

IOIC Awards 2026: Strategy & Campaigns.

Best Change/Transformation Campaign

Going Global by Air Astana and Definition

Flying from the heart of Central Asia, Air Astana and low-cost airline FlyArystan operate a network bridging Europe, the Middle East and Southeast Asia.

In December 2024, Air Astana Group launched its 'Going Global' strategy – a bold ambition to transition from leading regional player to world-class airline.

This entry showcases the first 12 months (January to December 2025) of a campaign to mobilise 7,000 colleagues around Going Global priorities, shift mindsets from regional to global standards, and evolve workplace culture.

The campaign combined strategic narrative development, leadership alignment, manager enablement, and colleague co-creation to engage a dispersed workforce across full-service and low-cost brands, spanning cabin crews to ground staff across multiple countries.

Results include an increase in overall engagement to 4.2 on Gallup's five-point scale – a statistically significant +0.18 improvement versus 2024 and the highest engagement score since measurement began in 2016. Employee engagement has increased by 10%, reaching 60%.

The road to Day one - Aviva acquires Direct Line Group by Aviva Integration Internal Communication Team

Aviva's acquisition of Direct Line Group (DLG) is a game changer for the UK insurance industry – a transformation that reshapes the market, not just the headlines. As a leading insurance, wealth and retirement business serving over 20 million customers, Aviva is focused on becoming a capital light, growth driven organisation. Acquiring DLG boosts Aviva's scale, strengthens its competitive edge and creates new opportunities for customers and colleagues.

This entry celebrates the team who brought the journey to life – guiding both organisations from the initial media leak to a confident, energised Day One. Working under strict regulatory constraints and public scrutiny, the team kept colleagues informed, reassured and connected throughout a fastmoving uncertain period.

To meet the pace and complexity, Aviva created a dedicated Integration Internal Communications team, delivering a people first, trusted and human approach. Bringing clarity, confidence and real momentum during significant organisational change.

Breakthrough Stories by Lloyds Banking Group

Breakthrough Stories is Lloyds Banking Group's flagship storytelling series, created to bring one of the UK's largest financial services transformations to life at a critical moment for colleagues.

As the Group entered a pivotal phase of its five year strategy, Breakthrough Stories shifted the focus from effort to impact - celebrating the moments where years of investment in technology, data, skills and collaboration began to unlock real, visible breakthroughs for customers, colleagues and businesses.

Through bold creative execution and human centred storytelling, the series shows what we can do now that we couldn't before: from data driven insight platforms and market leading digital propositions to landmark contract wins made possible by true cross team collaboration. Each story connects strategy to everyday work, helping colleagues recognise their role in progress.

By turning complex transformation into compelling proof points, Breakthrough Stories build belief, momentum and pride - reinforcing Lloyds Banking Group's purpose to help Britain prosper.

From Strategy to Action: Connecting Every Employee to Transformation by Darktrace Employee Engagement

Following privatisation and the appointment of a new CEO in late 2024, Darktrace launched a companywide transformation across leadership, operating model, systems, and go-to-market execution. To align 2,300+ employees through sustained change, internal communications was repositioned as a strategic enabler delivered through a structured, campaign-led approach focused on clarity, confidence, and consistency at scale.

In January 2025, we introduced a unifying strategy narrative, embedded a leader-led communication rhythm, and implemented a disciplined channel ecosystem to translate transformation into clear, actionable priorities. Quarterly behavioural themes connected strategy to day-to-day execution, supported by structured two-way dialogue to continuously refine delivery.

This campaign approach enabled employees to understand both what was changing and their role within it. Over the year channel participation significantly improved, and sales attrition reduced demonstrating stronger alignment, adoption, and organisational confidence through change.

Currys: Right First Time by Currys Internal Comms and The fresh Group

A small Culture, Change and Communications team has transformed Right First Time (RFT) from a compliance initiative into a colleague led, leader enabled cultural movement that simplifies work, elevates customer experience and protects profit. In two years, RFT has embedded values led behaviours, equipped leaders through high impact workshops and learning sprints, energised a champion network and extended across strategic partners.

The results: £18.7m pure profit saved, £9m damage reduction, NPS +8 and eSat 85 (top 5%). RFT shows internal communications at its strongest - human centred, colleague powered and commercially transformative. It's redefining Currys.

National Trust Pay & Grade Structure project by National Trust Internal Communications

The Pay & Grade Structure project delivered changes to the way several thousand remote and hard to reach colleagues have their roles evaluated and graded, paid, and performance managed. The supporting communications and engagement programme ensured this was done in a colleague-focused, clear and accessible way; giving managers the confidence and resources they need to be change leaders and creating a transformative new template for the way change communication is handled at the charity.

CCEP's Career Hub Learning launch by People & Culture Communications Team, Digital Employee Experience Team

Coca-Cola Europacific Partners (CCEP) is one of the leading consumer goods companies in the world. We make, move and sell some of the world's most loved brands, operating across 31 markets and employing 39,000 people.

This submission focuses on Career Hub Learning, a global platform designed to simplify and transform the employee learning experience by replacing more than 11 legacy systems with one digital solution. Grounded in our belief that when our people learn and grow, our business grows, it supports CCEP's growth priority by making development more accessible and engaging.

Launched to 23,000 employees across 10 countries, Career Hub Learning used a phased rollout to ensure tailored local support and continuous improvement, informed by pilots in Great Britain, Portugal and Indonesia.

We achieved 67% adoption against a 50% target, alongside a 57% monthly return rate, and an Employee Net Promoter Score of +13. This success was driven by a multichannel internal communications campaign spanning our global business.

Intact Insurance - Brand Launch by Goldbug & Intact Insurance

Following the acquisition of RSA by Intact Financial Corporation and the integration of NIG and FarmWeb, Intact Insurance faced a complex transformation: uniting 4,150 UK colleagues under a new brand, culture and way of working while maintaining business performance during uncertainty.

Rather than relying on a traditional top-down rebrand, internal communications was positioned as a driver of change. A people-led approach placed employee voices alongside visible leadership, creating a shared narrative that felt human, credible and participatory. Through a single, cohesive campaign delivered across multiple touchpoints, colleagues were invited to shape the rebrand story together.

The result was a trusted platform for dialogue, strong adoption and sustained engagement, with clear improvements in employee sentiment and leadership accessibility. By turning a major organisational shift into a collective experience, this campaign successfully built confidence, connection and a unified Intact Insurance identity—demonstrating the power of strategic internal communication to enable lasting transformation.

Iceland Foods Management Model Change by Cascade Productions

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.

Best Employee Experience Programme

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

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.

ofi: Take Charge of Your Career by ofi & scarlettabbott

The results of any employee listening survey are critically important: they show how your people feel and what they need to thrive.

And when we at ofi – a leading supplier of food and beverage ingredients and solutions – held our first-ever global survey, our people gave us a clear message. They wanted better support for their personal development and growth. So, HR and internal communications acted: pulling together a cross-functional team to create, develop and launch a company-wide campaign that would give colleagues – and managers – the knowledge, tools, guidance and platforms they needed to take charge of their career.

And we did it all in less than two months. No small feat considering the company was in its infancy and had never run a campaign quite like this before. But through true collaboration, we delivered an experience that's been hailed by colleagues, improved engagement and boosted personal development and growth scores.

CCEP's Employee Value Proposition by People & Culture Communications Team

This submission showcases how Coca Cola Europacific Partners (CCEP) developed and activated a clear, compelling and globally consistent Employee Value Proposition (EVP) that strengthens talent attraction, engagement and retention, while directly supporting long term business growth. Grounded in audience insight, the EVP was designed to resonate with a diverse, frontline focused workforce and to clearly articulate both what is expected of employees and what they can expect in return.

Rather than launching a standalone campaign, the EVP was executed through existing routines, channels and moments to maximise reach without adding noise. A unified global narrative, supported by authentic proof points and a practical playbook, enabled consistent yet locally relevant activation across markets.

Impact has been measured through awareness, alignment and behavioural adoption, with strong evidence of sustained engagement, capability building and talent outcomes. Together, this demonstrates a disciplined, creative and highly effective piece of internal communication that positions the EVP as a long term growth enabler for CCEP.

Best Engagement Programme

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

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.

Driving Engagement and Clarity During Organisational Change by Gallagher Communication

This engagement programme supported a multinational discount grocer operating at significant scale during a period of intense organisational change. Rapid growth, external pressures and evolving expectations had created disengagement, uncertainty and a disconnect between leaders and employees.

The programme set out to rebuild engagement by restoring clarity, strengthening connection to purpose and enabling meaningful dialogue at every level of the organisation. Rather than relying on top down messaging, it focused on creating consistent, human conversations between leaders and colleagues, supported by simple, practical tools and locally relevant activation.

Delivered across multiple markets and frontline environments, the programme combined leader led engagement, targeted content and everyday reinforcements to ensure employees understood what mattered, why it mattered and how they contributed.

Clear measurement showed a significant uplift in engagement and clarity, alongside stronger leadership connection. The programme demonstrated how a disciplined, insight led engagement strategy can mobilise a diverse workforce, rebuild trust and sustain momentum at scale.

Intact Insurance - Brand Launch by Goldbug & Intact Insurance

Intact Insurance: Brand Champions.

Following the acquisition of RSA by Intact Financial Corporation and the integration of NIG and FarmWeb, Intact Insurance faced the challenge of uniting 4,150 UK colleagues under a new and unfamiliar brand. Rather than relying on top-down corporate messaging, we designed and delivered a

peer-led brand ambassador programme that put trusted employee voices at the heart of the transformation.

20 carefully selected Activation Champs were equipped, trained and activated to humanise the rebrand, drive two-way dialogue and sustain momentum beyond launch. Through a combination of professional storytelling training, creator kits and high-quality produced content alongside leadership, ambassadors translated the rebrand through real employee experience.

The programme delivered record internal engagement, reduced hierarchy, accelerated adoption of new values and behaviours, and scaled organically to 62 ambassadors. By empowering colleagues as credible storytellers, Intact Insurance successfully embedded a new brand through trust, authenticity and sustained peer influence.

Living our values by Goldbug & National Grid

National Grid's company values – Do the right thing, Find a better way, Make it happen – are critical behaviours that underpin how our 30,000 colleagues deliver our business strategy. With more BIG Work to deliver than ever before, we saw an opportunity to elevate our existing Living our values (LOV) recognition programme and transform it into a powerful cultural driver.

Our ambition was to drive engagement through:

-More recognition – create an engaging, shared experience through storytelling, visible leadership and peer-to-peer acknowledgement.

-More strategic alignment – help colleagues actively connect what they do (BIG Work) with how they do it (values).

-More nominations – increase participation across the organisation, particularly among field colleagues (50% of our workforce), with a bold target of 3,000 nominations (up from less than 1,000).

Underpinning these objectives was a clear cultural goal: build pride, belonging and connection across a global, dispersed workforce, measured through engagement, interaction and sentiment.

Havering Council - Internal Communications Team by London Borough of Havering

Havering Council's Big Tickets engagement programme shows a council that cares and is in it together as it responds to the financial crisis facing local government.

The programme has democratised savings in Havering. Money-saving and income-generating ideas are no longer solely owned by senior staff and now everyone can make a difference.

As well as providing solutions to the council's financial issues, the programme has reassured staff who were understandably concerned about their jobs during a turbulent period.

The creative employee engagement programme has been very successful in generating new savings with a shoestring investment.

Big Tickets shows that if you are struggling financially and don't have a budget, some creativity, a determination to root out savings and lots of teamwork can really bring the best out of a committed workforce and support councils teetering on the brink of a Section 114 notice and effective bankruptcy.

Number Quest by Merck KGaA, Darmstadt, Germany

Merck KGaA, Darmstadt, Germany has over 62,000 employees in 65 countries, which can make it difficult for employees to get an overview of what is happening outside of their department. Our internal initiative Number Quest set out to change that: Every two weeks throughout the second half of 2025, an employee recorded a short video about their job and posed a number-based multiple-choice question to the whole company. Employees guessed, competed, and won prizes while learning what their colleagues at the company do and why it matters.

The result was one of our team's most-clicked internal experiences of 2025: 26.700 active users (+88% vs. 2024), 7.800 answers (+101% vs. 2024), and newsletter subscriptions that grew by 167%. A team of three delivered it entirely in-house, in two languages. More than a quiz, Number Quest built a habit of curiosity, and a culture where every colleague's work is worth knowing about.

Know the Line: Changing Behaviour to Prevent Sexual Harassment at Network Rail by Network Rail

Network Rail's ongoing 'Preventing Sexual Harassment' campaign is a landmark example of an internal communications initiative that is driving genuine cultural change across one of the country's largest and most geographically dispersed workforces.

With 42,000 employees working in environments ranging from corporate offices to remote trackside locations, and a historically male-dominated workforce, Network Rail faced unique challenges in delivering such a highly sensitive and emotionally charged campaign to its people.

Launched in November 2025, the campaign used behavioural science to develop targeted messaging for three distinct audiences: victims and survivors, bystanders, and potential perpetrators. The multi-channel approach combined powerful leadership communications, a distinctive and industry specific "Know the Line" creative concept, and accessible materials that reached over 80 locations nationwide. And the results have been significant: the monthly reporting rate increased by around 65% in the first four months, with colleagues stating they would not have come forward without the campaign. This is internal communications at its most impactful – transforming workplace culture to build a more inclusive and engaged workforce.

Switched on to Safety: Transforming Frontline Behaviour Through Internal Communication by RAC Limited & In the Middle Limited

The Switched on to Safety campaign reimagined how safety is communicated across a large, frontline workforce operating in high-risk environments. Faced with messages that were compliant but failing to resonate, the programme shifted the focus to shared corporate and personal ownership—making safety something people feel, not just follow.

Built around simple, relatable principles, the campaign spoke the language of mechanics, using humour, clarity and real-world scenarios to cut through. It embedded safety into everyday moments—through tailored materials, visible prompts and practical guidance—ensuring messages were not only seen, but acted upon.

By moving away from generic communications to a more human, direct approach, the campaign created a cultural transformation. Safety became part of daily behaviour, actively owned by individuals rather than passively received. The result is a more engaged workforce where safety is visible, relevant and integral to how work gets done.

Vice-Chancellor's Awards campaign by University of Southampton

The annual Vice-Chancellor's Awards celebrate the extraordinary contributions of our colleagues whose creativity, passion and outstanding skills bring our strategy to life.

It is an inclusive, insight-led multi-channel year-on-year campaign that aims to engage, involve, recognise and celebrate colleagues in every area of the university. Any colleague is able to nominate and be nominated.

Driven by insight, over the last two years we have increased our focus on reaching under-represented and hard-to-engage groups and we have developed the perception of the awards as truly accessible and relevant to all.

As a result of our strategic approach, in 2025 we attracted a record number of nominations and increased nominations from targeted low-participation segments including our lowest-paid staff, technical staff and from several disengaged academic areas. We also re-built the reputation of the initiative following a challenging venue-related issue in 2024 which negatively affected prior perceptions of reliability and prestige.

Best Equality, Diversity and Inclusion (EDI) Campaign

I'm not Jenna by Centrica

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.

Bystander to Upstander by CGI and LEAP Create

At CGI, a global IT and business consulting firm, mandatory DE&I training had a problem most organisations accept: people sit through it, forget it, and quietly resent it.

Instead of starting with policy, CGI started with lived experience. Employees speaking candidly about real moments at work. The kind people recognise, but rarely talk about.

The result was Bystander to Upstander – a training experience designed to move people, not just inform them. It combined honest conversation with practical tools, helping colleagues spot everyday exclusion and feel confident stepping in.

Delivered to over 6,000 employees, the programme achieved something rare for mandatory training: people engaged with it. Feedback described it as powerful, thought-provoking and genuinely different.

More importantly, it has shifted behaviour. People feel more confident speaking up, more aware of their impact, and more connected to each other.

Through My Eyes by Volkswagen Financial Services and SomeBrightSpark

Volkswagen Financial Services (VWFS) UK is home to a diverse workforce, and we recognise that everyone has a story to tell. Through My Eyes is a three-part film series crafted in partnership with our Race and Ethnicity Employee Resource Group (ERG) and our creative agency partner, SomeBrightSpark.

The series shares the lived experiences of colleagues as they reflect on their ethnicity and the moments that have shaped who they are, both personally and professionally. Through honest and personal storytelling, the films shine a light on the power of understanding different perspectives and experiences. Through My Eyes reinforces that inclusion is not a passive value, but something we actively practise together every day.

Best Global Communications Campaign

From blank canvas to shared strategy: how we launched Arup's global strategy through co creation and dialogue by Arup Global Internal Communications Team

In 2025, amid leadership and governance change, Arup introduced its new global strategy to 18,000 members across 90 offices. The risk: an abstract, centrally-owned launch would feel imposed, fragment interpretation and weaken trust when alignment mattered most.

We treated the launch as a conversation, not a broadcast – grounded in member insight and designed to increase understanding, make the strategy relevant to day to day, equip leaders for conversations, and establish an ongoing rhythm of dialogue.

The centrepiece was Collective Canvas, a scalable hybrid co creation format that shaped how the strategy looked and felt. We paired it with time zone friendly leadership dialogue (three 15 minute CEO calls and Board panels), localised content, and a self service Strategy Hub (with AI support).

Results: 5,270 live attendees at launch; 78% viewed the CEO's Viva Engage post; 67% email open rate. Following launch, awareness of the strategy reached 79%, with a 10-point lift (41% to 51%) in members' understanding of their role in the strategy after communications reinforcement.

Bringing International Safer Gambling Week to life by Flutter International Internal Communications team

International Safer Gambling Week is Flutter International's first truly global safer gambling (SG) campaign, designed to build colleague understanding, confidence and pride.

Operating across five regions, with 13 brands and more than 20,000 colleagues, Flutter International faces varying regulatory demands, cultural expectations and heightened external scrutiny. Our goal was to create a unifying campaign that made SG simple and accessible for everyone.

Created through cross regional insight and collaboration, the campaign delivered both complex deep dives and foundational educational content – all shaped by colleague feedback.

The team behind the campaign delivered a multi-channel programme combining globally relevant events, platforming lived experiences, case studies and practical explainers - all adapted for local needs. Engagement exceeded expectations, with thousands attending live sessions and sentiment scores showing increased confidence and pride.

SG is now woven into Flutter International's narrative. It's not a one-week initiative, rather an intrinsic part of how we operate and lead the industry in this area.

Make Happy Be Happy 2025 - Cup of Cheer by pladis

Make Happy Be Happy Day (MHBH Day) united pladis colleagues across the world in November 2025 around one shared purpose: to spread happiness - not only through snacks, but through people and communities.

This global FMCG business created a single, joyful moment that transcended borders, time zones and languages, connecting thousands of colleagues from offices, factories and frontline teams. MHBH Day celebrated belonging and the founder's belief that every child deserves happiness, while re-connecting employees to the wider Yildiz Holding family.

Delivering one message across such diversity required creative communication, local adaptation and inclusive engagement from digital storytelling to on site celebrations. The result was a vibrant, global expression of pladis' purpose, 'happiness with every bite'. MHBH Day showed how internal communication can turn a simple idea into a worldwide movement of shared joy and connection.

Bringing 98,000 people together for the first time at AstraZeneca by Ruder Finn for AstraZeneca

In 2025, AstraZeneca, one of the world's largest biopharmaceutical companies, took the bold decision to rethink its approach to global internal communications and engagement.

When Meta announced it was retiring Workplace, AstraZeneca seized the opportunity to not only replace the platform but to transform its internal communications employee experience, bringing together 98,000+ global employees on one platform for the first time, with the aim of strengthening culture, enhancing collaboration and further building connection to the company's Bold Ambition.

The team was tasked with delivering this momentous transformation in just nine months, taking global employees on a journey of change - from awareness through action and engagement. The campaign exceeded all objectives, generating dramatically increased engagement and positive sentiment across the global employee population.

Celebrating PlayStation's 30th Anniversary by Sony Interactive Entertainment

Sony Interactive Entertainment (SIE), a global leader in digital entertainment, responsible for the PlayStation brand and family of products and services, wanted to celebrate 30 years since the launch of the first PlayStation with more than just a milestone moment. So it embarked on one of its most ambitious campaigns to date.

It spanned over two years with 45 in-person celebrations attended by more than 6,000 colleagues across every region it operates in. With digital experiences, transformed offices and thousands donated to charity, the campaign made the 30th Anniversary visible, tangible and part of daily life for SIE's global audience.

SIE showed just how far it's come as a company - and how its people contributed to that journey - while inspiring them to keep innovating and trailblazing, ensuring PlayStation remains the best place to play for the next 30 years, and beyond, in every part of the world.

What just happened? by Yusen Logistics with blue goose

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, storytelling, 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.

Currie & Brown: The value of certainty by Currie & Brown

Currie & Brown delivered a global internal communications campaign 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, ambition and the value it delivers to clients. The challenge was not only to introduce a new identity, but to build understanding of its role and enable employees to apply it consistently.

The resulting campaign successfully engaged employees and strengthened Currie & Brown's market position, enabling a clearer, more confident and differentiated voice in a competitive global industry.

Best Internal and External Communication Alignment

It will take a Society to beat dementia. Alzheimer's Society. by Alzheimer's Society

Dementia is the UK's biggest killer. A problem this vast and complex needs an all-encompassing solution. So, in September 2025 we launched a campaign bringing our new brand narrative 'It will take a society to beat dementia' to life.

We first needed to galvanise our 1,700 staff and 10,000 volunteers behind this articulation of our shared purpose to be able communicate it effectively and consistently. Only by doing this can we position ourselves as the UK's leading dementia charity, and work towards our vision of ending the devastation of dementia.

We undertook a dedicated internal communications campaign to embed our narrative and then, for the first time, instated a cross-organisational working group to activate an integrated launch campaign from the inside, out.

These efforts saw significantly above benchmark engagement with our internal communications, increases in staff feeling inspired, pride and belonging, and record-breaking public awareness and understanding of 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

In 2024, Merck KGaA, Darmstadt, Germany launched "Sparking discovery, elevating humanity" as its new company vision. This submission showcases our 2025 activation strategy to bring it to life for 62,000 employees globally, aligning internal engagement with external reputation.

The guiding idea—our vision—shapes every decision, and the accompanying claim—There's nothing small in what we do—turns that guidance into action: even the smallest discovery can elevate lives and communities.

Through the "Be a face of the vision" activation, 284 colleagues shared stories, and 12 were chosen as the faces of the external #ThereIsNothingSmallInWhatWeDo campaign. This participatory process moved the vision from concept to lived experience. Furthermore, we activated via digital storytelling on the intranet, on-site materials for non-desk workers, a vision multiplier community, and leadership communications—achieving broad reach, deep emotional engagement, and a tangible link between internal pride and the external brand promise, with employees as ambassadors.

TfL 25 by Transport for London

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.

Best Leadership Communication Programme

The three Ts of leadership comms: Trust, transparency and two-way communication by Arup Global Internal Communications Team

Arup is an 18,000-strong, member-owned global consultancy. In 2025, a new Executive Board (EB) launched a radically different strategy after significant governance change. Early listening signalled a business risk: in a high-change environment, members could feel overwhelmed and disconnected unless leaders made the strategy real, relevant and actionable in day-to-day work.

We used the strategy launch to reset leadership communication around three principles - trust, transparency and two-way communication and to set clear expectations of leaders: show up consistently, communicate plainly, invite challenge, respond visibly and close feedback loops.

We increased leader visibility, strengthened message alignment across the EB and 700+ Directors, designed conversational moments across live events and Viva Engage, increased leader-to-leader engagements and created a new influencer leadership community. The result was a step-change in engagement and a 12-point uplift in trust in leadership, alongside stronger understanding of strategic priorities.

Leading Out Loud: How Open, Two Way Communication Rebuilt Trust and Engagement at DE&S by Defence Equipment and Support

In March 2025, Defence Equipment and Support (DE&S) was navigating significant organisational change amid low trust, change fatigue and leadership transition. With the CEO's departure, an Interim CEO assumed leadership during a period of heightened uncertainty, requiring urgent action to stabilise the organisation and rebuild confidence.

The Leadership Communications team delivered a comprehensive, 12 month leadership communications programme designed to strengthen connection between colleagues and senior leaders, and align the Senior Leadership Group.

Through a carefully sequenced mix of high profile and local engagement, the programme prioritised clarity, listening and visible leadership. Innovative two way formats enabled honest dialogue and demonstrable action on feedback.

Within nine months, the programme delivered 19 engagement opportunities, reached 12,000 colleagues, significantly improved leadership visibility, and strengthened understanding of change and future Defence Reform – successfully restoring confidence in leadership during a critical period of transition.

Leadership Comms Vending Machine: Comms to Go! by GSK's Global Supply Chain internal communications team

Our programme targeted one of the hardest audiences to reach: busy leaders across global manufacturing sites. Our mission was to boost their leadership communications skills.

Why? Because research showed that leaders are the most trusted source in the organization, so their communications skills really matter to engage and motivate employees, which in turn boosts company performance. However, traditional training formats wouldn't cut it. We needed learning that was fast, snackable, fun and instantly actionable. Something that stood out from traditional training and met these leaders where they were: on the job and short on time.

Our solution: the Leadership Comms Vending Machine - a digital experience that behaves like a real vending machine, but dispenses snackable leadership skills. Each downloadable PDF "snack" is a short, high-value communication tool leaders can grab in seconds. Presented as bite-sized learning modules and easily accessible via a QR code or link, each snack addresses a core communication skill essential for today's leaders and takes just 10-15 minutes to complete. All snacks are available in our most used languages globally.

Strategy 2030: A Confident Evolution by Imperial Brands' Global Communications Team

Imperial Brands' Global Communications Team equipped its business leaders as part of a year-long, global campaign to support its 2030 Strategy. Using targeted, inclusive and interactive tactics, the team enabled its leaders and engaged all of its 20,000-plus colleagues, ultimately inspiring belief, ownership and commitment in the new strategy.

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

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.

Nationwide Chief Operating Office Leadership Communications by Nationwide

The Group COO leadership communications successfully strengthened leadership visibility, clarity and connection during a pivotal period of integration. Through a disciplined cadence of virtual ELT sessions, a flagship in person event, and consistent People Leader Updates, the programme equipped leaders with clear narratives, timely updates, and practical tools to communicate confidently across both entities. It fostered stronger leadership trust by prioritising transparency, authenticity and open dialogue, through protected Q&A time and responsive, feedback led agenda shaping.

It brought leaders closer together with shared direction by using multiple channels (interactive sessions, curated event experiences, a dedicated Teams hub, and email newsletters) to support

clarity and human centred communication. It improved leaders' confidence and ability to cascade messages through expert led content, visible executive sponsorship, and tailored leader toolkits. The impact was clear: high engagement scores, strong event satisfaction, improved cultural indicators and growing belief in leadership direction across the Group COO function.

Turning leadership shine into everyday impact by NWG

To strengthen trust and connection between leaders and colleagues, Northumbrian Water Colleague Communications team set out to equip leaders with the tools and insight needed to communicate effectively with their people. Leaders play a vital role in shaping colleague engagement, and 'leadership shine' is a term used across the business to encompass the positive long-lasting impact a manager has on the people they lead, through their everyday actions. As a team we wanted to support leaders with a communication approach that they could use more consistently, leveraging on human and authentic leadership interaction when it comes to communicating with colleagues. Using insight from event feedback, ongoing leader dialogue and Great Place to Work data, the team created a simple, clear approach to increase leader visibility, encourage genuine two-way conversation and facilitate consistency of core business messages, while making it more relevant for teams during an ongoing period of challenge and change.

Best Listening Programme

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

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.

Stores Talk by Currys

Stores Talk is Currys' structured circular listening programme connecting UK General Managers directly with senior leaders and central business teams. Delivered through weekly live forums, and more frequently during Peak trading periods, the programme ensures colleagues closest to customers actively shape decision-making, remove trading barriers and drive performance.

Designed to simplify how frontline insight reaches leadership, Stores Talk creates a continuous listen-act-close-the-loop feedback model, enabling rapid issue resolution and stronger collaboration across retail, commercial, supply chain and support functions. Every discussion point is assigned a business owner, progress is tracked, and outcomes are communicated back to stores, reinforcing trust and credibility.

By embedding listening into everyday trading operations, Stores Talk has strengthened leadership visibility, accelerated decision-making and enabled tangible commercial, operational, and non-operational improvements. Currys Stores Talk has also supported the delivery of Currys' annual Stores Plan and Currys Big Four priorities: capable and committed colleagues, easy to shop, customers for life and grow profits.

From Voice to Venture: How Mubadala Turned Employee Ideas into Action Through Mubadara by Mubadala Investment Company and The Engage Group

How do you move beyond simply "listening" to employees and empower them to shape decisions? You treat their ideas like investments.

Mubadara reimagined internal listening as an innovation pipeline modelled on Mubadara's investment discipline. Employees didn't just share feedback; they submitted ideas, collaborated openly, and progressed through a structured lifecycle to be screened, diligenced, invested in, and pitched to senior leadership.

Through a participatory model, including live Invest Day and Shark Tank events, employees determined which ideas moved forward, directly influencing organizational priorities.

The results: 101 ideas, 6,000+ interactions, 646,000+ tokens invested, and 4 ideas implemented, impacting policies, benefits, and workplace experience.

Mubadara became a source of pride across the organization, proving that when listening is structured, visible, and action-led, it becomes a powerful driver of change—and gives employees a true stake in shaping their future.

From listening to action: making every voice count by Nest Pensions and Home

Nest needed a listening programme that went beyond traditional surveys to capture meaningful insight and turn employee voice into action. Partnering with Home, Nest designed an immersive, organisation wide listening experience that balanced scale with depth, ensuring every colleague felt genuinely heard.

At the heart of the programme was Values Town, an interactive environment that transformed listening into participation. Through experiences like the Values Auction, colleagues actively prioritised and debated the behaviours needed to support Nest's future strategy. AI powered analysis captured and synthesised rich qualitative input in real time, enabling hundreds of voices to be translated into clear, evidence led insight.

This approach ensured listening was not tokenistic, but purposeful and outcome driven. The insights directly shaped a new cultural framework that balanced purpose with performance and ambition. Follow up tools such as the personalised Values Compass deepened engagement and sustained dialogue.

The result is exceptional participation, strong alignment and a trusted, scalable model for ongoing listening, demonstrating how employee voice can meaningfully shape organisational culture.

Best Ongoing Campaign

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

In 2025, Virgin Australia transformed Ethics and Compliance from a series of ad hoc policy messages into a cohesive, year-round internal campaign. Built around the creative platform Guided by integrity, the programme gave Ethics and Compliance a clear identity, a recognisable visual system and a sustained communications rhythm across key internal channels. Grounded in Virgin Australia's values, tone of voice and Code of Conduct, it made complex topics clearer, more practical and more relevant to everyday work. The campaign focused particularly on speaking up, transparency, trust and ethical decision-making, while flexing across policy moments including The Ethics & Compliance Management Framework, Policy Governance Framework, Gifts and Entertainment and more.

Results showed strong traction:

- Speak Up reports in 2025 were 3.6 times higher than in 2024
- Reporting awareness increased by 7 percentage points
- 73% of reports were identified rather than anonymous

Together, these results show a campaign that made ethics more visible, more human and more actionable across the business.

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

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.

Best Single Campaign

We Shine Brighter Together by Aviva Group Campaigns Team

In 2025, Aviva needed colleagues across the UK, Ireland and Canada to think and act differently as we entered a year of organisational growth.

"We shine brighter together" was our 2025 campaign to bring Aviva's ambition to life - showing that when we break down silos and work across teams as One Aviva, we can deliver more for customers, communities and each other.

Across the year, our colleagues took centre stage. Through powerful storytelling, high-reach livestream moments and everyday visibility in our offices and digital channels, we showed what One Aviva looks like in action.

The campaign created moments of pride, helped colleagues see themselves in our biggest stories, and strengthened the sense that we achieve more when we work together.

Start Your Workday Right! by Greene King and 44 Communications

When Greene King prepared to launch Workday – a £10m investment in the HR and payroll system – to 36,000 colleagues, the challenge was enormous. The rollout needed to reach every pub, brewery and office within six weeks, delivered through 20-minute stand-down meetings. We had to make this transformation instantly understandable and inspire colleagues to take action quickly.

Our solution turned a complex launch into a shared moment of clarity, energy and fun. 'Start Your Workday Right!' – a breakfast-themed 'meeting-in-a-box', designed as a cereal box – equipped managers with everything they needed to guide their team through seven simple steps.

The impact?

62% felt well informed before launch.

71% found the meeting easy to engage in.

78% said the walkthrough clarified what they needed to do.

Our innovative approach to the campaign drove 84% adoption of Workday in week one, 90% by month-end and a fundamental shift in working behaviours that showed change communication can be both hands-on and fun.

Distinctly Heathrow: Warmth and Joy in Every Journey by Heathrow Airport

The 'Distinctly Heathrow: Warmth and Joy in Every Journey' campaign leveraged the warmth and joy of the festive season to enhance customer service, supporting the customer proposition strategy and improving colleague engagement during the busiest Christmas on record.

Targeting 8,000 colleagues, across operational and office-based roles, the campaign combined creative storytelling, in-person events, interactive quizzes, and leadership advocacy to foster emotional connection and celebrate excellent service.

Strategic planning drew on insights from previous campaigns, ensuring a data-led, multichannel approach tailored to diverse working patterns. The campaign drove record engagement, with over 1,000 colleague interactions and best-ever customer satisfaction scores, demonstrating its impact on both internal culture and customer experience.

By bringing colleagues together with a shared purpose, the campaign delivered tangible business results and lasting pride in Heathrow's extraordinary customer service.

Living our values by Goldbug & National Grid

National Grid's company values – Do the right thing, Find a better way, Make it happen – are critical behaviours that underpin how our 30,000 colleagues deliver our business strategy. With more BIG Work to deliver than ever before, we saw an opportunity to elevate our existing Living our values (LOV) recognition programme and transform it into a powerful cultural driver.

Our ambition was to drive engagement through:

- More recognition – create an engaging, shared experience through storytelling, visible leadership and peer-to-peer acknowledgement.
- More strategic alignment – help colleagues actively connect what they do (BIG Work) with how they do it (values).
- More nominations – increase participation across the organisation, particularly among field colleagues (50% of our workforce), with a bold target of 3,000 nominations (up from less than 1,000).

Underpinning these objectives was a clear cultural goal: build pride, belonging and connection across a global, dispersed workforce, measured through engagement, interaction and sentiment.

Orange Award Scheme by Sopra Steria

In January 2025 we launched our Orange Award Scheme – a new shares award initiative for colleagues. Our Sopra Steria Employee Trust gifted five shares each to c.6,000 UK colleagues who don't participate in other forms of variable bonus scheme. Colleagues could sell the shares – and take the net cash – or keep them and own shares in our business.

To get the gifted shares, colleagues had to register and make their choice to sell or keep on a dedicated portal between 3 and 14 February (the 'registration period'). So, to ensure all eligible colleagues took action to benefit from the scheme, we created and executed a comprehensive, multi-channel campaign - with a strong visual identity - to inform and engage colleagues before, during and post the registration period.

97% of the c.6,000 eligible colleagues accepted the award – far exceeding the 80% target. And, 45% of those colleagues opted to keep the shares rather than sell them (almost double what we anticipated) and now own a stake in our company.

Velocity - Building our Future by Speedy Hire

The Velocity – Building our Future campaign was delivered to strengthen colleague understanding and engagement as Speedy Hire moved from strategy launch into the largest transformation in its history.

Led by Internal Communications and collaborating with stakeholders from across the business, the campaign reset the narrative at a pivotal moment. Using a clear, relevant and future focused story, it connected Speedy Hire's Velocity ambition to real change already underway and what colleagues could expect next.

A fully integrated approach combined leadership visibility, face to face engagement, digital channels and creative storytelling, including a flagship film starring Speedy colleagues. Role based messaging ensured relevance for frontline teams, while leaders were equipped with consistent tools to lead conversations locally.

Delivered cost effectively, the campaign achieved strong reach across desk based and deskless colleagues and continues to support long term understanding, advocacy and delivery of the five year Velocity programme.

Celebrating PlayStation's 30th Anniversary by Sony Interactive Entertainment

Sony Interactive Entertainment (SIE), a global leader in digital entertainment and responsible for the PlayStation brand and family of products and services, wanted to celebrate 30 years since the launch of the first PlayStation with more than just a one-off celebration. So it embarked on one of its most ambitious campaigns to date.

It spanned over two years with 45 in-person celebrations attended by more than 6,000 colleagues, multiple digital experiences, transformed offices and thousands donated to charity. All of this made the 30th Anniversary visible, tangible and part of daily life for SIE's global, multilingual audience.

Through this standout campaign, SIE showed just how far it's come as a company – and how its people helped contribute to that journey – while inspiring them to keep innovating and trailblazing, ensuring PlayStation remains the best place to play for the next 30 years, and beyond.

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

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.



Service Fest by Welcome Break

What comes to mind when you think about the summer holidays? Travelling to see family? Making the dreaded journey to the in-laws? Or maybe just a good old-fashioned road trip? At Welcome Break, your journey is our business. As a leading motorway service area operator, summer is our biggest trading opportunity – with 27 million journeys made in just one week in July alone last year.

To make the most of this peak trading opportunity, we designed an impactful internal comms campaign to get our world-class team behind our annual summer incentive running from 14th July – 7th September. We turned operational focuses into something felt across the whole business – not just understood, but experienced.

The result was a campaign that drove real engagement and performance. With over 1,000 team members recognised, 1,200+ targets achieved, and an 11-point year-on-year customer NPS increase, Service Fest 2025 was more than a campaign – it was a moment that delivered.

WM Trains and HarknessKennett - Best Internal and External Communication Alignment by WM Trains Ltd & Harkness Kennett Ltd

West Midlands Trains set an ambitious five year goal: improve on time performance from 83% to 90%. Achieving this required more than operational change; it demanded genuine engagement from 3,500 colleagues across diverse, highly mobile roles. Building on deep rail sector experience and prior insight from an internal communications audit, HarknessKennett developed an insight led, organisation wide performance improvement campaign.

Grounded in extensive research, the campaign translated complex operational targets into a clear, compelling idea: “Every Minute Matters, Every Role Counts.” A high energy Performance Week launch, led by senior leaders, was followed by sustained monthly communications tailored to frontline, operational and office based environments. Bold, authentic creativity, real data and customer voices made performance personal, relevant and actionable.

Delivered through a multi channel, cost effective and environmentally considerate approach, the campaign embedded a shared sense of ownership, maintained momentum over time and created the conditions for lasting behavioural change in support of WM Trains' ambitious operational targets.

Your Voice: Reinvigorating the Engagement Survey by Tarmac HR and Internal Communication and Engagement Teams

Our engagement survey had an engagement problem.

Over the next two years we rebuilt momentum, increasing response rates and delivering visible change based on colleague feedback. But we knew we needed to go further.

A collaborative approach between HR and Internal Comms and Engagement in 2025 repositioned Your Voice as a catalyst for action. We focused on clear playback of results, impactful action plans, equipping people managers, and consistent ‘you said, we did’ communication, backed by genuine leadership commitment. The result? An 89% response rate with some teams even higher, and improved scores for many questions.

The result is a trusted survey, stronger participation and clear evidence that colleague voice drives meaningful change.

Best Strategic Alignment & Strategy Communication

IWR Igniting our Future in 2026 by Aviva IWR Internal Communications Team

Igniting our Future is IWR's strategic internal communications campaign, designed to build understanding, belief and momentum behind a £1 billion transformation programme. With colleague listening highlighting lower confidence in strategy and trust, the IWR internal communications team played a central role in translating complex strategic priorities into a clear, human and compelling narrative that resonated across a diverse workforce.

Through an insight-led, multi-channel approach, the team increased leader visibility, reset underperforming channels, and brought the strategy to life through honest storytelling, milestone-focused communications and people-led stories showcasing the behaviours needed for success. The team led with transparency, openly acknowledging the 'messy middle' of transformation while celebrating progress and impact for customers and colleagues.

The approach delivered measurable improvements in strategic understanding, leader confidence and engagement. The IWR internal communications team demonstrated how intentional, creative and data-led communications can drive alignment, belief and sustained momentum through change.

Best Lives, Bolder - Community Integrated Care's Five Year Strategy by Community Integrated Care's Communications Team

Community Integrated Care is one of the UK's largest health and social care charities, supporting over 2,600 people with learning disabilities, mental health conditions, physical disabilities and autistic people, across England and Scotland. In October 2025, the charity launched Best Lives, Bolder – its new five-year strategy built through deep co-production with the people they support, their families, and its 6,500+ colleagues.

Developed and delivered by multiple teams, including people supported by the charity, the launch translated a complex organisational strategy into a compelling, accessible narrative that resonated across a highly dispersed workforce. Through virtual launch events, a dedicated strategy microsite, printed activity packs, multi-format strategy documents, a manager cascade programme and a co-produced launch film, the team ensured every colleague – regardless of role or location – could understand, believe in, and feel personally connected to the strategy.

The result was a strategy launch that created genuine alignment, pride and momentum.

Currie & Brown: Creating Certainty by Currie & Brown

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.

Every Move Matters by Sage and H&H

Sage didn't have a strategy problem. It had a belief problem – a critical gap for a global technology business with bold growth ambitions.

In October 2024, following FY25 Kickoffs, 75% of colleagues understood the strategy, but only 60% believed it could be delivered. And without belief, there is no action.

To deliver its FY26 growth ambition, Sage needed more than awareness and understanding. It needed conviction, ownership, and aligned action from 11,000 colleagues in 18 countries.

Working with H&H, Sage created Every Move Matters – a global internal communications programme that would turn strategy into something human, tangible and owned. Through storytelling, aligned leadership and immersive experiences, colleagues weren't just asked to understand the strategy, but to play their part in delivering it.

The result? A significant shift in belief, strategic alignment and ownership. 97% now believe in the ambition, 94% can see their role in delivering it and 91% feel inspired to act.

Every Move Matters transformed strategy from a message into a movement.

“Unlock the Strategy” - Heathrow's Escape Room Challenge by Heathrow Internal Communications

Heathrow transformed how we communicate strategy by turning it into a live, immersive experience. The strategy launched in 2024 by a new CEO, including three Foundations and six Beacons, but understanding was inconsistent across a complex workforce.

To address this, Internal Communications designed “Unlock the Strategy” – a gamified in-person escape room experience where puzzles aligned to the strategy, culminating in a final, cohesive challenge.

The experience featured CEO-recorded content, with the CEO and Executive team among the first participants to ensure visible leadership alignment. Delivered to 1,000+ colleagues, it drove a 37.8% YOY attendance increase vs 2024, when participation was mandatory, outperforming internal benchmarks.

Results show clear improvement in understanding and alignment: 73% reported high confidence in how the strategy fits together, and a 98% positive rating.

By shifting from top-down communication to active participation, Heathrow built a shared understanding of its strategy and strengthened organisation-wide alignment behind its priorities.

Best Sustainability Campaign

One Million Minutes by Arm

Challenge

Back in 2023, research showed that employees weren't volunteering because they didn't know what they wanted to do and didn't have the time to do anything.

Solution

We wanted to change that, so we implemented our One Million Minutes campaign, ambitiously encouraging our employees to clock one million minutes of volunteering.

The campaign showcased a strong commitment to innovation and creativity by employing several creative strategies which encouraged and sustained volunteering.

Results

Despite our ambitious target, the objective was surpassed three months ahead of schedule. Key statistics:

- 111% increase in volunteering time.
- 194% rise in the number of people volunteering.
- Engagement of 3,346 volunteers.
- 69.8% of participants have volunteered for the first time.

Furthermore, 360 charitable organisations benefited from the initiative, and 85% of volunteers reported an increased sense of pride in working for Arm.

Weekly tracking demonstrated that volunteering hours almost doubled compared to the previous year.

Overall, the campaign not only exceeded its objectives but also fostered a sense of community and pride among participants.

Seeds of Change: Inspiring leadership and community impact at Northumbrian Water Group by NWG

Northumbrian Water Group's 'Seeds of Change: Leadership Challenge' brought together 160 senior leaders from across the company. Over six months, they worked in 16 teams and raised a super impressive £50,032 for Cancer Research UK and WaterAid, far exceeding the original target of £16,000!

The campaign helped the business to reach its colleague volunteering programme of 50% for the first time since 2019, truly demonstrating the impact visible leadership and authentic communication can have in a business.

The campaign was driven by the Colleague Communications team, who encouraged and supported leaders to produce meaningful communications about the challenge, inspiring their people and boosting participation in the volunteering programme. At its heart, it championed our company's Ethical value, celebrated the positive impact our business has within our communities, and strengthened collaboration and relationships between leaders. It also made people feel proud to work here and more connected to what we do.

By sharing our achievements, 'Seeds of Change' helped colleagues feel part of something significant and showed how strong leadership can inspire positive change.

Eco Quest by Voyage Care

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.