



Twenty Years

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Mike Thirsk
CEO
Tenet Consultants

*Two Decades
in the Making...*

A
reflection
on the journey that
shaped us

Twenty years ago, Tenet Consultants began with a small team, a clear vision, and a commitment to deliver engineering solutions with quality and integrity at their core. What started as a modest consultancy has grown into a trusted partner to some of the most complex and vital projects in the nuclear and energy sectors.

Over the last two decades we have faced challenges, embraced opportunities, and continually evolved to meet the needs of our clients and our industry. From our beginnings in Warrington to establishing a presence in North Wales, from expanding our technical capabilities to welcoming new generations of engineers and project professionals, our journey has been one of steady growth built on strong values.

I am immensely proud of the people who make Tenet what it is today. Our success has always been about more than technical excellence, it is about the culture we have created, the trust we have built, and the way we look after one another. This is reflected not only in our work, but in how we give back to the communities around us and invest in the future of our industry.

This Legacy Book celebrates our story so far. It showcases the projects we have delivered, the people who have shaped our journey, and the partnerships that have defined our reputation. But it is also a reminder that our story is still being written. As we look to the next twenty years, our focus remains on innovation, sustainability, and nurturing the talent that will drive Tenet forward.

On behalf of the leadership team, I want to thank every member of our staff, past and present, our clients, and our partners. Together, you have helped Tenet become the company it is today. We look forward with optimism, ambition, and confidence in the future we are building.

Mike Thirsk
CEO
Tenet Consultants



“We started with a belief that integrity and quality matter. Twenty years later, that belief is stronger than ever.”

Janine Rudenko
Operations Director







The Tenet team outside the Warrington office,
401 Faraday Street, 2025



We are Tenet Consultants, a team of engineers, project specialists and innovators committed to delivering quality and integrity in everything we do.

From our beginnings in 2005, our people and our values have shaped who we are. With offices in Warrington and Anglesey, we support vital projects in the nuclear and energy sectors, helping to build a safer and more sustainable future.

The
values
that
Define Us



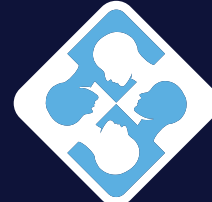
Safety



Integrity

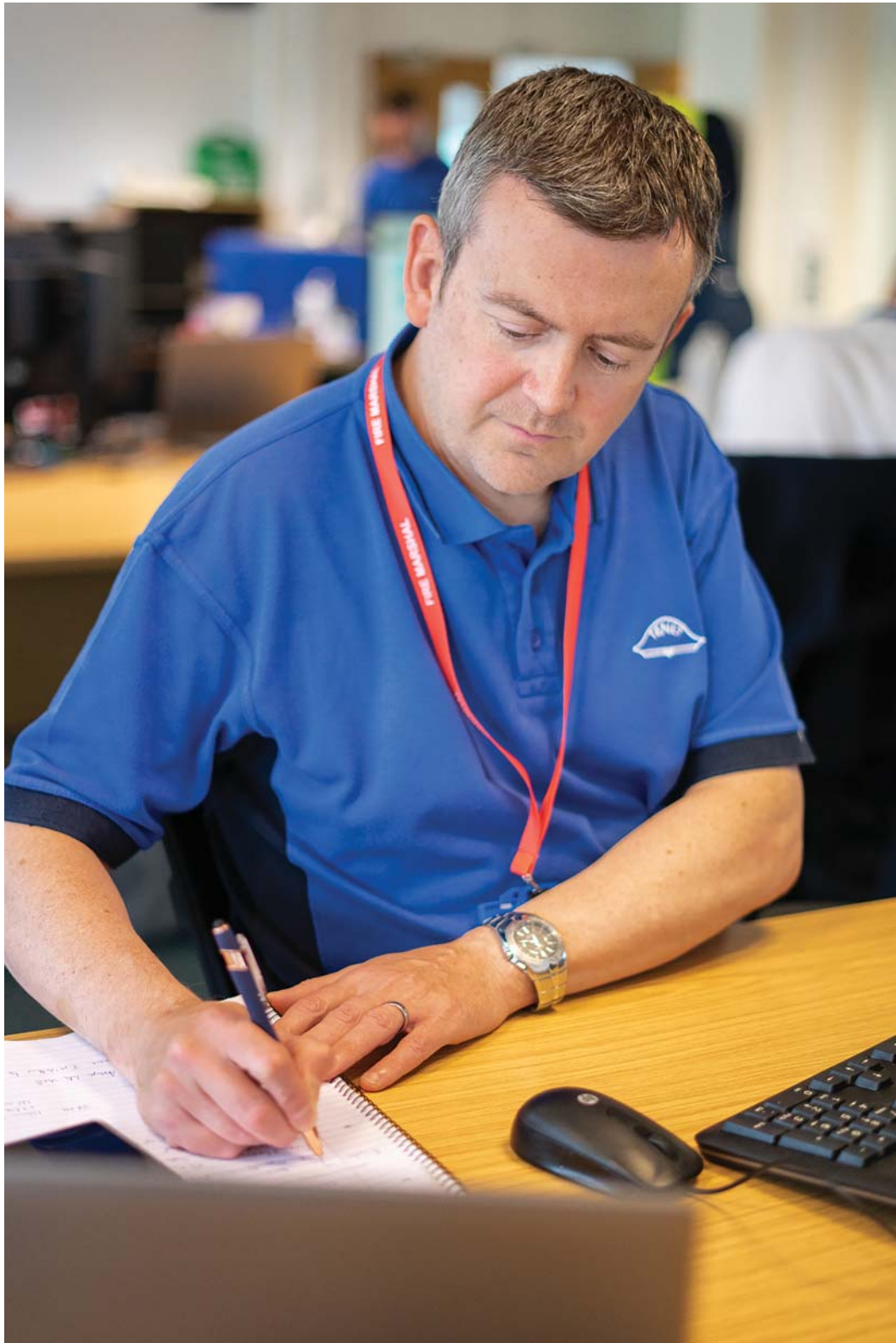


Value



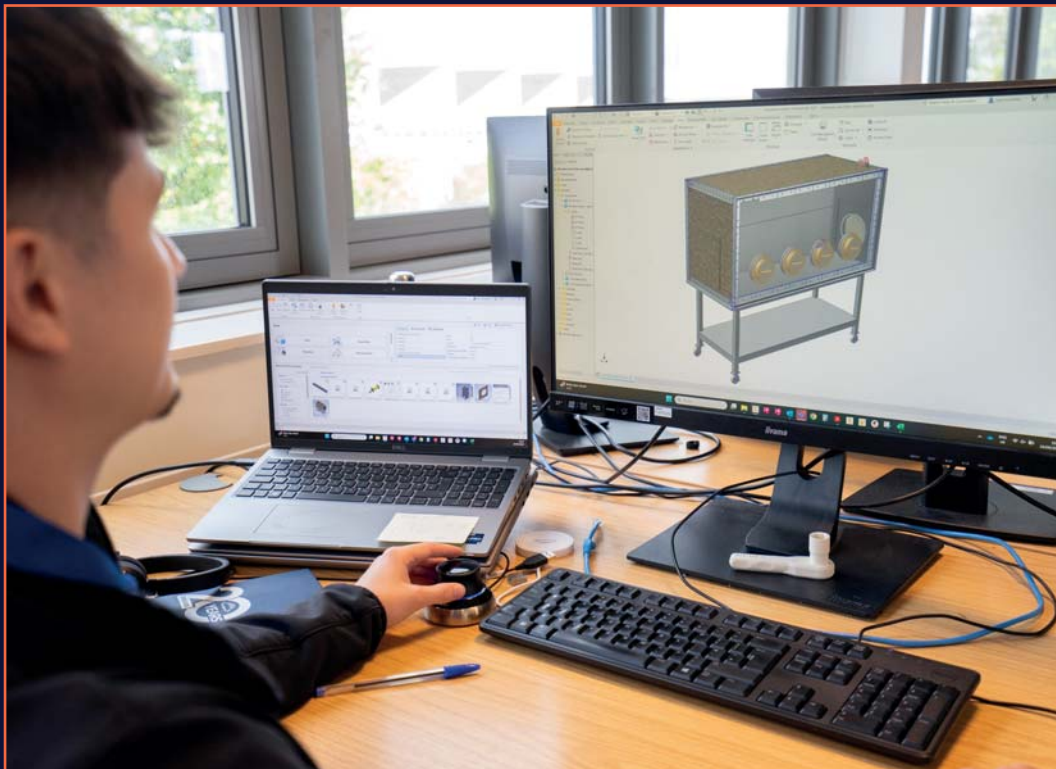
Collaboration

Delivering Quality with Integrity



Defining Moments

***Milestones that
mark our evolution
through time***





CERTIFICATE OF INCORPORATION OF A PRIVATE LIMITED COMPANY

Company No. 5461479

The Registrar of Companies for England and Wales hereby certifies that
TENET CONSULTANTS LIMITED

is this day incorporated under the Companies Act 1985 as a private
company and that the company is limited.

Given at Companies House, Cardiff, the 24th May 2005



Companies House
— for the record —

The above information was communicated in non-legible form and authenticated by the
Registrar of Companies under section 710A of the Companies Act 1985

Milestones that mark our evolution through time.

Every story has a beginning.

For Tenet, that beginning was in 2005 with a small office, a handful of engineers, and a belief that quality and integrity should guide every project.

The early years were defined by resourcefulness – old equipment, long hours, and a determination to prove that our values mattered as much as our technical skills.

2005



Tenet was founded by Mike Thirsk, beginning life as a small consultancy with a vision for something bigger.

2006



The acquisition of DATS' Engineering Consultancy division transformed Tenet into a fully-fledged consultancy, creating the foundation for the company we know today.



2007

As our reputation grew, so did our team.

We established ourselves in Birchwood Park, at the heart of the UK's nuclear sector, and expanded into new spaces as our people and projects multiplied. From those humble beginnings,

Tenet developed into a trusted partner on some of the most complex projects in the industry.

2009

ATKINS

Member of the SNC-Lavalin Group

Our "right first time" approach brought new opportunities with major clients including Urenco UK, Atkins, NDA, Yokogawa and Springfields Fuels.

urenco



Westinghouse

Springfields Fuels Ltd

Tenet's Warrington offices
at Birchwood Park





2012



We strengthened our expertise in control, instrumentation and electrical design, broadening our capabilities across the nuclear sector.



By continually investing in people and processes, Tenet became known not just for technical skill but for the integrity and reliability of its delivery.

2016



2014

2014 marked the year that Tenet became - and still remains - one of the first suppliers to the NDA's Design Service Alliance.



2019

Tenet entered a new phase of growth under a bold, forward-looking vision. Leadership focused on expanding capabilities, strengthening teams, and pursuing opportunities across nuclear, infrastructure and advanced energy sectors.

2019 also saw us strengthening our capabilities with the introduction of our now strong mechanical engineering design capability.

2018



Achieving BAFE accreditation marked a key moment in Tenet's commitment to quality, compliance and professional standards. It reinforced the company's dedication to excellence in every project and provided clients with additional assurance that our systems, processes and practices meet rigorous industry benchmarks.







The introduction of the Shadow Board gave apprentices and graduates a voice in shaping Tenet's direction, reinforcing our belief in developing talent from within.

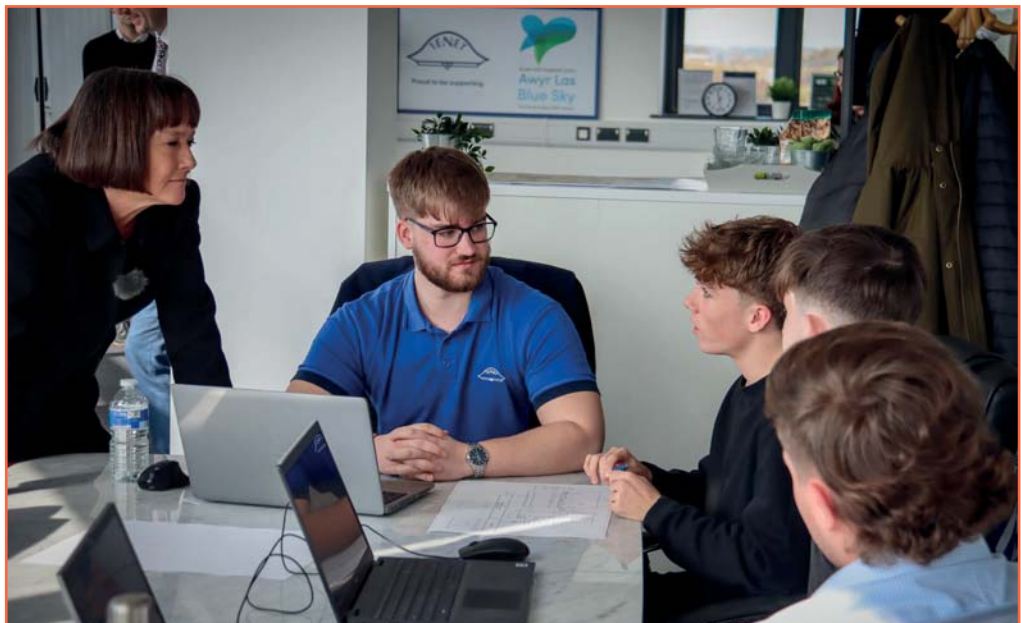


2021



2020

When the global lockdown arrived in 2020, Tenet's teams adapted with remarkable speed. Within a week, the company was fully operational from home, with IT systems and digital collaboration tools enabling continuity of service.



“The most valuable thing you get here is the chance to grow alongside people who want you to succeed.”

Joe Murphy
Y5 Mechanical Degree Apprentice



The 2013 Tenet Leadership Team.

L-R: Janine Rudenko, Keith Howbrigg, Jeff Huyton, Mike Thirsk and Aiden McManus.





Membership of The 5% Club Gold marked our commitment to apprenticeships and training, while our high staff retention rate showed that Tenet was a place people wanted to stay and grow.

2022





2024



Tenet achieved Platinum status with the 5% Club in 2024, recognising a sustained commitment to developing people through apprenticeships, graduate routes and structured learning. Building on our Gold Award in 2022, this milestone reflects how investment in skills and progression is consistently embedded across the business.

Opening our Anglesey office at Menai Science Park (M-SParc) connected Tenet to the nuclear revival in North Wales and to a new community of talent and innovation. This strategic location also brought us closer to schools, apprenticeships and the next generation of engineers.







2025

We marked our 20th anniversary with murals at Birchwood and Anglesey, artworks capturing our past, present and future. The year was also dedicated to giving back, with major charity fundraising initiatives for Maggie's Manchester and Awyr Las, alongside our annual family BBQ that brought everyone together to celebrate two decades of Tenet.





Connections

beyond work –
celebrating
our people





Our culture isn't something that lives in a handbook. It's carried by the people who build Tenet every day, shaped by our shared values and the places we call home.

Family at the Core

From the beginning, Tenet has been guided by a belief that people come first. This is a company built not only on technical expertise but on community, trust and shared purpose.

Tenet's 20th anniversary BBQ captured this spirit perfectly. Friends, families and colleagues came together to celebrate two decades of growth, teamwork and connection. It was a moment that said more about Tenet than any report or presentation could. This sense of belonging is the heartbeat of the company.

 *Our strength has always come from the people who make Tenet what it is.* 

Craig Rogers
Managing Director













Voices That Shape the Future

Tenet's culture is built on inclusion and forward thinking. The creation of the Shadow Board gave apprentices and graduates a voice in shaping the company's direction. This isn't symbolic, it's real influence. Young talent helps guide decisions, creating a culture where leadership is shared and everyone has the chance to grow.

“*The Shadow Board gives us a seat at the table. It shows that our voices matter.***”**

Joe Mullarkey
Shadow Board Member





Our **Platinum membership** of The 5% Club reflects that commitment. Apprenticeships aren't just part of our recruitment strategy, they're woven into our identity. High retention rates speak to a culture where people feel valued, supported and seen.



Integrated Solutions for Nuclear Engineering

CE&I and Mechanical Engineering Design Services

From front-end problem definition and conceptual design, to design support through to testing, commissioning and operations.

Our Expertise

With a focus on Nuclear Decommissioning, New Build, and Fuel Enrichment, our collaborative approach and commitment to safety and integrity ensures that we provide high quality, fit for purpose solutions to complex problems. We have a proven track record of delivering projects such as:

- Mechanical handling design.
- Material containment systems (such as Gloveboxes).
- Shield doors.
- Functional Safety and Engineering Substantiation.
- E&I Building Services -
- Power distribution, Fire Detection, Lighting and Radiometrics.
- Process Plant and Instrumentation Design.



Safety



Integrity



Value



Collaboration



tenetconsultants.com



Join your meeting with room

WEDNESDAY, 11 SEPTEMBER

11:25 am

Conference Room

Add this room to a meeting with your personal device

“

Our apprentices only work on live projects, equipping them to lead projects as soon as they graduate.”

Janine Rudenko
Operations Director



TENET Delivering Quality with Integrity

Apprenticeship Opportunities

Nuclear Engineer Degree Apprenticeship:

- Electrical, Control & Instrumentation Design
- Mechanical Design

"Earn While You Learn" on our 5-year Degree Apprenticeship Scheme in partnership with Wigan & Leigh College and UCLan

COME AND JOIN THE TEAM

"Tenet are proud to have been training our future leaders for the past 12 years, driven by our commitment to a new apprentice intake every year."

Chris Rogers, Managing Director



From strength to strength – Tenet completes management team

Birchwood Park occupier Tenet Nuclear is celebrating the completion of the new management team as MD Mike Thirsk welcomes onboard Keith Howbrigg as Design Delivery Manager.

"It's a real plus having Keith as part of the team. This will enable us to continue to deliver outstanding projects while at the same time allowing us to also focus on growth and development," said Mike.



Shots of Mike Thirsk (MD), Mark McIntyre (Engineering Manager), Keith Howbrigg (Design Delivery Manager) inside the new Tenet office.

Tenet's core business is the provision of Control, Electrical and Instrumentation (CE&I) support to the nuclear industry.

Recognising their growth plans Tenet have recently expanded into larger offices on the 4th floor of Thomson House.

"The support team at Birchwood Park made the move as painless as possible and this meant that we achieved it with no interruption to the business," Mike added.

A Sense of Place

Tenet's culture is rooted in its locations. Birchwood Park places the company at the heart of the UK's nuclear industry, close to key partners and opportunities for collaboration.

This is where our story grew from a single space to a thriving community of engineers and innovators.









In Anglesey, the M-SParc office connects us to a new wave of talent and ideas. It's a place that reflects our forward-looking approach, close to schools, universities and local partners.

Two locations, one shared culture. Both spaces play a part in the story of who we are.



*Inspiring the
Engineers
of Tomorrow
Education,
opportunity
and the next
generation
of engineers*



“Seeing the impact on schools and young people makes the work feel bigger than the day job.”

Phil Owens
Lead C&I Engineer

Part of Something Bigger

Since its earliest days, Tenet has believed that business and community go hand in hand. Giving back has never been an afterthought; it's part of who we are.

In our 20th anniversary year, that commitment came into even sharper focus. We partnered with Maggie's Manchester and Awyr Las, raising funds to support people and families facing some of life's toughest challenges. We also continued to sponsor local football teams, helping grassroots sport thrive in the places we call home.

These partnerships are more than donations. They are ongoing relationships built on trust, shared values and real impact.

The story of Tenet's community impact is told best through the people involved. Over the years, our teams have taken part in sponsored runs, charity walks, bake sales, office raffles, cycling challenges and community volunteering days.



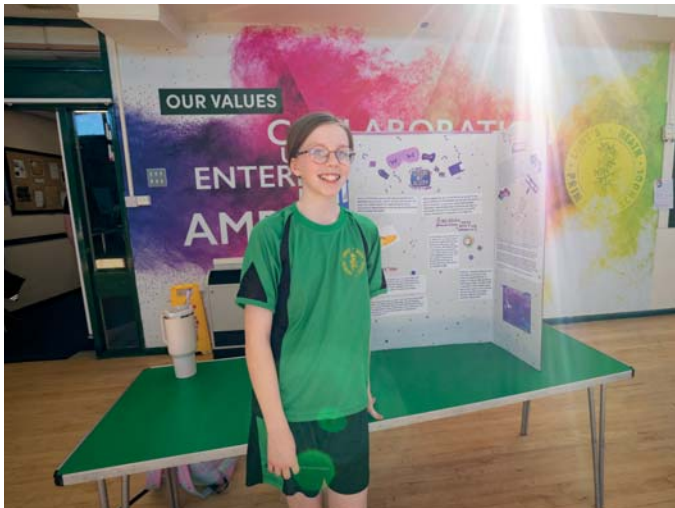
Inspiring the Next Generation

One of Tenet's proudest contributions to community is our schools engagement programme. Where others focus on older students, Tenet reaches out to primary schools, sparking interest in engineering from the earliest years.



Through hands-on workshops, visits to local schools and events at our offices, we help children see what's possible in STEM. Teachers often tell us how much the sessions inspire their pupils. For many of these children, it's the first time they've met an engineer.







“ I liked learning about how it would take hundreds of years to make it safe and how difficult it was to do this ”

Elias, Y4 Pupil



***Landmarks
of Progress
Signature projects
& milestones***

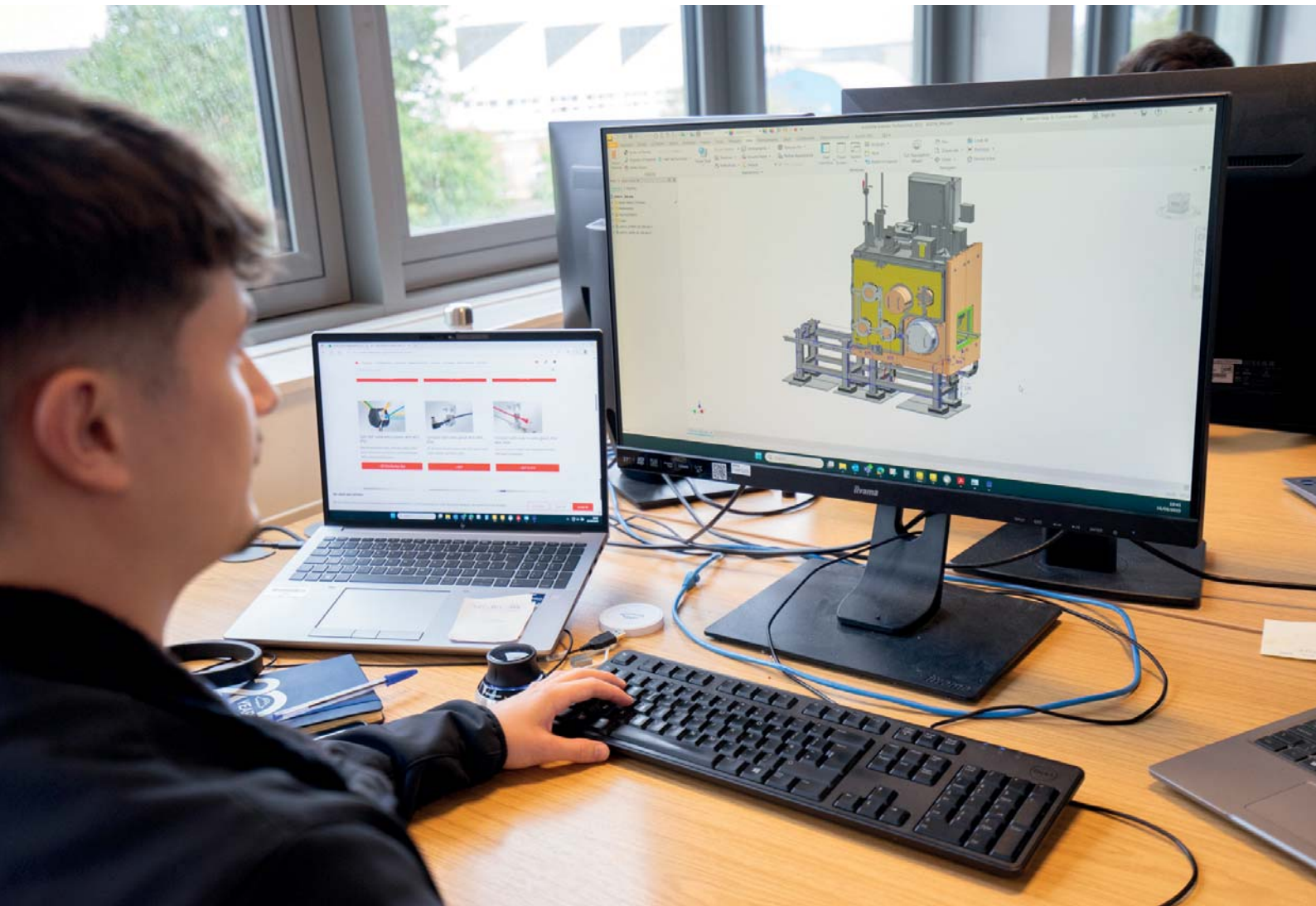


Across twenty years, certain projects and turning points have shaped Tenet into the company it is today. These moments changed our capabilities, our strategy and our people. Together, they form the backbone of our journey.

DSA / AXIOM Framework — 2014 Onwards

In June 2014, Tenet signed on to the DSA / Axiom framework, a decision that would be transformative. This partnership brought a new way of working, embedding rigorous frameworks, repeatable processes and deeper client collaboration into our core delivery model. Over the following years, this deepened our technical maturity, broadened our reach and laid the foundation for long-term, design and engineering work.





Evolving Roles

Twenty years ago, much of our design work was manually traced on paper, requiring long hours of drawing, red-lining and physical rework. Today, engineers model entire systems in 3D, collaborate across sites, and use digital tools to simulate and test before a single component is built. This shift reflects how our people's roles have grown, adapted and stayed central to what makes Tenet distinctive.



SRP and the Rise of the Mechanical Team

Our involvement in SRP (Strategic Reactor Programme) ushered in the growth of our mechanical engineering capability, reshaping Tenet's business strategy. This phase marked a deliberate strengthening of our mechanical team as we invested in apprentices, internal prototyping, and modern manufacturing approaches. Among the most significant innovations was our adoption of in-house 3D printing, allowing faster prototyping, better design validation, and more creative problem-solving.

“*The shift to digital modelling changed everything. It let us test assumptions early and build confidence long before construction began.***”**

Andy Shallcross
Mechanical Head of Discipline



A Journey to Leadership

Over the years, Tenet apprentices progress through the business, developing their skills, shaping our engineering disciplines and, in many cases, stepping into influential roles. Their journeys reflect continuity, long-term investment and a belief in growing talent from within.

Their careers chart the evolution of the company itself, from its early foundations through periods of change, growth and diversification.

As Tenet has expanded in capability and ambition, so too have the people who began their careers here, learning, adapting and helping to shape the business we know today.





From Foundations to Futures

*Mentorship, learning
and the culture that
shapes generations
of engineers*



Guided by Experience

At Tenet, the passing on of knowledge and experience is fundamental to who we are. From day one, those new to the profession are supported not just through structured training, but through ongoing guidance from engineers, project leads and technical specialists who take time to share insight, perspective and practical know-how. Whether it is offering advice on a design challenge, explaining how a system behaves in practice or simply answering a question about 'how we do things here,' this informal mentorship is woven into the daily rhythm of the business.

This commitment is also reflected in the way we formalise development through programmes such as our IET-accredited Degree Apprenticeship Scheme, where apprentices gain practical experience alongside academic learning, supported every step of the way by experienced engineers and mentors who help them build confidence and competence across real project work.

Mentorship at Tenet extends beyond internal relationships. Through partnerships with educational institutions and industry bodies we help shape the next generation of engineers and designers. Team members regularly visit schools and participate in STEM outreach to inspire future talent and broaden awareness of what a career in engineering can offer.

The value of this shared guidance was recognised externally in 2025 when Tenet received a mentorship award at the Wigan & Leigh College and University Centre Apprenticeship Awards, highlighting how dedicated mentoring helps graduates and apprentices thrive.

Formal and informal mentorship helps create a culture where experience becomes a resource, shared freely between generations. It strengthens individuals, expands capability across the business and ensures that skills, knowledge and professionalism are passed forward as part of Tenet's legacy.



Expertise in Action

Site mobilisation demanded problem-solvers who could translate design into operational readiness. Project engineers and support staff worked side-by-side with site teams to get projects moving safely and on time. That boots-on-the-ground commitment has become part of our DNA.



Twenty years on, the thing I am proudest of is how our people continue to raise the bar without losing who we are.”

Janine Rudenko
Operations Director

Dinorwig & non-nuclear expansion — pumped hydro and renewables

Work in Dinorwig and similar projects marked Tenet's confident move into hydro and renewable sectors, showing the portability of nuclear-grade rigour to wider energy infrastructure. This diversification broadened the company's technical reach and resilience.

In 2024, Tenet made a significant strategic move by establishing an office at M-SParc, Anglesey, North Wales. This was an investment in the region's growing role in nuclear revival, local talent, and the future of clean energy. Our choice of location reflects not only a business decision, but a community commitment: to be part of Wales' energy story, to grow local engineering capability, and to nurture the next generation of talent from the ground up.



Investing in Wales, growing local talent

The Anglesey office has become a place for apprentices and local engineers to thrive, many of whom are from North Wales. By bringing work and opportunity home, we're helping build a resilient regional talent pipeline. Our people are helping to shape a future for the region, making tangible the promise of community-rooted growth.



By investing in Wales, we are strengthening the talent pipeline close to home. It gives young people a clear path into engineering without having to leave the region to find it.”

Huw Brassington
Head of Wales Office



Welcoming the Welsh Secretary of State, Jo Stevens, to our Anglesey office, showcasing how local talent, mentorship and skilled engineering are shaping the future of nuclear in Wales.





***Leadership,
Resilience &
Modernisation***
***Growth at
a glance***

From surviving market dips to leading through volatility, our team have showed grit, adaptability and belief in Tenet's values over the years. The leadership transition, the reinvestment in technology, and the expansion strategy all reflect a culture that learns, pivots and builds for the long term.

2015–2016

A downturn in the nuclear sector led to a difficult downsizing period. It forced a rethink of strategy and a return to fundamentals. During this time Mike stepped back in as Managing Director and helped stabilise and restructure the business.

36
employees



2019

Craig Rogers joined the leadership team with a clear ambition: to take Tenet into new areas, grow capability, and strengthen the business for long-term success.

This moment marked the start of a new phase of growth, structure and vision.

26
employees

2021

Mike officially handed over day to day control of the business to the leadership team as Craig became MD, and Tenet moved into a new chapter of leadership while staying grounded in its long held values.

35
employees



2022

Work with Urenco unlocked a period of rapid expansion. New roles, new teams and new capability investment followed, propelling the business into its strongest growth phase yet.

40
employees



2020

Amid global uncertainty, Tenet moved rapidly to remote working. Within a week of lockdown, the company was fully operative from home. Investments in IT and digital systems allowed teams to collaborate effectively and maintain delivery during an unpredictable time. The resilience shown that year became a defining part of the company's identity.

39
employees



2023

2023 focused on refining the structures that supported Tenet's growing scale. New leadership pathways were introduced, internal teams were strengthened and the business aligned around a more mature operating model. It was a year of consolidation that prepared the company for the expansion ahead.

47
people



2024

A significant milestone was reached with the opening of the M-SParc office in Anglesey. Alongside this expansion, the business continued to grow its portfolio and strengthen its technical capacity.

67
people

“

*Engineering isn't done alone;
it's the collaboration, the
problem-solving together,
that makes the difference.
When people work side by
side, challenges become
opportunities, and solutions
emerge faster and smarter.”*

Chris Johnson
Technical Director





Welcoming our local MP, Llinos Medi, to M-SParc, Anglesey, and sharing how apprentices and early-career engineers are supported to grow and thrive at Tenet.





***The Heart
of Our Legacy***
***Celebrating the
people who bring
our story to life***



Across two decades of growth, change and ambition, one truth has remained constant. Tenet has always been defined by its people. Every milestone in our history, every breakthrough in capability and every step forward in our journey has been shaped by the individuals who chose to bring their energy, skill and character into this business.

What sets our people apart is not just their technical talent, it is the way that they show up. Their willingness to support colleagues, to nurture apprentices, to share knowledge freely, to take ownership when it matters, and to hold themselves to a high standard because they care deeply about the work they do. Ours is a team built on trust and driven by a collective sense of purpose.

The people of Tenet have shaped the business from the beginning. Long servers built the foundations we still rely on today. Apprentices are developing the skills that will carry us forward. Project teams turn complex challenges into practical outcomes and leaders set direction with clarity and consistency. Many careers have grown in parallel with the company, each one contributing to the culture and capability we have now.

As we mark twenty years, we acknowledge the engineers, specialists, mentors and colleagues who continue to define who we are. Our legacy is built on their contribution and our future will be shaped by the skill, drive and professionalism they bring to the business.





“Our charity partnerships reflect what Tenet stands for beyond our work. They represent compassion, community and a responsibility to support causes that truly matter to our people. **”**

Janine Rudenko,
Operations Director

Legacy in Action

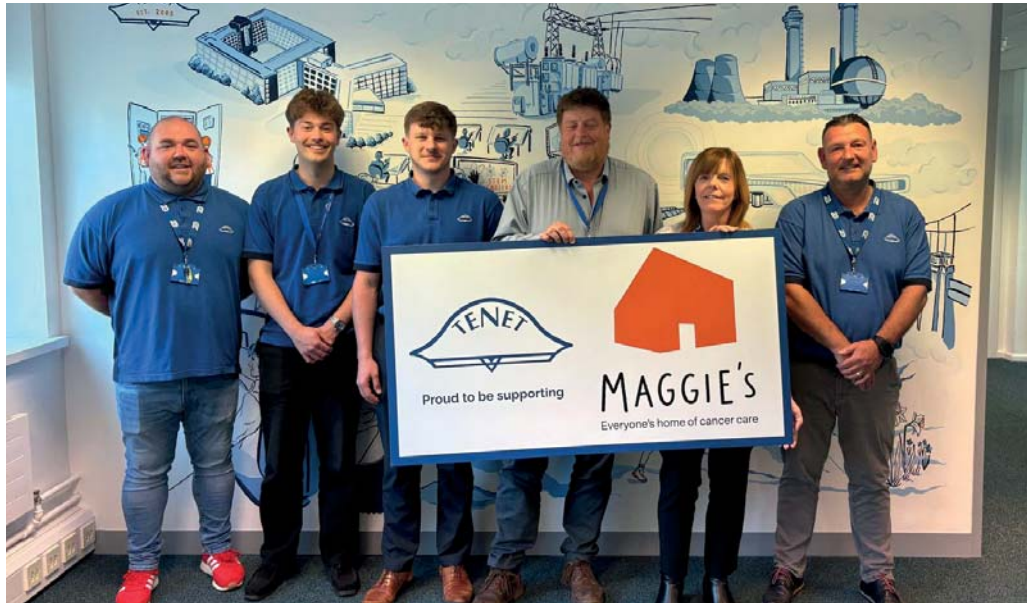
*How giving back
defines who we
are beyond
business*

Legacy is carried in the difference we make to the people and communities around us. For Tenet, giving back has never been a separate strand of who we are, it has been woven quietly and consistently into our culture from the very beginning.

Our community partnerships, charity work and outreach programmes reflect the same values that guide our engineering; clarity, care and a belief that progress should be shared. Over the years, our teams have supported causes close to our hearts, from Maggie's Manchester to Awyr Las, from local sports clubs to grassroots initiatives that strengthen the places where our people live and work. Every fundraiser, every sponsored event and every moment spent supporting others has been a reminder that our impact reaches far beyond site gates and project boundaries.

 *During a profoundly challenging time for my family, the support from Tenet went far beyond the workplace. The understanding, care and collective effort shown by colleagues made a difficult journey feel shared rather than faced alone.*

Simon Hartigan,
Senior Mechanical Engineer



One of the clearest expressions of our legacy is our commitment to young people.

Through school engagements, STEM workshops and hands on learning experiences, we have helped open doors for the next generation, giving them the confidence to imagine careers in energy, engineering and technology.

“

*These moments matter.
They spark ambition, they
broaden horizons and
they carry forward the
responsibility of shaping a
more sustainable future”*

Kate McDermott,
Commercial Director



Our presence in communities like Birchwood Park and Anglesey has strengthened our resolve to be more than a business operating in a location. We want to be a partner, a supporter and a contributor to regional growth. From charity walks and community days to welcoming local leaders and hosting educational visits, we have continued to show that our work is as much about people as it is about engineering.

Legacy is built through consistent action, small and large, repeated over years. It lives in the memories created at events, in the funds raised for vital causes, in the conversations that spark a young person's curiosity, and in the pride our employees feel when they see the impact of their efforts.

As we look forward, our commitment to giving back remains one of the clearest markers of who we are. It keeps us grounded, connected and aligned with the belief that progress means more when it is shared. Our legacy is not only written in what we build, it is written in how we care.





*Shaping
Tomorrow*
*A vision for the
next twenty years
and beyond*

As we close this book, we stand at a moment that feels both reflective and full of possibility.

Twenty years of ingenuity, teamwork and belief have brought us here, and the next chapter will be written by the same spirit that carried us through every milestone.

The world of engineering is changing, and so are we.

The next two decades will demand new thinking, new skills and new ways of working. Our vision is built on the foundations that have always defined Tenet, a commitment to safety, clarity of thought, technical excellence and a culture that puts people first. We will continue to grow capability across nuclear, clean energy and advanced infrastructure, expanding our reach while staying true to the standards that have shaped our reputation.





Our future belongs to our people.

We will keep investing in apprenticeships, emerging talent and those who choose to build their careers with us. We will create space for innovation, champion inclusion and ensure that every voice has the chance to shape our direction. The next generation of leaders is already here, and they will carry Tenet forward with confidence and purpose.











Craig Rogers
Managing Director,
Tenet Consultants

Carrying the legacy *forward*

Twenty years ago, this company began with a simple belief: that thoughtful design and quality engineering, delivered with integrity, can make a meaningful difference. Since then, it has been shaped by the projects we have delivered, the partnerships we have built and, most importantly, the people who have chosen to be part of the journey. Together, they have formed a business grounded in curiosity, technical rigour and a commitment to doing things the right way.

Along the way, we have learned, adapted and grown, navigating both challenge and opportunity. This book reflects what has been achieved over the last two decades, but it also looks ahead. The years to come will require us to continue evolving, responding to change and embracing new ways of thinking. With sincere thanks to our clients, collaborators and colleagues, past and present, we move forward with confidence. The next chapter will be shaped with the same care, ambition and purpose that has defined Tenet to date, as we continue the journey together.

Craig Rogers

Managing Director,
Tenet Consultants



*We are building a business
that can adapt without
losing its identity. ”*





TENET
SEFYDLWYD 2005





Acknowledgements

This legacy book has been shaped by many voices, and we would like to extend our sincere thanks to everyone who contributed throughout our twentieth anniversary year. Above all, we are grateful to our employees, whose technical insight, personal reflections and willingness to share their stories brought depth, character and honesty to these pages. This book would not exist without you.

Our thanks also go to the editorial and design team, Lianne Dempsey and Jon Allinson of GB Hospitality, for their creativity, care and commitment in helping bring the Tenet story to life.

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Twenty Years

