headwinds, however, there is no let-up in our commitment to advancing priority areas such as diversity and sustainability. This is something we know our member firms value greatly.

The industry insights provided by the annual report, staying close to the political shifts and providing a network and information flows through it are all key ways the MCA has supported consultancies through the market pressures of the past year.

Bringing together key insights from speakers and influencers

at regular forums has also been key to keeping members up to date, facilitating questions and providing support – for both the MCA and Young MCA.

What stands out to you most about this year's MCA Awards nominations?

Over 100 client organisations have supported this year's awards, including some of Britain's biggest and busiest businesses. What stands out for me – and what I find so heartening – is how passionate those clients are about highlighting the value individuals or teams of consultants have brought to their projects.

When prestigious organisations say consultants have been decisive in their success, that speaks volumes about the impact our industry has on our economy and our society.

Another thread that runs through so many of the nominated projects this year is the extent to which they're generating growth and jobs for the whole of the UK. In these difficult times, growth is hard to come by, but at the MCA Awards you can see it in so many places, with consultants often working against the odds to deliver amazing outcomes. There is an incredibly high bar for talent as standards continue to be raised across the industry.

What's your vision for the MCA and the consulting industry over the next five years – especially in terms of public trust, talent and value to the economy?

Luckily MCA members have seen, and been involved in shaping, our five-year plan. Growth is the big

word for us as we look ahead to 2030: the growth our firms are driving; the growth we are striving for as an industry; and the growth we are achieving as a trade association with record membership.

What drives that growth – what makes us who we are as an industry – is the consultants themselves. The sector knows that well: that's why firms are renowned for seeking out, nurturing and developing talent. The MCA's role is to reinforce that.

It's why we're going so big on scaling the Chartered accreditation. It's why we're determined to provide greater insights and share even more best practice. It's why we are so focused on diversity and inclusion, because we know representing the society they serve is one of the keys to our firms' success.

We also have an important role in busting myths about our profession. It's great to have recognition from government of our vital role in driving growth. But we want to go further in increasing recognition of the part we play in improving the private sector, benefitting public services and flying the flag around the world for the value, standards and impact of British business.

Consultancies play a pivotal role in helping businesses navigate transformation. By bringing in the right skills and capabilities, they accelerate progress on efficiency, productivity and the adoption of emerging technologies. But it's not just about tech – it's about people. The real value lies in helping organisations adapt culturally

and operationally, ensuring that change is embraced and sustained. The key is for businesses to quickly identify opportunities, invest wisely and shape their strategies around them. This agility – the ability to move at pace with confidence – is where consulting support becomes indispensable. We help organisations to not only respond to change but also lead it.

What advice would you give to young consultants entering the profession – especially those hoping to make a long-term impact?

Join the Young MCA – that has to be step number one for any aspiring consultant. As its members will tell you, it's the perfect opportunity to expand your network, be part of a community, and learn about potential career paths and the impact you can make in your job. Whenever I go to Young MCA events, I am so energised and excited about the future of our industry, and the people who will be leading it.

Another crucial thing – and something I think will become a real rite of passage for all consultants – is signing up to become a Chartered Management Consultant. By investing in your development and training, honing your skills and meeting the highest standards of ethical behaviour, you demonstrate to clients, employers and colleagues

“As a priority sector, we are a driver of growth and exports

'Geopolitical adjustment meant significant gear changes for consultancies'

that you are committed to consulting excellence. It's a kitemark of quality that is only going to become more essential in the years ahead.

Consulting is an incredible career. There's variety, intelligence, pragmatism, pace and the opportunity to work across industry and drive meaningful government change to improve society and the wider economy. You can have a huge impact and will learn an enormous amount.

What have you learnt personally as a leader in your time at the MCA?

I've learnt that if you're clear about what you want to achieve, give people a sense of direction and stick to your guns even when things get tough, you will bring people along with you. Hard work is infectious, and nothing motivates people more than being able to make change that matters. I've been incredibly lucky to be supported by some great consulting leaders, and the team we've built at the MCA is first rate. We are small but mighty.

So much focus today is on the transformational power of tech, and our industry is at the forefront of implementing that.

But while I am impressed every day by what digital transformation and AI is beginning to achieve in organisations, I am never more impressed than by the consultants themselves and by my colleagues at the MCA. Passion and purpose are everywhere in our industry and they are always on full display at our awards every year.

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“The other piece of the puzzle is identifying new opportunities for the project,” Dykes adds. “I almost measure our success by the number of questions we get from people who are excited by the idea of collaborating with us in some way.”

A big part of the challenge for Dykes is simply to tell the story of the Smart Rivers programme. He has worked hard to build support for the programme through collaborations with partners. These have led to position papers setting out its scope publicly.

He's a regular speaker at water industry events and conferences with a view to “engaging and inspiring others”, and Dykes' team at Capgemini are encouraged to produce their own thought leadership work to get the programme's message across.

This is part of the ambition to broaden the reach of the programme, especially given that many countries around the world face similar challenges to the UK on water quality.

“There's a crisis of public trust in the UK but we're far from unique globally,” Dykes says. “If we can repeat or inspire what has become one of the biggest environmental projects in the world in other countries, that's really exciting. We'll be doing the right thing from an environmental perspective but also giving people back their confidence in water.”

MISSION-CRITICAL MODERNISATION

The challenges of bringing decades-old tech up to speed at the Metropolitan Police

When the UK's largest police force needed to completely overhaul its operational IT systems, one senior officer described the task as like “trying to strip a car while it's travelling at 60mph on the motorway”.

There was no scope for downtime for the Metropolitan Police, who relied on this mission-critical technology to power its operations 24 hours a day.

“This was not about upgrading some back office IT. It was effectively replacing the central nervous system of the Met,” says Hattie Haslam-Greene, EY's change delivery director on the project, which began in 2019.

“If you watch any modern cop show, the likelihood is that everything that those officers are doing on screen – from managing detainees to getting case files into court – would involve the new system or the ones it has replaced.”

Eight ageing platforms had to be stood down. “The legacy systems were at the end of their life,” says Jamie Hewitt, director of product delivery at the Met. “Our main

case management system was implemented decades ago, the missing persons database was similar and all other systems were ageing and considered legacy.”

They needed to be modernised in order to improve the use of data, safeguard against cyberattacks and improve processes throughout the force.

The new Connect program would bring all the Met's core operations together in one place, in a bid to help it fight crime more effectively.

But as London's largest employer, that would also mean the majority of its 40,000 officers and staff had to be retrained, all against a backdrop of intense political and public scrutiny.

At the heart of the new platform was the ability to connect data. “Modern policing is based around four aspects – person, object, location and events,” says Hewitt. “Previously these were split across different systems.

Bringing them together gives officers a clearer picture of what is happening in an investigation and provides much better insight and intelligence across London.”

For frontline officers, that means far greater visibility of what their colleagues in other units are working on, reducing the need to key the same information into multiple databases. It also embeds risk management strategies and procedures.

Getting the force to adopt new ways of working required one of the largest changes programmes ever attempted in UK policing.

“Many officers had been using the same systems for many years,” says Hewitt. “Supporting our officers and colleagues with training

and help to adopt the new system was a massive part of the project.”

To make it work, the Met and EY created a network of more than 2,000 “super users” and 60 senior “Connect change managers” across every command unit.

Mobile teams were placed in custody suites to help support users and reduce the risk of increased queues. “You can't have a pure off-the-shelf solution,” says Haslam-Greene. “The organisation is so complex that we had to tailor the approach to each part of the Met.”

Training was on a vast scale. 22,000 officers received classroom instruction, totalling more than 90,000 hours, plus round-the-clock support for six weeks after launch.

The risks to public safety from failure were significant. “You're dealing with cases where someone has been arrested and the file has to be in court by morning,” says Mike Pakes, technology director at EY. “Those processes cannot stop.”

The five-year programme spanned the pandemic and the additional pressures that entailed.

The first phase went live in 2022 and the second in 2024. “There was no ability for operational tempo to drop, even for a day,” says Haslam-Greene. “To deliver a project of this scale, under that level of scrutiny, through a pandemic – it was unique.”

Following the implementation, every crime, arrest and stop and

“To deliver a project of this scale, under that level of scrutiny – it was unique



search in London is recorded on a platform that integrates with other national policing databases.

In six months, the Met logged 620,000 crimes, 90,000 arrests and 70,000 stop and searches via Connect.

The work between the two organisations has gone on to have lasting impacts beyond the technology itself. The networks of super users and change managers are still in place, helping officers day to day. “The approaches that we created have endured,” says Hewitt.

For the EY directors who delivered the project, it has also been formative.

“For me it's a career highlight,” says Haslam-Greene. “The relationship we built with the Met was hand in glove. To deliver something so mission-critical, collaboratively, at that scale, is something I'll always be proud of.”

Pakes agrees: “As a consultant, you hope to leave something lasting. Hearing people in the Met say, ‘We should adopt the approach we did on Connect’ – that's when you know it's had an impact.”

Celebrating the best of EY UK&I Consulting

Congratulations to our 16 MCA Awards 2025 finalists

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



Eve Watson-Brown
Young Consultant of the Year



Husen Laturiya
Apprentice of the Year



Adam Leahy
Rising Star



Aanisa Kazim
Team Leader Consultant of the Year



Chess Dennis
Team Leader Consultant of the Year



Jo Radford Cutler
Inclusion Award



Ed Richardson
Technology Consultant of the Year



Rohit Sharma
Technology Consultant of the Year



EY with Four Futures
Best Use of Thought Leadership



EY with Liberty Global
Best Use of Thought Leadership



EY with Diageo
Performance Improvement in the Private Sector



EY with the UK Civil Service
People and Leadership



EY with the Metropolitan Police Service
Technology Transformation



EY with National Gas
Technology Transformation



EY with the National Energy System Operator
Change and Transformation in the Public Sector



EY with the Ministry of Defence
Change and Transformation in the Public Sector

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Shape the future with confidence



CHARTERED MANAGEMENT CONSULTANT OF THE YEAR

DIVERSE TALENT IS THE KEY TO UNLOCKING GREATER CREATIVITY

Having launched an apprenticeship scheme at AtkinsRéalis to attract young people from all backgrounds, Rich Day is bringing fresh perspectives to the world of business

For chartered consultant Rich Day, creating a more diverse workplace is not just a box-ticking exercise – it's fundamental to improving the service that consultants provide.

"I've always been aware of how access to opportunity can shape someone's future," he says. "Talent can be overlooked simply because someone doesn't fit a traditional mould."

It is this drive that motivated Day (below right) to launch an apprenticeship programme at AtkinsRéalis, an engineering, nuclear and professional services company, in 2018, having benefited from its graduate scheme himself just a few years earlier.

Extending an entry route to those who have not been to university was a natural progression. "I had brilliant mentors on the graduate scheme and I wanted to create something similar, but even more accessible, to open doors for people

who might not otherwise consider consultancy," he says.

Students can join the scheme with either A-level or BTEC qualifications. There is also flexibility to consider those who do not meet the formal entry criteria if they have other promising experience or attributes. "I wanted to create pathways where people could thrive, regardless of where they started," Day says.

“Access to opportunity can shape someone's future. Talent can be overlooked because someone doesn't fit a traditional mould

He feels this is not just about taking the right ethical stance, but that it also makes good business sense. "Diverse apprentices bring energy, creativity and have lived experience that can really enrich our work," he points out. "The industry needs fresh perspectives. I wanted to build a pipeline of young talent who really reflect society and who think differently."

"For example, younger people are much more tech literate than other generations. Bringing this diversity into consultancy helps us to solve our clients' increasingly complex and challenging problems."

Day has always been passionate about tackling exclusion. Before joining AtkinsRéalis in 2015, he worked for youth charities, helping to improve educational and career prospects for young people from low-income backgrounds. Then, early in his consulting career, he worked with the Department for Education to roll out the 30 hours of free childcare programme, helping to alleviate the cost barrier preventing many parents from working.

The apprenticeship scheme Day established has resulted in several cohorts progressing through the business and some being shortlisted for awards. It has also been a selling point for AtkinsRéalis, serving as a model that clients can emulate within their own companies.

"Clients have been so drawn in by our apprentices," says Day. "They are inspired by these young, confident individuals who have so much to learn and just want to get stuck in. They really like people who want to solve problems."

As well as opening doors for people who are just beginning their careers, Day is helping to raise standards and provide progression for those already working as consultants. In 2019, he became one of the first 25 chartered management consultants in the UK and is now one of the scheme's strongest advocates, encouraging others to follow a similar path.

"Charter status means you're operating at the top of your game," he says.

"It shows that you've demonstrated the right ethics, the right level of maturity, the right level of leadership and that you have that breadth of experience."

Chartered status gives clients an extra layer of reassurance about the



“It shouldn't matter where you come from – it's about where you can go’

professionalism of the consultants they hire.

"It allows us to go into client environments with the confidence that we are doing a good job, and we are generating real value for money and operating with integrity."

At AtkinsRéalis, Day has mentored many of the firm's chartered consultants – a role he finds extremely rewarding. "The process is rigorous but it is also reflective, almost cathartic for applicants to look at their career and what they have achieved so far," he says.

This opportunity to take stock helps foster job satisfaction and is also a chance to realign and consider future goals.

"It helps elevate your career, it builds confidence and it gives myself and colleagues a sense of pride and credibility in what we do."

Day is always looking for new ways to champion young talent and make the world of consultancy more inclusive.

"I want every young person to know that this industry is for you too, if you want it," he says.

"It shouldn't matter where you come from – it's about where you can go, and who is willing to help you get there."



PUTTING PEOPLE FIRST

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STRATEGY

PUBLIC SECTOR SHAKE-UP

A collaborative approach to consultancy and a bold transformation programme has been delivering promising results for one council



When Cheshire East Council appointed a new chief executive in 2024, the stakes were high for the incoming boss. Facing a daunting £100 million budget gap and critical service challenges – including children's services rated as

inadequate by Ofsted – new chief Rob Polkinghorne knew that the "typical local government strategy" of getting a little bit smaller every year was just not going to cut it moving forward.

The situation was further complicated by external shocks, such as the cancellation of HS2 Phase 2. "The council had spent significant sums of capital expenditure on the programme," says Polkinghorne.

"When it was cancelled by the former government, that expenditure landed in the revenue budget for day-to-day running of council services, helping to create the £100 million shortfall in available funds."

Recognising the need for a new approach, the council sought the support of Inner Circle Consulting (ICC), a firm with deep experience in public sector change. ICC's approach was refreshingly collaborative. "Rather than standing on the outside looking in, we got alongside them," says Samantha Jury-Dada, director at ICC.

Over a period of three months, ICC conducted more than 100 interviews and workshops with council staff. The transformation programme itself is ambitious, with over 30 projects grouped into six key areas. The first step was harnessing technology to make services more accessible and better joined up.

"Previously it was very analog and if you needed to get support,

“Rather than standing on the outside looking in, we got alongside them’

you navigated through multiple webpages, calling maybe two or three different numbers to find the right person, then waited for them to respond," says Jury-Dada.

A standout initiative is the "Right Child, Right Home" project in children's services. "Where children are in care, but we know that there is an opportunity for them to go home or to be with a family member, we can make that happen with the right support around that family," explains Jury-Dada.

The early results are promising. The strategy identified up to £91 million of benefits as part of the transformation portfolio.

“

It has only been running for a year and we're already seeing green shoots. It's all moving in the right direction

This includes the design and delivery of a new operating model impacting staffing, ways of working, capabilities and culture. Also a whole-council strategy to support residents to become more resilient and self-sufficient – avoiding crises which require intensive support.

"It has only been running for a year and we're already seeing green shoots," adds Jury-Dada. "It's all moving in the right direction."



Congratulations to our MCA Awards 2025 Winners and Finalists



At Inner Circle Consulting, we work across place and public service transformation to unlock a better future for our clients and their communities, helping them to sustain amid modern challenges, grow inclusive local economies, and succeed in delivering change. These awards are a recognition to excellent work of our teams. Congratulations!



Winner - Performance Improvement in the Public Sector with **Liverpool City Council**



Highly Commended - Strategy Award with **Cheshire East Council**



Finalist - Change and Transformation in the Public Sector with **Westminster City Council**



Finalist - Best Use of Thought Leadership with **The London Homes Coalition and Peabody**



Finalist - Team Leader of the Year Award **Samantha Jury-Dada**

Learn more about our work at www.innercircleconsulting.co.uk



Cheshire East Council oversees a diverse portfolio of projects, including the mansion at Tatton Park



State of the art: AstraZeneca's Discovery Centre in Cambridge

SHUTTERSTOCK

TECHNOLOGY TRANSFORMATION

OPTIMISING THE FUTURE OF WORK

When a pharmaceutical giant's IT system couldn't keep pace with demand, Deloitte stepped in to hone a solution that supported accelerated drug development and reimaged key processes

AstraZeneca was an early adopter of the cloud computing platform ServiceNow back in 2014, as it set out to streamline its operations and automate workflows across the business.

At the time, a lot of the functionality it needed was not available so the IT team made changes itself – but ultimately this proved detrimental. “We reached a point where we'd customised it so much, it wasn't sustainable,” recalls Dinesh Krishnan, AstraZeneca's global head of enterprise platforms. “We couldn't take advantage of any of the new features – the system blocked us because of how we'd evolved it.”

The loss of functionality was hampering work, even down to scientists and researchers having to write orders on paper

– making the process of getting the materials they needed laborious and inefficient. “We get around 500 orders a day – this was slowing us down,” Krishnan says.

Recognising the need for change, AstraZeneca embarked on a bold replatforming initiative with Deloitte. The transformation was not just about technology, but reimagining ways of working, explains Deloitte partner Richard Baderman: “We spent a long time really thinking about the value case and how making

this investment could unlock opportunities. Incorporating sustainability and how best to deploy AI were two central elements of the project.”

Given the significance of the platform to AstraZeneca's global operations, the team needed to wrap up the replatforming job in nine months, having been told it would realistically take 18.

“We had to think differently about how we could execute at speed,” Baderman says. One example was recataloguing

'It's fair to say this project was a revolution in terms of scope'

insights: “We needed to identify, cleanse, tag and upload 20,000 articles, which would be labour intensive, so we used AI to speed it up.”

Stakeholder management was also key to a swift transformation. “Dinesh and I were very clear on how we wanted the program to run, laser focused on driving outcomes but maintaining the out-of-the-box products,” Baderman says. “We used senior business and IT stakeholders to amplify that message and make sure decision making was expedited.” Co-located teams in globally significant spots for AstraZeneca also enabled good communication and coordination.

The results speak for themselves. AstraZeneca's “platform health rating” – a benchmark of how well ServiceNow is performing for a company – was pegged at 52 per cent before the project. It is now 94 per cent. Leaders within the business have been empowered to ideate and execute changes 70 per cent faster than before.

“A lot of our clients like to do incremental evolution,” Baderman says. “It's fair to say this project was a revolution in terms of scope.”

Now, with its operations streamlined, AstraZeneca is able to accelerate the development of life-saving medicines, with globally dispersed teams kept on track to deliver in record time. As Krishnan says, “The one fundamental driver for us, across the board, was the patient.”

Gabriella Griffith



“We had to think differently about how we could execute at speed. We needed to cleanse, tag and upload 20,000 articles, so we used AI

BEST USE OF THOUGHT LEADERSHIP

NURTURING A £45BN CHANGE

Whether it's extended parental leave or child-friendly spaces, a campaign to better support under-fives is helping firms see the benefits of family-focused initiatives

In 2023, the Princess of Wales launched her “Shaping Us” initiative to raise awareness of the crucial importance of early development – from birth to age five – in creating healthier, happier adults. Inspired by visits to addiction centres and from meeting people in crisis, the princess made it her mission to highlight how children's first experiences can set them on a course for life.

“During this campaign it became clear that working with business would be crucial to driving change across society,” says Sarah Hesz, associate director at the Royal Foundation Centre for Early Childhood, which coordinates the project. This realisation led to the creation of the Business Taskforce for Early Childhood, a group of eight companies from various sectors with the potential to influence outcomes in their own ways: Co-op, Iceland, Aviva, Ikea, NatWest, Lego, Unilever and Deloitte.

“There was a recognition that this wasn't just a public sector social initiative, there was a real business

“This isn't just a public sector social initiative, there's a real business case for change

Bump in value: improving early years services could boost the economy

case for change – but no one had really quantified that,” explains Deloitte partner Jolyon Barker.

Work began on a piece of thought leadership that, according to Barker, would “change the game and engage a much wider group of businesses in the societal enterprise”.

Following detailed analysis, the team identified that prioritising early childhood development – supporting working parents and caregivers, improving social and emotional skills, and reductions in public spending on remedial measures – could add £45.5 billion in value to the UK economy annually.

With a big figure to inspire action from the business community, the group set about drawing up a framework for action to get companies thinking about how they could make a difference.

Five areas of focus could have a major impact not just on parents within an employer's workforce, but also on the wider cultural landscape through products and services, explains Hesz. They are: to transform culture; support working

parents and caregivers; secure the necessities; strengthen social and emotional skills; and improve early education and care.

The analysis makes a range of suggestions for firms under these five themes, such as backing community activities, designing child-friendly spaces, and promoting innovative goods or services for pregnant women and young children.

Taskforce members have pledged to take a number of actions, including NatWest extending its lending target for the early years sector to over £100 million.

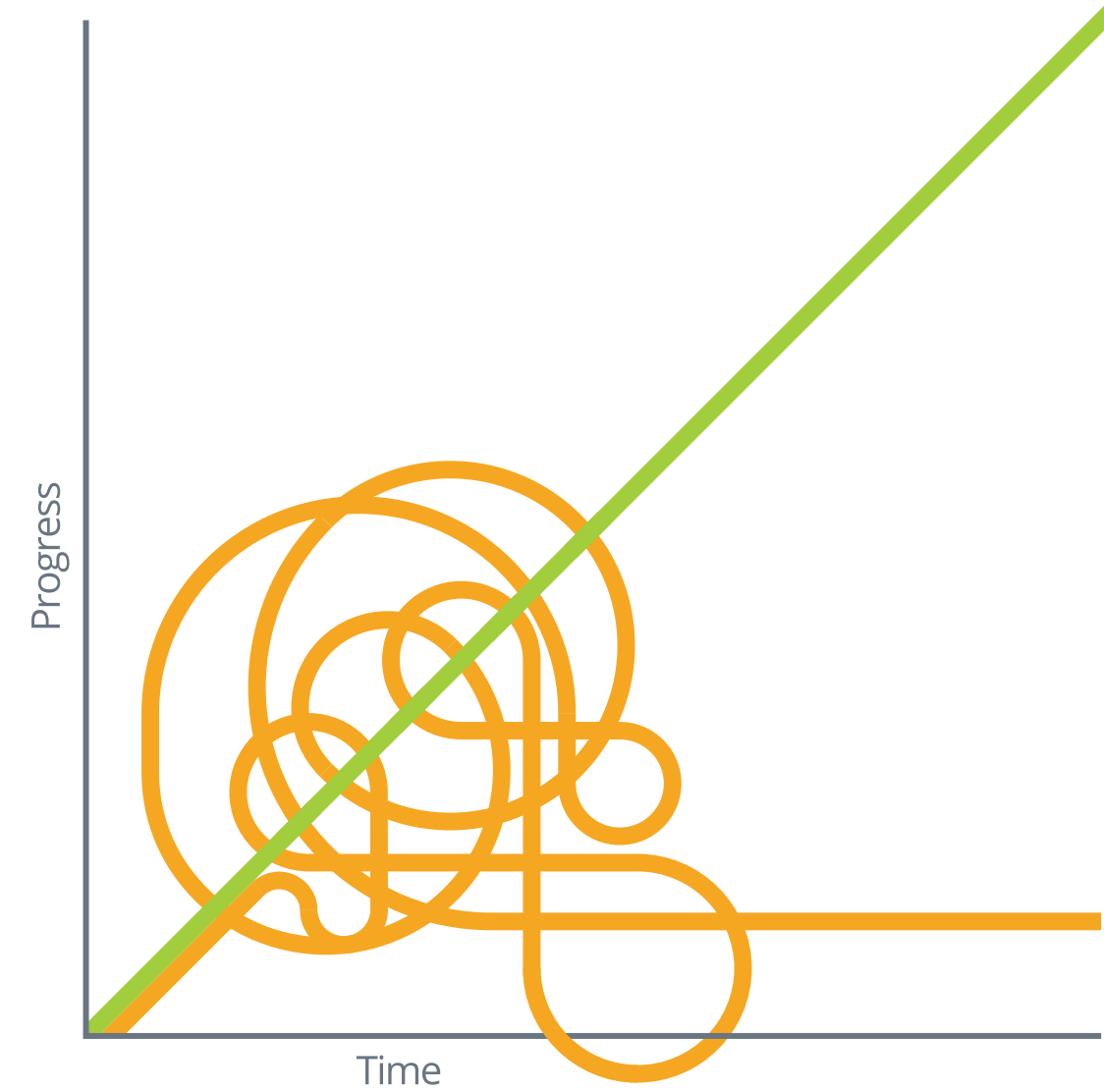
Ikea is expanding its support, design expertise and products for babies and young children to six new locations across the UK, in a bid to help disadvantaged families.

Separately, Deloitte has become one of the leading professional services firms to equalise paid parental leave to 26 weeks.

The launch of its report saw the £45.5 billion figure up in lights at Piccadilly Circus, prompting over 200 news articles and generating global interest when it was presented to the UN General Assembly. “It's very much a living piece of work,” says Hesz. “We're incredibly excited about the conversations we're having – I feel like our job is just starting.”

Gabriella Griffith

'This is very much a living piece of work, our job is just starting'



● Alone
● Together

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Together makes progress



Green team: Roses win against Canada – can World Rugby now triumph in its climate campaign?

'Schemes include Twickenham moving away from reliance on gas boilers'

SUSTAINABILITY

RUGBY UPS ITS ENVIRONMENTAL GAME

The sport's international body is tackling the challenges of the World Cup and other major tournaments with a plan to halve its carbon footprint, finds David Prosser. Capgemini is onside with a smart emissions tool

More than 80,000 fans saw England clinch the Women's Rugby World Cup 2025 against Canada at the Allianz Stadium Twickenham in September, taking the total number of tickets sold at the tournament to almost 450,000.

But while that represented a huge success for rugby union – a “generational moment”, according to organisers – it also posed a sustainability headache.

The carbon footprint of the tournament – from players and fans travelling to matches to the use of energy-intensive stadiums – was inevitably larger than at previous events.

World Rugby, the international federation for rugby union, is very much alive to the issue – and has been actively confronting it via a groundbreaking partnership

with Capgemini. “There is genuine concern about the impact climate change could have on a game that is primarily played outside on grass pitches,” says World Rugby's director of strategy Mihir Warty.

“We also recognise the pressure there is on us and on our partners from fans and from the broader public – as well as from players – regarding what we do around environmental impact.”

These powerful drivers for change underpin a roadmap for embedding sustainability considerations into operations, reducing the environmental impact of tournaments, and halving its carbon footprint.

Critical for Capgemini to help deliver that plan is the development of its Carbon Emissions Reporting Tool (Cert)

and a sustainability reporting tool. “For environmental sustainability to be a factor in our decision making processes, we need to be able to measure it,” Warty says.

“Once we can forecast the impact of any major event, then we can make much better-informed decisions.”

Those decisions might be anything from how to support stadiums moving to cleaner energies to locations for future tournaments that are sustainable.

In practice, the Cert allows World Rugby to estimate carbon emissions for any tournament it's planning to hold and to measure the consequent emissions while the event is taking place.

World Rugby's Sustainable Sourcing Framework then enables it to encourage carbon-conscious

procurement through its supply chain – and so reduce the carbon footprint of future events.

“Having the data is a fundamental building block, but the critical element is how you embed that data into your core planning,” explains Rory Burghes, head of Capgemini Invent's Sustainable Futures team.

“For World Rugby, sustainability is becoming a core component of how each event is delivered.”

The project is already bringing significant positive results, including improved visibility and understanding of the carbon emissions associated with staging tournaments; more accurate emissions figures for reporting; and the potential to identify carbon hotspots to support more carbon-friendly choices.

As for the future, World Rugby sees the potential to secure operational efficiencies – through new partnerships with clean energy providers, for example.

The organisation is already in the process of analysing data from this year's World Cup. This can help it assess what impact the project had on the tournament's overall carbon footprint and the contribution made by individual initiatives – such as helping

“

There is genuine concern about what climate change means for rugby union and we recognise the pressure from fans, players and the public over what we do

Northampton Saints rugby club install electric vehicle chargers and supporting the Allianz Stadium to move away from its reliance on gas boilers.

“It's also important to recognise that this kind of work doesn't just have a one-off impact during the tournament, so we can also look at their potential lifetime value,” says Warty. “Our fans and our players really want us to be serious about this – to show that we have credible plans and procurement processes for making further progress in the future.”

Doing so is a challenging exercise because every tournament is different from the previous one. For example, the next Men's Rugby World Cup, due to be held in 2027, will feature a record-breaking 24 nations, many of which will be travelling significant distances to reach the host country Australia.

There's inevitably an art to assessing the carbon footprint of major sporting events as well as a science, says Burghes.

“It is hard, but we have adopted the best and most stringent guidance we can find in order to build a set of data that stands up to scrutiny today. And the quality of that data will then improve over time.”

“The broader point is that this is a systemic challenge for World Rugby – it's about the ability to be transparent and to drive impacts across an entire ecosystem.”

PERFORMANCE IMPROVEMENT IN THE PUBLIC SECTOR

SEA CHANGE IN EXPORTS

A digital collaboration between government and business is easing the way for UK fishing with its key trading partner

The United Kingdom's eventual departure from the European Union single market in 2021 could have plunged the country's fishing industry into chaos.

In 2023, 460,000 tonnes of fisheries products were landed into the UK by UK and foreign vessels. In the same year, 336,000 tonnes of UK fisheries products were exported abroad. Such sales suddenly required a sheaf of new documentation.

Fortunately, Defra and the Marine Management Organisation (MMO) were ready for Brexit. Their collaboration with Capgemini has proved crucial to the fishing industry's smooth transition to new trading arrangements with the EU.

Together, they launched the Fish Export Service (FES), an entirely digital process that enables those trading with both the EU and countries beyond it to fulfil all their regulatory and compliance duties around documentation.

“Prior to Brexit, our trade with the EU was frictionless, with no documentation required,” says the MMO's head of digital and IT

service management, Stace Oliver. “The small amount of trade that we conducted with other countries relied on manual processes.

“Everything changed in January 2021: since then, every consignment of fish exported from the UK has had to be accompanied by a full set of documents recording its provenance and sustainability.”

The critical challenge was to create a service simple enough to start using straight away for a fishing industry with very different levels of digital skills and resources, while still meeting EU requirements.

“Fish degrades very quickly, so we couldn't afford for there to be delays to shipments because people were struggling to use the FES,” explains Adityesh Rathi, engagement manager at Capgemini.

“We also knew the service would have to be robust enough to function 24 hours a day, seven days a week, but flexible enough for us to update over time, both with new features and as regulation evolved.”

Initially, therefore, the team chose to launch a basic version of



'The catch degrades quickly – we couldn't afford delays'

“

It was all about reducing the burden on exporters – there were town hall events across Defra to understand the industry's issues

Net sales: more than a third of the fish landed by UK boats is destined for EU

FES. Introduced at the end of 2020 with a wide range of support for new users, the FES quickly gained traction within the fishing industry.

The use of QR codes to support document sharing across the supply chain ensured the service was easy to use. Over time the project added more tools and features.

At first, the FES simply enabled the generation of the UK catch certificates the fishing industry required to deal with the EU. Since then, processing and storage documentation has been added to the system. It can also generate pre-landing forms for boats that land their catches directly at EU ports, rather than returning to the UK and exporting from there.

New features continue to come on stream in response to both user feedback and changing regulation. The EU is introducing additional

compliance regulations in January 2026, which will need more information to be shared across the supply chain. Industry will be supported through these changes and FES will be updated in time for that. Uptake was rapid.

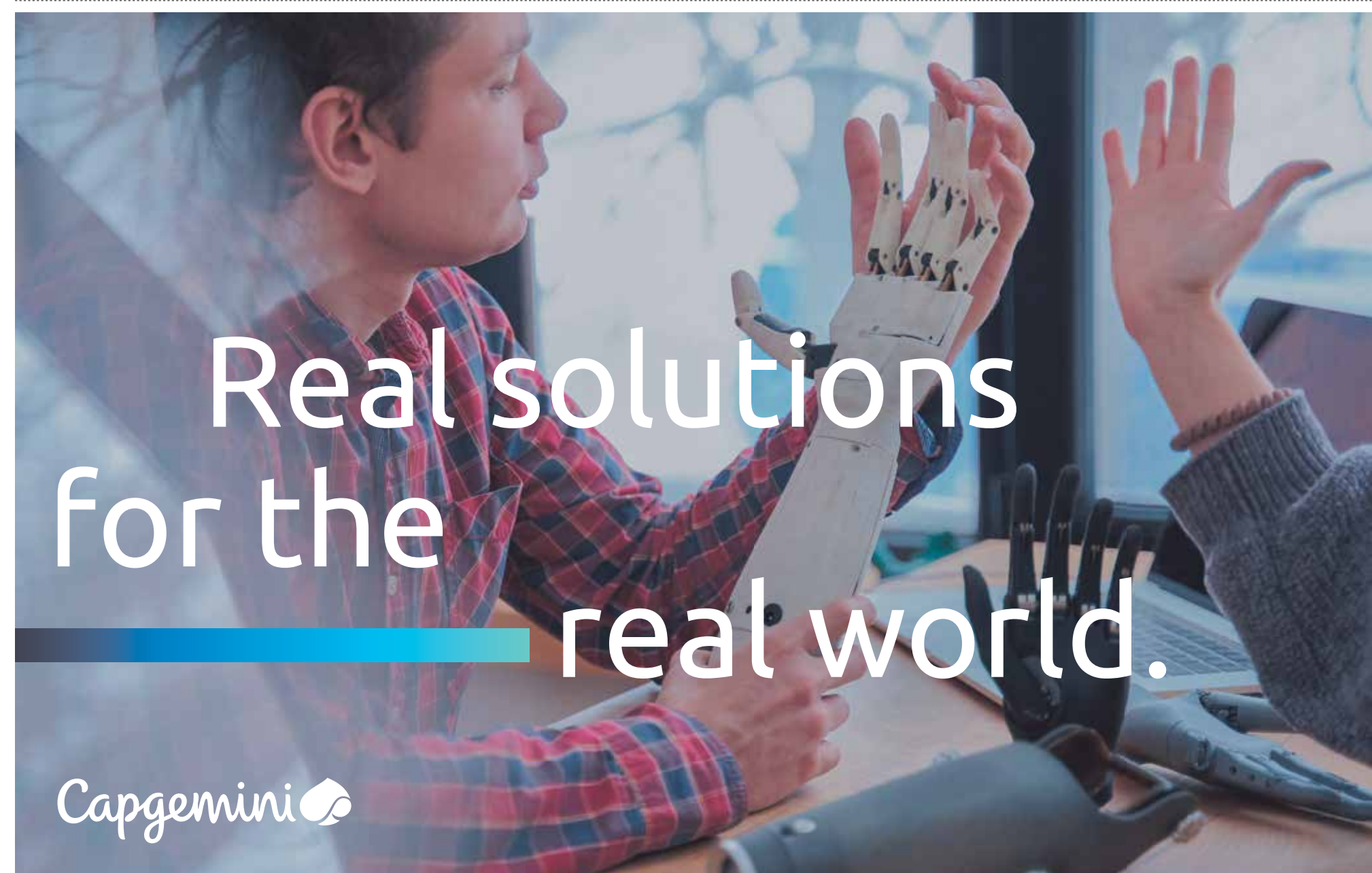
Within 12 months, the industry had generated over 60,000 export documents compared with 300 forms completed manually in the year prior to Brexit.

“It was all about reducing the burden on our exporters,” says Oliver. “We did a huge piece of industry engagement, with town hall events right across Defra so that we could really understand the problems the industry faced.”

Introducing a back-up system has also been important for reassuring the industry that the FES is fit for purpose. If the digital service goes down, a standalone tool is on standby to ensure trade can continue.

“We run a helpline for users having any problems with the FES but if there was a complete failure, unlikely though that is, they would still be able to trade,” adds Oliver.

The FES project has won plaudits inside government, rated as delivering a “great” standard by the Central Digital and Data Office, one of only three Defra services to achieve this rating. More importantly, though, users have embraced FES. “We make it as easy as possible for them to continue selling into the EU,” says Oliver.



Capgemini

SOCIAL VALUE

CARE AND COMPASSION WHEN IT'S NEEDED MOST

Marie Curie is seeking ways to offer terminal patients across the UK specialist help 24/7, taking the pressure off more generalist services

Every year, 150,000 people in the UK die without access to palliative care that could ease their suffering. For patients with a terminal diagnosis and their families, this can mean their last memories together are tainted by painful nights waiting for medication and ambulance trips to A&E.

"Too many people are having a really awful experience, one that stays with their loved ones for a very long time," says Ruth Driscoll, associate director for policy and public affairs at end of life charity Marie Curie.

Not only are these out-of-hours crises traumatic for families, but they come at a huge cost to the NHS.

Marie Curie is on a mission to show that it does not have to be this way, if only more patients could access specialist palliative help and the right medication quickly when needed.

money, while also doing the right thing by patients.

Currently, of the £12 billion a year that the government spends on care for people in their final year of life, 80 per cent is spent in a hospital setting and only 11 per cent on community-based care, according to Marie Curie.

More than 650,000 out-of-hours visits are made to emergency departments each year by people at the end of life, many of which also involve ambulance callouts.

"So we are not spending the money in the right places," says Driscoll. The result is that most patients end up dying in hospital, she says, despite the fact more than half say they would prefer to be at home.

When KPMG chose Marie Curie as its national charity partner, it wanted to help solve this problem alongside fundraising for the cause. "I'd had two recent bereavements within my family so it was an issue close to my heart, and I think that is the case for many of us," says Sarah Bickerstaffe, a director at KPMG UK.

The starting point was a nationwide survey of integrated care boards (ICBs), the 42 local NHS bodies across England that are in charge of planning and paying for health services in their areas.

In 2022 these boards were given a statutory duty to commission sufficient end of life care for their local populations. The results revealed considerable gaps in provision.

"There's reasonable access to specialist services in normal working hours," says Mark Demain, KPMG UK's engagement manager for the project. "But if a crisis happens in the middle of the night, people rely on generalist



Shifting resources: the charity wants provision focused in communities rather than hospitals

services. That often ends with an ambulance trip to hospital, which is exactly what most patients don't want."

KPMG worked closely with one particular local care board to map out a model for change.

This board covered a population of approximately 700,000 people, of which about 1 per cent would be expected to die each year. "That's around 7,000 people and their families whose experience we are trying to improve," says Demain. The aim was to help build a success story that could then provide a blueprint for other boards to follow.

It became clear that providing 24/7 access to end of life services was the top priority. The team looked at systems that worked well in other areas of the UK and abroad. These included features such as a single phone line for specialist advice that was open all hours, arrangements with 24-hour pharmacies to provide urgent pain relief and community response teams that were able to send specialist nurses to a patient's bedside within two hours.

With its cost benefit analysis, KPMG demonstrated how adopting this strategy could save the board more than £100 million over 20 years while vastly improving patient care.

"When we looked at the numbers, it stacked up financially, because it saves a huge amount of hospital-related costs, but also provides a much better experience for anyone dying in that geography," says Demain.

KPMG also developed a toolkit to help end of life services around the country quantify their value and build their business

'The aim was to build a success story that other boards could follow'

case, which was made freely available across the NHS. Marie Curie hopes it will guide more ICBs to shift resources towards community-based services.

For Driscoll, the imperative to act comes from hearing from individuals like Kate, who cared for her father when he was dying from prostate cancer.

There were so many distressing night-time incidents, including a blocked catheter, A&E visits and having to drive miles in search of pain medication.

"She told us, 'I don't think my dad was ever comfortable,'" says Driscoll. "Sadly, it is not a unique case."

The alternative, Driscoll says, begins with an open and honest

Advanced care plans can help people die with dignity, with their loved ones around them in the place they want to be

early conversation with the patient about their terminal diagnosis. From this an advanced care plan is agreed – similar to a birth plan but for dying – which is stored on medical records so that paramedics, GPs and nurses can all see a patient's wishes.

"That way people can die with dignity, with pain and other symptoms managed, with their loved ones around them in the place they want to be," she says.

Leah Milner

PERFORMANCE IMPROVEMENT IN THE PRIVATE SECTOR

INSIGHT THAT DRIVES SUCCESS

KPMG UK's new platform for Tesco shares decisions based on customer feedback with 300,000 employees – for a better shopping experience and higher growth

With millions of customers across the country and multiple services, from supermarket stores to insurance and mobile businesses, Tesco has a rich pool of customer feedback and data to act on. But prior to 2022, the insights from this trove weren't always getting to the right people. "The reporting of the information was high level, very strategic and only reaching senior leaders," explains Stephen Wansbury, head of insight at Tesco.

To solve this challenge and harness the power of its data, the supermarket brought KPMG UK on board to help – embarking on a three-year journey to put customer information in the hands of decision makers, from the shop floors and operations up to boardrooms.

KPMG started by listening. "We had to begin by understanding everybody's different needs," says Rob Edwards, client experience director at the consultancy firm. "We needed to marry up tangible improvements from the front line, impacted by colleague behaviour,

“You have to win hearts and minds if you're going to see tangible business results

Knowledge is power: customer-centric data has helped boost Tesco's market share

products, stock and pricing, with the growth strategy at the top of the business. So we spent a lot of time with stakeholders from all levels of the business."

KPMG developed a framework based on stakeholder decision making, working out the relevant information needed by each section of the business, where the feedback was coming from and where it was most useful to inform action. This became the engine powering a new app – something each staff member in the company has access to – delivering the appropriate, real-time insights needed to make better decisions. "The app is easy to navigate and at the fingertips of every colleague who needs it," says Wansbury. "It draws upon machine learning to deliver suggested actions for each user. Store managers are using it to inform their daily briefings. It's fundamental to people's objectives and the staff at all levels are really excited about it."

The app is now used across 4,000 stores by over 330,000 employees in eight countries. Tesco's "Customer

Recommend" score increased significantly, as did its Group Net Promoter Score. Tesco Mobile won Best Mobile Network for Customer Service at the 2025 Uswitch Telecoms Awards, and Tesco grew to 28 per cent market share as of 2025.

"Within the first year of the app's launch we saw the insights being used to make decisions such as menu optimisation in our cafés," says Edwards. "Many different efforts have been made to help grow the Tesco business, but being customer centric and driven to make every moment better for shoppers has certainly helped in our growth," adds Wansbury.

One of the big takeaways on both sides has been the importance of engaging stakeholders across the entire business, not just senior leaders. "With something of the scale and complexity of this project, you have to win hearts and minds if you're going to see tangible business results," says Edwards. "You've got to bring a lot of people along with you."

Gabriella Griffith



KPMG

MAKE THE FUTURE

From empowering Tesco with the insight to transform performance, to supporting Marie Curie in improving compassionate end-of-life care. We're proud to celebrate our MCA Award winners and finalists – people who make the difference every day.

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EMPOWERING LEADERSHIP & DRIVING TRANSFORMATION

Sharing in Growth supporting PP Control & Automation's growth journey

In an industry defined by innovation, precision and people, Sharing in Growth (SiG) supports organisations in strengthening capability and unlocking sustainable performance. PP Control & Automation (PP C&A) recognised the importance of investing in its team to achieve its ambitious growth goals and chose to partner with SiG to accelerate that journey.

Since 2020, SiG has partnered with PP C&A to strengthen leadership, culture, and operational excellence across the organisation. Through a combination of training, coaching, and structured improvement frameworks, the partnership has delivered tangible, long-term benefits.

A key element of the collaboration has been the Team Leader Academy, a programme designed to build leadership capability and develop confident, motivated teams. Participants gain practical management tools, coaching techniques, and an understanding of how to lead effectively in a high-performance manufacturing environment.

"The Team Leader Academy gave me the confidence, structure, and practical tools to engage my team more effectively," said Scott Ward, Continuous Improvement & Training Coordinator at PP C&A.

"With SiG's coaching, I've developed stronger leadership skills and a clearer, action-driven approach." Production Leader, Jessica Edwards added, "I've learned how to coach different people, boost productivity, and bring my team together through continuous improvement and effective leadership."

The results have been felt throughout the business. Leaders at all levels now share a unified approach to communication, problem-solving, and continuous improvement — helping to unlock new efficiencies and accelerate growth.

For Tony Hague, Director at PP C&A, the benefits are clear: "The decision to work with SiG was without a doubt one of enormous benefit to PP C&A. We were looking for a partner from whom to learn new skills and bring different ideas into the organisation for us to reach 'the next level!'"



Read the full case study



As PP C&A continues to expand its capabilities, the collaboration with SiG stands as a model for how structured coaching and leadership development can drive measurable performance and empower teams across the UK manufacturing sector.



"The transformation at PP C&A reflects our proven approach: first creating clarity of purpose and direction, then focusing on the development of the human being at every level of the organisation. By building confidence, capability and leadership in individuals, we strengthen culture and enable teams to perform at their best. Our partnership with PP C&A has been grounded in this methodology, and the tangible improvements in performance, productivity and collaboration are a direct result of that shared commitment."

It has been a privilege to work alongside the team and support their continued growth and success, and I look forward to our continued partnership."

MALCOLM JAMES
CEO, SHARING IN GROWTH



SHARING IN GROWTH

Results driven. Results proven.

TRANSFORM YOUR BUSINESS

STRATEGY

A BEACON OF SUCCESS

One Sheffield firm doubled output – increasing profit by over 7,000 per cent – with the groundbreaking 'lighthouse model'

When the leaders of a manufacturing company in Sheffield were targeting major expansion in the aerospace sector, they turned to Sharing in Growth (SiG) for help.

The consultancy specialises in working with manufacturing and engineering businesses to boost productivity and scale up. Using a strategy known as the "lighthouse" model, the results of this collaboration were dramatic. The manufacturing company doubled its output and increased its profit by 7,700 per cent.

Rather than overhauling everything at once, the lighthouse method entails establishing a single high-performing area within a business, so new processes or tools can be tested and refined before changes are rolled out to the wider organisation.

"It's about creating an area that becomes the beacon, where the business can focus its attention instead of trying to transform the whole factory at once," says Malcolm James, SiG's CEO. "We pick somewhere that is very pertinent to the business and over a period of time, typically six months, they can experiment and apply best practice to this area. It's a great opportunity for the organisation to learn about itself, both in terms of manufacturing and its culture."

"They are looking to get the equipment aligned so it is producing parts that are right the first time. But it is also about instilling a sense of ownership, he says, so the team feel they can resolve problems themselves and only escalate issues when they have to."

"Once you have done that you can then propagate the changes." Ashlea Finn, one of SiG's business transformation executives, says this way of working meant they quickly identified and rectified huge inefficiencies on the factory floor. "The requirement was moving from 120 parts a week to 240, but they had a production area with a number of machines and processes

scattered about the floor," she says.

In the first lighthouse area, her team reorganised the layout to create two self-sufficient cells with all the machinery needed in one place. "That reduced the number of people needed to operate in that area. They were able to produce twice as many parts with fewer staff, which made those products more profitable. Those people were then redeployed to where there were gaps in the business."

SiG brought in performance boards so that operators could see targets and track daily progress. "It was very visual," says Finn. "They could review if they were ahead or behind schedule and what they



By picking somewhere that is very pertinent to the business, you can experiment and apply best practice to this area

needed to do to get back on track."

Workers received training to diagnose and fix recurring problems themselves. "Because they are the ones going through the processes every day, they know them better than an engineer coming in from somewhere else," she says.

Following the transformation programme, right-first-time production rates rose from about 85 per cent to 99 per cent, while lead times fell from 14 days to five.

The improvements could not have come at a better time. When the pandemic hit, SiG helped the company adapt and maintain these gains despite unprecedented challenges. "We worked with them to protect those processes and keep production flowing," says Finn. "That resilience meant they could recover faster and come out of the other side stronger."

'It's a great opportunity for the organisation to learn about itself'



Experienced Leader – Jez Groom, Cowry Consulting

Inclusion Award – Charlotte Sweeney OBE, Charlotte Sweeney Associates

Team Leader Consultant of the Year – Aanis Kazim, EY

MCA AWARD WINNERS 2025

BEST USE OF THOUGHT LEADERSHIP

Winner
EY with Four Futures

Highly Commended
CF with the Alzheimer's Society

Deloitte with the Royal Foundation of the Prince and Princess of Wales

PwC with the National Police Chiefs' Council

CHANGE AND TRANSFORMATION IN THE PRIVATE SECTOR

Winner
Sharing in Growth with a Manufacturing Company

Highly Commended
Cappgemini Invent with a Retail Bank

KPMG with a Large Online Retailer

CHANGE AND TRANSFORMATION IN THE PUBLIC SECTOR

Winner
Cappgemini Invent with the Supreme Court

Highly Commended
CF with the NHSE South East Region

TECHNOLOGY TRANSFORMATION

Winner
Deloitte with AstraZeneca

Highly Commended
EY with National Gas

EY with the Metropolitan Police

INTERNATIONAL

Winner
Mott MacDonald with the Foreign, Commonwealth and Development Office

Highly Commended
BAE Systems Digital Intelligence with His Majesty's Government

PERFORMANCE IMPROVEMENT IN THE PRIVATE SECTOR

Winner
KPMG with Tesco

Highly Commended
Managers with the Phoenix Group

PwC with Arco – Supply Chain Planning Transformation

PERFORMANCE IMPROVEMENT IN THE PUBLIC SECTOR

Winner
Inner Circle Consulting with Liverpool City Council

Highly Commended
Managers with Warrington Borough Council

PEOPLE AND LEADERSHIP

Winner
Gate One with North Central London Integrated Care Board

Highly Commended
KPMG with a large online retailer

SOCIAL VALUE

Winner
KPMG with Marie Curie

Highly Commended
Mott MacDonald with the Department for Education

STRATEGY

Winner
PwC with AMP Bank and Engine by Starling

Highly Commended
KPMG with Sainsbury's

Inner Circle Consulting with Cheshire East Council

Moorhouse Consulting with South East Coast Ambulance Service

SUSTAINABILITY AWARD

Winner
Deloitte with Cisco

Highly Commended
CBRE with the Greater Manchester Property Venture Fund

Deloitte with the Mining Remediation Authority

YOUNG CONSULTANT OF THE YEAR

Winner
Scarlett Regan, PwC

Highly Commended
Toby Michaels, Deloitte

Zoe Bratton, Grant Thornton UK

Cora Bolger, Moorhouse Consulting

APPRENTICE OF THE YEAR

Winner
Alistair Butler, PwC

RISING STAR

Winner
Toby Fairhurst, Arup

Highly Commended
Cian McDonagh, AtkinsRéalis

TEAM LEADER CONSULTANT OF THE YEAR

Winner
Aanisa Kazim, EY

Highly Commended
Christine Hollingsworth, Moorhouse Consulting

THOUGHT LEADER CONSULTANT OF THE YEAR

Winner
Jeremy Dykes, Cappgemini Invent

Highly Commended
Jo Thomson, KPMG

TECHNOLOGY CONSULTANT OF THE YEAR

Winner
Jayne Goble, KPMG

Highly Commended
Justin Fish, Cappgemini Invent

Margarita Kotti, Deloitte

Kieran Beeton, KPMG

INCLUSION AWARD

Winner
Charlotte Sweeney OBE, Charlotte Sweeney Associates

Highly Commended
Anna Wright, PwC and Enfuse Group

EXPERIENCED LEADER

Winner
Jez Groom, Cowry Consulting

Highly Commended
Gail Davis, KPMG

Matt Jones, PwC

CHARTERED MANAGEMENT CONSULTANT OF THE YEAR

Winner
Lucy Pringle, KPMG

Highly Commended
Rich Day, AtkinsRéalis

BEST NEW CONSULTANCY WINNER

Winner
Squarcel

Highly Commended
NOKAMO Consulting

PROJECT OF THE YEAR

Winner
EY with Four Futures

TIMES CONSULTANT OF THE YEAR

Winner
Jeremy Dykes, Cappgemini Invent

Our people making it *real*

Meet the **Capgemini Invent** finalists turning big ideas into real results at the MCA Awards.

Individual Finalists



Naureen Rahman
Young Consultant
of The Year



Will Harvey
Rising Star



Gemma Bann
Team Leader
Consultant of The Year



Jeremy Dykes
Thought Leader
Consultant of The Year



Dialine Lazar
Technology
Consultant of The Year



Justin Fish
Technology
Consultant of The Year



Ferial Fakhri
Experienced
Leader



Eva Nicol
People and
Leadership



Sharlene Han
Change and
Transformation
in the Public Sector



Andy Lea
Change and
Transformation
in the Public Sector



Dayle Fonseca
Change and
Transformation in
the Private Sector



Anthony Lewis
Technology
Transformation



Huw Draper
Sustainability
Award



Adityesh Rathi
Performance
Improvement in
the Public Sector



Kieran McBride
Strategy



Megan Haughey
Sustainability
Award



Jane Lorton
Social Value



Ben Cushion
Change and
Transformation
in the Public Sector



Morgan Rees
Change and
Transformation
in the Public Sector



Charlie Claisse
People and
Leadership



Shyful Choudhury
Sustainability
Award



Debadutt Goswami
Performance
Improvement in
the Public Sector



Phil Sherwin-Nicholls
Strategy



Krit Pandey
Technology
Transformation



Gina Aulak
Change and
Transformation
in the Public Sector



Christopher Schlode
Change and
Transformation in
the Private Sector



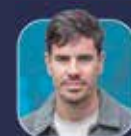
Khalil Souki
Change and
Transformation
in the Public Sector



Chris Lynch
Sustainability
Award



Sunil Veddham
Sustainability
Award



Daniel Whitehead
Social Value



Simon Mutter
Social Value

