

# Ahmed Alshawi

Capital Programmes, Commercial & Advisory Professional (BEng, MEng, CEng, MICE)

Ahmed is a Chartered Civil Engineer and management consultant with 13+ years' experience across nuclear, water and rail in the UK and internationally. He brings a unique blend of top-tier consultancy experience at Deloitte and PA Consulting, advising senior clients on their major capital projects and infrastructure programmes, with deep technical credibility. Ahmed has built his advisory capabilities from a foundation of hands-on engineering delivery in highly regulated environments, leveraging collaborative delivery models, and assurance-led diagnostics. He excels in operating at the intersection of capital programmes, commercial and procurement, and delivery models – shaping direction in ambiguous environments, working to build growth opportunities, leading complex pursuits, and running workstreams.

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📍 Manchester, UK

## NAVIGATE TO SECTION

Core Expertise

Experience & Credibility

Sales Origination & Pursuit Leadership

Lead-Role Assignment & Client Delivery

Capital Programme Assurance & Advisory

Engineering Career

Education

Languages & Technical Skills

## CORE EXPERTISE

### 1 - Capital Programmes & Delivery Models

*Mobilising and de-risking complex capital programmes - enterprise, alliance and Project 13-inspired models - through integrated transition planning, governance and right-first-time setup.*

### 3 - Assurance & Root Cause Analysis

*Diagnosing underlying drivers of project and organisational issues through structured, evidence-based analysis; translating findings into clear recommendations and targeted improvement plans.*

### 5 - AI-Augmented Delivery

*Utilising AI agents and LLM-powered tooling to accelerate research, synthesis, and document-heavy workstreams; building bespoke applications via AI agents that reduce manual effort and enhance output quality.*

### 2 - Commercial & Procurement Advisory

*Shaping commercial models, incentivisation mechanisms, contract schedules and technical evaluation; reviewing major procurements and assessing commercial risk on multi-£bn programmes.*

### 4 - Programme Governance & Controls

*Strengthening client capability across planning, forecasting, risk and performance management to improve visibility, decision-making and predictability.*

## EXPERIENCE & CREDIBILITY

### Consultancy & Engineering

- **PA Consulting** | Principal Consultant | 2024 – Present
- **Deloitte** | Manager | 2020 – 2024
- **Mott MacDonald, Atkins, Arup** | Engineer | 2011 – 2020

### Construction Software Founder

- Founded Dynamico Systems Ltd, developing proprietary automated structural engineering design software, now in operational use on live nuclear projects.
- Granted UK patent (GB2624253) for an AI depth-first-search algorithm enabling automated FEA component identification, visualisation, & code-compliant design.
- Website: <https://dynamicsystems.com>

### Nuclear Sector Depth

- Class 1 nuclear safety-critical engineering delivery, plus advisory and commercial assurance of multi-£bn nuclear programmes.
- Clients incl. Sellafield, NDA, NWS, AWE, CGN, UKAEA, Dutch Ministry of Finance.

### Origination, Sales & Pursuit Leadership

- £1.6m won across two Scottish Water SR27 bids (Enterprise Delivery Model + Common Data Environment).
- £700k cross-sell secured within live Scottish Water delivery.
- Originated PA's firm-wide entry onto the Audit & Assurance 2 framework, pitching the case for investment, convening business support, and mobilising the bid team.
- Led and shaped major nuclear and infrastructure pursuits including on the NWS GDF and SL PACE.
- Shaped the PA Energy and Utilities GTM strategy, defining a path to grow the portfolio of capital programmes advisory work from c.£5m to c.£30m annual revenue by 2030, grounded in market demand and PA's delivery capability.
- Led business development and account growth at Deloitte for the UK Public Sector Nuclear account, covering Sellafield, NDA, NWS, GBN, BEIS and UKAEA.
- Recorded Deloitte sales credits including £1.0m lead and £1.65m support in FY22, and £250k lead and £1.61m support in FY23; built account infrastructure including Salesforce and reporting with a small support team.

## SALES ORIGINATION, PURSUIT LEADERSHIP & GROWTH

### Netherlands Nuclear Client – Information Requirements & Common Data Environment (CDE)

Pursuit Lead | PA Consulting | Information Management, CDE & Digital Enablement

January 2026 – May 2026

The Hague, Netherlands & Manchester, UK

Live Netherlands nuclear advisory pursuit – translating the client's TOM into information requirements and a CDE procurement blueprint.

Achievements/Tasks

- Worked with a PA Partner to develop a qualified client lead into a formal OIR / CDE advisory opportunity, shaping the client problem, route to value and proposed workstreams around information requirements and CDE setup.
- Authored an ISO 19650-aligned methodology to derive OIRs from a Target Operating Model (TOM), and developed the "OIR & CDE Discovery" proposal to the client to position two new aligned workstreams.
- Designed and led an on-site Information Management pitch in The Hague, providing structured feedback on the client's OIRs, and bringing insights from real-world engineering experience to their CDE selection thinking.
- Pursuit resulted in the client requesting and accepting a formal proposal to develop their OIRs, cascade them down to EIRs, and to develop their CDE business case.

### PA Transition Methodology & Offering

Offering Lead | PA Consulting | Capital Programmes Transition & Delivery Model Advisory

2025 - 2026

Manchester, UK

Development of PA's repeatable transition advisory offer for major capital programmes and new delivery models.

Achievements/Tasks

- Developed PA's capital programme transition methodology offering, focused on helping regulated infrastructure clients move from delivery model ambition into governed, commercially robust mobilisation.
- Built the proposition and methodology around delivery model transition, readiness, governance, commercial interfaces, stakeholder alignment and practical mobilisation planning.

### Scottish Water – SR27 Pursuits

Project 13 / Delivery Models & CDE | PA Consulting | Sales Origination & Pursuit Leadership

September – November 2024

Glasgow & Manchester, UK

Two parallel SR27 pursuits – Enterprise Delivery Model (£1.2m) and Common Data Environment (£0.4m) – both won.

Achievements/Tasks

- Worked with PA Partners to shape the origination strategy and key messages for both pursuits; authored the Project 13 narrative and storyboarded the response; positioned as the Delivery Models / Project 13 Expert.
- Owned pitch deck content through Red Team review; lead presenter for the Project 13 / collaborative delivery model component during the client pitch.
- Co-authored the final CDE response deck; led iteration through multiple versions and supported early proposal mobilisation across the bid team.
- Outcome: both pursuits won – c.£1.6m of secured new client revenue.

### Audit & Assurance 2 (A&A2) Framework – Pursuit Origination

Pursuit Lead | PA Consulting | Firm-wide cross-GTM origination

2024 – 2025

Manchester & London, UK

Originated PA's firm-wide entry onto the Audit & Assurance 2 framework – a major cross-capability and cross-GTM opportunity.

Achievements/Tasks

- Independently identified and qualified the firm-wide opportunity to pursue a place on the A&A2 framework.
- Attended the supplier engagements; and built and led the internal case for bidding, convening five senior Partners across capability and sector teams, to stand up a steering group and secure investment to pursue.
- Set up the mobilisation and team to bid on the framework – resulting in securing a place for PA on all pursued lots.
- Significant £500k win through the framework within the first quarter of framework commencement.

### Sellafield PACE & Nuclear Waste Services GDF – "Big Bets"

Pursuit Lead | PA Consulting | Nuclear Capital Programmes & Major Pursuits

2024 – 2025

Manchester & London, UK

Originated PA's firm-wide entry onto the Audit & Assurance 2 framework – a major cross-capability and cross-GTM opportunity.

Achievements/Tasks

- Led PA's response activity for the NWS Geological Disposal Facility and Sellafield PACE opportunities, bringing capital programme delivery, collaborative delivery model and nuclear-sector insight into the bid narrative.

- Owned and shaped key bid responses, RFIs and pursuit materials, translating complex capital programme requirements into a clear advisory proposition to obtain long-term business investment to pursue.
- Led engagement with an Engineering firm as sub-contractor to create a unified pursuit strategy.

## **PA Consulting – Capital Programmes & Infrastructure Strategy**

Strategy Lead & Co-Author | PA Consulting | Strategy Development

2024

Manchester & London, UK

*Internal strategy initiative – defining PA’s Capital Programmes & Infrastructure growth strategy across the EAU sector.*

*Achievements/Tasks*

- Responsible for leading a junior team to develop the end-to-end strategy for PA’s capital programmes across Energy and Utilities with a focus on the nuclear sector.
- Development included market analysis, target client segmentation, establishing the firm’s point of view, and setting out four primary offering categories.
- Set out the path to grow the portfolio from c.£5m to £30m annual revenue by 2030 across Energy and Utilities grounded in market demand and PA’s delivery capabilities.
- Defined PA’s differentiated positioning against engineering firms and the Big Four, and mapped our offerings against known live and future opportunities.
- Set out the PA “Big Bets” operating model – a central pursuit team integrated with account leads to make the strategy of pursuing major long term opportunities executable with investment from the business.

## **Public Sector Nuclear Account – Account Management**

Account Manager | Deloitte | Capital Projects & Infrastructure, UK Consulting

2020 – 2024

Manchester & London, UK

*Account management of Deloitte’s UK Public Sector Nuclear account with a multi-£M annual portfolio.*

*Achievements/Tasks*

- Led business development and account growth: opportunity identification, qualification, bid responses and pursuit support, reporting directly to senior Deloitte Partners.
- Built a Salesforce dashboard (“Jupiter”) and integrated capability across multiple service lines to leverage cross-firm industry insight.
- Supported major pursuits including UKAEA STEP, Dounreay FFF, Magnox, BEIS Sizewell C, NDA Assurance and Great British Nuclear, bringing nuclear capital delivery insight into bid teams.
- Brought knowledge of delivering highly complex capital projects in a safety-critical industry to the wider firm.

## **LEAD-ROLE ASSIGNMENT & CLIENT DELIVERY**

### **Scottish Water – SR27 Enterprise Delivery Model**

Transition Workstream and Commercial & Procurement Lead | PA Consulting | Capital Programmes & Delivery Transition

2024 – 2026

Glasgow & Manchester, UK

*c.£7–9bn Project 13 and Integrated Project Delivery (IPD) inspired Enterprise Delivery Model*

*Achievements/Tasks*

- Led the Scottish Water transformation transition workstream for the shift from a two-alliance delivery model to a Project 13 inspired enterprise delivery model. Responsible for developing the integration plan across workstreams & overarching transition strategy, developing journey maps across workstreams, and guiding the transition plan build of 1,000+ activities across five workstreams.
- Responsible for the ongoing management and delivery of the transition plan, with junior team members developing live linked dashboards, RAID cadence and look-ahead views. Transition plan adopted as the live programme plan.
- Extended scope to a second workstream as commercial / procurement lead: shaped the Enterprise Agreement (advised on incentivisation mechanisms, and led developing supplier obligations across design, construction, commissioning, innovation, standardisation and mobilisation); structured contract schedules.
- Led the technical evaluation methodology for the £9bn ITN across multiple stages for both primary designers and asset delivery partners – drafted technical questions, set out the evaluation approach and set up the evaluation criteria while liaising with the Scottish Water procurement team throughout.
- Scoped, sold and led an additional Technical Consultant to Primary Designer transition workstream: contract data analysis (across multiple framework providers), as-is / to-be process mapping, Scottish Water functional area impact assessment and development of comms plans and handover packs.

## Sellafield Ltd – Asset Management Transformation

Change Manager | PA Consulting | Strategy, Transformation & Assurance

2024

Cumbria & Manchester, UK

*Defining the case for change and shape of an enterprise-wide asset management transformation across Sellafield*

*Achievements/Tasks*

- Defined the transformation vision and case for change; led stakeholder engagement across engineering, operations, commercial and leadership to surface pain points and behavioural constraints.
- Applied systems thinking and root cause analysis to identify critical blockers across governance, data, decision-making and ways of working.
- Developed a “*what must be true*” framework translating strategic ambition into prioritised change outcomes and enabling activities, providing the foundation for c.£500k of follow-on work into the wider programme.

## Dodewaard Nuclear Power Plant – Confirmatory Review

Project Lead / Assignment Manager | PA Consulting | Nuclear Advisory & Assurance

September 2024 – January 2025

The Hague, Netherlands & Manchester, UK

*Confirmatory review of the decommissioned Dodewaard nuclear power plant for the Dutch Ministry of Finance.*

*Achievements/Tasks*

- Project Lead and Assignment Manager for the engagement, delivering scope, managing commercials and managing the technical lead role across PA and joint-venture partner TÜV Rheinland.
- Exercised senior technical and assurance judgement: radiological risk analysis, dose-rate decay calculations, shielding effectiveness, reactor internals condition, civil structures and degradation mechanisms.
- Lead author of the issued report; managing sub-contractor input and client comments.
- Closed the engagement commercially and administratively, including subcontract management with TÜV Rheinland.

## High Speed 2 – Build & Fix / Programme Delivery Partner

Project Controls, Forecasting, Process and Root Cause Analysis Reviewer | Deloitte | Delivery Enablement

2022 – 2023

Manchester & London, UK

*Multi-strand programme assurance and process redesign engagement on the UK's flagship high-speed rail programme.*

*Achievements/Tasks*

- Led development of an updated forecasting procedure across Programme Controls, Commercial and Finance functions. Reported to the Project Controls Steering Group; led workshops to secure cross-functional alignment.
- Deep-dive root cause analysis of design management and technical assurance in a multi-party delivery environment. Findings translated into a forward action plan covering assurance, decision-making and delivery confidence.
- Led end-to-end BPMN process development for the HS2 Land & Property directorate, including standard operating procedures, feeding into the HS2 Integrated Management System.

## CAPITAL PROGRAMME ASSURANCE & ADVISORY

### Sellafield Ltd – Capital Programme Assurance Reviews

Reviewer · Multi-Engagement | Deloitte | Capital Programme Assurance, Commercial & Delivery Model Review

2020 – 2024

Cumbria & Manchester, UK

*Series of independent reviews and assurance engagements supporting Sellafield's major capital and decommissioning programmes.*

*Achievements/Tasks*

- Programme & Project Partners (PPP) Triennial Review: independent review of the 20-year PPP model at year three; tested approach, validity of conclusions and benefits realisation; recommended actions to secure contractual requirements and ongoing model success.
- Box Encapsulation Plant: commercial review and root cause analysis of a failing project; SWOT analysis of a proposed restructured incentivisation model. Separate investigation into a large emergent unplanned liability for the Head of Finance.

### Nuclear Restoration Services – Commercial Complex Procurement Review

Reviewer | Deloitte | Commercial & Procurement Advisory

2023

Manchester, UK

*Independent commercial review of a complex nuclear decommissioning procurement.*

*Achievements/Tasks*

- Assessed commercial risk exposure, supplier-assumption-driven risk, and developed a graded action plan across no-change / minor / major changes covering programme delivery, project controls, scope definition, estimating, and novel approaches including “nth-of-a-kind” models.

## Scottish Water – Value for Money Framework Review

Framework Reviewer | Deloitte | Capital Portfolio Assurance

2023

Manchester, UK

*Independent review of the client’s Value for Money framework supporting capital portfolio reporting.*

*Achievements/Tasks*

- Analysed each Scottish Water Value for Money metric for suitability, maturity and impact; interviewed metric owners and recommended improvements with a focus on automation and digitisation of metric measurement.

## Other Deloitte Engagements

Manager | Deloitte | UK Consulting

2020 – 2024

Various, UK

*Achievements/Tasks*

- Department for Health and Social Care – managed design, coordination and set-up of seven drive-through COVID-19 testing facilities across the North of England and Wales (rapid pandemic response).
- UK Retail Bank – coordinated a panel of building surveying firms across c.360 surveys (c.£1m) on a residential remediation programme supporting a potential £multi-million total claims assessment.

## ENGINEERING CAREER

### Mott MacDonald & Atkins

Engineering Manager / Senior Structural Engineer / Lead Structural Engineer | Nuclear safety-critical engineering delivery

September 2013 – February 2020

UK, Japan & China

*Hands-on engineering delivery of Class 1 nuclear safety-related structures.*

*Achievements/Tasks*

- Mott MacDonald, Engineering Manager / Senior Structural Engineer (2018–2020). Project Manager for a suite of five specialist automated structural design software products for China General Nuclear (UK New Build, Shenzhen-based client); delivered on time at c.30% operational margin. Engineering Manager for four Class 1 nuclear safety-related structures on a confidential UK New Build programme (Tokyo-based client), leading a team of eight and ensuring compliance with ONR Safety Assessment Principles. Managed retrospective design substantiation for existing nuclear safety-critical facilities at the Atomic Weapons Establishment.
- Atkins (now AtkinsRéalis), Lead Structural Engineer (2013–2018). Lead structural engineer on a Class 1 nuclear safety-related facility for BAE Systems (D58/D59). Led multi-disciplinary interface management with structural, geotechnical, electrical and architectural disciplines; managed key documentation through independent technical assessment; provided client advisory on safety-critical design substantiation for regulatory approval; led NEC change through Early Warning Notices, Compensation Events and Risk Reduction meetings.

## EDUCATION

### Civil Engineering with Construction Management (BEng & MEng)

University of Leeds

2009 – 2013

Leeds, United Kingdom

- **Masters of Engineering – MEng – 1st Class (82.6%):** Masters Thesis – “*Investigating the Contractual Nature of Integrated Project Delivery (IPD) in a Level 3 Building Information Modelling (BIM) Environment*”.
- **Bachelors of Engineering – BEng – 1st Class (84.5%):** Undergraduate Thesis – “*Investigating and Examining the Potential to use BIM to Improve Post-Project Performance Over the Life Cycle of a Building*”.

## LANGUAGES & TECHNICAL SKILLS

### IT skills

Claude Co-work, Code & Design; OpenAI Codex; Microsoft 365 suite; Autodesk Engineering & Construction packages.

### Languages

English (native), Arabic (proficient).

### Programming

Qt, C++, C#, Python.

### Driving

Full clean UK driving licence.