

Strategy & Campaigns



IoIC
Awards
2025

Best Change/Transformation Campaign

Strategic and collaborative Internal Communication drives firmwide GenAI adoption to achieve industry-first results by Ashurst Internal Communications and People Engagement in collaboration with Digital, Learning, Knowledge & Expertise, and Design Teams

Ashurst is a leading global law firm with over 450 partners and a further 1,800 plus lawyers working across 11 different time zones. Ashurst was the first to roll out Generative AI (GenAI) firmwide.

Partnering with Harvey, a top GenAI provider, Ashurst successfully implemented GenAI across its 31 offices worldwide, reaching 4,500+ lawyers and business professionals in 2024.

The Internal Communications team played a pivotal role in driving this successful adoption. They implemented a highly creative, multi-channel, research-based and structured strategy to engage, excite and educate staff on how to get the best out of Harvey.

The results were impressive – 95% of the firm completed GenAI training and over 70% now use GenAI in their daily work. These statistics played a key role in the firm's decision to extend its GenAI licensing agreement, showcasing the powerful impact Internal Communications can have in driving digital transformation.

A Better Heathrow by British Airways

Following years of post-pandemic volatility, colleague engagement and operational performance at British Airways had hit an all-time low – particularly at our home hub, Heathrow Airport, where more than 7,000 colleagues work across a wide range of roles.

In 2023, Heathrow was selected to lead a bold transformation of its operating model – designed to empower colleagues, boost punctuality and deliver a consistently better experience for customers. Backed by a multimillion-pound investment, the programme introduced a new management structure, upgraded equipment and – most significantly – a new team-based model. Every colleague was given a dedicated manager and placed in smaller, more connected teams to drive collaboration and regular performance conversations.

British Airways' Internal Communications team played a central role in making this transformation a success. Through a targeted campaign, we built understanding, secured colleague buy-in and helped embed the change across one of the most complex parts of the business.

The results speak for themselves: a 9% increase in colleague engagement and a 33% improvement in punctuality.

FT Group AI Transformation Programme by Financial Times

The Financial Times' AI Transformation Programme was launched in early 2024 to equip employees with the skills and confidence to use AI responsibly and effectively. With AI adoption accelerating across

industries, the FT took a proactive approach, ensuring staff could futureproof their careers and enhance productivity while maintaining the integrity of our journalism.

A cross-functional team from Communications, People, and Data developed a structured transformation programme to embed AI fluency across our global workforce. Key elements included universal access to AI tools, hands-on training, an AI fluency framework, and engagement events like FT Global AI Immersion Week. By integrating AI education into company-wide communications and leadership messaging, we removed barriers to adoption and fostered a culture of responsible AI experimentation.

The programme delivered tangible results, exceeding our target of 1,000 weekly active ChatGPT users, engaging over 1,200 employees in AI immersion events, and improving AI confidence scores. This initiative has firmly positioned the FT at the forefront of AI adoption in the media industry.

The Pay Progression campaign by Cambridge University Press & Assessment

The high-impact Pay Progression campaign at Cambridge University Press & Assessment has helped transform the approach to salary increases for this global not-for-profit organisation. Driven by a strategic commitment to continuous learning and development, Cambridge introduced a groundbreaking new pay model that prioritises employees' competence in role over performance, as the driver for salary progression.

The Pay Progression campaign succeeded in igniting a unified vision among the global manager population, underscoring their pivotal role in driving the new approach and propelling them into action. By harnessing the power of digital channels and tapping into employee networks and communities, the campaign was able to resonate with all colleagues.

Every measure of success was achieved. Ninety-nine per cent of managers were proactive in undertaking their actions, and employee survey statistics have shown significant increases in favourable responses regarding perceptions of fairness in total reward, and understanding of how pay decisions are made.

National Gas Technology Separation by National Gas and Cake Communications Consultancy

Cake Communications was engaged by National Gas to devise and deliver a sustained, multi-channel, company-wide campaign over two years to support the separation of National Gas from National Grid – creating a fully independent business. National Gas was formed when National Grid sold a 60% stake in its Gas Transmission and Metering business. Separating integrated technologies to create an entirely self-contained IT ecosystem for National Gas represented the largest single technology carve out in the UK energy sector to date.

Cake Communications worked alongside Business Change to develop a distinctive brand identity and communications strategy for the separation programme, delivering a suite of differentiated materials, resources and support for targeted audiences across specially developed channels. The strategy not only engaged and informed colleagues at a time of significant upheaval and uncertainty, but also established a 'one-team' team culture across the rapidly growing Technology function at National Gas. Separation was completed on time, and to budget with the communications and engagement activity called out across the business as a major contributing factor of the programme's success.

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.

Driving Connection, Culture and Clarity: The Launch of connect by The Rank Group Plc

Rank set out to transform how it connects with and supports its workforce, particularly its 75% of frontline colleagues who lacked access to traditional internal communication tools. The result was the launch of connect, a modern, inclusive, and mobile-first communications app that empowers colleagues with real-time, relevant updates, encourages two-way dialogue, and ensures everyone has easy access to the tools and information they need. With multilingual support, audience segmentation, and interactive features like chat and communities, connect has unified Rank's global teams, reduced comms fragmentation, and built a stronger sense of belonging. Within ten months, 78% of colleagues activated their accounts, with 73% engaging monthly, well exceeding initial goals. This innovative approach not only improved internal communication but also helped embed a more collaborative and transparent culture across Rank. connect is more than an app - it's a key driver in Rank's mission to enhance the colleague experience.

TfL Values & Vision Campaign by TfL and DRPG

TfL embarked on embedding a new vision to unify its 26,000-strong workforce: to be a strong, green heartbeat for London. With employees spread across corporate offices, tube stations, bus depots, and operational sites, creating a meaningful connection to TfL's new vision and values was critical.

Partnering with DRPG, TfL launched an internal communications campaign that put employees at the heart of the story. Through powerful, real-life narratives, the campaign brought these values to life. A multi-channel approach, including a hero film, a series of 'Signature Stories' videos, and engaging visual assets, created an emotional and behavioural shift, strengthening employee connection to TfL's mission.

Values awareness rose from 37% to 61%, and vision awareness more than doubled from 26% to 55%. 85% of colleagues saw the campaign, and 97% recalled physical assets in their workplace. Confidence in TfL's vision for the future also grew, up 13 percentage points to 48%. More than just a comms campaign, it reignited pride, purpose, and a powerful sense of connection across the organisation.

Student Engagement and Attendance Campaign (SEAts) by The University of Manchester

In the Summer of 2023, The University of Manchester faced a cyber-attack that caused unimaginable disruption and chaos. Many parts of the IT estate needed reconstructing or replacing.

One of the most critical systems to be replaced was the student attendance system. This tool ensures student engagement, complies with UK Visa and Immigration regulations, and facilitates proactive well-being interventions.

A Student Engagement and Attendance System – known as SEAtS, was procured in January 2024 and implemented in September 2024, ready for the start of a new academic year. A transformation project of this size and complexity would typically take two years to complete.

With a very limited budget, a vastly accelerated timeline and a community of 47,000 teaching staff and students impacted by the new system, an innovative and creative communications and engagement campaign was launched, which secured the success of the transformation, using an ‘audience first’ approach.

Relocating to Paddington by Virgin Media O2

Virgin Media O2's legacy of separate locations posed a critical challenge to forging a unified culture. We knew that the relocation of our team to a single London headquarters provided an opportunity for cultural transformation through strategic, employee-led communication.

Our approach revolutionised traditional change management by positioning employees as active co-creators of their workspace. Through Frame Academy art competitions, accessibility workshops, and VR experiences, we empowered our people to shape their future environment rather than simply accepting decisions.

This strategy delivered exceptional results: office attendance surged by 58% compared to our previous location. Our targeted Bulletins achieved remarkable satisfaction ratings, while our dedicated Workplace group attracted nearly 1,000 members – exceeding the 950 directly impacted employees.

Most significantly, employee sentiment increased by 50% throughout the campaign, transforming what could have been seen as disruptive relocation into a destination employees actively wanted to experience. By integrating employee voices into both our spaces and our communications, we didn't just relocate offices, but redefined collaborative workplace transformation.

Nationwide acquisition campaign by The Virgin Money Colleague Communications team

In March 2024, Virgin Money announced it had reached preliminary agreement on its potential sale to Nationwide Building Society.

It would go down as one of the most significant acquisitions within UK financial services of the modern era, creating the UK's first full-service mutual banking provider, serving more than a third of the UK's population.

Members of the Virgin Money Colleague Communications team worked tirelessly over the following nine months to design and implement an acquisition colleague communications strategy, collaborating with hundreds of colleagues across Virgin Money to make it a success.



This submission details the work undertaken to design and deliver Virgin Money's side of the acquisition colleague communications strategy - a mammoth undertaking of which the team are incredibly proud.

Revolutionizing the Belgian retail landscape by Whyte Corporate Affairs for Delhaize

Whyte Corporate Affairs helped Delhaize revolutionize the Belgian retail sector by transforming how its employees think and work. Our change communication program transitioned Delhaize from an operator of supermarkets to a partner of independent entrepreneurs.

Best Employee Experience Programme

OneTeamOneOUH Staff Recognition programme by Oxford University Hospitals NHS Foundation Trust

Since we launched our OneTeamOneOUH Staff Recognition Programme in January 2024, thousands of Oxford University Hospitals staff have used our instant, monthly and annual recognition schemes to thank, celebrate and recognise their colleagues.

More than 11,000 individual acts of staff recognition were carried out in 2024 after we launched our new recognition programme in direct response to feedback from colleagues through the annual NHS Staff Survey, our regular OUH People Plan listening events, and in other forums.

Evidence suggests that recognition makes people feel more valued and engaged at work, improves performance, enhances health and emotional wellbeing, and builds a culture which positively affects staff behaviours and therefore improves patient care.

Thanking, celebrating and recognising colleagues and teams has never been more important in the NHS as staff face ever-growing demand for services, increased and expectations from the public, and the Government's negative rhetoric that the NHS is 'broken'.

We Deliver More by Royal Mail with blue goose

Royal Mail, with its 500-year legacy, is transforming to grow its parcels business and remain competitive in an ever-changing environment. And central to this change is the development of a new Employee Value Proposition (EVP), aimed at enhancing the employee experience and supporting its 130,000-strong workforce.

When we set out, key objectives included improving employee perception, boosting engagement, and attracting a younger, more diverse workforce. The EVP roll-out has introduced improved access to information on benefits, wellbeing, and career development.

While still early in the journey, the initiative has already led to an uplift in the employee engagement score. The rise in engagement marks positive momentum, especially in times of major transformation and the aftermath of the industrial action.

A new communication approach is helping to embed the EVP across the organisation, laying the foundation for long-term cultural and operational change. This represents a significant step forward in Royal Mail's commitment to becoming a place where everyone can thrive.

Best Employee Voice Programme

#FeedbackToProgress employee voice programme by Experian UK&I

The #FeedbackToProgress campaign set out to make it easier to get things done at Experian. Easier for us and in turn our customers. We needed to remove barriers and inefficient processes that were holding us back and causing frustration. To do this we needed to build trust by helping our employees feel heard and show that their ideas and feedback were being acted on. And it's working. So far, we've seen a 14-percentage point increase in employees who felt there were no significant barriers to doing their job well, a 12-point increase in eNPS, had 124 UK&I wide ideas submitted by employees, celebrated 100 Breakthroughs and delivered 38 quick wins. It's created positive cultural change in our region with employees sharing their personal stories about how it's now easier for them and People Leaders encouraging their teams to break through barriers and recognising those that do. After sharing our learnings, four of our global regions are adopting our approach to make it easier to get things done and improve employee experience globally!

Building a great place to work through MyVoice by Mitie Group Plc

Engaged colleagues lead to a successful and growing business. To have engaged colleagues, we needed to ensure they feel involved, have a voice in the business, and that their feedback is acted upon.

Our campaign aimed to create a comprehensive colleague listening programme, engaging all colleagues, including the frontline. Extensive research, including benchmarking and industry guidance, informed our strategy. Within a short timeframe, we developed the "MyVoice" pillar under our MyMitie Employee Value Proposition campaign, bringing together all aspects of colleague listening from our annual survey to our Board listening programme.

Our annual colleague engagement survey launched for the year and was delivered through an in-person engagement activity, Team Talk Local. We conducted 371 Team Talk Local sessions across 106 locations, with 5,644 attendees, including 76% from our target audience.

In 2024 we achieved the highest participation rate in our colleague survey (60%); our highest ever employee engagement score (63%), our highest ever NPS score (63%).

Team Talk Local by Mitie Group

Team Talk Local (TTL) has transformed engagement at Mitie by helping reach our widespread UK and international teams. Through regular, localised engagement sessions, TTL ensures all colleagues receive a consistent engagement experience, regardless of their location or shift pattern, while delivering tailored messaging based on their teams' priorities. This aligns with our core value of 'One Mitie'.

The programme has significantly enhanced our communication capabilities and amplified employee voice. Our suite of informative, interactive content, presented by local leaders, guides colleagues on how Mitie supports them through their personal and professional journey.

By collaborating with key partners in HR, QHSE, L&D, and Reward, we delivered a programme that reinforces our business strategy, showcases our Employer Value Proposition (EVP) and puts our people first.

TTL demonstrates the impact of internal communications on enhancing our employee experience, evidenced by our highest ever engagement score of 63%, up from 57% in 2023.

Quilter Culture Transformation - Our Refreshed Values by Quilter

Following a comprehensive culture survey, Quilter recognised that by shifting their culture to focus on behaviours related to ambition, accountability, and a growth mindset, they could drive high performance to meet their strategic ambitions.

To drive and strengthen behaviours relating to the new cultural focus areas, they undertook a refresh of their company values.

It was important for employee voices to be at the heart of this, so they created an inclusive process that would engage all colleagues, to ensure the new values and behaviours resonated throughout the organisation.

The result of this work has been a significant increase in engagement in the company values, as shown by the employee engagement survey. This is due to the combination of the ownership and commitment gained through collective input and collaboration, and the high impact launch of the new values at the Quilter Conference.

Surfacing and shaping values and behaviours for RS Group by RS Group with scarlettabbott

When you have 9,000 colleagues across 36 countries, devising one set of values everyone can get behind isn't easy. But that's exactly what we did.

We wanted to shape a set of values that would be for everyone, respects differences and encapsulates what makes us RS. We knew the only way to land on values that truly represent our people was to hear from as many as possible. So we used collaborative, in-depth research, reaching every corner of the business, to uncover what resonates and would help our people deliver our strategy.

The result was a set of values that have united colleagues across the organisation with a shared understanding of what to expect when working at RS. It's given us a universal language to recognise great behaviour and constructively challenge each other. And because it was shaped by the people in our organisation, it truly represents life at RS.

Best Engagement Programme

Fostering belonging and engagement post-acquisition by Admiral Group plc Change Communication Team

Admiral Group's communications and engagement strategy, following the acquisition of the MoreThan brand, successfully integrated new colleagues into the business while at the same time, ensuring a clear understanding of how the acquisition aligns with business strategy and Group purpose. This award entry highlights Admiral's commitment to its core values and its ability to successfully integrate new teams while maintaining a strong, inclusive culture.

Led by the Change Communications team, the strategy prioritised the employee experience, focused on aligning new colleagues with Admiral's culture and values, ensuring a smooth and supportive transition and fostering a sense of belonging.

The success of the approach is evident in the positive feedback and the high engagement levels of transferred colleagues.

Putting People at the Heart of the Energy Transition by Afiniti

To deliver a business-critical transformation to a demanding deadline, this internal engagement programme had to place people at the heart of change. Implemented in under 10 months, this campaign supported the global implementation of a new HR platform impacting thousands of employees, managers, and leaders across all functions. By combining data-driven insights, co-created messaging and a strong adoption network, the programme achieved standout engagement that empowered users to embrace new ways of working. Strategic storytelling, tailored communications and genuine business sponsorship ensured the change resonated at every level of the organisation to drive a shift in behaviour, increase digital confidence and deliver a smooth transition to more connected, efficient global HR operations.

Uniting 94,000 people behind our Bold Ambition: How AstraZeneca harnessed the power of its people to exceed its business goals by AstraZeneca, Global Internal Communications Team

Many companies talk about having bold ambitions, but AstraZeneca's ambition is bolder than most: To almost double in size to become an \$80bn company across 90 markets, to introduce 20 new life-changing medicines and to become carbon negative by 2030.

Such ambitious global statements can appear daunting or detached from the roles of individual employees, so the job of the global internal communications team was clear – to build belief and excitement across the company, ensuring every member of the global workforce was fully brought into the strategy, felt motivated, and understood their role in its delivery.

In 2024, the team delivered an integrated, innovative campaign to bring employees on this journey, resulting in extremely high engagement figures that built strategic understanding and belief across the company. The campaign was instrumental in ensuring that 94,000 global employees felt engaged and

empowered to work together to deliver on its ambitious growth, sustainability commitments and its purpose to bring life-changing medicines to patients.

Together we thrive: reigniting culture across the British Council by British Council in partnership with H&H

As the British Council approached its 90th anniversary, Together we thrive set out to turn culture from a concept into a shared, lived experience. Spanning 12 months, the campaign brought colleagues across 100+ countries closer through meaningful conversations, inclusive storytelling, and authentic, emotionally resonant content. Co-created with global Culture Champions and underpinned by four powerful themes – connection, simplicity, inclusion, and empowerment – the programme redefined what internal engagement could look like. From inspiring team activities to the emotionally charged Thrive Awards, it was a campaign shaped by people, not imposed upon them. With over 700 award nominations, 3,000 toolkit downloads, and real shifts in sentiment and behaviour, Together we thrive didn't just engage – it empowered. It celebrated what makes the British Council unique: its people, its values, and its unwavering belief in the power of connection.

BT Group - Secure Sense by Goldbug & BT Group

Let's face it, business security is a dull topic, so convincing the entire 100,000-strong workforce at BT Group of its vital importance was always going to be a challenge.

BT worked with employee engagement experts Goldbug to develop a strategy and delivery plan that changed behaviours, broke with brand conventions, and smashed objectives – by bringing a light-hearted touch to a serious subject.

Focusing on three key areas – weak passwords, email phishing, and poor security passcard use – the BT team took a brave creative step with this 'Secure Sense' campaign. When it comes to game-changing security comms, this campaign would talk to colleagues in ways BT had never done before, through content and channels it had never used before.

With comedic personality Troy Hawke fronting the activity, the team won hearts and minds, moving employees from believing security is "not really my problem" towards owning their individual security responsibilities.

National Grid - Big Work by Goldbug & National Grid

National Grid: BIG Work, BIG Impact

The majority of National Grid's workforce are engineers who are out in the field. Building and maintaining our energy infrastructure is hard work, and often dangerous work. They deliver for our customers and communities – day in, day out, through gales, rain and snow.

It's no surprise that learning about the company vision, or tuning-in to corporate livestreams, fall low on their list of priorities... but with big ambitions ahead and a big team to mobilise, that was our challenge.

We set out to break the mould for NG comms and engage remote audiences like never before, and our BIG Work campaign delivered NG's strongest comms performance ever.

We're proud of the work, the results, and the internal and agency teams behind it all. We believe it's a standout contender for the Best Engagement Programme 2025.

It's BIG Work. It delivered a BIG impact. From a brave client and brilliant agency partnership.

Putting colleagues at the heart of Heathrow by Heathrow Airport

There's no place like Heathrow – and our colleagues, our 'Winning Team', are the heart of it. We want Heathrow to be a great place to work.

We embarked on a journey to put colleague voice at the forefront, proving that feedback is taken seriously. Our strategy involved demonstrating that we want to hear colleague views and that this is being acted on, shifting the thinking from just words in a survey to how we can all drive change.

To drive significant change, we embedded a new engagement operating model, launched a colleague engagement week and a new recognition platform. This resulted in an impressive 68% increase in participation with an astounding 91% response rate in our main colleague engagement survey "Pulse". The data provided allowed us to build tangible actions to improve our workplace, but the increase in participation itself is a success - showcasing the transformation in culture and trust.

Integritea: Creating a 360 approach to business integrity by MGA & LIPTON Teas and Infusions

With over 150 years in the tea industry, LIPTON Teas and Infusions is a global leader, reaching 400 million consumers daily. After becoming independent from Unilever in 2022, the company faced internal communication challenges during rapid organizational change, leaving a gap in awareness around business integrity.

In 2024, MGA was enlisted to revitalise this function with a comprehensive, ongoing global approach. The initiative aimed to make ethics and compliance relatable and memorable, launching 'Integritea' as a new identity. This included a refreshed Code of Business Principles, a dedicated intranet hub, training modules, a company-wide Personal Pledge, and a renewed focus on their whistleblowing platform 'Speak Up'.

Through storytelling and tailored messaging, the campaign reached 4,000 employees across 150 markets. The results were impressive: 97% training completion, 97% pledge participation, and strong intranet engagement. The campaign successfully re-established business integrity as a core pillar and laid the foundation for ongoing initiatives into 2025.

Can Do by Virgin Media O2

In 2023, Virgin Media O2 faced declining employee engagement following significant organisational change. Our response? The strategic "Can Do Campaign" – a comprehensive year-long initiative that transformed a disjointed workforce into a unified, energised team.



This meticulously crafted programme rebuilt trust through authentic leadership engagement, face-to-face connections, and emotional storytelling across six integrated building blocks. We acknowledged challenges while inspiring forward momentum, creating unforgettable experiences from quarterly business updates to celebration carnivals and a spectacular awards ceremony.

The results speak volumes: our Engagement Index surged, Leaders Communications skyrocketed, and Communication scores rose to new heights. Most telling was record participation in our Q4 Your Say survey with 13,808 respondents – our highest ever.

More than a communications campaign, "Can Do" marked Virgin Media O2's cultural renaissance – rebuilding trust, unifying our dispersed teams.

Best Equality, Diversity and Inclusion (EDI) Campaign

'What you see, and the real me' by Colleague Engagement Team, abrdn

The “What you see, and the real me” campaign by abrdn, launched in May 2024, aimed to create a stepping stone to a more inclusive organisation by encouraging colleagues to share personal stories beyond their professional facades. This campaign was part of an overall reset and formed part of our commitment to Equality, Diversity, and Inclusion (EDI), addressing cultural issues revealed in our all-colleague engagement survey. The unique and innovative campaign to date has featured over 20 stories on diverse topics, significantly increasing engagement and EDI scores, in a very short space of time. It has empowered our six Diversity networks, enhanced psychological safety, and promoted data sharing, enabling better targeted EDI strategic initiatives. The campaign’s success lies in its simplicity, emotional connection, and ability to surprise, transforming abrdn’s culture and aligning with our organisational goals, in particular our strategic priority of Talent & Culture, set out by our new CEO in 2024.

Communities Takeover by Aviva

It’s time for a takeover! All voices at Aviva deserve to be heard and our six Communities are one of the ways we’re becoming a more inclusive organisation. We wanted to encourage more colleagues to get involved with the great work they’re doing, so we introduced our Communities takeovers.

For one dedicated week throughout the year, they each had a chance to take over our internal communication channels. Every Community shared diverse, powerful, personal stories, including experiences of caring, mental health, social mobility, LGBTQ+ and loneliness.

They highlighted stats and facts to help educate our colleagues on DE&I topics, demonstrated senior leaders’ commitment to inclusion, and took over our weekly e-newsletter, reaching all 19,000+ of our UK colleagues.

Engagement in our Communities has increased, and they had a 30% uplift in their members after the takeovers. Most importantly, our colleagues felt represented and that Aviva is for Everyone.

Empowering our EDI Champions to deliver meaningful change at the NFU by The National Farmers' Union (NFU)

The EDI Champions were created in 2021 as a voluntary group of colleagues with a passion and belief in the power of inclusion to foster an engaged and collaborative workforce where all voices are heard and valued.

The group set the foundations for our extensive inclusion work, and we wanted to build on these strong foundations to deliver an annual programme of EDI activity to reach all colleagues across the organisation, showcasing the breadth of EDI and how it can make a difference in our working lives.

In 2024, a new strategy was created by our Champions and People Team, setting clear objectives and creating blueprints for our inclusion activity for the year and on an ongoing basis. The outcome has been a more engaged workforce with greater empathy and understanding of others' challenges, who are better informed about different elements of inclusion and greater awareness of how our value of inclusion resonates with them.

Best Equality, Diversity and Inclusion (EDI) Campaign by Nucleus Financial

At Nucleus, equity, diversity and inclusion aren't side projects — they are foundational to who we are, how we lead, and how we serve. Our goal is to create a culture where every person feels valued, heard, and empowered to be their authentic self. This is not only the right thing to do, it's a business imperative: diverse, inclusive teams drive better outcomes for our people, our customers, and the communities we operate in.

Through internal communication, we set out to embed ED&I into everyday experiences, connect our people to each other through shared stories, and shape conversations that drive long-term change.

Change for Good by Royal Mail with blue goose

Creating a Truly Inclusive Culture at Royal Mail with Change for Good

At Royal Mail, we're committed to building a culture where everyone feels respected, safe, and included. And over the last year, this has meant resetting expectations around our values, standards, and behaviours - and being clear about what is and isn't acceptable.

We've been steadfast in tackling inappropriate behaviour directly, and relaunching our Business Standards has ensured everyone understands expectations for workplace conduct. We also want every employee to feel confident in raising concerns, knowing they'll be taken seriously.

The Change for Good campaign has sparked meaningful conversations around diversity and inclusion, with strong participation and positive feedback. In a workforce that has experienced recent industrial action and mistrust of change, that's a powerful step forward.

We know that this is just the beginning. Creating lasting culture change requires ongoing commitment from all of us. Together, we can build a workplace where everyone feels they truly belong—and where respect and inclusion are at the heart of everything we do.

Everyone Is Unique by The Inclusion Campaign Project Team in Steam Thermal Solutions, a part of Spirax Group

Everyone is Unique successfully delivered a culture shift across the organisation by delivering behavioural change at an individual and team level. By making a personal and emotional connection to individual experiences, and then helping colleagues to respond in an inclusive way, we helped people to learn about each other and to adapt their behaviours based on that greater understanding. This long lasting shift is helping us reap the benefits of an inclusive and supportive culture in the face of an ever changing and more challenging world.

SSP Ubuntu by SSP Worldwide

In 2024, SSP Worldwide embarked on a transformative DEIB communications journey designed to deepen employee belonging and engagement across its global teams. Leveraging the power of storytelling and inclusive design, SSP launched three culturally resonant forums - Svasthy, Ubuntu, and Cares - that provided safe, inspiring spaces for employees to share experiences, celebrate identity, and connect with colleagues. Integrated into business strategy and supported by leadership, the campaign featured podcasts, Live events, email campaigns and community challenges that amplified underrepresented voices. This entry showcases how consistent, authentic communication and connection can drive cultural identity, support a solid employee value proposition, strengthen wellbeing and reflect a company's true Ubuntu (Community).

Best Global Communications Campaign

Uniting 94,000 people behind our Bold Ambition: How AstraZeneca harnessed the power of its people to exceed its business goals by AstraZeneca, Global Internal Communications Team

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In 2024, the team delivered an integrated, innovative campaign to bring employees on this journey, resulting in extremely high engagement figures that built strategic understanding and belief across the company. The campaign was instrumental in ensuring that 94,000 global employees felt engaged and empowered to work together to deliver on its ambitious growth, sustainability commitments and its purpose to bring life-changing medicines to patients.

Rolling out values and behaviours to RS Group's global team by RS Group with scarlettabbott

RS have more than 9,000 colleagues across 36 countries who work in vastly diverse roles and have varying levels of digital connectivity. Following the extensive, employee-led development of our values in 2023/24, our aim was to help every employee find a personal connection to our new values, and begin to use them to guide their behaviour. Ultimately, that would drive the delivery of our refreshed strategy. To supercharge resonance, we transcreated the values and behaviours into the 12 most commonly spoken languages in our business. Leaders road-tested the tools and materials, then over a three-month rollout we held workshops that enabled teams to get to know the new values and behaviours, reflect on them as individuals and discuss them as a team. To sustain engagement, we encouraged colleagues to give each other recognition. Our pulse survey data shows we exceeded our aims, with over 87% awareness of our values globally.

Take Five to Keep Five by Global Employee Communications team, Tetra Pak

In September 2024, Tetra Pak launched the "Take Five to Keep Five" campaign, a global initiative to enhance hand safety across our workforce. This week-long campaign was designed to address a steady increase in hand injuries and strengthen a culture of vigilance and responsibility towards operational health and safety.

Frontline employees in our factories, production sites, and customer locations worldwide actively participated in daily briefings, practical exercises, and leadership engagement activities. These efforts emphasised the importance of hand safety and created a sense of unity.

The strong collaboration between internal communications, Occupational Health and Safety (OHS) and our global leadership team was pivotal to the campaign's success. By working together, we were able to



deliver a cohesive and impactful message that resonated with employees across 28 markets and various languages at Tetra Pak. This collaboration has led to a 40% reduction in hand injuries between October 2024 and January 2025.

Best Internal and External Communication Alignment

Delivering a Big Difference: How AstraZeneca is making a positive impact on people, society and the planet by AstraZeneca, Corporate Communications Team

Changing the perception of a global company is not an easy task. Delivering that change within a year is exceptionally ambitious.

When research showed that external stakeholders had a positive but limited view of AstraZeneca's global offering and achievements, the company designed and delivered a creative internal and external storytelling campaign to demonstrate the Big Difference that AstraZeneca is making for people, society and the planet to transform the future of healthcare.

This campaign delivered impressive engagement figures across both external and internal audiences as well as a major uplift in understanding among key stakeholders.

A disastrous internal communications campaign by Hiscox

In 2020–2022 Hiscox UK was facing a difficult moment, leaving the workforce disillusioned and frustrated. Externally, the brand retreated – shying away from the high impact campaigns and bold creative of the past to avoid unwanted attention.

In 2023 we were challenged to rebuild the brand 'inside and out', using the new advertising campaign as a platform. Working in lockstep, marketing and internal communications needed to revive internal pride and love for the Hiscox brand with a high impact launch that had lasting impact.

Mirroring the playful, witty tone of the ad campaign and the theme of disasters, the internal launch included head-turning in-office activations, behind the scenes video content, a personalised gift for all 900 employees and the surround-sound you would expect from a fully integrated marcomms campaign, embedded through an on-going content programme that continues today.

While the campaign was wonderfully disastrous, the results were not. The overwhelmingly positive internal feedback shows an energised business with many people specifically citing the campaign as a reason for pride and positivity.

Beyond the Bowl by Nestlé UK&I

Our Corporate Affairs and Sustainability team launched the "Beyond the Bowl" campaign, designed to improve perceptions of Nestlé and connect with consumers on corporate topics through our much-loved brands.

This campaign emphasised our commitment to health and sustainability, through our iconic Shredded Wheat cereal brand, which has been a staple for over 100 years. The campaign highlights the stories behind our products, showcasing British farming, manufacturing excellence, and community impact. By



deepening understanding of our expertise in cereal and telling those stories through our people, the aim was to drive greater resonance with our audience groups and increase trust.

Beyond the Bowl was a 360 integrated campaign, developed and executed by the Corporate Affairs and Sustainability team across digital (paid and organic), traditional media, stakeholders and employees.

Best Leadership Communication Programme

Let's Talk by BAT

In 2024, BAT's transformation to a business driven by a vision to Build a Smokeless World faced a challenge – from our own, recently-installed Chief Executive. The challenge was to move on from a top-down leadership engagement approach to an authentic, two-way, transparent and open culture. To meet the challenge, our Internal Comms team needed to find a worthwhile way to get the Chief Executive closer to his people within a noisy, global internal communication landscape – and persuade him to commit to a ground-breaking series of transparent all-employee events. The success of that series has helped redefine our leadership engagement, amplify our new business vision and solidify values for employees globally.

Building trust through change: Humanising leadership at TUI UK&I by TUI UK&I

The launch of Currie & Brown's new strategy led by the Group CEO was aimed at bringing people together globally around a clear vision, purpose and ambition. Consultants CH Strategic Communications worked with leaders from the outset, including regional Chief Operating Officers, the Senior Leadership Team, the People Team and managers across the organisation, to develop a people-centric approach that strengthened leader/ employee relationships. The strategy highlights the fact that people are Currie & Brown's greatest asset through initiatives that bring people together, share best practice, celebrate achievements and offer insights and inspiration. Engagement with strategy events and activities at launch and beyond have hit record levels. Leaders received positive comments and reported an increase in two-way dialogue with employees as a result of the new channel and content plans. Employees continue to report high levels of motivation with the strategy, Glassdoor ratings have increased, and employee attrition has dropped.

Building trust through change: Humanising leadership at TUI UK&I by TUI UK&I

In 2024, TUI UK&I faced a near-complete change in its Board-level leadership alongside the announcement of a major organisational transformation. With only one original Board member remaining, we needed to rapidly build trust, connection, and visibility for our new leadership team across our diverse and dispersed audiences.

Our refreshed leadership communications strategy focuses on humanising leadership; bringing personality, approachability, and authenticity to every channel. From creative formats like a spoof 'Great TUI Bake Off' and relatable TikTok-style content, to high-impact MD vlogs, interactive Q&As and reimaged Town Halls, we're shifting perceptions towards a deeply connected leadership.

The result? Consistently high levels of engagement, an NPS of 93 for e-coffees, and thousands of colleagues actively participating in events, watching content, and sharing positive feedback. This programme laid the foundations for transformation by putting people at the heart of leadership comms.

Bridging the gap: connecting leaders and staff in UofG Information Services by Information Services Communications Team, University of Glasgow

In the 2023 Colleague Engagement Survey, Information Services staff at the University of Glasgow reported feeling less confident in leaders and managers and less well informed than in previous years. In response, the Information Services Communications Team launched a multi-stage programme of research, analysis, engagement and events to transform leadership communication in the Directorate.

As a result, responses to the 2024 Colleague Engagement Survey were significantly more positive. We saw a 25% increase in staff agreeing that leaders act as good role models, and more than 65% of staff reported feeling well informed about matters relating to their area and the wider University. In open-text comments, staff noted a focus on improving communication and a sense that senior leaders genuinely care about employee feedback.

We are extremely proud of the success of this programme and the benefits felt by our colleagues.

New President and Vice Chancellor Campaign by The University of Manchester

The University of Manchester's Leadership Communication Programme aimed to enhance leadership visibility and foster a human-centred organisation under the new President and Vice-Chancellor, Professor Duncan Ivison. Our strategic communications plan focused on accessibility, inclusion, and shared purpose, engaging diverse audiences through multiple channels. Key initiatives included video campaigns, vlogs, written updates, and interactive sessions like "Ask Me Anything" meetings and hybrid townhalls. These efforts resulted in increased engagement, improved trust, and a more approachable leadership presence. Metrics showed significant viewership and positive feedback, demonstrating the programme's success in connecting leaders with the University community and promoting a culture of transparency and collaboration.

Best Ongoing Campaign

#BeReady by Computacenter with blue goose

As an IT partner that sources, manages and transforms digital infrastructures on behalf of their clients, Information Security is critical to Computacenter. Given the nature of the business, it's imperative its customers have complete trust in Computacenter and its 20,000 employees across 70 countries to best protect their IT systems.

A 2019 survey identified knowledge gaps and low engagement with IS training, and a bold, memorable campaign was needed to simplify information security, promote a shared responsibility and change behaviours.

Enter #BeReady – an espionage-themed gamified training concept. Agent B (based on the character 'Q' in Bond films) and his controller Sandra would guide employees through the steps they need to take to save the company from destruction.

It's launch was a success and six years later, #BeReady has evolved to meet the threats of the evolved cyber threat landscape, has employees asking for more and deliver against new KPI's.

National Grid - Big Work by Goldbug & National Grid

National Grid: BIG Work, BIG Impact

The majority of National Grid's workforce are engineers who are out in the field. Building and maintaining our energy infrastructure is hard work, and often dangerous work. They deliver for our customers and communities – day in, day out, through gales, rain and snow.

It's no surprise that learning about the company vision, or tuning-in to corporate livestreams, fall low on their list of priorities... but with big ambitions ahead and a big team to mobilise, that was our challenge. We set out to break the mould for NG comms and engage remote audiences like never before, and our BIG Work campaign delivered NG's strongest comms performance ever.

We're proud of the work, the results, and the internal and agency teams behind it all. We believe it's a standout contender for the Best Engagement Programme 2025.

It's BIG Work. It delivered a BIG impact. From a brave client and brilliant agency partnership.

We Do That Campaign by Experian In-House Internal Comms & Engagement Team

The "We Do That" campaign is a testament to the power of storytelling and employee engagement. Over the past nine-months, the Internal Communications team at Experian crafted a campaign that not only highlighted the financial health challenges faced by colleagues, but also showcased how Experian's products and services provide innovative solutions. By sharing personal stories, the campaign brought to

life real scenarios, demonstrating the tangible benefits of Experian's offerings and creating colleague 'heroes' in the process.

The campaign's objectives were clear: to increase understanding of Experian's purpose among employees to improve employee engagement. The strategy involved collaborating with multiple product teams to create comprehensive customer journeys, which were then integrated into interactive PDFs, videos and Horizon posts. Ultimately making our colleagues the 'heroes' of our narrative and demonstrating how 'We Do That' in the financial eco system.

Creativity and originality were at the heart of the campaign, with the team demonstrating exceptional determination and resilience in finding and sharing colleagues' stories.

Project Brunel - Thames Valley Recovery Plan by Network Rail (Western) Internal Communications Team

Project Brunel is Network Rail's Thames Valley Recovery Plan to improve train performance. The Western internal communications team have played an integral role in the project since launching in February 2024, providing a link between senior leaders and colleagues to inform, engage and inspire people about the project. We have executed a thorough and multi-faceted communications plan, targetting the empowerment of all colleagues - not just the ones working on railway tracks - to explain how we all have a part to play in improving train service performance. From frontline engagement drop-ins to high-level update calls, our communications team has been instrumental in the success of Project Brunel. As the project enters the second year, our engagement targets are not only being met, but have far exceeded our original projections.

Best Single Campaign

Centrica Moonshots by Centrica

Centrica Moonshots aimed to inspire and engage colleagues to share their bold, innovative ideas to energise a greener, fairer future through a global competition. The campaign focused on empowering colleagues, fostering a growth mindset, and promoting collaboration. It included a series of engaging activities, such as an emotive launch video, internal news updates, and a finalist pitch event inspired by Dragons' Den and The Apprentice.

The competition received 300 entries, significantly exceeding the target. It also achieved high engagement with communications activity (including the commented-on news article of the year) and had a positive overall impact on engagement, contributing to a 0.1 improvement in our mission score in our engagement survey. The enthusiasm generated by the campaign has led to a lasting change in Centrica's approach to innovation, with plans to roll out a permanent innovation platform for colleagues to share and develop their ideas.

100 Years of Stanlow by EET Fuels

Celebrating a centenary milestone is a rare, special occasion. Stanlow is an extraordinary place to work, and the campaign for this once-in-a-lifetime milestone had to be equally distinct and memorable. The '100 Years of Stanlow' campaign had its own identity and celebrated the centenary by focusing on internal communications and employee celebration. It included events like the 'Stanlow 100 Cup', 'Picnic from the Decades', and the '100 Grants for 100 Years' fund.

Employees shared hundreds of photos and memories, and a unique commemorative coin was made by colleagues, for colleagues, in-house. The campaign achieved significant engagement, with strong internal participation and the added benefit of positive media coverage and community engagement.

The commemorative coin was highly-praised, and all 100 grants were successfully distributed. The campaign exceeded its objectives, demonstrating a high ROI and long-lasting legacy impact as it enhanced employee morale and connectedness as well as benefitting community relations and public awareness.

BT Group - Secure Sense by Goldbug & BT Group

Let's face it, business security is a dull topic, so convincing the entire 100,000-strong workforce at BT Group of its vital importance was always going to be a challenge.

BT worked with employee engagement experts Goldbug to develop a strategy and delivery plan that changed behaviours, broke with brand conventions, and smashed objectives – by bringing a light-hearted touch to a serious subject.

Focusing on three key areas – weak passwords, email phishing, and poor security passcard use – the BT team took a brave creative step with this 'Secure Sense' campaign. When it comes to game-changing

security comms, this campaign would talk to colleagues in ways BT had never done before, through content and channels it had never used before.

With comedic personality Troy Hawke fronting the activity, the team won hearts and minds, moving employees from believing security is “not really my problem” towards owning their individual security responsibilities.

Persimmon - Target Zero by Gallagher Communication

Persimmon’s Target Zero campaign was developed to instil a safety-minded culture across its diverse workforce, addressing the construction industry’s risk-taking norms. Utilising a multi-channel strategy, the health and safety campaign engaged leaders, employees, and sub-contractors. Key elements included presentations, a manager toolkit, onsite print materials and targeted communications via email and the Persimmon Way app. The messaging focused on raising awareness and sharing real stories, supported by innovative branding with emojis and checkboxes to enhance relatability and understanding. Monthly toolbox talks and storytelling videos further reinforced safety behaviours, showcasing real-life impacts and employee advocacy. By integrating emotional storytelling with clear, actionable information, the campaign effectively communicated the importance of safety, inspiring behaviour change and laying the groundwork for a safer work environment. This resulted in an increase in reportable near-miss incidents and a reduction in reportable injuries from slips, trips, and falls.

Heathrow's Internal Christmas campaign by Heathrow Internal Communications

Heathrow’s campaign aimed to bring the spirit of Christmas to Heathrow and its colleagues during the airport’s busiest time.

With the airport set to welcome more than seven million customers and a record breaking 160,000 on Christmas day alone, many of Heathrow’s 8,000 colleagues were working throughout the period, including 6,500 from operational teams.

The Christmas campaign was aimed at motivating and uniting colleagues to deliver a successful Christmas ensuring everyone performed at their best.

Taking the popular and internationally renowned Christmas tradition of ‘The Elf on a Shelf’, Heathrow ran a campaign featuring a Heathrow branded elf.

Running on both internal and external channels, the campaign encouraged colleagues to share imaginative and creative pictures of the Heathrow elf across airport locations.

Customers were tasked with finding Heathrow elves in customer facing areas of terminal buildings as they were travelling through Heathrow.

Howden summer 2024 by Howden UK&I

Howden UK’s summer 2024 Just Ask campaign increased colleague engagement and cross-sales through a competition inspired by and themed around sport and, in particular, the Olympics/Paralympics. The

playful, sport-themed communication strategy set the tone for the tactical implementation, which focused on delivering effective emails, intranet content, and a successful desk drop. The creative artwork and language set this campaign apart from previous ones and positively drove participation and cross-sale leads.

This dynamic approach led to our best campaign performance so far for Just Ask, with 86% office participation, a 1.4% increase in participants, and a doubling of leads to 784. The campaign exceeded its income target, achieving over £206k, and saw a 47% click-through rate on email links.

Boldly communicating IP&I's transformation strategy to help move customers prepare for their financial futures and the unexpected by the Lloyds Banking Group, Insurance, Pensions & Investments corporate affairs team, supported by DRPG and Two Degrees Below

This submission highlights the impact of a series of innovative strategic communications to ignite a new colleague culture of pace and innovation and motivate colleagues to play their part in the digital transformation of Lloyds Banking Group, focusing here on the Investment, Pensions and Insurance business function. 2024 was a pivotal year in LBG's transformation strategy and IP&I played a key part in unlocking opportunities through digital technology to help even more customers feel prepared for their financial future or for the unexpected. To do this, the IP&I communications business partnering team developed and delivered an innovative 12-month communications strategy to elevate colleague understanding engagement through roadshows and disruptive experiential, supplemented by a renewed focus on line manager education and a drumbeat of creative storytelling to recognise success and transformation milestones.

National Gas Employee Safe Every Day Campaign by National Gas Internal Communications Team

The 'Safe Every Day' internal communications campaign by National Gas revolutionised our employee engagement and safety culture. Targeting all employees, the campaign focused on 'Seven Deadly Risks', emphasising the critical importance of safety through a dynamic and multifaceted communication strategy with bespoke branding.

Over nine weeks, the internal communications campaign leveraged print and digital channels, including compelling posters, engaging videos, and powerful messages from senior leaders. The results were outstanding: a 76% safety culture survey engagement rate, up from 67% when last run in 2022, and a significant improvement in the overall culture assessment score from 6.47 to 6.83. These metrics highlight a remarkable shift towards a more proactive safety culture.

The campaign's success is a testament to its innovative approach, meticulous planning, and effective execution, creating a safer work environment and reinforcing National Gas' unwavering commitment to ensuring every employee goes home safe every day.

The Day of the Jackal: Engaging colleagues through unforgettable experiences by Sky

Sky's Internal Communications team created a thrilling employee engagement campaign for The Day of the Jackal, designed to captivate colleagues, match the dazzling quality of the global marketing campaign and contribute to record-breaking viewership for this much-anticipated Sky Original series.



The campaign created an extraordinary buzz, building strong employee advocacy and surpassing previous internal benchmarks. By offering unforgettable experiences, including a live event featuring Academy Award winner Eddie Redmayne and BAFTA Award winner Lashana Lynch, it fostered a vibrant, connected workplace that had everyone talking.

The Day of the Jackal drew a record audience of three million in its first week making it the biggest Sky Original production ever.

Best Strategy Development

Turning point: A strategy for growth by Hiscox

Between 2020-2022 Hiscox UK faced considerable challenges, leaving its workforce somewhat exasperated and frustrated. Leadership changes and a perceived lack of vision compounded these issues. All eyes were on the launch of our new five-year strategy to kick start growth and re-energise our people. It needed to help Hiscox get its mojo back.

Our six-stage communication strategy would candidly recognise the challenges of recent years and present a compelling plan for the future. In a (controversial) shift away from traditional one-way broadcast events, the launch gave all 900 employees a chance to personally connect with the leadership team and get under the skin of the strategy.

Embedded through an intense content and events programme that continues today, the plan includes regular feedback opportunities and was measured through employee focus groups and a broader engagement score.

The result was a clearer sense of direction, confidence in the leadership and a considerable shift in optimism. It was the turning point that the business needed.

Building awareness, understanding and belief in the Insurance, Pensions & Investments strategy: how we'll help Britain prosper by planning for the future by the Lloyds Banking Group Insurance, Pensions & Investments corporate affairs team, supported by Two Degrees Below and DRPG

In 2024, Lloyds Banking Group's Insurance, Pensions and Investments (IP&I) division embarked on a comprehensive internal communication strategy to embed the refreshed IP&I strategy across the division and integrate IP&I within the wider Group. Key initiatives included a series of face-to-face roadshows, a strategy campus for line managers, and an innovative mirrored cube installation to engage colleagues. The strategy demonstrated significant outcomes, including a 4% increase in colleague promoters, a 99% understanding of the refreshed strategy, and high engagement with the strategy campus. The approach was data-driven, leveraging colleague feedback to continuously refine and improve communication efforts. This submission highlights the strategic vision, stakeholder engagement, and measurable impact of the IP&I communication strategy.

Best Sustainability Campaign

ACTIVE8 Sustainability for Bridgestone West by Bridgestone and Sequel Group

Bridgestone wanted to build on its 2023 ACTIVE8 sustainability engagement campaign by switching the focus from communication and awareness to activation, engagement and empowerment.

The three priority areas to improve were to reach out to manufacturing, show the link between sustainability and people's roles and change mindset and behaviours.

We created a range of ACTIVE8 assets including posters, banners, email signatures, emailers, digital screens, guides, pull-up banners, Teams backgrounds, screensavers, t-shirts and tote bags. We also created hubs on the B-Connected intranet site, featuring content and links to learning and support. Central was a digital wall of pledges for people to submit personal E8-related pledges to create a more sustainable Bridgestone West throughout the year.

Awareness in manufacturing rose from 70% to 93%.

91.3% of respondents said they now believe that West is prioritising sustainability.

Colleague appreciation of the link between the E8 commitment and their duties increased by 11%.

EBRD Season of Sharing by The EBRD Internal Communications team

The Season of Sharing campaign united EBRD staff through a series of events, raising funds for the Bank's Community Initiative charities which make real impact in our countries of operation. Over seven weeks, 13 events were organised engaging colleagues from international offices including London, Astana, and Amman. The campaign raised EUR 184,573.35 through staff-led initiatives, with an additional EUR 50,000 donated by the Community Initiative, totalling EUR 234,573.35. The campaign's core message focused on community, solidarity, and support for charitable work in our countries. It promoted staff togetherness in a time of conflict in our region, enhanced sense of belonging, and appreciation for the positive impact the organisation is making during times of crisis.

Mission:Zero by Voyage Care

Voyage Care's Mission:Zero campaign, launched in 2022, is a sustainability initiative designed to reduce the company's carbon footprint and embed environmental responsibility across its workforce and services. With over 600 locations and 11,000 colleagues, the campaign engages a diverse audience, including deskless frontline colleagues and individuals supported by the organisation. The campaign is driven by clear communication, interactive content, and collaboration with the Sustainability Officer. Key activities include training programs for Quality Checkers, eco-focused editions of the Zest magazine, sustainability challenges within the Activ8 wellbeing programme, and engaging podcasts.

In 2024, Mission:Zero successfully integrated sustainability into regulatory compliance and retrofit projects. Notable results include increased engagement, with over 500 reads of the eco-special Zest magazine and a 72% increase in Activ8 participation. Looking ahead, the organisation plans to further

expand sustainability efforts with initiatives like the Eco-Quest programme, ensuring continued environmental progress and organisational involvement.