



Partnerships Awards

Winners Book

2023

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Partnerships Awards

Welcome

I am delighted to welcome you to this year's Partnerships Awards.

Always the highlight of the year, this event is a firm fixture in the diary and is renowned as a key meeting point and networking opportunity as people from across the industry gather to celebrate the best in the business.

However, it is important to remember that these awards have an impact that goes far beyond one night: the projects, people and organisations that are rewarded tonight are at the cutting edge of this industry and are showing the way for future generations. It is one of the reasons I look forward to these awards so much: seeing where the market has gone and how it has developed, innovated and evolved is always fascinating.

'Adapt and survive' could almost be the motto for the PPP industry, having remained important and relevant around the globe despite economic and political challenges. There is unlikely to be any let-up in these global headwinds over the coming year: in November 2022, the Collins Dictionary declared 'permacrisis' to be its word of the year. When people talked of the pandemic creating a 'new normal', this may not have been what they had in mind, but a state of continual crisis is something that we are all having to adapt to.

Tonight's winners show the resilience and ingenuity that sits within the partnerships world, with contracts being signed and projects being delivered despite some of the most testing economic circumstances.

Away from the difficult economic and political situations, however, there is a positive theme that is driving the infrastructure community forward - and will continue to do so for the foreseeable future: the energy transition.

The move away from fossil fuels and to renewable and sustainable forms of energy is well underway, and can be seen not only in the delivery of green energy projects, but also in the rise of PPP as a tool to deliver renewal in places like the Middle East, where once oil money negated the desire for different forms of investment and a more diversified economy.

We all have a role to play in this global fight against climate change, and the work done by the experts in the PPP world will have an important bearing on shaping the future. With that in mind, I want to congratulate all our finalists tonight, and of course the winners.

Finally, I would like to thank our sponsors. It is their continued commitment to these Awards that enables us to bring you the best in PPP year after year.

Paul Jarvis
Editor



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Partnerships Awards

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The logo for Capitec, featuring the word "Capitec" in a blue, italicized, sans-serif font with a horizontal line underlining the letters.

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The logo for Invesis, featuring a purple arch above the word "Invesis" in a blue, sans-serif font. Below the word is the tagline "investors and experts in sustainable infrastructure" in a smaller, lighter blue font.

Partnerships Awards

Our Sponsors

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- reviewing clients’ financial models to provide assurance that the project forecasts are robust;
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The Group also provides the asset management and delivery of a broad range of specialist services to individual project companies, and with support from the Assurance Services team, provides asset compliance and active contract management in UK and Western Europe domiciled infrastructure projects through a collection of multi-disciplinary specialist resources.



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Partnerships Awards

Best Education and Higher Education Project

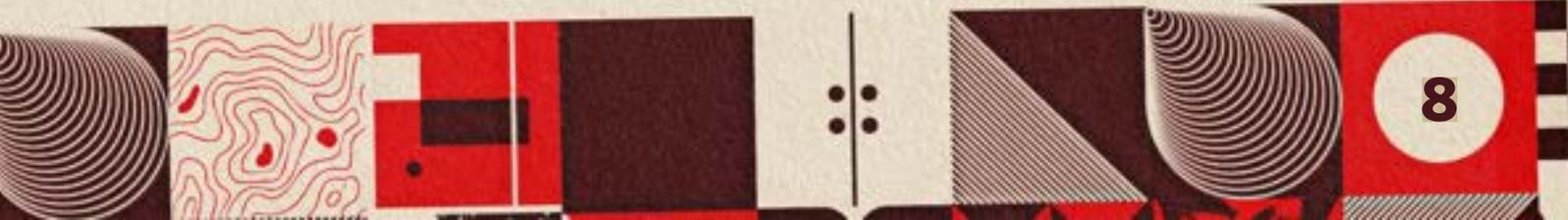


“The judges were impressed by the state-of-the-art technology and sustainable design in this project, the first school to be delivered since the WEPCo partnership was formed under the Mutual Investment Model (MIM).”

Winner

Mynydd Isa Campus

This £64m project is the first pathfinder scheme delivered to financial close by the Welsh Education Partnership Company (WEPCo), a joint venture between the Welsh government and Meridiam. The Mynydd Isa Campus is a new 3-16 age range education campus designed, built and operated by Robertson Construction and Robertson FM, with a 25-year commitment to social and community value. The project will co-locate a Primary and High School in a new building on the high school site, accommodating a total of 1,300 pupils. It boasts some impressive firsts, including being the first PPP Net Zero Carbon school in operation in the UK. Making it even more notable is the innovative approach to procuring contractor partners through the Tender Oversight Group to ensure full transparency and value for money for the public sector, as well as the market leading quality assurance methodology with the enhancement to the Independent Tester role and the separate Clerk of Works and Independent M&E Commissioning Manager roles.





Partnerships Awards

Best Healthcare Project



Winner

Community Nursing Unit PPP Ireland

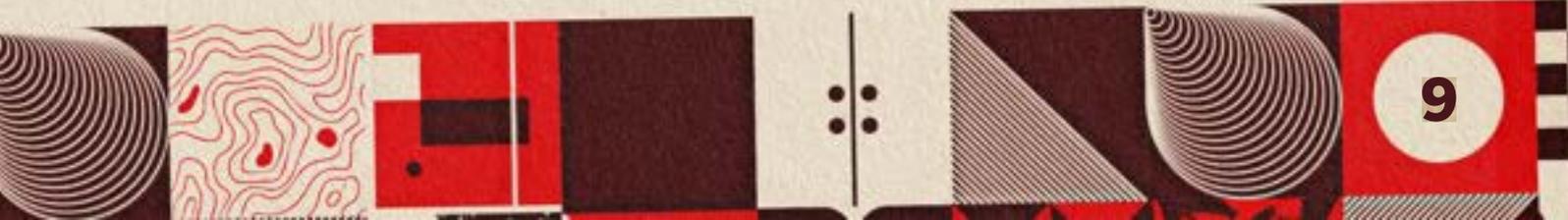
This €250m project is Ireland's first ever PPP financing for community nursing and has been developed by the Equitix-led consortium, EquiSisk (a joint venture between Equitix and John Sisk & Sons). The JV, selected by the Health Service Executive (HSE) will design, build, finance and maintain seven residential social care facilities for 25 years, providing 530 short and long stay beds. CNU's offer long term accommodation for the most vulnerable in society. Finance came from European Investment Bank, Nord LB and Bank of Ireland - the first time the three funders had lent together. A best value risk transfer methodology was also developed between the stakeholders. The pre-cast concrete frame solution manufactured offsite cut disruption in live HSE campus environments and sustainability and social impact are built-in, with the use of natural, renewable, and recyclable resources, minimising fuel and electricity consumption, excessive water usage and material wastage and targets for apprentices and long-term unemployed used in the workforce.

"The judges appreciated the clinically-focused design, stakeholder work, social value and financing in tough conditions given that the deal was signed despite the difficulties caused by the war in Ukraine."

Highly Commended

Frankston Hospital Redevelopment Project

The judges found this to be a very impressive project that has taken some serious steps forward in terms of sustainability as the first all-electric hospital in the State of Victoria. It also stood out because of its ESG credentials and its integration of old and new facilities.





Partnerships Awards

Best Constructed Project



Winner

Université Paris-Saclay

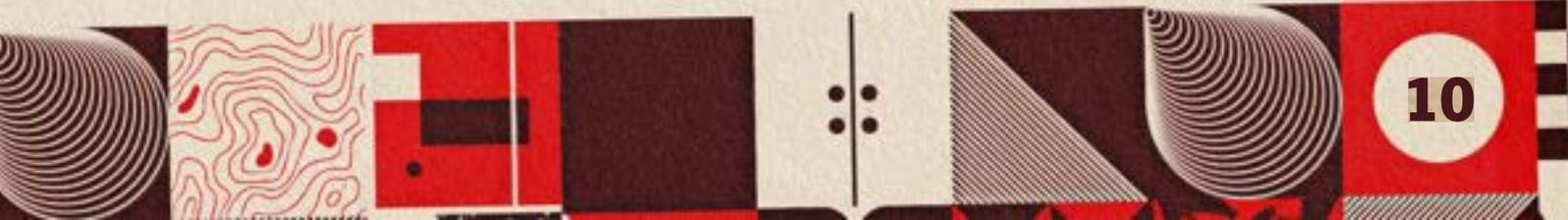
This 29-year PPP project came to financial close in April 2018. The consortium led by Bouygues Bâtiment Grand Ouest, and HICL, managed by InfraRed Capital Partners, took on the financing of the design, construction, operation and maintenance of state-of-the-art university buildings that foster scientific collaboration in health research. The project has been designed and built to very high environmental standards and obtained the NF Habitat HQE certification. Through the collaboration of all stakeholders, it was delivered on time and to budget despite the challenges of Covid-19, supply chain disruptions from the war in Ukraine and the large volume of scientific equipment included. The FM provider was involved throughout the construction and was instrumental to the successful handover of the project. The BIM model developed for the construction was then transferred into operations to allow a 3D visualisation with augmented reality of the project, facilitating an innovative solution to efficient and effective building monitoring and maintenance.

“The judges found the complex design development & technology elements impressive, as well as the due consideration of the handover to the FM provider.”

Highly Commended

University of York Student Accommodation

The project stood out to the judges as well-managed, with good use of offsite construction and BIM. They also appreciated the construction team’s innovative use of MMC, digital twin, drones and district heating. The added complications of working on a live educational site during the Covid-19 pandemic were also excellently handled.





Partnerships Awards

Best Operational Project - Defence, Transportation, Industry



Winner

“The judges were impressed by the successful partnering arrangements of this PPP within a complex and shifting operational environment. Its ability to respond to the changing needs have helped it remain relevant despite the new demands facing the UK defence sector.”

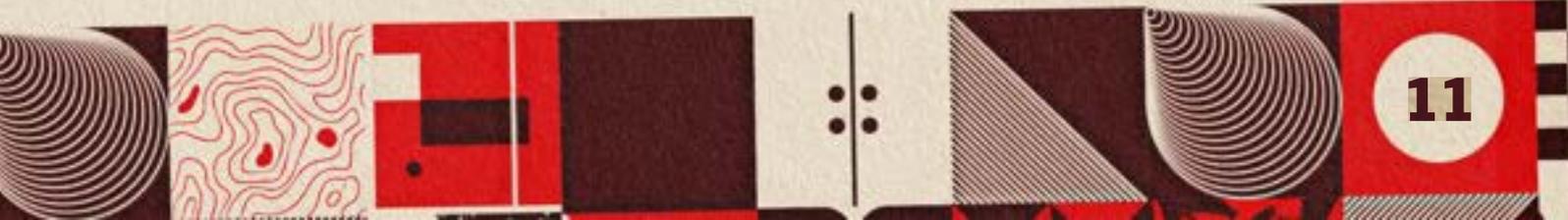
Future Strategic Tanker Aircraft (FSTA)

In 2008, AirTanker was appointed by the UK Ministry of Defence to deliver a 27-year contract for strategic air transport and air-to-air refuelling capability to the RAF through the £13bn Future Strategic Tanker Aircraft (FSTA) programme. In 2022 the Air Tanker consortium undertook free of charge flights delivering humanitarian aid for Ukraine as well as increased operations to maintain critical defence services and reinforcing NATO’s response to the Russia-Ukraine crisis. It also played a leading role in the UK achieving a world-first widebody flight using 100% Sustainable Aviation Fuel (SAF) and achieved another world first by carrying out an engine change in the most southerly region of the world – the Falkland Islands - reached by an Airbus A330. AirTanker also significantly helped the UK holiday industry, which was struggling after the effects of the pandemic, through Aircraft, Crew, Maintenance, and Insurance (ACMI) charter operations with civil airlines such as Jet2.com.

Highly Commended

Northwood Headquarters

The judges found the project to be a good example of collaborative working, delivering value and efficiencies in a critical and secure environment, with the ability to react quickly to emergencies. The social outreach programme was also lauded, as was the change management and partnership culture.





Partnerships Awards

Best Operational Project - Healthcare & Education



“The judges noted the strong focus on social and community impact and impressive partnership approach.”

Winner

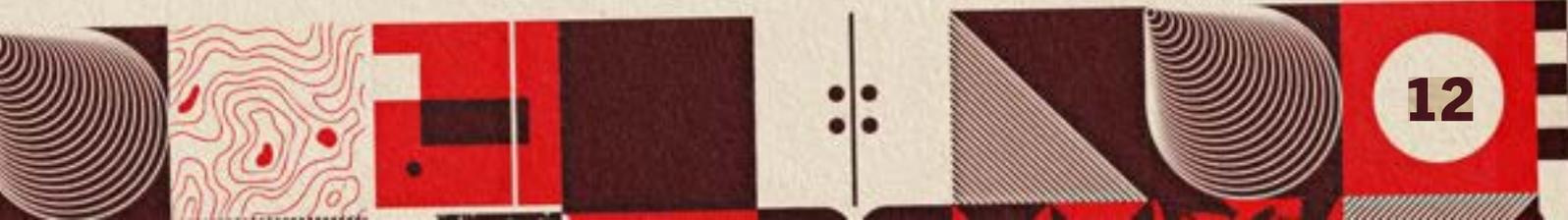
Oldham Schools PFI

The project consists of two secondary schools, Failsworth Academy and the Radclyffe School, delivered under PFI in 2008 and providing education in two socially deprived and culturally diverse areas of Oldham. After operational difficulties between 2010 and 2015, stakeholders now regard the project as a striking example of what PPP can achieve when public and private sectors genuinely work in partnership. The operating consortium, Academy Schools Oldham Limited (including InfraRed Capital Partners and Kajima Partnerships), have implemented cost savings including a sustainable rainwater harvesting system installed in 2022 leading to estimated whole-life savings in water costs in excess of £100,000 for Oldham Council. Last year, focus groups of stakeholders created an award-winning community fridge, allotment and café, staffed by teachers and students. The project has also introduced an Upcycling Scheme and annual charity football match to promote fitness. According to Radclyffe School, “the PFI relationship has come a long way since commencement, the partnership works and relationships are very strong with one agenda: first class education.

Highly Commended

The Royal Children’s Hospital Expansion Project, Melbourne

The Royal Children’s Hospital Expansion Project was congratulated by the judges for its delivery of change in an operational project, which is always challenging, and demonstrating what can be achieved in well run operational projects. The success of the partnership in creating efficiencies and overall benefits for end users was highlighted as a key factor.



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Partnerships Awards

Best Financial Structure Project



“The project was hailed by the judges as a good approach to the allocation of risk and reward within the structure of a PPP.”

Winner

“WHEE KEEP”

The Saudi Authority for Industrial Cities and Technology Zones (Modon)

The Saudi Authority for Industrial Cities and Technology Zones (Modon) is a Saudi government authority responsible for planning, developing, operating, and supervising industrial cities and technology zones in the Kingdom of Saudi Arabia. Modon has objectives to grow more services targeting micro, small, and medium enterprises in the industrial sector, to drive job and innovation creation, and more suitable, outsourceable logistics catering to smaller volume, storage and cargo transport requirements. But investors saw demand for this as unproven and too risky. So Modon established a PPP whereby it invests in the CAPEX, assuming its risks, lowering the entry barriers to a newcomer in this niche, specialised business and attracting more comprehensive private sector investments in the long term. A success story would also create a model for Modon to attract external funding in other sectors with similar demand risks. “WHEE KEEP” co-invested in the constructed logistics facility through a first-of-its kind “shared revenue” PPP agreement to incentivise the investor.



Partnerships Awards

Best Transport Project



Winner

Sydney Metro - Western Sydney Airport SSTOM

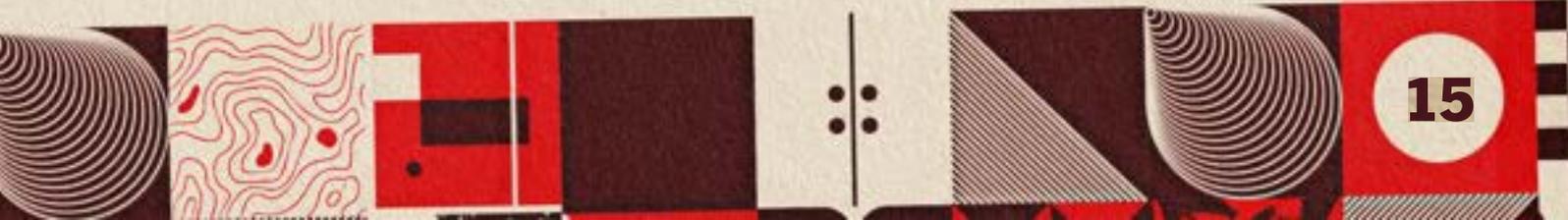
This is the third and final major contract for the Sydney Metro - Western Sydney Airport project, which will help shape the future of the vibrant and growing Greater Western Sydney region and connect commuters and travellers with the new Western Sydney International Airport, providing major economic stimulus and supporting more than 14,000 jobs during construction. The Stations, Systems, Trains, Operations and Maintenance (SSTOM) package is the largest PPP awarded in New South Wales and is the first rail infrastructure project in Australian history to commit to being certified carbon-neutral from the start of construction through to operation. All carbon emissions generated during construction and operation will be reduced and offset. The Parklife Metro consortium, comprising RATP Dev, Plenary Origination, Webuild and Siemens, will deliver the contract and will be responsible for running the new Western Sydney Airport line for 15 years after it becomes operational.

“The judges praised the strategic significance of the project and its excellent sustainability features, which should be truly transformative for its communities.”

Highly Commended

Rock Road - Route 111 - Zero Emission Bus

Acclaimed as an innovative and much-needed development in the bus market by the judges, this project was commended for its creative financing, expanding a tried and tested structuring approach to a new sector, with potential to scale up and make a difference in the drive to Net Zero.



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Partnerships Awards

Best Utilities Project



Winner

Namangan Wastewater Treatment Plant PPP Project

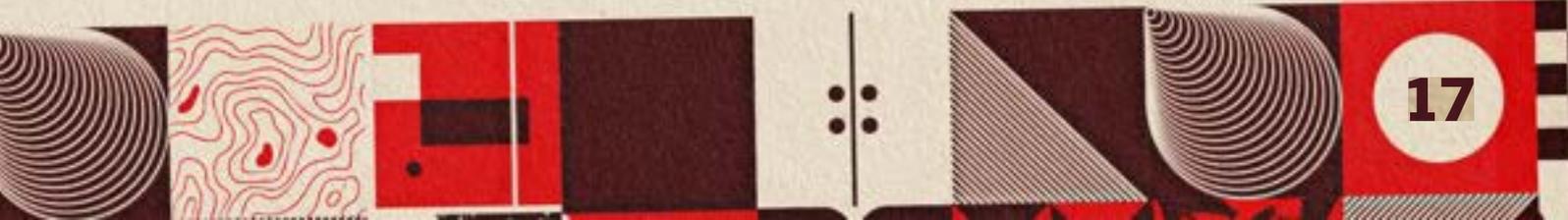
In 2022, the Asian Development Bank (ADB) facilitated the \$100m Namangan Wastewater Treatment Plant (WWTP) PPP between the Ministry of Housing and Communal Services Republic of Uzbekistan, and Metito Utilities - the first water sector PPP in the country. It will design, build, finance, operate and maintain a 100,000 cubic metres per day facility to replace a non-operational existing WWTP. By doing so, it will greatly improve the quality of the wastewater that flows into the Syr Darya River and mitigate the environmental damage caused by untreated wastewater discharge into the river. The 25-year project is the first with an availability payment structure in Uzbekistan, removing demand risk from the private partner and therefore making the project more bankable. The availability payments will be partially indexed to the fluctuating exchange rate between US\$ and UZS. This allows sponsors to bring in foreign equity and hence international best practices and EU standards, as well as to borrow in US\$ given the limited long-term UZS financing available in the market.

“This project was described as ‘groundbreaking’ by the judges, who applauded this pathfinding solution to untreated wastewater in rivers.”

Highly Commended

Dili Solid Waste Management Project

The judges felt this project should be celebrated for overcoming the challenges faced in an emerging market and successfully managing the complexities of pulling together a project of this type given the political background. Dili Solid Waste Management Project was labelled as ‘inspiring’ and ‘innovative’, demonstrating great resilience and persistence for the greater benefit of the community.





Partnerships Awards

Culture and Diversity

**STEPHENSON
HARWOOD**

Members of Stephenson Harwood's projects, energy and infrastructure team



"The impressive achievements and ambitions of the company were complimented by the judges."

Winner

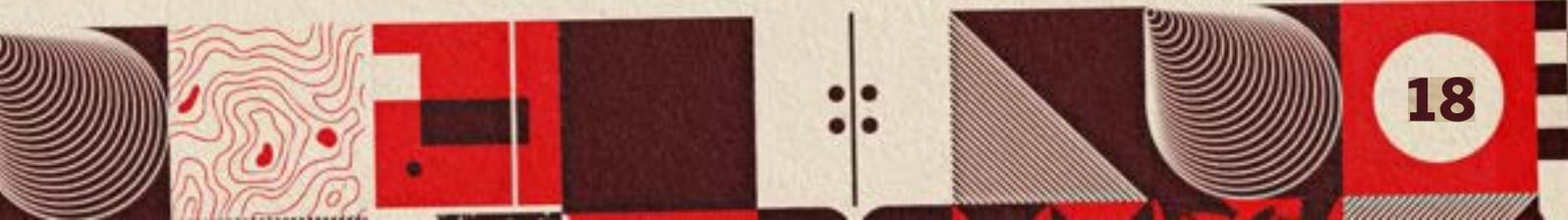
Stephenson Harwood

Stephenson Harwood is committed to inclusivity within its business and in those they work with. The global leadership team comprises 48% women and its CEO is gay. In 2022 its staff played an instrumental role in the establishment of a disability and neurodiversity network for clients on the Sizewell C project and a central role in the Equality, Diversity and Inclusion (EDI) Network of North London Waste Authority on its 10-year, £1.2bn, North London Heat and Power Project. SH also introduced a new women partner target of 35% of partners globally by 2025. Its workplace adjustment policy supports colleagues with disabilities, neurodiversities, and long-term health conditions to ensure they can perform their role as effectively as possible. The firm is on track to achieve its goal of having 10% minority ethnic partners by 2025, and has exceeded its target of having 30% minority ethnic trainees each year. It also runs a generous scholarship programme to remove financial barriers to a career in the law and uses various systems to drive diverse recruitment practices.

Highly Commended

Clyde & Co

The judges especially liked the positive approach to encouraging pro bono work for good causes, the black interns programme and the processes driving a broad range of D&I achievements. The well-being initiatives and authentic drive to generate positive outcomes were also highly valued.





Partnerships Awards

Sponsor/Developer of the Year



“The judges particularly acclaimed the scale of complex transactions and the supported promotion of responsible investment by Plenary.”

Winner

Plenary Group

Plenary Group’s Asia Pacific infrastructure portfolio comprises 17 Plenary-originated PPPs worth more than A\$29bn. In 2022 the firm’s sponsor/developer work included achieving financial close on the Sydney Metro - Western Sydney Airport SSTOM PPP. This is the first rail project in Australia to commit to becoming certified carbon neutral from the start of construction all the way throughout operation. The same stage was achieved on the Zayed City Schools PPP project, the first schools infrastructure PPP in the United Arab Emirates, developed from origination to award under Abu Dhabi’s new PPP regulatory framework. Financial close was also achieved on the A\$1.2bn third stage of the Gold Coast Light Rail PPP and the A\$600m UNSW Health Translation Hub. Additionally, Plenary was named preferred sponsor/developer for the A\$5bn Inland Rail PPP and preferred master developer for La Trobe University’s \$5bn University City of the Future project. In the Asia Pacific region, Plenary champions the PPP model through its active membership of the numerous local and international trade bodies.

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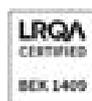
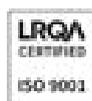


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Partnerships Awards

Financial Advisor of the Year



Winner

Deloitte Corporate Finance Advisory, UAE

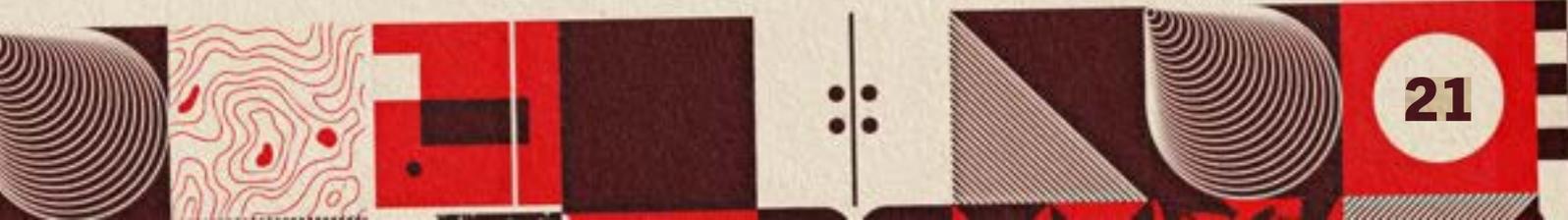
Deloitte advised the successful bidding consortium on the award-winning Madinah 3 Independent Sewage Treatment Plants (ISTP) deal in Saudi Arabia which came to financial close in March 2022, managing to raise debt during the pandemic and helping to secure green loans making these the first green financed ISTPs in the Middle East. Closed two weeks after the start of the Russia/Ukraine war, Deloitte developed an innovative and efficient hedge process that could standardise the approach to hedge protocols in the Middle East. As one of the first US SOFR project financings in the region and first Islamic project financing based on US SOFR, this is a pathfinder project - as is the Zayed City Schools PPP, on which Deloitte was lead financial adviser to the procuring entity Abu Dhabi Investment Office (ADIO). That scheme was the first PPP deal for ADIO and the first schools PPP in the UAE, providing learning for 5,360 students.

“The judges applauded the added value brought by Deloitte’s involvement and guidance, including offering advice, extensive lender market sounding and a practical guidebook for local PPPs.”

Highly Commended

QMPF

The judges found that, despite its modest size, QMPF continues to deliver for clients in its niche. They were very positive about the company’s expertise and strong relationships across a wide range of activities and sectors in the market.



Partnerships Awards

Leading Woman in Infrastructure



Winner

Lorna Ball, Arup

Lorna is PPP Advisory Team Leader & Highways Associate Director at Arup. She is a Chartered Engineer and Fellow of the Institution of Civil Engineers with over 30 years' experience leading diverse delivery teams. As Lenders' Technical Advisor or Grantor Advisor, Lorna currently manages a portfolio of over 10 significant highway PPPs with individual concessions values of up to £5bn. She is the Joint Venture Project Manager on Tashkent to Andijan Road PPP Project in Uzbekistan, leading a consortium of more than 50 people across six companies and four geographies. Her passion for sustainability has led the Uzbekistan government to incorporate the into their projects and she is delivering substantial added value through knowledge-sharing and mentoring. Her international project work and experience in the region has been pioneering, learning Russian and creating greater international collaboration between the Uzbek and UK ministers. With technical excellence, great leadership qualities and care and time for people, she is an impressive role model.

"The judges found Lorna to be an impressive business leader who is clearly well regarded and technically strong, with a responsible, inclusive leadership style."



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Partnerships Awards

Legal Advisor of the Year

CMS
law·tax·future

Winner

CMS

CMS advises sponsors, lenders, public sector organisations, contractors and service providers in infrastructure and PPP projects at all stages of their lifespan. CMS has been involved in some of the largest and 'first of a kind' PPP projects over the last 24 months, including the £2.4bn NeuConnect project that will link the British and German energy markets for the first time; the development of multiple MIM schools projects in Wales; the structuring and financing of the largest PPP in Poland's municipal sector and the first energy project in Poland to receive a green loan; and the construction of one of the world's largest (60MW-peak) inland floating solar photovoltaic systems in Singapore. CMS continues to advise on numerous externally financed infrastructure deals in sectors such as energy, waste/waste to energy, healthcare, transport, technology, media and telecommunications and education. The company has also done influential work to promote and support the PPP model.

"The judges lauded the breadth of CMS' diversified approach, with wide international exposure and sector presence."

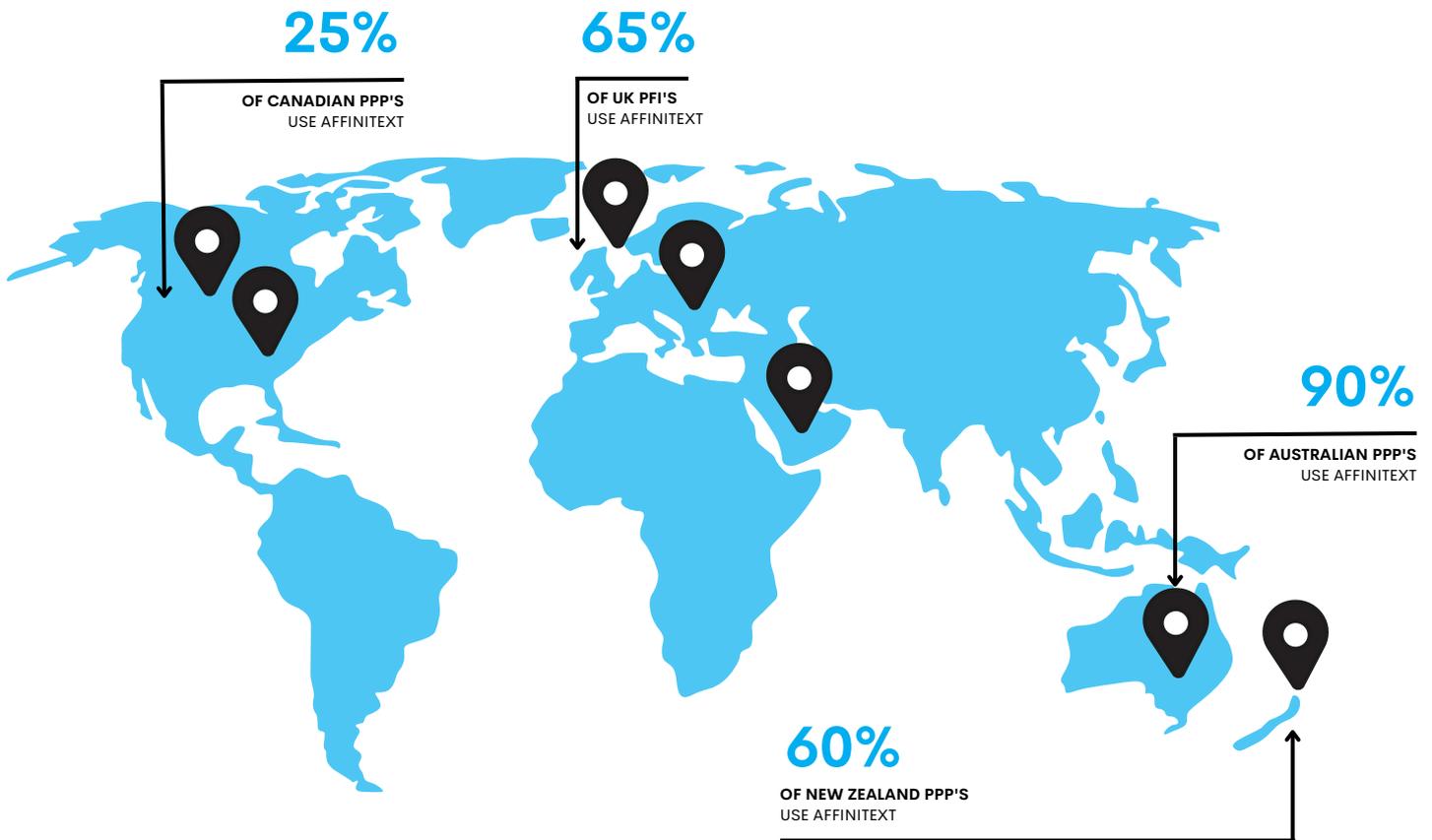
Highly Commended

DLA Piper

DLA Piper stood out to the judges for its wide breadth of experience, advising on a high volume of significant (and in some cases innovative) projects, and its impressive international CV. They cited Project Autumn and its place in industry thought leadership as a particular highlight.

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Partnerships Awards

Environment, Social and Governance of the Year



Winner

The Re-Circulate Initiative

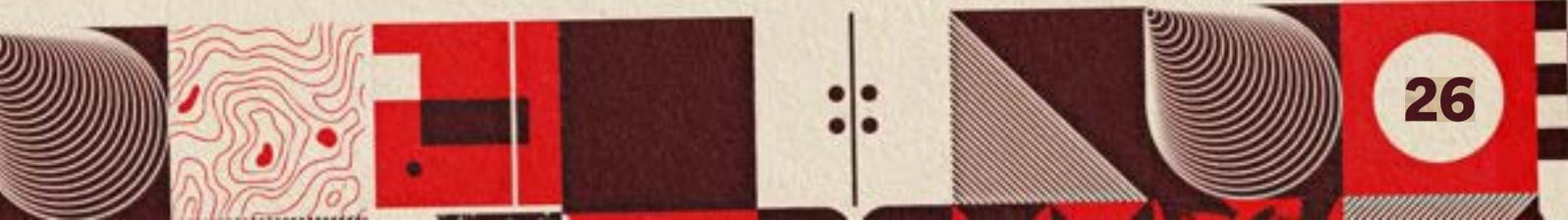
The Re-Circulate Initiative is a collaboration between Bouygues E&S Solutions, InfraRed and Vercity Group which helps facilitate a 'circular economy' within their portfolios by sourcing unwanted products (bicycles, digital equipment and other non-consumable items, including items upgraded during lifecycle programmes), and upcycling them in a way that benefits clients, their staff and the communities that use their facilities. For example, unwanted bikes donated, renovated by prisoners working towards City & Guilds qualifications, and given to NHS staff and others in need have avoided at least 1.3 tonnes of CO₂e greenhouse gas emissions, created over 3,000 prison training hours, and re-purposed over 200 items (including 150 bicycles) that have been matched with NHS staff, schools, or families with a parent in prison. As the initiative evolved, it recognised that dedicated resources and governance were crucial to its success, and so funded the employment of a project manager and organised itself through a written governance charter that outlines how the organisations will collaborate.

"The judges viewed this as a great example of what can be achieved by working as a collective and making small changes for a big impact."

Highly Commended

Fulcrum Infrastructure Group Services

According to the judges, the strength of Fulcrum's initiatives is their community-based, broad engagement approach and their commitment to ESG issues as represented by their measurement and reporting on impact, with great efforts made to quantify the social value.





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Partnerships Awards

Technical Advisor of the Year



“The judges found Arup’s work on complex, truly innovative projects, at scale to be particularly compelling.”

Winner

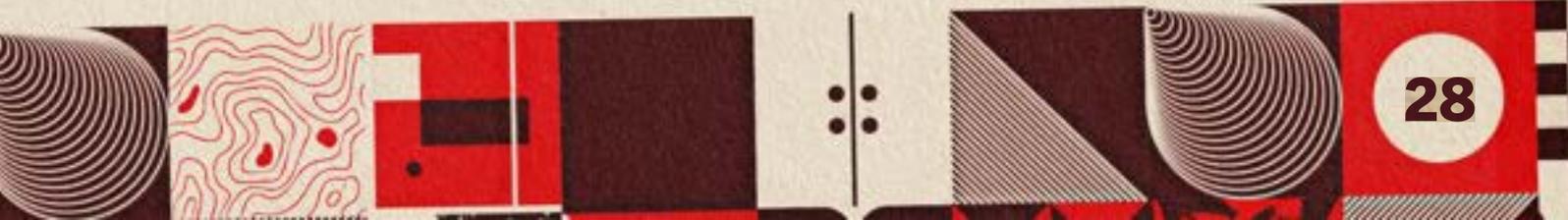
Arup

In 2022, Arup provided technical advisory services on greenfield PPP transactions valued at more than \$6bn and brownfield transactions at over \$52bn across the energy, power, telecommunications, renewables, transport and social infrastructure sectors. The firm is on the cutting edge of innovation, advising the UK government on the Sizewell C nuclear power plant, which is the first energy project to utilise the Regulated Asset Base (RAB) model. Arup has an embedded ESG approach, developing roadmaps for implementation, and its notable transactions as technical advisor in 2022 include IFM’s successful purchase of a stake in Atlas Arteria; advising AMP on its sale of three Irish PPP infrastructure assets; and advising Infracapital on its successful acquisition of Zenobe. On the Jakarta-Cikampek Elevated Toll Road in Indonesia, Arup became technical advisor for the prospective buyer three years after the project completion, taking a novel approach, shifting away from a sole focus on engineering reviews and condition assessments to the development of a sound and robust asset management plan and budget.

Highly Commended

WSP UK

WSP was congratulated by the judges for its very positive impact on sustainability and how it goes beyond the traditional PPP approach, with initiatives delivering powerful ESG credentials, innovative thinking and high-quality projects. Its work supporting a project to convert buses to hydrogen energy was particularly singled out for positive feedback.





Partnerships Awards

Public Sector Promoter/Procurer of the Year

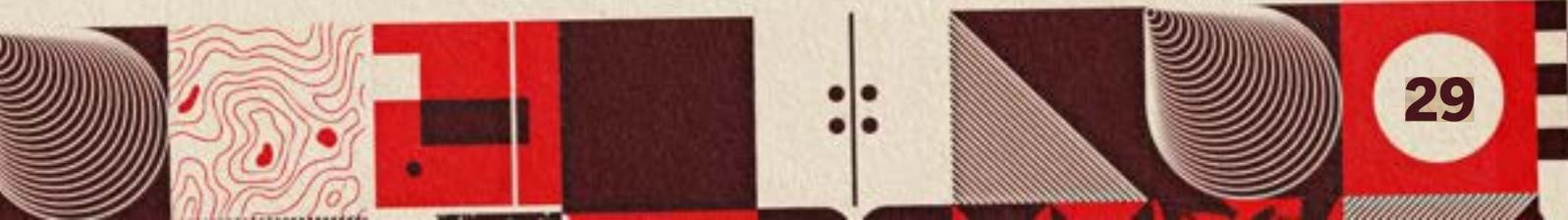


“The judges lauded the great partnership approach and that Sydney Metro remained nimble through the procurement process, adapting to market conditions, generating interest and managing the integration of various parties involved.”

Winner

Sydney Metro

Sydney Metro is Australia’s first fully automated railway and biggest public transport project, as well as the first Australian rail project to commit to carbon neutrality through construction and operations. In December 2022, Sydney Metro contracted the Parklife Metro consortium to finance, design, construct, operate and maintain for 15 years the Stations, Systems, Trains, Operations and Maintenance (SSTOM) package. In the procurement Sydney Metro drove collaboration and partnership between the public and private sectors to deliver infrastructure and drive reform through innovative and collaborative risk allocation. The intensive and interactive market engagement process with the private sector during pre-procurement right through to the request for proposals (RFP) stage allowed the market to advise on alternative commercial and contracting approaches for elements of scope, generating a ‘new’ PPP model that ramped up private interest in the project. Bespoke provisions were also introduced to support the complex financing structure to accommodate current and potential future Metro extensions.





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Partnerships Awards

SPV Management Company of the Year



Winner

Vercity

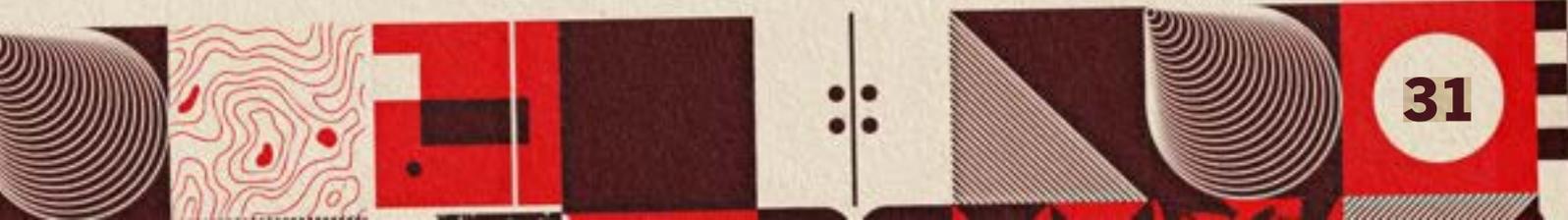
2022 marked Vercity's 25th anniversary, having relaunched HCP as Vercity in 2021. The company recently introduced three new and unique innovations: collaborative handback; meaningful ESG; and accredited inclusivity. In 2021 Vercity launched its Project Exit service, embedding handback into its SPV management to support successful expiry transitions. For the last two years, it has measured the ESG performance of its SPV management services through World Economic Forum standards and has also partnered with the National Centre for Diversity (NCfD) to establish its FREDIE Principles (Fairness, Respect, Equality, Diversity, Inclusion & Engagement), achieving Investors in Diversity accreditation in 2021, which it views as fundamental to high quality SPV management services. Examples of its collaboration and partnerships include presenting to 800 pupils at Heathcote School Career Day on diverse roles in asset management, and developing a partnership to support the JE3 Foundation, which provides Automated External Defibrillators (AEDs) to public facilities, delivering them to three schools and a university in 2021 and 2022.

"The judges recognised Vercity as a well-rounded business with a wider social consciousness baked into its objectives. Its efforts to prepare clients for PFI contract handback were also seen to be important."

Highly Commended

Infrastructure Managers

The judges very much appreciated Infrastructure Managers open partnership approach and also felt credit was due for its focus on staff. With a clear and effective management culture, the firm's strong asset management with the goal of preserving and enhancing asset value is noteworthy, along with some good ESG initiatives.



Partnerships Awards

Future Leader of the Year



Winner

Joe Slisz Associate, **WSP**

Joe started his WSP career in 2017 and has been promoted three times to reach Associate in 2021. He has been involved in the John Radcliffe Hospital project since 2018 as the project company's designated lifecycle and defects lead and has been able to provide a steadying hand since the demise of Carillion. His calm and competent approach to engaging with the key stakeholders has built a culture of trust with clients. Joe has been characterised as quiet, considered and technically accomplished, generating confidence among stakeholders and providing patient support to the staff he manages.

He also advises on helping projects become "Future Ready", with a clear view on the sustainability measures that can be applied to projects going forward.

"According to the judges, Joe's rapid progress and his client management skills stand out and it is clear that clients see him as a reliable stakeholder - a key trait for any advisor."

Highly Commended

Owen Knight Senior Associate, **DLA Piper**

The judges view is that Owen has clearly made good contributions in the development of a number of key DLA Piper initiatives, such as the Project Simulator and the Project Autumn Report. They also praised his advocacy of diversity and inclusion.

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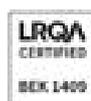
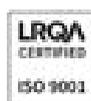
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Partnerships Awards

Individual Contribution of the Year



“The judges commended Julia for this award based on her continued commitment to the development of the Sizewell C plans in a way that delivers value for the government, while also seeking to benefit the local community.”

Winner

Julia Pyke

Sizewell C Director of Financing, **EDF Energy**

Since 2017, Julia Pyke has been working tirelessly to develop the financing model that will kickstart the UK's investment in nuclear energy. In 2021, the project was confirmed by the government, with a clear structure that will see public and private sector investment provided to the scheme. Formerly head of power at law firm Herbert Smith Freehills, Julia has been instrumental in developing and driving the financial structure of the Sizewell C project, which will see the UK government invest alongside private partners and will use the regulated asset base (RAB) model as a way to ensure appropriate risks are transferred to the parties most able to bear them. As part of the programme, EDF will effectively transplant its plan and supply chain from its work delivering the new Hinkley Point C project, ensuring that it can take the lessons learned on that project to enable the Sizewell C scheme to be delivered at a lower cost and at pace. Alongside the new nuclear development, the Sizewell C project is looking at ways in which it will benefit the population and support the local economy through a range of measures and integration with the local community.

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