A global project management and technical consultancy with a difference

OPERATING IN

3 REGIONS

Creating and managing strategic assets by engaging with clients in the early stages of a project, and often continuing to advise them throughout its lifecycle

SERVING

7 GLOBAL SECTORS

- DEFENCE & JUSTICE
- ENERGY & WASTE
- ENVIRONMENT
- MINING & METALS
- TRANSPORT
- SOCIAL DEVELOPMENT & INFRASTRUCTURE
- URBAN & COMMERCIAL DEVELOPMENT

Exporting our knowledge and undertaking ambitious international development projects that make a positive impact on infrastructure, socio-economic growth and the environment

EMPLOYING

1,600 SPECIALISTS

Using the breadth of our skills and knowledge to provide a unique integrated approach to projects whatever their size, complexity or geography

BRINGING TOGETHER A NETWORK OF

20,000 PARTNERS & ASSOCIATES

Creative minds. Safe hands.

Group Overview 2016

www.wyg.com
A GLOBAL BUSINESS SERVING LOCAL CLIENTS

We are a UK headquartered global programme, project management and technical consultancy with a difference.

With an in-house team of c.1,600 specialists from a diverse set of disciplines, and the ability to draw on a network of over 20,000 partners and associates from around the world, we are able to form the teams our clients need to make their asset creation and international development project ambitions come to life.

In the year to 31 March 2016, we generated revenues of £133.5m on which we made an operating profit before separately disclosed items of £7.2m, a 23% increase on the previous year.

Our strategy is to make the most of our people's unique skills and expertise to address and solve a number of select global challenges, namely:

- **Urban Development and Connected Cities** – planning, optimising and developing infrastructure related to population expansion, urbanisation and transportation as the world seeks to become super-connected.
- **Preserving the Global Environment** – ensuring that the world’s growing population is served with the necessary energy and water infrastructure whilst minimising carbon impact and climate change. This challenge is faced by developed, emerging and third world economies alike; and
- **Fragile States and Stabilisation** – working with government and donor clients to deliver humanitarian programmes, create stability and facilitate post-conflict restructuring across many fragile states.

**COVERING GLOBAL GROUND**

We follow our clients wherever their ambition takes them, often operating in challenging geographies and circumstances. We are committed to selecting the best-equipped people for each assignment. We keep them healthy, safe and secure no matter where the work takes them. We call this our duty of care which enables us to work in the most challenging of environments.

Our vision is to inspire our clients and our people to create positive change through our imagination and expertise. By encouraging our people and our partners to share ideas, work effectively together and look at challenges differently, we create great outcomes for our clients.

Ours is a culture built on high ethical standards. We always aim for the most sustainable results from our work and are committed to reducing our impact on the environment. How we achieve this is down to our talented people who deliver results for our clients by living our values and harnessing our core competencies.

At WYG we apply our skills to create a positive, sustainable future for our business, society and the environment.
WYG EXPERTISE ACROSS A RANGE OF SERVICES

As a multidisciplinary consultancy, we bridge the worlds of engineering, environment, planning, design, transport, project management and social development. Take a look at the range of services we offer our clients.
Our business is split into three global regions, with offices in:

**UK**
- Belfast
- Birmingham
- Bristol
- Cambridge
- Cardiff
- Carlisle
- Chorley
- Cockermouth
- Edinburgh
- Glasgow
- Guildford
- Harrogate
- Leeds
- Leicester
- Liverpool
- London
- Manchester
- Milton Keynes
- Mold
- Newcastle upon Tyne
- Nottingham
- Southampton
- Swindon
- Wellington

**EUROPE, AFRICA & ASIA**

**EUROPE**
- Bulgaria
- Croatia
- Poland
- Romania
- Serbia
- Turkey

**AFRICA**
- Kenya
- Nigeria
- South Africa
- Uganda

**ASIA**
- United Arab Emirates

**MIDDLE EAST & NORTH AFRICA**
- Iraq
- Turkey
- United Kingdom
- United Arab Emirates
Supporting Somalia’s progress towards greater stability and effectiveness of government

Public Finance Management training programme

Civil war and, political and economic instability has left Somalia with weak or dysfunctional institutions and minimal capacity for desperately needed reconstruction and development. However, the establishment of the Federal Government of Somalia in 2012 has led to slow but steady progress towards greater stability and effectiveness of government.

As part of an international consortium we have been helping to design, implement and manage an innovative and collaborative UK-Somalia public finance management (PFM) training programme for civil servants in the country. The programme is improving the capacity of Somali PFM practitioners by delivering an internationally recognised accounting qualification.

The project is delivered through the design and implementation of a multi-faceted learning programme alongside the capacity building of four participating universities to deliver and examine the qualification. The programme is being delivered through the design and implementation of a multi-faceted learning programme alongside the capacity building of four participating universities to deliver and examine the qualification. The programme is also improving budgeting by providing hands-on budget workshops as well as advising on the development of a professionalised PFM service in government and providing training to senior managers through an innovative online programme.
OUR UK BUSINESS

We ensure that we deliver the very best value for our clients by providing excellent service, not just excellent services. Because our key disciplines work together at a strategic level, we’re committed to delivering the same client experience no matter what the type of project.

The key UK disciplines are:
• Asset Management
• Engineering
• Environment
• Management Services
• Planning
• Transport
• Urban and Landscape Design.

We take our commitment to clients very seriously. We are a people business, and by investing in training and resource for our people, and combining that with a respect for and ability to work as partners with our clients, we are able to make a difference on our projects. You can find testimonies to this in our case studies throughout this brochure.

Strategically in the UK, a number of areas have been highlighted as key to the growth of WYG. These include the residential, energy and defence sectors, Northern Powerhouse, Energy Coast, and London region.

PROJECT SPOTLIGHT – UK
PROJECT BORONA

The now former UK PM, David Cameron addressed the Houses of Parliament in 2010, following the Strategic Security and Defence Review and stated that we would bring back our troops from Germany by 2020. He added that, by the end of August 2015, we would look to bring back half of the troops and this project is one of those initiatives.

Project Borona comprised the redevelopment of Beacon Barracks to provide new Single Living Accommodation for all ranks, two new messes and associated anterooms, offices, welfare, recreational and other facilities for personnel returning from Germany.

Supporting the Defence Infrastructure Organisation to achieve this we provided both commercial and technical consultancy advice covering project management, cost management, risk management and full multidisciplinary consultancy over a five year period.

By ensuring that the project completed in the summer of 2015, children of service personnel returning to the UK had time to relocate ahead of the new academic year. The project also went some way to helping fulfill the Government’s commitment to provide regular army personnel with more certainty about where they will be based in the future giving them and their families greater stability.

Giving service personnel and their families greater stability
Project Borona
The continued growth in our UK region has been achieved with strong organic performance, supplemented by further strategic acquisitions, strengthening our ‘front-end’ services. With the acquisition of Signet Planning in January, we are now one of the three largest planning consultancies in the UK, employing approximately 135 town planners. We continue to perform strongly in the environmental sector, supporting National Grid, the Homes & Communities Agency (HCA), Defence Infrastructure Organisation (DIO) and a number of national house builders.

We continue to support the HCA on numerous site disposals and housing delivery projects. Our urban designers have provided strategic advice to councils in Oxfordshire and South Northamptonshire on major urban expansions. We were reappointed as one of only two planning consultancies nationally, supporting Sainsbury’s. We were successful in securing a number of major education schemes including Strule, which is a £100m plus scheme consolidating five existing school campuses in Omagh, Northern Ireland.

We are designing a range of highly specialist laboratories in Wiltshire and are working on the design of the new headquarters for the Square Kilometre Array (SKA) at Jodrell Bank in Cheshire, which will link radio telescopes from South Africa and Western Australia. As one of the largest scientific endeavours being undertaken in the world today, the SKA will bring together a wealth of the world’s finest scientists, engineers and policy makers to bring the project to fruition.

Our Management Services team is leading a group of experts drawn from across WYG’s disciplines to oversee the refurbishment of City of London Police’s flagship Wood Street headquarters. Our transport team have been delivering ‘intelligent transport’ systems for local authorities and transport and infrastructure solutions for our clients. Our transport services capability in the South West has been strengthened by our acquisition of FMW.

The Asset Management discipline has continued to grow this year, adding new services with the acquisition of North Associates, which provides niche strategic asset management services. We have been appointed as technical compliance consultant to the Co-operative Group Limited and have been successful in renewing the Civil Inspection and Topographical Surveying Framework with Sellafield Ltd.

Work to support the DIO has continued and we are working on numerous construction and asset management schemes across the globe. We also assisted the disaster recovery efforts in Nepal on a pro-bono basis, providing project management support to the charity Community Action Nepal immediately after the devastating earthquake. Our lead project manager, Glyn Utting subsequently won a British Expertise award for the support provided.
Situated in picturesque surroundings next to Kirkstall Abbey is an area claimed to be the longest continually used industrial site in Britain. Directing water from the nearby river, Cistercian monks originally used the site in the 12th century to power their mill. A few centuries later the first forge was built with iron and steel production taking place there until 2002 when the facility closed.

Breathing new life into the area

More than a decade later the site was acquired by a developer (Commercial Estates Group) and plans to regenerate the site were born. The scheme is set to become a thriving new quarter of the city with over 1,000 new homes, offices, shopping and leisure facilities. It will create hundreds of new jobs and attract £400 million of private sector investment as well as an estimated £5 million a year in local retail spend. The site will also be served by a new railway station linking it with Leeds city centre in just six minutes.

The strategic importance of the Kirkstall Forge site was recognised by the Leeds City Region Enterprise Partnership, the West Yorkshire Combined Authority and Leeds City Council early on. Their vision to support the transformation of the Brownfield site into a family-friendly hub capable of boosting job creation and business activity in the region was clear. In order to turn it into reality, however, they had to ensure that connectivity and infrastructure was at the core of their plans.

Unlocking the potential

Appointed by the site developer for the first phase of works our civil engineers have led the infrastructure, highway and bridge design. We have also coordinated environmental studies and remediation requirements to enable the infrastructure works which are now under construction. The complexities of the site mean that innovation has been key to finding the best solutions whilst also retaining flexibility so that plans for the site could be adapted as needed. WYG Head of Environment Marc Davies explains, “The scheme is believed to be the first in the UK to feature a cantilevered pedestrian platform founded directly in a reinforced earth wall. This solution has been successfully used many times across Europe but never in the UK.”

Contamination issues on the southern side of the site also required a degree of creative thinking to enable work to progress. The solution used meant the excavation being sealed off and contaminated water being pumped out so that it could be treated at an on-site system before being discharged.

Building the Northern Powerhouse

Resonating with the UK government’s well-publicised plans to improve economic growth and connectivity across the north of England, Kirkstall Forge is set to create a diverse community where new generations can live and work whilst being connected to national and international transport links right on their doorstep.
In this region we operate through four sub-regional business units – Central and Eastern Europe (CEE), South East Europe (SEE), Africa, and Asia. In 2015/16 the EAA region generated revenue of £23.9m (2015: £30.4m), with an operating profit before separately disclosed items of £0.7m (2015: £1.6m).

In the CEE business unit, Bulgaria was successful in winning a portfolio of transport and other projects. Throughout the CEE business, delays in the release of EU funding impacted the uptake of work. However, towards the close of the year, significant European Structural Funds projects and other opportunities began to emerge. In Poland this delay in funding resulted in a backlog of almost €40 million of opportunities awaiting final decisions in the forthcoming year.

The strongest performer during the year was our SEE business unit which delivered a diversified portfolio of socio-economic and infrastructure projects throughout the region. In addition we continued our successful implementation of the Infrastructure Projects Facility (IPF) in the Western Balkans – a programme with which we have been involved since 2008.

In Africa and Asia, we secured €43m worth of new contract wins, a 66% increase on the prior year, maximising the market development work undertaken in the previous year. Important new projects saw us expanding into areas such the sustainable agriculture sector in Sub-Saharan Africa, support of non-state organisations in Zanzibar, as well as further public financial management and monitoring and evaluation work.

We work in 32 countries in Africa and Asia and are in a unique position to address international governments’ concerns over uncontrolled mass migration.

With that in mind, we have developed a new business entity, The Migration Partners, bringing together a pan-European consortium with longstanding, deep understanding of, and experience in, each of the fields that will be needed to address this pressing issue. Funding is now being made available through, for example, the European Development Fund which has been increased under the MFF 2014-2020 to €30.5bn (MFF 2007-2013: €22.7bn), and we believe that we are the first private sector entity to engage meaningfully with a number of governments and international institutions to help them address the migration crisis.
Failure to deliver tangible results is a recurring criticism of development assistance. There is now international recognition that progression towards the Millennium Development Goals (which were replaced in 2015 by the Sustainable Development Goals) requires better aid and not just more aid. This, coupled with recent scrutiny of international development budgets, has increased the drive towards maximising the impact of each pound spent to improve poor people’s lives.

Rigorous and independent evaluation is central to this approach. It enables donors to evidence the impact of their development spend, identifying best practice and ensuring accountability to taxpayers.

Monitoring & Evaluation
In countries throughout Sub-Saharan Africa we are working with international funding organisations and national government agencies to provide monitoring and evaluation on a range of development programmes. While all of these programmes aim to strengthen vulnerable states, they address a variety of development needs from improving rural markets to public procurement reforms, digital job creation and education initiatives.

Evaluation of Results Based Aid in Rwandan education
Rwanda has one of the highest primary school enrolment rates in Africa but this success is not matched by the quality of teaching and many children still finish without basic levels of literacy and numeracy. The DFID funded Results Based Aid (RBA) pilot aimed to address this imbalance by providing a financing scheme that makes payments contingent on the verification of results achieved rather than on stage or activity completions.

Our three year commission was to determine whether the additional incentive of RBA impacted on pupil completion at key stages of education and what influence it has on developing the competency and motivation of teachers and institutions. The research framework covered the context in which RBA was implemented as well as exploring its reception by stakeholders.

We took a ‘realist’ approach to the evaluation, exploring key questions about what works, for whom, in what circumstances and why. In addition to assessing the impact of RBA on educational attainment, and whether this represented value for money, our evaluation aimed to identify how individual elements of the programme were affecting the results. This involved desk-based reviews of policy and literature, combined with qualitative primary research at national, district and school level to explore the response to RBA and the drivers of change.

Our evaluation reports have been used by the Government of Rwanda and its agencies to develop strategies to enhance teachers’ competence and to inform decision making around education sector spending thereby supporting their aim of building a skilled, knowledge based and international competitive economy. For DFID, and the wider development community, our findings provide valuable lessons on designing and implementing RBA projects in other contexts, thereby maximising the impact of development spending.

Promoting inclusive markets in Northern Ghana
Ghana MADE is an M4P (Making Markets Work for the Poor) programme intended to improve the incomes and resilience of poor farmers and small-scale rural entrepreneurs in the Northern Savannah.

While other donor programmes focus on infrastructure and regional cooperation deficits, Ghana MADE aims to complement these efforts and stimulate economic growth through improving the way that agricultural markets work. The M4P approach is based on the premise that changing market systems can improve the lives of the poor and Ghana MADE aims to make transformative change in six market sectors in northern Ghana; chilli, onions, other vegetables and fruit, rice, groundnuts, and livestock.

It is an integral part of the M4P process that continual monitoring is at the heart of the intervention and our appointment is for a four year performance evaluation in parallel with the programme. The evaluation draws on data already collected, as well as primary data collection to fill gaps, and pioneers a method of prioritising research effort at selected points within the programme. It is designed to use a mix of quantitative and qualitative methods to build up a picture of the programme in action in order to assess effective operation, guide revisions and substantiate successful interventions.

In addition to contributing to the evidence base for Northern Ghana, our objectives is to inform the international debate on the value of the M4P approach within the context of ‘thin’ markets. It will also inform DFID and the Government of Ghana of sustainable approaches to developing market systems and feed into future policy and funding decisions relating to tackling poverty reduction and achieving the Millennium Development Goals.
In the MENA region we generated revenue of £13.2m (2015: £16.1m) with an operating profit before separately disclosed items of £0.3m (2015: £0.5m). The results for the year 2015/16 reflect the impact of the delay in the release of EU funding within the region, which has only now begun to be allocated.

WYG MENA generates most of its revenue from socio-economic, technical and engineering programmes, the majority of which are funded under the Instrument for Pre-Accession Assistance (IPA) – a component of the MFF 2014-20.

With more than 60 permanent staff operating in and from Ankara, as well as a network of around 200 associates working throughout the country, we continue to focus on our core strength of socio-economic consultancy, where we are the market leader in Turkey.

Illustrating the variety and scope of what we do, some of the key socio-economic consultancy projects worked on during the year include projects which;

- increase the employability of disadvantage persons
- provide technical assistance for recruitment of future blood donors
- increase the number of human tissue donors
- increase regional competitiveness
- address enforcement services in prisons
- assist in preventing corruption and promoting ethics
- assist on the Garment Training and Entrepreneurship Initiative (GATE for Women)
- provide advisory services for development of social and environmental investment programmes
- improve the employability of women and young people.

In addition, we have maintained our market leading specialism in technical services with particular success in the water and wastewater sectors, where we have been awarded a fifth major water project in the city of Kahramanmaraş.

Building on our efforts to increase business diversification we have, in consortium with others, won and started work on our first major transport project namely, ‘Turkey’s National Transport Masterplan’. We continue to make good progress with our efforts to identify and pursue eligible opportunities with a range of public and private sector organisations in relation to the soft environment (i.e. the natural environment, air quality, greenhouse gas emissions, groundwater management, marine strategy etc), infrastructure and in other sectors to achieve our diversification goal.

During the year we worked on a number of new business opportunities with various international development agencies, and we began to work on private sector and other EU-funded projects in the Middle East. These efforts started to yield results towards the end of the financial year and we hope to continue growing in this area.
This programme will not only bring benefits for Roma population but also greater economic opportunities for Turkey as groups share their skills and knowledge with each other and create richly diverse communities.

As the first project of its kind in Turkey to be targeting Roma communities the programme will initially be implemented in 12 pilot provinces.

**CASE STUDY – MENA**

**PROMOTING SOCIAL INCLUSION IN DENSELY ROMA POPULATED AREAS OF TURKEY**

Thought to have originated from India, Roma people have migrated across the world over hundreds of years occupying nearly every continent with no specific ‘homeland’. Highly concentrated in Europe, the New York Times estimates that there are around 2.75 million Roma people in Turkey alone.

**Facing Discrimination**

After centuries of persecution, the Roma population in Turkey face a number of inter-related social issues, often experiencing prejudice and discrimination which prevents them fully integrating into Turkish society. They are challenged with a vicious circle of social exclusion and poverty which in turn brings with it numerous problems including health issues and high levels of crime.

One of the chief problems faced by Roma groups is the inability to access secure, regular employment and, as a result, many can only gain temporary work. Lack of education and job skills coupled with the decline of traditional occupations compounds the discrimination already faced when looking for work. Stereotyped by some in Turkish society, rejection has been all too common for Roma people when trying to access things that other communities take for granted.

**Tackling Social Exclusion**

To tackle the problems that this community faces, and to reduce their social exclusion and improve integration, EU countries have been under increasing pressure to develop comprehensive action plans. In Turkey this challenge is being led by the Ministry of Family and Social Policies who have, in turn, enlisted the support of a number of experts to help them.

Leading a consortium which includes Project Group, Archidata srl, Archidata International, A.N.F.E. Delegazione Regionale Sicilia and the National Agency for Roma, our experts at WYG are providing a two year technical assistance programme for The Ministries of Family and Social Policies, National Education, and Health. The aim is to increase social inclusion of the Roma population principally by facilitating their entry into the formal labour market.

**Enabling change**

At the programme’s inaugural meeting in November 2015, all the consortium members expressed their commitment to implementing the project to enable sustainable improvements for Roma citizens in Turkey. Our strategy to achieve this includes promoting social inclusion in densely Roma populated areas by:

- improving the quality of training and education delivery along with vocational education
- enhancing health, employment, social protection and social assistance services
- increasing coordination amongst different public providers
- increasing access to and demand for public services
- increasing social harmony/cohesion by enhancing the knowledge and awareness for social inclusion of the target groups
- improving employability.
This year our teams have maintained their strong track record for winning major industry awards demonstrating that our people continue to deliver work that is independently recognised as being outstanding.

The awards include:

- **2015 Royal Town Planning Institute (RTPI) Planning Excellence Awards, South-West Region**
  - ‘Highly Commended’ for The Salisbury Plain Masterplan

- **2015 Royal Town Planning Institute (RTPI) Wales Planning Awards**
  - ‘Highly Commended’ for Barry Pumphouse, Vale of Glamorgan

- **2015 Rutland ProCon (Property and Construction) Awards**
  - Winner in the Regeneration category for ‘Connecting Leicester’ project

- **2015 Planning Awards**
  - Waste and Minerals Planning award for the Ecological Enhancement of RSPB Cliffe Pools project
  - ‘Highly Commended’ in the Strategic Landscape Planning category for CIVI: Cumulative Impacts of Vertical Infrastructure project

- **2015 ICE East Midlands Merit Awards**
  - Large Project Award’ for A453 Widening M1 Junction 24 to A52 Nottingham
  - ‘Commended’ Team Achievement Category for A453 Widening M1 Junction 24 to A52 Nottingham

- **2015 ICE East Midlands Merit Awards**
  - ‘Highly Commended’ in the Best Project Closure/Verification Process category for remediation work on the Petroleum Filling Station Spill in Crossgar, NI

- **2016 Association for Consultancy and Engineering (ACE) Awards**
  - Best UK Business Performance (Large)
  - ACE Young Professional of the Year – Glyn Utting
  - Diamond Award for Engineering Excellence – Glyn Utting

- **2016 British Expertise International Awards**
  - Glyn Utting ‘Highly Commended’ in Young Professional of the Year category
  - ‘Highly Commended’ in Outstanding International collaboration

- **2016 Brownfield Briefing Awards**
  - ‘Highly Commended’ in the Best Project Closure/Verification Process category for remediation work on the Petroleum Filling Station Spill in Crossgar, NI

- **2016 Royal Society for the Prevention of Accidents (ROSPA) Awards**
  - Gold Award 12th consecutive year; President’s Award 3rd year in succession

- **2016 Royal Town Planning Institute (RTPI) Planning Excellence Awards, Wales**
  - ‘Highly Commended’ for Barry Pumphouse, Vale of Glamorgan

- **2016 British Expertise International Awards**
  - Glyn Utting ‘Highly Commended’ in Outstanding International collaboration

- **2016 Landscape Institute Awards**
  - ‘Highly Commended’ in the Strategic Landscape Planning category for CIVI: Cumulative Impacts of Vertical Infrastructure project

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  - ‘Highly Commended’ in the Strategic Landscape Planning category for CIVI: Cumulative Impacts of Vertical Infrastructure project

- **2016 Build Earth Live Series**
  - ‘Overall Excellent Effort’ for Team OneWYG during the 48 Hour Build New York Live BIM Competition

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