IOIC Awards
2026

Book of the Night.

17 September 2026

INSTITUTE OF INTERNAL COMMUNICATION

The best of Internal Communication.



Justine Stevenson
IOIC Awards Chair

Looking forward

This is the moment we get to celebrate the very best of our profession.

I know first-hand what it takes to put an entry together: the late nights gathering evidence, the second-guessing over whether the work is good enough, the nerve it takes to put it in front of your peers. That's exactly why everyone shortlisted tonight, winner or not, deserves to be here.

This year's judges put it best: "It was a pleasure to see the quality, creativity and commitment, with the entries offering a valuable reminder of the important contribution internal communication makes to organisations."

That reminder matters. As the profession changes, so does what it takes to win here, and this year's entries prove people are rising to meet it. That combination of rigour and passion is what makes me so proud to chair these Awards. Thank you for your dedication and having the courage to put your work forward.

This Book of the Night lists every shortlisted entry and then every winner, with their entry statement and the judges' words on what made it award-winning.

Congratulations to everyone shortlisted and a special well done to tonight's winners.



Jennifer Sproul
IOIC Chief Executive

A bright future.

The IOIC exists to champion the power of internal communication in the world. We remain the leading independent, not-for-profit association solely dedicated to this profession and this year we said what we believe more clearly than ever.

Great Internal Communication unlocks organisational success. Our purpose is to champion the power of Internal Communication in the world, clearly and with conviction.

That conviction matters more than ever. Organisations are under pressure, moving fast and the risks of getting communication wrong have never been higher. In that environment, you are not simply the people who communicate decisions. You are the internal intelligence of your organisations and the difference you make is measurable. This year's entries show exactly what that difference looks like in practice, and where this profession is heading next.
It is a true privilege to lead your Institute and to shine a light on the amazing work you do every day. This evening is a celebration of that work, your dedication and the collective strength of this profession.

Congratulations to you all.

Thank you to our 2026 IOIC Awards Judges.

Lee Ashton
Heather Armond
Nicole Bearne
Ross Behenna
Sinead Bell
Denise Bird-Newell
Kirsty Bowen
Barbara Brown
Sherrie Burnham
Alli Cary
David Cooke
Ranjani Dhanabalakrishnan
Fionnuala Dowie
Victoria Ford
Melisaan Foster
Jo Godfrey
Juliet Green
Shalini Gupta
Alison Harmer
Melanie Hinds
Ann Hood
Binal Jani
Rob Jones
Shetal Joshi
Rona Kotecha
Howard Krais
Jody Lewis
David Manning
Adele McIntosh
Rachel Miller
Lianne Moulder
Nazia Nathu
Sally Otter
Soyem Osakwe
Richard Riche
Claudi Schneider
Emma Turner
Kate Waters
Jarrod Williams

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Channels.

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Best Community Management.

Winner

From Broadcast to Engagement: Transforming SFC's Internal Communications by Scottish Funding Council x Cocentric

Scottish Funding Council
Comhairle Maoineachaidh na h-Alba

Entry statement.

Viva Engage was launched in 2024. It has revolutionised how we lead, share, learn, support, ideate and motivate each other – whenever and wherever we're working.

With the reach of Chief Executive updates regularly topping 90% and with engagement nudging over 70% in employee owned communities, the platform has seen communication culture shift from broadcast to engagement in less than two years.

Forming part of a wider employee experience programme, centred on a forward thinking internal communication strategy, underpinned by imaginative design, the platform's implementation saw success 'designed in' from the outset.

The project has created a "uniquely SFC" experience for employees and leaders alike creating a sense of belonging that is hard put to your finger on.

What the judges said: "The excution looked to be really thorough, targeting a multi-channel approach and being obvious about what they wanted to achieve There are some really impressive statistics in here, with great measurement tools, as well as external bench-marking."

No Awards of Excellence.

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IOIC Awards 2026

Best Event.

Winner

The Big Get Together - Raising the Roof! by Midland Heart

Entry statement.

Held at Birmingham's ICC, Midland Heart's Big Get Together 2025 was designed to do more than communicate strategy. It was built to be experienced and bring everyone together.

Every element of the event was carefully created to connect colleagues to our purpose, our tenants and each other, transforming our Corporate Plan from words on a page into something physical and memorable.

At the heart of our execution was a clear creative idea, developed in partnership with Top Banana, a 'home' concept that brought our organisation to life. Inspired by the idea that we all need to 'raise the roof', the event environment was designed as a series of spaces reflecting different rooms in a home, each linked to a core behaviour, value or strategic priority.

This creative platform allowed us to move beyond traditional conference formats and instead immerse employees in our strategy, making it something they could explore, interact with and feel part of.

What the judges said: "Thoroughly enjoyed this submission – felt like I had been invited to take part in the whole ride/journey, from concept to planning, delivery, overcoming challenge etc – clearly a great internal team effort of graft, knowledge, skill, hard work – and ultimately knowing their people and understanding great engagement."

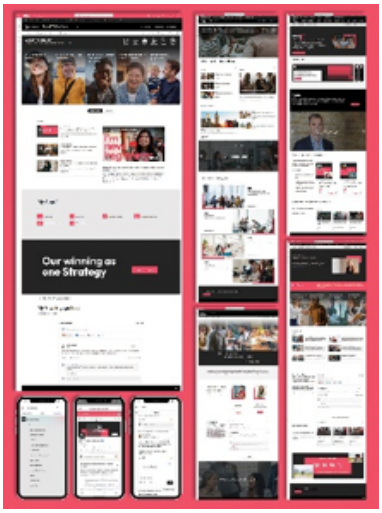
Awards of Excellence.

- Best Event - Top 10 by Admiral Group
- End of Year Highlights Event by Battersea
- The Naming Ceremony for HMS Glasgow by BAE Systems Naval Ships Communications Team
- The 2025 Colleague Roadshows: Connecting over 3,000 colleagues through purpose, story and transformation by Internal Communications team, Clarion Housing Group
- Dubai Airports' Beyond 2025 Fest by Dubai Airports and Jack Morton MENAT
- All in 2025 by Lloyds Banking Group
- Raising the Bar Together: Molson Coors UK&I Sales Forum by Molson Coors UK & Ireland
- Every hero shapes our story – colleague strategy event by Nottingham Building Society and Definition
- Related Argent's Autumn Review by Jacqueline Harvey
- Voyage Excellence Awards (VEAs) by Voyage Care
- 2026 Annual Conference and Awards Ceremony by Welcome Break

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Best Intranet.



Winner

Robert Walters 'Connect' Digital Workplace by Robert Walters and Addin365

Entry statement.

Robert Walters, a global recruitment firm with 3,300 employees across 31 countries, recently unified its three brands and faced an urgent need to connect its people under one voice. In just 12 weeks, Robert Walters partnered with Addin365 to launch 'Connect,' a fully branded, AI-powered intranet on the Microsoft 365 platform. This new platform transformed fragmented internal communications into a single one-stop shop supporting the 'Winning As One' strategy. By leveraging AI for content creation, governance and a built-in chatbot for knowledge sharing, Connect enables new ways of working and engages employees at all levels.

Adoption has been outstanding: within six months, daily usage reached ~98% (well above the 80% target), with a 355% increase in unique users and over 143,000 visits. By Q1 2026, usage grew further, with 306,898 visits (averaging two per person per day), session times stabilised at 10 minutes per visit, and 3,396 employees, representing 100% of the workforce, actively engaged. Connect has become central to communication at Robert Walters, supporting collaboration, consistent global messaging, and a unified culture.

What the judges said: "This is an outstanding entry that demonstrates what happens when internal communication strategy, technology and change management are fully integrated rather than delivered in sequence. The objective is not just positioning, it is clearly the organising principle underpinning planning, design, execution and measurement throughout, and the results strongly reflect that alignment."

Awards of Excellence.

- Driving Connection, Culture and Clarity: connect at Rank by The Rank Group Plc
- OneESA: From Platform to Powerhouse. Elevating the Digital Experience and Driving Cultural Transformation at the European Space Agency. by the European Space Agency and Gallagher
- Creating an intranet that works by the Victoria and Albert Museum
- PITSTOP – The intranet that keeps colleagues on track by Volkswagen Financial Services and SomeBrightSpark

Best Magazine.



Winner

Material Matters by Breedon Group

Entry statement.

Breedon Group plc is a leading vertically-integrated construction materials group in Great Britain, Ireland and the United States, delivering essential products to the construction sector that shape how we live, work and connect.

In 2025, Breedon transitioned to a new country-based operating model. To support this transformation and strengthen colleague connection, the internal communications team refreshed the Group's internal magazine.

Renamed Material Matters following a colleague-wide vote, the new magazine was designed to reflect Breedon's identity, celebrate its people and showcase the breadth of activity across three geographies. With a modern design, people first storytelling and balanced regional representation, the magazine launched in October 2025 to strong engagement.

Delivered quarterly in both print and digital formats, it received over 1,000 views in its first edition, increased content submissions by 42% and achieved 100% distribution to operational sites. Material Matters is now a key platform for connecting colleagues, reinforcing culture and bringing Breedon's purpose 'Making a material difference' to life.

What the judges said: "We thought the planning section was very strong, and a lot of thought had clearly gone into actually delivering a great magazine. We liked how the content was tied closely with the organisation's purpose and values and the fact that there was a regular CEO message."

Awards of Excellence.

- Reopening the pages of Edition by Edinburgh Airport
- SJH Times magazine by Communications Department, St James's Hospital, Dublin, Ireland
- otm (on the move) by Transport for London
- Zest magazine by Voyage Care and Definition

Best New or Relaunched Channel.



Winner

Robin for Royal Mail by AB

Entry statement.

Royal Mail has a uniquely complex workforce of 130,000 people, including around 80,000 frontline colleagues. Historically, communication relied on multiple channels, leading to fragmentation, declining engagement and inconsistent reach.

To address this, Royal Mail launched Robin, a mobile-first integrated platform, which combines news, HR services and social engagement, and replaces a number of both print and digital channels. With a Robin character, which is rooted in Royal Mail heritage, at the heart of the new brand's identity, the app includes practical features (access to payslips, etc) alongside social interaction, ensuring frontline colleagues feel both included and empowered to do their jobs.

The results have been transformational. Within six months, Robin achieved 47% adoption, surpassing previous platforms, and is projected to reach 80%+ by mid-2026. It has streamlined multiple platforms, reduced costs, sparked a culture of connection and established itself as a central, trusted platform for everyone at Royal Mail.

What the judges said: "Clear objectives, which focused on their front line audience and how they would access their information, with strong consideration of tone and approach. Good use of research, through employee surveys and data from their existing platform. A vibrant, fun and creative approach to branding, that linked to company heritage, and overall business strategy."

Awards of Excellence.

- Compass Magazine by PD Ports and AB (Agency Partner)
- Journey by Welcome Break
- The most ambitious and complex communications relaunch in a generation at West Herts by Communications, Engagement and Design Team, West Hertfordshire Teaching Hospitals NHS Trust
- Redesigning and relaunching NFU Mutual's bespoke business intranet for insurance agents by The NFU Mutual Internal Communications Team

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IOIC Awards 2026

Best News Channel.

Winner

The Buzz by Voyage Care

Entry statement.

Voyage Care's skilled and dedicated workforce of 11,000 colleagues support 3,500+ people with complex needs to live fulfilling lives. The vast majority of colleagues are deskless, and dispersed across 600+ locations. Ensuring critical information reaches them clearly and consistently, is critical to safe, high-quality care.

The Buzz, our fortnightly internal e-newsletter, is a cornerstone communication channel connecting leaders at all levels with the information they need to lead well and cascade accurately. Throughout 2025, we developed this channel to improve accessibility, relevance and strategic alignment, positioning it at the heart of organisational communication.

The result is a trusted, high-engagement platform that reduces noise, strengthens message clarity and ensures critical updates land where they matter most: with our teams, supporting people every day.

By connecting strategy to day-to-day practice, The Buzz helps create alignment, confidence and consistency across Voyage Care - directly supporting colleagues to achieve our purpose: fulfilling lives for all.

What the judges said: "The Buzz is an exceptionally strong, highly disciplined news channel that demonstrates clear purpose, robust planning, and consistent delivery against organisational priorities. Planning is particularly impressive, with strong use of analytics, benchmarking, and forward content mapping to ensure proactive, rather than reactive, communication."

Awards of Excellence.

- Moto Hospitality - Our Loop App - The Central Heartbeat of Colleague Communication by Moto Hospitality
- Pep Talk by PepsiCo UK and beetroot

Best Podcast.

Winner

Accelerate Podcast by Currys and Inspired Thinking Group

Entry statement.

The Accelerate Podcast was an engaging internal communications podcast that brought product knowledge and operational updates to life for Currys' store colleagues. Each episode was filmed live in the fully operational Birmingham J9 store.

Alongside product demos, episodes feature key operational updates from HQ teams, including best-practice guidance, strategic priorities, and exclusive insights from senior leaders, such as the Head of UK Stores.

Peak season (from Black Friday through New Year) is a critical time for Currys. The Accelerate podcast helped support colleagues by providing timely information in a format that is easy to digest and enjoyable to engage with.

Ultimately, the Accelerate Podcast transforms internal communications into a dynamic, accessible, and highly engaging experience, supporting colleagues with essential information, boosting confidence, and reinforcing Currys' culture of collaboration and shared success. Its popularity and impact highlight the potential of innovative formats in achieving organisational alignment and driving colleague engagement.

What the judges said: "Its biggest strength is that the format is clearly solving a real communication problem: store colleagues need quick, usable information when written updates and long briefings are likely to fail. The objectives connect well to business priorities: product knowledge, operational alignment and confidence on the shop floor."

Awards of Excellence.

- Skewdio by Skewb

Best Video/Animation.



Winner

The road to Day One - Aviva acquires Direct Line Group by Aviva Integration Internal Communications Team

Entry statement.

When Aviva completed its £3.7bn acquisition of Direct Line Group (DLG), it marked a defining moment for the UK insurance industry. Bringing together two iconic brands and over 30,000 colleagues, the acquisition strengthened Aviva's scale and competitive position.

The challenge was not just operational - it was human. From the first media leak through to a confident Day One, Internal Communications played a vital role in keeping people informed, reassured and connected.

We worked with Shoreditch Design to produce "We shine brighter together," a short animated film. Rather than a corporate welcome video, we created a narrative that honoured both companies' histories equally, from Aviva's origins in a 1696 coffee house to Direct Line's creation of the UK direct insurance market in 1985, landing on a single, forward-looking message: this is our shared story, and it's just beginning.

The result was clarity, confidence and momentum from Day One.

What the judges said: "Execution is where the work really stands out. It feels like a fresh take on a familiar M&A challenge, with warm, human storytelling that avoids typical corporate tone. The creative approach brings it to life in a way that feels like it would be memorable and meaningful for colleagues."

Awards of Excellence.

- Sunflower Extra card – "Your quiet advocate" by Heathrow Airport Internal Communications
- Velocity - a visit from the future by Speedy Hire
- Your Voice animation by Tarmac and 44 Communications

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Innovation.

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Game Changer.

Winner

The Trials of Mrs Tranter by GreenSquareAccord



Entry statement.

Facing rising customer complaints and growing scrutiny, GreenSquareAccord (GSA) created an innovative, immersive engagement exercise - The Trials of Mrs Tranter - to drive behavioural change and improve service delivery. Inspired by murder mystery detective games, the self serve activity places participants step in the role of investigators, analysing an interactive evidence pack based on a realistic customer complaint.

Piloted at GSA's Leaders Conference, the exercise was refined and rolled out organisation wide, with more than 650 colleagues completing it between March and December 2025. Its inclusive, scalable design has delivered immediate impact: encouraging ownership and strengthening connection to GSA's mission and customer outcomes.

The results are significant: since its launch complaints have fallen, response times have improved, and employee engagement has risen, with colleagues reporting a clearer understanding of their role in delivering great service. Praised by the Housing Ombudsman and adopted by other providers, this low cost, high impact innovation is transforming how social housing organisations engage staff to improve customer experience.

What the judges said: "We loved the imaginative application of a murder-mystery theme, including everything from the quirky name to the Cluedo-style sealed Housing Ombudsman report. We also liked that it was all developed in-house and on a relatively low budget, underlining that innovative, low-cost approaches can have a huge impact if carefully planned and delivered."

Awards of Excellence.

- myNews: Making Internal News Personal by Bauer Media Group & Silicon Reef
- Intact Insurance - Brand Launch by Goldbug & Intact Insurance
- "Unlock the Strategy" - Heathrow's Escape Room Challenge by Heathrow Internal Communications
- The Communicating Organisation by Steam Thermal Solutions (part of Spirax Group) & AB

Innovative Use of Media/ Technology.

Winner

Bellway's innovative Pathway to the effective use of AI by Bellway



Entry statement.

Bellway's forward-thinking internal communications team has successfully embraced a wide range of new technologies to deliver an enriched communications experience through its employee engagement app Pathway.

A variety of AI tools have enabled the two-person team to create a greater depth and volume of engaging content than would otherwise have been possible with their limited resources. This includes an AI-generated podcast – the first to be trialled in the UK using this software – which automatically turns existing intranet content into personalised podcast episodes, meaning staff can easily access important updates and information on the move.

The team is also leading the way in the use of AI tools to create images, videos and headlines and has started work to incorporate a live broadcast function into Pathway.

These innovations are helping to drive greater engagement with Pathway, with the average number of daily users on the platform increasing from 1,100 to 1,300.

What the judges said: "In this category we were looking for clear examples of innovation, of fresh thinking and of early adoption of new technology. You have demonstrated this with your use of AI, not just to generate creative assets but also to enhance your internal communication channels and to create rigour in your internal communication processes."

Awards of Excellence.

- Côte Connect – Empowering Teams Through Technology by Côte Brasserie x Cocentric

Most Innovative Content Creation.



Winner

The Trials of Mrs Tranter by GreenSquareAccord

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What the judges said: "The entry shows real diagnostic rigour. Rather than defaulting to typical execution paths, the team identified a critical business issue and worked backwards to find the right solution. Building in flexibility and local ownership meant teams could reach their own conclusions - a thoughtful and well-considered approach to a distributed workforce."

Awards of Excellence.

- Values, reimagined: Co-creating culture through immersive, AI-powered storytelling by Nest and Home
- Can you trust yourself? by Subsea7 Group Communications and Group IT

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Skills.

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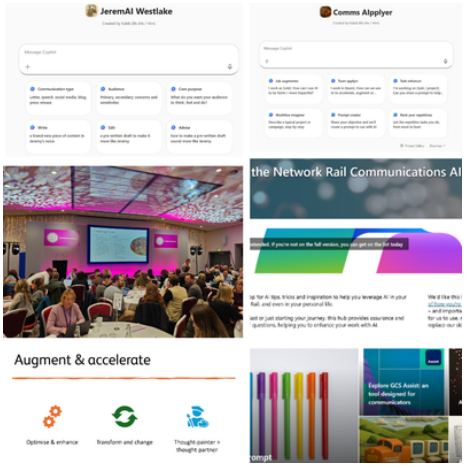
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IOIC Awards 2026

Best AI Skills in Internal Communication.

Winner

Accelerate, Augment, Redefine: Building Responsible AI Skills in Internal Communication at Network Rail by Kaleb Ells, Network Rail



Entry statement.

Over this year, we have built and applied AI skills across Network Rail's Internal Communications function to strengthen how we target, tailor and accelerate internal communication for 40,000 employees. We approached AI as a communications capability, using a practical model – Accelerate → Augment → Redefine – to help colleagues assess where AI adds value, experiment safely and embed it into planning and delivery.

The programme combined four elements: clear guardrails and policy-aligned practice; purposeful use of approved tools; hands-on enablement through team sessions, shared resources and peer support; and measurement to prove value. We created an AI hub with communications-specific guidance, trained teams across the function, and developed bespoke tools including Alpplyer, tone-of-voice agents, briefing assistants, frontline templates and data-analysis accelerators.

Outcomes include 60% frequent AI use across communications, around two hours saved per person per week, faster leadership approvals, more personalised employee communications, and an estimated £150,000 annualised ROI.

What the judges said: "This is a very clear entry with crystal clear objectives for a specific and targeted audience. It was heartening to see that the objectives explicitly covered the ethical use of Ai and included guardrails to support colleagues in using it."

Awards of Excellence.

- AI Academy. A learning experience packed with content that puts AI to work by Forty1, part of Inizio Engage
- Roll out of Microsoft Copilot at Royal London by Royal London

Best Design/Imagery.

Winner

Clarins - Transforming Internal Comms Through Design and Intentional Imagery by Clarins x Cocentric



Entry statement.

Clarins UK transformed its internal communications platform into a visually coherent, brand/design-led digital experience aligned with its premium brand identity. Delivered by a two-person team supporting approximately 1,200 employees, Workvivo was built on a pre-launch visual framework prioritising hierarchy, consistency, and accessibility.

The project introduced branded banners, icon-led navigation, structured post formats, and mobile-first layouts, ensuring strategic, cultural, and functional messaging was clearly distinguished. Governance reduced active Spaces from over 200 to 69, improving clarity and ownership. Adoption exceeded 90% within two months and active usage has remained consistently high.

The platform now delivers a modern internal experience that reinforces brand premiumness while improving usability and operational efficiency.

This project demonstrates that premium design has positively influenced engagement, belonging, and brand connection both internally and externally.

What the judges said: “we’re particularly impressed with the adoption figures, exceeding 90% within two months, sustained monthly active usage and over 1.7 million impressions provide compelling, quantified evidence of success. We also particularly loved how this new design and platform now gives employees an experience of the brand akin to that of a customer.”

Awards of Excellence.

- The road to Day one - Aviva acquires Direct Line Group by Aviva Integration Internal Communications Team
- The Makers by ITV and 44 Communications
- The LEGO Group's Colleague Experience Brand by The LEGO Group & Interbrand

Best Feature/Writing.

Winner

The R2-D2 to our Luke Skywalker by Aviva IWR Internal Communications Team

Entry statement.

Aviva set out to announce an industry first, AI-supported underwriting tool designed to remove repetitive tasks and free their underwriters to focus on the decisions that really matter. Instead of a technical update, Jessica Storey, Senior Internal Communications Manager and shadow author of the feature, transformed the moment into a story colleagues could instantly connect with.

Framed through the lens of Star Wars, the article introduced the capability as "the R2 D2 to our Luke Skywalker underwriters" – using the analogy to create familiarity with an unknown technology through one of the most famous Gen AI characters in popular culture.

Jessica delivered a bold, human and memorable narrative that demystified AI, celebrated the people behind the innovation, and sparked excitement across the business. The result was more than engagement; it was a moment of pride for Aviva's leadership position in AI innovation.

What the judges said: "The purpose, audience and alignment to business objectives are well articulated, with a strong focus on shifting sentiment, building confidence and explaining a technically complex innovation in a human, relatable manner."

No Awards of Excellence.

Best Storytelling.

Winner

Moments that Changed Me by Aviva Group Campaigns Team



Entry statement.

What if one story could change how our colleagues see our senior leaders?

Moments that changed me is a bold storytelling series that invited leaders across the UK, Ireland and Canada to share the experiences, challenges and moments that shaped who they are today. It asked for honesty over polish, and for many leaders, it was the first time they had spoken so openly at work.

The impact was immediate. Colleagues connected not with job titles, but with people - their memories, identities and turning points.

These stories sparked conversations across teams, encouraged reflection and created a level of openness we hadn't reached through traditional leadership visibility.

What began as a small, brave experiment quickly became a trusted format. Starting in one area and soon scaling across Aviva, we invited leaders from every part of the business to take part. Colleagues didn't just listen - they related. One story sparked another, as people across the business shared their own moments and found connection where distance once existed.

What the judges said: "The 'Moments that changed me' demonstrated a really effective way of responding to colleague feedback in the company survey and addressing a key challenge of how to make leaders more relatable and trusted in a creative and authentic way."

Awards of Excellence.

- A Vital Spark: How storytelling powered a shipbuilding transformation by BAE Systems Naval Ships Communications Team
- The Difference Makers: Storytelling that reconnected 4,000 colleagues with purpose by Internal Communications team, Clarion Housing Group
- Reflections: stories of Remembrance, sacrifice and legacy by Defence Equipment and Support
- DOME LIFT 2 at Hinkley Point C nuclear power station by EDF Energy and 44 Communications
- Breakthrough Stories by Lloyds Banking Group

IOIC Awards
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Strategy & Campaigns.

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IOIC Awards 2026

Best Change/Transformation Campaign.



Winner

Iceland Foods Management Model Change by Cascade Productions

Entry statement.

Iceland Foods successfully delivered a complex, large-scale transformation of its store management structure, impacting over 4,000 colleagues across 1,000 stores. To mitigate the significant financial, operational and reputational risks, Iceland partnered with Cascade Productions to place strategic communication at the heart of the change.

Reframed as the "Management Model," the programme emphasised transparency, fairness and opportunity, supported by a multi-channel campaign including roadshows, video, print and digital content. Produced within a month and delivered within a two-week rollout, the approach minimised negative sentiment and enabled strong colleague engagement.

Financial risk reduced significantly, alongside measurable improvements in retention, absence and a 90% reduction in management overtime. The result demonstrates how clear, insight-led communication can successfully enable high-risk organisational change at scale.

What the judges said: "Judges were wowed by the detail, the thoughtful nature of the campaign and use of language to help everyone understand what was happening and how they were personally impacted. The strength of this programme is in the attention to detail, clear goals , measurement and dedication to doing right by your colleagues."

Awards of Excellence.

- Going Global by Air Astana and Definition
- The road to Day one - Aviva acquires Direct Line Group by Aviva Integration Internal Communication Team
- Breakthrough Stories by Lloyds Banking Group
- From Strategy to Action: Connecting Every Employee to Transformation by Darktrace Employee Engagement
- Currys: Right First Time by Currys Internal Comms and The fresh Group
- CCEP's Career Hub Learning launch by People & Culture Communications Team, Digital Employee Experience Team
- Intact Insurance - Brand Launch by Goldbug & Intact Insurance

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IOIC Awards 2026

Best Employee Experience Programme.



Winner

Best Employee Experience Programme - Arup Internal Comms team, UKIMEA region by Arup Internal Comms team, UKIMEA region

Entry statement.

Delivering an industry-leading employee experience across 7,000 colleagues in Arup's UKIMEA region required a fundamental shift in how communication supports people and performance.

To enable this, we created a dedicated People Communications lead role bringing together previously siloed HR and IC activity into one integrated approach.

Working with the regional People team, we led a strategic programme connecting business strategy and people initiatives into a cohesive employee experience. Communication was embedded across the employee lifecycle, focusing on key moments, equipping managers and maintaining a consistent narrative so colleagues understood what matters and how they contribute. Delivered in-house with no dedicated budget, impact was measurable: pride increased to 88% (+6%), leadership confidence rose by +15%, and inclusion improved by +8%.

Crucially, we moved beyond communication as a function to shaping how work is experienced - driving behaviour change, strengthening connection and enabling delivery of our purpose: shaping a better world.

What the judges said: "a thoughtful and well constructed entry that demonstrated real commitment to strengthening the employee experience in a practical and sustainable way. The judges commend the team for bringing together so many elements so effectively."

Awards of Excellence.

- ofi: Take Charge of Your Career by ofi & scarlettabbott
- CCEP's Employee Value Proposition by People & Culture Communications Team

Best Engagement Programme.



Winner

How a Digital Dog Inspired People to Love Our Data by Afiniti and Subsea7

Entry statement.

Love Our Data is a global engagement programme co-created by Afiniti and Subsea7 to transform how people think about, value and use data. In a complex engineering environment where data governance was often seen as technical and compliance-led, this programme, anchored by the bold Data Dog creative concept, positioned data as a shared organisational asset and something everyone plays a role in caring for.

This campaign translated abstract governance principles into practical, human actions, using visible leadership sponsorship, multi channel storytelling and interactive challenges to drive sustained engagement across more than 7,000 colleagues worldwide.

The result was a measurable shift from awareness to ownership: increased confidence, clearer accountability and stronger intent to apply good data practices day to day, successfully embedding better data behaviours that support safer, smarter and more reliable project delivery.

What the judges said: "The measurement was one of the strongest aspects of the submission, with clear links back to the original objectives and evidence of improved confidence, stronger differentiation and practical use of the tools provided."

Awards of Excellence.

- Driving Engagement and Clarity During Organisational Change by Gallagher Communication
- Intact Insurance - Brand Launch by Goldbug & Intact Insurance
- Living our values by Goldbug & National Grid
- Havering Council - Big Tickets by London Borough of Havering
- Number Quest by Merck KGaA, Darmstadt, Germany
- Know the Line: Changing Behaviour to Prevent Sexual Harassment at Network Rail by Network Rail
- Switched on to Safety: Transforming Frontline Behaviour Through Internal Communication by RAC Limited & In the Middle Limited
- Vice-Chancellor's Awards campaign by University of Southampton

Best Equality, Diversity and Inclusion Campaign.



Winner

I'm not Jenna by Centrica

Entry statement.

Me, myself and I, and I, and I…

I'm Not Jenna tackled inclusion in a deliberately unconventional way. It leaned into the truth that inclusion messaging, while well intended, had become oversaturated and easy to tune out. Instead of another earnest reminder about valuing difference, the film flipped the script with a bold premise: at Centrica, everyone is "Jenna."

Every colleague…

Every function…

Every corner of the business…

All Jenna, all the time.

By pushing sameness to its extreme, the film revealed how dull, disengaging and unproductive a workplace becomes when individuality disappears. Humour, applied to a usually dry subject, helped surface a simple but powerful question: wouldn't it be mind numbingly boring if everyone were the same?

The result was a spark in the EDI space, prompting meaningful reflection and conversation. I'm Not Jenna showed that bold, unexpected storytelling can reignite topics that risk becoming background noise.

What the judges said: "Using real colleagues always helps campaigns to bring that authenticity to life and we weren't surprised by some of your excellent results and feedback from the entry. Well done to the team for producing this in-house, really good execution and we agreed that this was the right approach for the nature of this campaign – it doesn't always have to be super slick and expensive to make an impact."

Awards of Excellence.

- Bystander to Upstander by CGI and LEAP Create
- Through My Eyes by Volkswagen Financial Services and SomeBrightSpark

Best Global Communication Campaign.



Winner

What just happened? by Yusen Logistics with blue goose

Entry statement.

Yusen Logistics is a global supply chain logistics provider, operating across 46 countries with 25,000 employees. As a trusted partner managing end-to-end supply chains, cyber security is critical. The challenge was to create a global campaign with one universal message that resonated across cultures, languages, and roles.

The aim was to further strengthen awareness, understanding and behavioural change. Employees needed to see cyber security as part of their daily actions, relevant to their roles, and embedded in ways of working.

What Just Happened? was developed as a fictional, storytellingled, animated series inspired by Anime and Yusen Logistics' Japanese heritage. Through the journey of relatable characters representing the global DNA of the business, employees explored everyday scenarios that could create risk and learned the positive actions to take.

The campaign was global by design and aligned around the shared focus of making cyber security engaging, human, and owned by every employee.

What the judges said: "This is an outstanding entry that demonstrates what ambitious internal communication looks like in practice. Across all four evidence sections it shows the hallmarks of a campaign conceived with intelligence, executed with craft, and grounded in real audience understanding."

Awards of Excellence.

- From blank canvas to shared strategy: how we launched Arup's global strategy through co creation and dialogue by Arup Global Internal Communications Team
- Currie & Brown: The value of certainty by Currie & Brown
- Bringing International Safer Gambling Week to life by Flutter International Internal Communications team
- Make Happy Be Happy 2025 - Cup of Cheer by pladis
- Bringing 98,000 people together for the first time at AstraZeneca by Ruder Finn for AstraZeneca
- Celebrating PlayStation's 30th Anniversary by Sony Interactive Entertainment

Best Internal and External Communication Alignment.



Winner

TfL 25 by Transport for London

Entry statement.

The TfL 25 campaign brought together internal and external teams to celebrate TfL's 25 years as the capital's integrated transport authority. With a unified creative identity and coordinated cross departmental planning, the campaign aligned employee communications, marketing, corporate affairs and operational teams to deliver a cohesive, year long programme.

At its heart was a strong focus on colleagues, recognising their vital contribution to shaping London's transport network since 2000. Storytelling played a central role, with just over 40 long serving employees sharing memories, insights and career journeys, helping to build pride, authenticity and connection.

Across internal channels, the campaign provided a consistent drumbeat of engaging content, events, competitions and recognition moments, anchored around key milestones including the January launch and 3 July birthday.

The integrated approach ensured colleagues, customers and stakeholders experienced a clear, shared narrative celebrating TfL's achievements while looking confidently to the future.

What the judges said: "This was a well-planned, highly visible and creatively executed anniversary campaign that successfully combined internal engagement with external reputation-building."

Awards of Excellence.

- It will take a Society to beat dementia. Alzheimer's Society. by Alzheimer's Society
- Activation Strategy for Merck KGaA, Darmstadt, Germany's new Vision "Sparking Discovery, Elevating Humanity" by Merck KGaA, Darmstadt, Germany; Saatchi & Saatchi; MetaDesign

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IOIC Awards 2026

Best Leadership Communication Programme.



Winner

Navigating together: building a global leadership community that connects, aligns and transforms LR by Lloyd's Register

Entry statement.

In mid-2024, Lloyd's Register (LR) launched Navigate, a new global leadership communication community designed to unify leaders and strengthen message clarity during a period of significant organisational transformation. Spanning 108 leaders across 22 countries, Navigate has since rapidly established itself as one of LR's most trusted channels for cascading strategy, building alignment and fostering cross functional collaboration.

Across 2025, the programme accelerated in both scale and impact: bi monthly leadership calls, quarterly townhall packs, strengthened two way feedback loops, and a highly rated global conference empowered leaders to communicate with confidence, consistency and authenticity. With leaders describing the programme as "inspirational", "clarifying" and "one of the most valuable leadership interventions we've had," Navigate has significantly enhanced leadership visibility, trust and communication quality across the organisation. The result is a more connected, aligned and confident LR – with a truly global leadership capability.

What the judges said: "This is very strong reporting showing a range of measures making it quite comprehensive and one of the best I've seen. The measures reflect the goals with clear evidence of improved leadership confidence and strategic understanding."

Awards of Excellence.

- The three Ts of leadership comms: Trust, transparency and two-way communication by Arup Global Internal Communications Team
- Leading Out Loud: How Open, Two Way Communication Rebuilt Trust and Engagement at DE&S by Defence Equipment and Support
- Leadership Comms Vending Machine: Comms to Go! by GSK's Global Supply Chain internal communications team
- Strategy 2030: A Confident Evolution by Imperial Brands' Global Communications Team
- Nationwide Chief Operating Office Leadership Communications by Nationwide
- Turning leadership shine into everyday impact by NWG

Best Listening Programme.

Winner

Listening With Intent: How Network Rail Made Employee Voice a National Maintenance Standard by Afiniti and Network Rail

Entry statement.

Network Rail's 14,000-strong maintenance workforce operated across 13 Routes, solving the same problems independently, reinventing the same wheels and never sharing the same room. Because until now, no infrastructure existed to change that.

Working with Afiniti, Network Rail co-designed a national knowledge-sharing programme built on a principle that most listening initiatives overlook: that employee voice only matters if it has somewhere to go. Through a governed digital platform, a Viva Engage community and the first cross-network leadership events in a decade, frontline insight was given a structured route from submission to national standard.

The results speak to genuine cultural shift: 98% of participants said the community was important to them, leaders who had never collaborated were visiting each other's depots and frontline solutions became mandated national practice.

Employee voice, properly governed, turned out to be one of the most powerful improvement tools in the organisation.

What the judges said: "Judges were impressed with the entry overall with each element clearly defining the approach, planning, execution and impact. It clearly strengthens the link between listening and operational improvement."

Awards of Excellence.

- Stores Talk by Currys
- From Voice to Venture: How Mubadala Turned Employee Ideas into Action Through Mubadara by Mubadala Investment Company and The Engage Group
- From listening to action: making every voice count by Nest Pensions and Home

Best Ongoing Campaign.



Winner

Scottish Water: From Compliance to Culture - making safety something people live not follow by Scottish Water and Home

Entry statement.

Scottish Water set out to move beyond compliance-led safety communication and create a genuine culture of health, safety and wellbeing. With a diverse, high risk workforce and limited, inconsistent access to digital channels, the challenge was not awareness but behaviour change at scale. Working with Home, Scottish Water transformed its Beyond Zero Harm strategy from a dense document into a living movement that leaders and employees could understand, apply and sustain.

A connected system of clear, human centred communication assets was developed, including a visual strategy model, practical leadership tools and a scalable communication toolkit. This was supported by leadership training and the introduction of Care Conversations, making wellbeing and safety a visible, everyday part of leadership behaviour.

The result organisation wide shift from incident prevention to cultural ownership, strengthened internal capability, and growing influence beyond Scottish Water. Beyond Zero Harm is not a campaign moment, but an ongoing cultural transformation that positions Scottish Water as an industry leader in health, safety and wellbeing.

What the judges said: “It’s a pleasure to read about the IC team enabling another function to have tools to build for the future – this is commendable and something that every IC function should seek to produce in their business partnerships. The creation of personas and tooling makes this simple and enables non-communicators to identify what they need to do in a very easily accessible way.”

Awards of Excellence.

- Guided by integrity: bringing ethics and compliance to life at Virgin Australia by Virgin Australia and The Engage Group

INSTITUTE OF INTERNAL COMMUNICATION

IOIC Awards 2026

Best Single Campaign.



Winner

The Great Big Sparkle Challenge by the Pennon Group PLC Internal Communications team

Entry statement.

The Great Big Sparkle Challenge was a Pennon Group-wide internal campaign designed to build understanding, pride and engagement around wastewater operations and pollution reduction. Launched as part of Operation Sparkle, the organisation's response to the growing challenge of storm overflows, the campaign tackled a complex and emotive issue by making it visible, relevant and shared across the business.

Rather than relying on traditional technical communications, the challenge used gamification and team-based participation to bring colleagues closer to the people, sites and decisions involved in wastewater services. Tailored activities encouraged learning through experience, from site visits and shadowing to idea generation and storytelling.

By turning a difficult environmental priority into a collective experience, the campaign strengthened organisational alignment, increased engagement and helped colleagues understand how their individual roles contribute to cleaner outcomes for customers and the environment.

What the judges said: "Really loved this campaign – really memorable, engaging, simple but effective. Strong objectives and creatives – with a good understanding of the operational challenges and also your audience, it's not easy engaging off-line workers, particularly in a busy environment, your team should be very proud of your results."

Awards of Excellence.

- We Shine Brighter Together by Aviva Group Campaigns Team
- Start Your Workday Right! by Greene King and 44 Communications
- Distinctly Heathrow: Warmth and Joy in Every Journey by Heathrow Airport
- Living our values by Goldbug & National Grid
- Orange Award Scheme by Sopra Steria
- Velocity - Building our Future by Speedy Hire
- Celebrating PlayStation's 30th Anniversary by Sony Interactive Entertainment
- Service Fest by Welcome Break
- WM Trains and HarknessKennett - Best Internal and External Communication Alignment by WM Trains Ltd & Harkness Kennett Ltd
- Your Voice: Reinvigorating the Engagement Survey by Tarmac HR and Internal Communication and Engagement Teams

Best Strategic Alignment & Strategy Communication.

Winner

Currie & Brown: Creating Certainty by Currie & Brown

Entry statement.

Currie & Brown delivered a global internal communications programme to successfully launch its new brand, built around a clear and differentiated proposition: the value of certainty.

As the business had evolved significantly, the brand needed to better reflect its expertise, growth ambition and the value it delivers to clients. The challenge was to introduce a new identity, translate this into a clear strategic narrative and align employees behind it.

The campaign built shared understanding and consistency across the organisation, engaging and equipping employees with the confidence and language to articulate value clearly, building pride and ultimately strengthening Currie & Brown's position in the market.

What the judges said: "The measurement was one of the strongest aspects of the submission, with clear links back to the original objectives and evidence of improved confidence, stronger differentiation and practical use of the tools provided."

Awards of Excellence.

- IWR Igniting our Future in 2026 by Aviva IWR Internal Communications Team
- Best Lives, Bolder - Community Integrated Care's Five Year Strategy by Community Integrated Care's Communications Team
- Every Move Matters by Sage and H&H
- "Unlock the Strategy" - Heathrow's Escape Room Challenge by Heathrow Internal Communications

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IOIC Awards 2026

Best Sustainability Campaign.

Winner

Eco Quest by Voyage Care



Entry statement.

EcoQuest is Voyage Care's organisation wide sustainability programme, created to make environmental action simple, inclusive and achievable for our 11,000 colleagues and the 3,500+ people we support. Building on the success of Mission:Zero, it translates complex sustainability expectations into an engaging, superhero themed journey designed for a diverse, predominantly deskless workforce.

Developed in close collaboration with our Sustainability Officer and co produced with people we support, EcoQuest brings sustainability to life through storytelling, practical challenges and accessible resources tailored to different communication needs. Its creative approach ensures the topic feels empowering rather than overwhelming, supporting teams to build confidence and prepare for increasing regulatory expectations.

Launched through a coordinated, multi channel campaign, EcoQuest has quickly become a unifying framework across more than 600 services. It has strengthened awareness, inspired meaningful behaviour change and embedded sustainability as an everyday part of care practice. EcoQuest now provides a scalable, long term platform for continued environmental responsibility across Voyage Care.

What the judges said: "The use of previous campaign results to baseline performance, refine audience targeting and identify three key priority areas for this year's approach strengthened the goals and audience sections, and the inclusion of regional activation and a taskforce demonstrated strategic intent and thoughtful planning. It is clear that the campaign has left a notable legacy."

Awards of Excellence.

- One Million Minutes by Arm
- Seeds of Change: Inspiring leadership and community impact at Northumbrian Water Group by NWG

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Best Internal Communication Newcomer.



Winner

Freya Smithson, BDO UK

Entry statement.

In under two years, Freya Smithson has transitioned from HR and recruitment into internal communications, rapidly establishing herself as a highly effective practitioner and recently earning a promotion to Senior Internal Communications Executive.

What sets Freya apart is the speed at which she has built both confidence and capability across strategic planning, sharp editorial judgment, operational rigour and measurement. She takes ownership of complex, fast-moving priorities and translates them into communications that are clear, accessible and impactful for diverse, often senior audiences.

For c.4,000 Audit colleagues, she designed and embedded a repeatable multi-channel communication rhythm, strengthened leadership visibility, and enabled meaningful two-way dialogue through consistent leader moments and flagship events, including the Audit Leaders Conference (223 leaders; 88% attendance). Her communications deliver strong engagement, with 79–80% open rates, 16–19% click-through rates, and over 1,000 intranet views on priority content.

Now working firmwide, Freya continues to raise standards, using insight, measurement and thoughtful use of AI to improve clarity, consistency and cut-through, marking her as a standout emerging talent.

What the judges said: "We wish Freya the very best in her role and continued development in IC and as an ambassador for best practice. She is clearly a skilled communicator and highly valued by both her team and the organisation."

Awards of Excellence.

- Emma Bryan, Molson Coors UK&I
- Ben Croft, Welcome Break
- Amelia Erswell, QBE
- Nicole Sarmiento Quevedo, Merck KGaA

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IOIC Awards 2026

Internal Communication Manager of the Year.

Winner

Leo Morgan, Welcome Break



Entry statement.

Leo Morgan has transformed internal communication at Welcome Break into a strategic driver of engagement, alignment, and business performance. Operating in a complex, frontline-heavy environment of over 6,000 colleagues, Leo rebuilt the function from the ground up – introducing structure, governance, and a clear communication strategy.

At the heart of this transformation was the launch of Journey (Workvivo), now embedded as the digital front door for communication, tools, and colleague experience, achieving 95% adoption and more than doubling engagement. Alongside this, Leo has reshaped leadership communication, embedded a comms-first mindset across the Senior Leadership Team, and delivered high-impact campaigns that connect teams to business priorities.

His work has driven measurable results, including a 20% increase in communication scores, record engagement survey participation, and improvements in retention, stability, and EBITDA per employee.

Leo has redefined the role of internal communication at Welcome Break – from support function to business-critical capability.

What the judges said: "You've done a lot of work in a short time, and it all sounds like it has been thoughtfully considered and executed, with the audience in mind. The changes have seen engagement survey scores rocket. It sounds like there has been quite a transformation."

Awards of Excellence.

- Kieran Barter, Skewb
- Jacqueline Harvey, Related Argent LTD

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IOIC Awards 2026

Internal Communication Leader of the Year

Winner

David Manning, Currys plc



Entry statement.

David Manning is an outstanding internal communication leader who has translated cultural belief into sustained commercial performance at scale. As Senior Manager for Culture, Change and Communications at Currys, David led the People, Culture and Mindset workstream of the Right First Time (RFT) programme, reframing it from a fragmented, compliance led initiative into a colleague owned cultural movement across a 15,000 strong operational workforce.

Grounded in deep listening and behavioural insight, David created the "Show Up, Step Up, Rise Up" framework, giving colleagues and leaders a shared language to embed values-led behaviours into daily work. Through creative, gamified campaigns, high impact leadership workshops and human centred frontline learning, he aligned behaviour change directly to commercial outcomes, even during peak trading.

The results are exceptional: £18.7m in profit delivered, £9m reduction in product damage, +8pt NPS uplift and top percentile global employee engagement. Most importantly, RFT is now embedded into leadership, onboarding and operations, ensuring lasting impact.

What the judges said: "David has been an inspiration to other members of the organisation and to the wider comms community. He is professional, strategic and supportive, giving time and guidance to others so that, as a community, internal communication professionals believe in their own strategic value and power to make a difference."

Awards of Excellence.

- Myriam Chikirou, Merck KGaA
- Nicola Marshall, Welcome Break
- Misty Oosthuizen, internal communication and change leader
- Karen Sawyer, Lloyds Banking Group

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Best Small Agency (1-10 people).



Winner

HarknessKennett Ltd

Entry statement.

HarknessKennett is a boutique internal communications consultancy and recruitment agency delivering disproportionate impact for complex organisations through deep expertise, bespoke solutions and trusted partnerships. Now in its 24th year, the agency combines strategic IC counsel, evidence led research, tailored capability building and specialist recruitment to support transformation, performance and engagement at scale.

In 2025, amid economic uncertainty and significant internal transition, the five person core team recalibrated its strategy while delivering high impact work for global and UK clients including World Vision International, Pinsent Masons, WM Trains, Hyve Group and Flutter. From shaping a global IC operating model for 32,000 colleagues, to training uplift with measurable ROI, performance driven engagement campaigns and rapid, low risk recruitment for change programmes, outcomes were tangible and sustained.

With over 90% repeat and referred business, a long standing associate network and a strong commitment to developing the IC profession, HarknessKennett exemplifies how a small agency can deliver lasting value, credibility and impact.

What the judges said: “Good evidence of success with clients, from email opens, to employee generated ideas, clear strategic impact through clear priorities, accountability and alignment, and increased confidence and an improved stakeholder experience.”

Awards of Excellence.

- Visual Assets

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IOIC Awards 2026

Best Medium Agency (11-30 people).

Winner

The Surgery

Entry statement.

We are The Surgery, an internal comms and creative agency on a mission to create work that works - strategic, insight led, creatively crafted solutions that move people and organisations forward. Our 20-expert-strong team brings strategic clarity, creativity, and practical execution together to solve our clients' challenges. It's been a busy 12 months - we refined our story, strengthened our capabilities, and invested in people to help deliver our organic growth objectives. Our approach elevated our work with Breedon GB. We simplified their strategy, activated their leaders as true communicators, and built a sustainable comms ecosystem. The results speak for themselves: lifts in leadership clarity and confidence, strengthened collaboration and a long-term comms framework to drive business impact. We care deeply about what we create, about each other, and about the work we do. That's why clients trust us and enjoy working with us, and why our work always delivers measurable results.

What the judges said: "We were impressed with the clarity with which you explained your redefined ethos, client proposition and 2024 objectives. We love that you recognise the value of integrating employee voice and dialogue as part of the campaigns that you create. You have managed to both exceed your agency objectives and deliver real business benefit for your clients."

Awards of Excellence.

- Cascade Productions
- Goldbug

Best Large Agency (30+ people).

Winner

H&H



Entry statement.

H&H exists to Incite Brilliance and we prove it through the impact we create. We don't measure success by what we deliver, but by what changes because of it. The ownership our clients inspire. The belief that they build. The results they achieve.

In the past year, we've partnered with global, local and charity organisations - building deep, long-term relationships that extend far beyond any campaign. Our work has closed the gap between understanding and belief, turned strategy into action, and elevated internal communication into a driver of organisational success at the highest level.

Behind incite brilliance is a distinctive way of working. A flatter, pod-based model that unlocks the best thinking from our team and brings us into true partnership with our clients.

We reached over 5.5 million employees globally, consistently outperformed industry benchmarks for client experience, and continue to grow through trust, reputation and real results.

What the judges said: "The case study section is strong with a series of memorable examples demonstrating strategic understanding and behavioural insight, creativity, and close client partnerships. The entry also does an excellent job of setting up and giving a sense of the H&H team - from its multidisciplinary make up to its evolving circle-based operating model. I would say this entry has a real personality which makes it stand out."

Awards of Excellence.

- Gallagher Communication

Best Public Sector or Not for Profit Team 1-5 people.



Winner

Met Office Internal Communications and Engagement Team

Entry statement.

The Met Office's four-person Internal Communications and Engagement team has excelled in a uniquely busy year, delivering major initiatives including the launch of a new five-year corporate strategy, introduction of a Simplification Programme, encouraging innovation, and delivering a revamped intranet system. Clarity, trust, and pace mattered more than ever before as the team enabled more than 2,000 colleagues to stay informed, connected and engaged with developments across the year.

Despite its small size, the team worked at scale, supporting leaders to communicate with confidence and helping colleagues understand not just what was changing, but why it mattered and how they could engage. In that time, the team has also cultivated a safe space where they are truly better together, support and challenge each other and continually learn.

Their expertise ensures the Met Office remains resilient and responsive, with trusted executives visible, and employees feeling valued, informed, and engaged.

What the Judges said: "This is a strong entry because it gives a rounded and well-evidenced picture of an internal communication team working across a complex organisation, while still keeping the work clear and practical. It shows an internal communication team operating with focus, discipline and measurable impact."

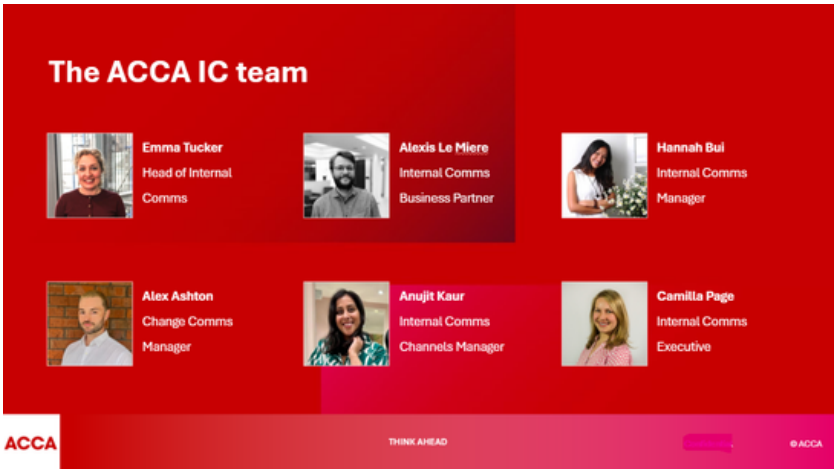
Awards of Excellence.

- Battersea's Internal Communications team
- Havering Council - Internal Communications Team
- National Armaments Director (NAD) Group Communications and Engagement Team

Best Public Sector or Not for Profit Team 6-10 people.

Winner

ACCA's Internal Comms team



Entry statement.

In 2025, ACCA's internal communications team played a key role in helping people navigate change, strengthen their connection to our purpose and feel part of a confident, informed workforce. Guided by an audience-first, trust-led approach, we combined strategic partnering with high-quality delivery to ensure communications were relevant, clear and aligned to organisational priorities.

Our impact is reflected in engagement scores that are consistently above the global benchmark, high participation across channels and events, and growing confidence in leadership and change. Notably, our work on digital transformation – adapting tone, increasing transparency and localising messages – improved understanding and readiness for change.

We also fostered more open, two-way dialogue through initiatives such as Ask Me Anything sessions, Spark workshops, people storytelling, and manager workshops, strengthening trust and inclusion.

We are a small, highly effective team that delivers impact through strong stakeholder relationships, clear prioritisation and a relentless focus on continuous improvement. This ensures IC remains a critical enabler of change and performance at ACCA.

What the judges said: "The entry combined clear audience insight, rigorous planning, strong execution and meaningful outcome-based measurement. Particularly impressive was the team's willingness to evaluate performance honestly, learn from feedback and continually evolve its approach. A highly credible example of communication excellence and organisational impact."

Awards of Excellence.

- Internal Communications Team, NHS Property Services Ltd

Best Public Sector or Not for Profit Team 10+ people.

No entries

Best In-House Team 1-5 people.



Winner

Tarmac Internal Communication and Engagement Team

Entry statement.

The Tarmac Internal Communication and Engagement team is small, curious and unafraid to tackle the hard stuff. We listen first, design with our people and focus relentlessly on outcomes, not noise.

In the past year, we have played a central role in some of Tarmac's most critical priorities – improving safety culture, rebuilding trust in engagement, supporting large scale transformation and giving colleagues clearer access to information. From re energising safety engagement through colleague designed Stand Ups, to transforming Your Voice from a low trust survey into a genuine catalyst for change, our work has delivered measurable impact.

We helped unlock significant Optimise benefits. Engagement survey response rates rose from 35 per cent to 89 per cent. Safety engagement became human, practical and owned by our frontline. New channels amplified colleague voices, doubling engagement and embedding everyday recognition.

We are trusted advisers, practical partners and passionate advocates for colleague voice – turning insight into action and strategy into lived experience.

What the judges said: "this entry shows a cohesive team working well together to deliver what matters most to colleagues. You are a knowledgeable and dedicated team having fun, but taking the task seriously."

No Awards of Excellence.

Best In-House Team 6-10 people

Winner

LR's Internal Communications Team



Entry statement.

In 2025, LR's six person in-house Internal Communications team played a pivotal role in strengthening culture, accelerating transformation and rebuilding confidence after a historic low in colleague engagement. Through powerful storytelling, strategic alignment, and creative channel innovation, the team delivered communication that made complex change clear, human and relevant.

A major highlight was the embedding of Navigate, LR's global leadership community, which transformed leadership communication and drove measurable improvements in strategic understanding and engagement. The team produced transformation packs, leadership toolkits, and global campaigns aligned to LR's four strategic priorities - High Performance Culture, Delivery Excellence, Clients' First Choice and Sustainable Growth - ensuring colleagues understood not just what was changing, but why it mattered.

By embracing new inclusive technologies, simplifying complexity, and putting colleagues at the heart of every message, the team helped LR become more connected, more aligned and more confident about its future.

What the judges said: "This was an outstanding entry that exemplifies the very best of our profession. LR's Internal Communications team presented a clear case for strategic value, showing how communication helped rebuild confidence after a period of intense change and low engagement."

Awards of Excellence.

- Arup Global Internal Communications Team
- The Internal Channels and Content team at Network Rail

Best In-House Team 10+ people

Winner

The LEGO Group - Colleague Engagement Team



Entry statement.

The LEGO Group experienced phenomenal growth between 2017 and 2025, expanding to 33,000 colleagues globally, an increase of 74%.

This large number of new colleagues joining the LEGO Group created several challenges around wider engagement. So early in 2025, the need was identified to improve awareness and understanding of three key areas: our business strategy, the fantastic LEGO employee experience, and the connection with the LEGO® brand.

To address these challenges, the Colleague Engagement team came together, energised and ready to make a difference. The team developed a plan for the year, focussing on elevating understanding of business strategy (the 2025 Plan), raising awareness of what makes the LEGO Group a great place to work, and a renewed emphasis on playful storytelling to build pride in the LEGO brand.

What the judges said: “A highly commendable entry that demonstrates real craft, commercial awareness, and a team that genuinely cares about the people it serves. The execution section shows a team with genuine creative ambition. The F1 partnership activation is a highlight. I loved that it was fun, playful, multi-format and locally adapted. It's the moment where the team's personality really comes through, and exactly the kind of example that makes judges like me sit up and take notice.”

Awards of Excellence.

- Admiral Group
- Imperial Brands' Global Communications Team

The IOIC Grand Prix Award

This award is for the entry that the judging panel have voted as the 'crème de la crème' out of all the awards this year.

The IOIC Grand Prix award this year goes to an entry that received the top marks from the judges.

The judges felt this was an outstanding, clear and rounded piece of work. The plan included was a great piece of evidence in itself, and the submission took the reader through the whole journey, from concept to planning, delivery and overcoming challenge. It was clearly the result of a great internal team effort, showing graft, knowledge, skill and hard work, and, above all, a genuine understanding of their people and what drives great engagement.

The winner is:

The Big Get Together - Raising the Roof! by Midland Heart

BIG GET TOGETHER 2025 RAISING THE ROOF

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