

Corporate & Financial Awards

2014

Communicate
magazine



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Corporate & Financial Awards 2013

Welcome

Tonight we honour excellence. Excellence in communicating to the City and those who influence the city. The Corporate & Financial Awards is the only awards programme to recognise the convergence of investor relations, corporate communications and financial PR and, since the event was launched in 2012, we now see more than twice as many here tonight celebrating that work.

Part of that growth is obviously a reflection on a healthier City. But for the companies who are shortlisted, effective communications isn't something that has just been switched back on now the economy is beginning to recover. Those who will receive trophies or certificates this evening have been unstinting in their communications efforts, maintaining dialogue with investors, analysts, business journalists and the wider stakeholder community.

To those who don't collect gold trophies tonight please don't be overly disappointed. Silver, bronze or highly commended is still a high achievement – competition was high, and to you we say try again next year. I'm sure, however, all those in the room will raise a glass to the remarkable achievements of the in-house communicators, inspired management and their forward thinking counsel who win tonight.

Good luck

Andrew Thomas
Publishing editor,
Communicate magazine

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Meet the judges



Tim Brill, group director of corporate communications and investor relations, Micro Focus

Tim is group director of corporate communications and investor relations at Micro Focus. He has responsibility for communications with the global investment community, the media and industry analysts. Prior to this, Tim held a number of corporate communications leadership positions at technology and telecommunications organisations. From 2002-2006, he was director of communications at Avaya, with responsibility for PR and analyst relations in the EMEA region.



David S. Brilleslijper, director corporate communications and investor relations, Delta Lloyd Group, Amsterdam

David is director of corporate communications and investor relations at Delta Lloyd Group. David's responsibilities include corporate communications, reputation management, investor relations and CSR. David has broad experience in leading communication roles in international M&A, IPO and crisis communications. He is a key player in formulating and implementing corporate strategy, corporate social responsibility and internal communications.



Thomas Churchill, investor relations executive, Premier Farnell plc

Thomas has been the investor relations executive at Premier Farnell plc since June 2011. He is responsible for the group's IR communications activity, including its annual report. Premier Farnell plc is a FTSE 250, global high service technology and electronics distribution company. Prior to this, Thomas was a client manager at consultancy RD:IR where he worked closely with a broad range of corporate clients.



Catherine Colloms, director of corporate affairs, Paddy Power

Catherine is director of corporate affairs at Paddy Power. She is responsible for devising and implementing the company's corporate communications strategy, including media relations, public affairs and corporate responsibility. Catherine spent six years at Brunswick Group working on a variety of campaigns for clients including PepsiCo, Reckitt Benckiser and IKEA. She also spent six months working on BP's Deepwater Horizon crisis.



Gary Davies, director of investor relations, GlaxoSmithKline

Gary is director of the investor relations at GlaxoSmithKline. Since joining GSK and its heritage companies as a neuropharmacologist from academia 25 years ago, he has had the opportunity to work in the UK and U.S. in a wide variety of positions. He has been involved in developing medicines in clinical research, medical affairs roles, global commercial strategy and corporate product communications.



Chris Griffiths, investor relations director, Tesco

Chris is investor relations director at Tesco, having joined the company in 2001, initially working in distribution, finance and investor relations. He moved to the international corporate affairs team in 2007, before being appointed business development director in 2008, leading M&A and strategy projects in Asia and across the group. Chris rejoined the investor relations team in 2011 and took on the lead role in 2012.



Ian Harding, group communication director, Kingfisher

Ian is group communication director for Kingfisher plc, a FTSE 100 business and Europe's largest home improvement retailer. He has led the investor and media relations programmes at Kingfisher for 10 years. He is a qualified chartered accountant and has recently become a non-executive director of Majestic Wine plc. Outside of work, Ian is a qualified commercial pilot and owns and flies stunt planes.



Basak Kotler, director of investor relations, Coca-Cola Hellenic Bottling Company

Basak is director of investor relations at Coca-Cola Hellenic Bottling Company. Basak joined Coca-Cola Hellenic in December 2013. Prior to this she was head of investor relations at Balfour Beatty. Her priority at Balfour Beatty was to communicate the group's strategy and business model to the investment community. Basak has held roles in investor relations at Cadbury plc and Rexam plc.



Craig Marks, head of investor relations, Halfords

Craig has worked in investor relations for over six years. He started out in corporate treasury management, with businesses such as Electrocomponents and Halfords. Having been group treasurer at Britvic from 2005-2007, he became the company's first head of investor relations before returning to Halfords in 2011, this time as head of investor relations. Craig was crowned the best investor relations officer in 2013.



Ian McDonald Wood, research and consulting director, FutureValue

Ian is the driving force behind the eight-year FutureValue Strategic Value Research Programme and Strategic Report Index. FutureValue exists to help companies and their stakeholders benefit from effective narrative reporting. Senior executives and board-level teams have valued Ian's counsel and expertise on business strategy, marketing, innovation and finance. Ian is a successful author and has published extensively on business futures and leading-edge management topics.



Kate Montgomery, head of corporate communications, Imagination

Kate heads up Imagination's corporate communications and investor relations offering. Kate advises British and international companies across all sectors on corporate reporting and capital markets programmes, with a particular focus on best practice reporting for newly-listed companies and those launching in emerging markets. Prior to joining Imagination in 2011, Kate was IR associate at Buchanan Communications.



Paul Nixon, CEO, Corporate Eye

Paul has spent the last 14 years in online corporate communications. He founded Corporate Eye to help companies improve their digital presence. He previously spent seven years at Investis, responsible for the delivery side of the business in addition to running the largest accounts. Prior to that, he spent 14 years at Accenture, delivering national systems for clients and improving their businesses.



Helen Parris, director of investor relations, G4S plc

Helen is director of investor relations for G4S plc responsible for the group's communication with the investment community, providing stock market analysts and shareholders with quality information on a timely basis. Helen has regularly been voted top IR professional in the Institutional Investor and Extel Pan European Awards. Helen has over 25 years of City experience, covering fund management, investor relations and stockbroking.



Martin Riecken, director of corporate communications, Deutsche Lufthansa AG

Martin is Lufthansa's director of corporate communications for Europe. Before joining Lufthansa in 2000, he began his career with German utility provider E.ON where he held various posts in online, internal and external communications. Martin is also responsible for Lufthansa's crisis communications strategy. Before he took over his current job, he was based in New York, where he oversaw Lufthansa's communication efforts for the Americas.



Andrew Sawers, freelance financial journalist

Andrew is a freelance financial journalist specialising in issues relevant to CFOs. For 12 years he was editor of the award-winning Financial Director magazine. Andrew studied accountancy and economics at the University of Glasgow before taking up a stockbroking career in the City of London. He is a fellow of the RSA, the Royal Society for the encouragement of Arts, Manufactures and Commerce.



Ian Thornton, head of investor relations, ARM

Ian is ARM's head of investor relations. He joined ARM in 1999 and has held various technical and commercial marketing roles. Prior to his current role, Ian was responsible for training the ARM sales force in the breadth of ARM's product portfolio, managing ARM's ecosystem and leading the company's competitive analysis program.



Ian Williams, director of communications, Think Money Group

Ian is a financial services communications specialist. He is director of communications at Think Money Group where his role covers PR, social media, public affairs, internal communications and staff engagement. Before that, Ian was director of communications for MoneySuperMarket.com. Ian started his career in the PR team at Nationwide Building Society before moving to Lansons Communications where he was a partner and joint managing director.



Lisa Williams, director of investor relations, Debenhams plc

Lisa has been director of investor relations for department store group Debenhams since 2007. Prior to Debenhams, Lisa was head of investor relations for Rentokil Initial plc from 2004-2007 and for Cookson Group plc from 1999-2004. She first became involved in investor relations at Waste Management International plc where she worked all the way from IPO to delisting from the stock exchange in seven years.

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Specifics

Best corporate website: FTSE 100

Gold - BG Group plc and Addison Group

Silver - RBS and ORM

Bronze - Rexam plc and Addison Group

Best corporate website: FTSE 250

Gold - Inchcape plc and Black Sun Plc

Silver - Stock Spirits Group PLC and Addison Group

Highly commended - Taylor Wimpey plc

Best corporate website: Unlisted/International

Gold - Ageas

Best printed report: FTSE 100

Gold - Tullow Oil and Black Sun Plc

Silver - ARM Holdings and Radley Yeldar

Bronze - Sage Group plc and Black Sun Plc

Highly commended - Lloyds Banking Group

Highly commended - Severn Trent and Radley Yeldar

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Bronze - African Barrick Gold and Black Sun Plc

Bronze - Derwent London and MerchantCantos

Highly commended - Catlin Group Limited and Emperor

Highly commended - National Express Group PLC and Luminous

Best printed report: Unlisted/International

Gold - Cancer Research UK and Conran Design Group

Silver - Pacific Basin Shipping (HK) Ltd and Accrue Fulton

Silver - WorldPay and Carnegie Orr

Bronze - Gemalto N.V. and Radley Yeldar

Highly commended - Uralkali and Black Sun Plc

Highly commended - TAQA and MerchantCantos

Best printed report: Small cap/AIM

Gold - London Mining and MerchantCantos

Silver - Anite plc and Emperor

Silver - Tribal Group plc and Accrue Fulton

Bronze - Grainger and Radley Yeldar

Bronze - Xchanging and MerchantCantos

Highly commended - Novae Group and Haggie Partners

Best online report: FTSE 100

Gold - Legal & General Group plc and nexxar

Silver - ARM Holdings and Radley Yeldar

Bronze - Standard Chartered and SAS MSLGROUP

Highly commended - Rio Tinto and Black Sun Plc

Highly commended - Rolls-Royce and Conran Design Group

Best online report: FTSE 250

Gold - Thomas Cook Group and Radley Yeldar

Silver - Inchcape plc and Black Sun Plc

Best online report: Small cap/AIM

Silver - Next Fifteen Communications and Radley Yeldar

Best online newsroom

Gold - Adidas and TheNewsMarket

Bronze - Ageas

Most innovative financial communications

Gold - Berenberg and MHP Communications

Silver - State Street

Campaign/Strategy

Best M&A/other transaction communications

Gold - Tata Consultancy Services

Silver - CALA Group and MHP Communications

Bronze - Old Mutual Global Investors and Smithfield Consultants

Best IPO communications

Gold - Lenta Ltd and Instinctif Partners

Silver - Seplat Petroleum Development Company and World

Television and FTI Consulting

Bronze - Stock Spirits Group PLC and Addison Group

Best crisis communications

Gold - The Shard and Weber Shandwick

Best management of corporate & financial media relations

Gold - Old Mutual Global Investors and Smithfield Consultants

Silver - Berenberg and MHP Communications

Highly commended - CALA Group and MHP Communications

Best evaluation of a communications campaign

Silver - Verizon and Commetric

People

Best in-house corporate and financial communications team

VTB Capital

Best IR agency or PR consultancy

MHP Communications

Best corporate website: FTSE 100

Gold - BG Group plc and Addison Group

Silver - RBS and ORM

Bronze - Rexam plc and Addison Group

BG Group plc, the global oil and gas exploration and liquid natural gas producer that operates in over 20 countries, was faced with an outdated, inhibiting website that both impeded the user journey and experience as well as the company's own ability to communicate. When Addison Group stepped in to improve BG Group's digital presence, it focused on a few key changes including increasing loyalty and communications with the company's diverse and widespread stakeholder groups.

The new website is centred on the concept of digital storytelling and fluid content in order to unify the experience for all stakeholders and make all content readily available to all audiences. Gone are the individual video or press release portals, such content is integrated into the design and easily searchable. The company's investors tend to be the most loyal audience, thus the site was tailored to the ways in which investors view and interact with content. Fluid content, then, was an important part of the redevelopment.

Of the results recorded by Addison Group, there are a handful that stand out. Users spent 32.6% longer on the new website compared with its previous iteration, engagement with content increased by 14.8% and users who engaged with the site's fluid content spent on average 10 minutes and 41 seconds on the website. Additionally, BG Group's focus on loyalty was addressed in the rebuilding of its online hub as Addison Group recorded an 8.4% increase in loyalty.

One Corporate & Financial judge says, "BG Group's website seemed to take a new approach to both content and presentation which was refreshing." Another adds, "Fresh modern design to the site with excellent use of tagging and filtering which has succeeded in getting greater use of video, infographics and interesting content from the business."



Best corporate website: FTSE 250

Gold - Inchcape plc and Black Sun Plc

Silver - Stock Spirits Group PLC and Addison Group

Highly commended - Taylor Wimpey plc

Inchcape plc, a global premium automotive group, operates alongside the world's leading luxury car brands. Its online offering is key to the company's communications strategy and combines content and messaging with engaging design. Inchcape's company website, created in collaboration with Black Sun Plc, had to communicate the Inchcape brand to multiple audiences. While the main audience was investor based, both current and prospective, the website also needed to engage employees, and external stakeholders such as customers and suppliers. The international and premium nature of the brand had to come across in the design. On top of this, the website needed to be clear, engaging and adaptable.

Colour, design and functionality were all key to creating a luxury feel. Several new website functions were introduced including a rotating banner on the homepage, engaging videos, a drop down menu and a mobile specific site.

The greatest success was the clear and consistent communication of the business' theme across its most important stakeholder channels at an important time in the corporate communications calendar.

A website overview showed positive results as visitors were spending longer on the site and there was a reduced bounce rate. The launch of the dedicated mobile version of the website increased traffic by a total of 30%. Employees reported higher levels of engagement and an increased understanding of the website's value among the management team resulting in further investment into new web portals.

One judge says, "I really liked this website and thought it was a very good representation of Inchcape's business. It is very striking visually."





Best corporate website: Unlisted/International

Gold - Ageas

International insurance provider headquartered in Belgium, Ageas, rebranded four years ago. Its new brand helped the company establish a stronger place in the minds of stakeholders and build its business through partnerships. The next logical step to the brand redevelopment was to take a look at the Ageas corporate website. The company's previous digital footprint sprawled across three sites – its corporate site, annual reporting portal and the Ageas Club, a specific site for its retail shareholders.

In order to change the way it worked online, Ageas sought to incorporate these three elements into one online space while forging a different path from its insurance sector brethren, all while accommodating French, English and Dutch speakers. A detailed review process ensued during which Ageas received feedback from its stakeholders, surveyed best practice in and out of the sector and delineated the types of content it would provide.

The result was a modern, bright and distinguishable website that incorporates information for relevant stakeholders, social media content, audiovisual assets and interactive graphics. The so-called World of Ageas map on the homepage allows for easy access to key data while the Ageas Club provides a welcoming space for retail partners and – in response to a key objective – encourages new membership.

In the first two weeks after the launch of ageas.com, the company saw a doubling of page views and a 60% increase in daily visitors. The Ageas Club members that have joined since March make up 12% of the total members as had been accumulated over the past three years.

One Corporate & Financial judge says, "This website has an appealing look and feel and it helped me to get a good understanding of a business that I wasn't familiar with. I liked the clear articulation of the equity case. I also thought Club Ageas was an interesting idea."

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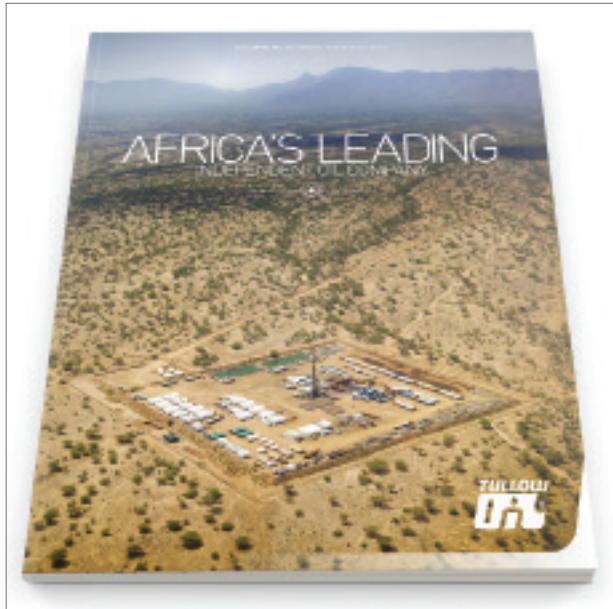
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Best printed report: FTSE 100

- Gold - Tullow Oil and Black Sun Plc
- Silver - ARM Holdings and Radley Yeldar
- Bronze - Sage Group plc and Black Sun Plc
- Highly commended - Lloyds Banking Group
- Highly commended - Severn Trent and Radley Yeldar

Tullow Oil, an independent oil and gas, exploration and production group, is listed on the London, Irish and Ghana Stock Exchanges. Tullow publishes its annual report as part of its FTSE 100 listing and commitment to timely communications with its shareholders and investment market. It produces an annual report, both in print and online, an investor app, a corporate website, a corporate responsibility report, country reports and detailed fact sheets.

The annual report needed to effectively demonstrate how sustainability is integral to Tullow Oil's business strategy and business model, and show how the company is performing through its exploration-led strategy. The Tullow Oil report also had to excel in design and adhere to reporting best practice. Black Sun Plc and Tullow chose to continue the 'Africa's leading independent oil company' theme from the previous two years. Tullow Oil wanted to maintain its well established strategy while integrating the new BIS reporting regulations.

A Corporate & Financial judge says, "Tullow Oil has achieved a rare combination of a highly readable, interesting report that will appeal to multiple stakeholder groups while achieving a level of clarity that will be welcomed by investors. A particular highlight is the Business Model and Strategy Section, which flows into clear performance indicators and a clear overview of risk management – including individual management accountabilities."

The business model and strategy was used as the structuring device for the structure report. The report welcomes transparency; detailing all of Tullow Oil's payments to governments in a range of categories broken down by projects.



Best printed report: FTSE 250

- Gold - Berendsen and Radley Yeldar
- Silver - Hays plc and Conran Design Group
- Bronze - African Barrick Gold and Black Sun Plc
- Bronze - Derwent London and MerchantCantos
- Highly commended - Catlin Group Limited and Emperor
- Highly commended - National Express Group PLC and Luminous

With the incorporation of an arrow device and the use of a simple three-colour palette, alongside large photographs and informative insets, the Berendsen printed annual report successfully communicates its end-of-year information to its stakeholders. The report, designed by Radley Yeldar for Europe's biggest textile services business, begins with a bright green arrow declaring "Always moving forward" – the theme of the 2013 report.

What follows reflects transparency, openness and best practice in corporate disclosure. The Department of Business, Innovation and Skills recently said narrative reporting should have "A clear line of sight;" the reader should subconsciously or easily be able to see that one aspect of an annual report relates to or is contingent upon another. Radley Yeldar took this concept to heart as it delivered one of the first narrative reports to fulfill that ambition. The use of a mixture of narrative, illustrations and photography highlights case studies relevant to Berendsen's stakeholders.

One judge says, "A very detailed report that works really hard to explain the story and has a clear theme with strong key messages. The case studies and photos work well. The report's success can be summarised however by this Corporate & Financial judge's comment, "A real treat to read a simple, engaging and clear communication. Sets a benchmark for others to follow."

Best printed report: Unlisted/International

Gold - Cancer Research UK and Conran Design Group
Silver - Pacific Basin Shipping (HK) Ltd and Accrue Fulton
Silver - WorldPay and Carnegie Orr
Bronze - Gemalto N.V. and RadleyYeldar
Highly commended - Uralkali and Black Sun Plc
Highly commended - TAQA and MerchantCantos

Cancer Research UK (CRUK), the UK's second largest charity, uses its annual report to communicate its work and achievements to its fundraisers. The 2012-13 reporting suite was the first that Conran Design Group (CDG) worked on with CRUK – consisting of the annual report and accounts, the annual review and a summary review. CRUK's annual reporting and communications are particularly important because of its status as a charity funded almost entirely by the public. It needed to show how people's donations were being used. Its stakeholders included current and potential supporters, fundraisers, volunteers, medical professionals and the public. CRUK and CDG wanted to demonstrate ROI for the donor, an essential requirement to building trust.

CRUK's new brand allowed for it to break from the past. The report fulfilled financial and performance reporting objectives by being transparent and including full accounts, it also presented complex information in an accessible format with an engaging design. Large, bright photographs portraying real people in everyday situations gave the report a down-to-earth and personal feel. Feedback reveals that users found the report inspiring and motivating.

A Corporate & Financial judge says, "This document achieves a very effective and mature balance to make the topic personal and emotional, but also rational. The results revealing where the money goes, and the benefits that this provides, are very well articulated so that when you do get to the financials you are already reassured that funds are being well directed and used responsibly. A very strong report."



Best printed report: Small cap/AIM

Gold – London Mining and MerchantCantos
Silver – Anite plc and Emperor
Silver – Tribal Group plc and Accrue Fulton
Bronze – Grainger and Radley Yeldar
Bronze – Xchanging and MerchantCantos
Highly commended – Novae Group and Haggie Partners

Mining for iron ore in west Africa is a complicated, expensive business venture. Explaining the risks, benefits, value and operational details of a company involved in such an enterprise, as is London Mining, is a challenging task. In order to meet London Mining's ambitions of becoming a platinum member of the AIM index, MerchantCantos designed a readable, informative and clear annual report.

London Mining has increased its production by over 100%, largely through shipments to China, and generated its first operating profits since its founding in 2010. Understanding the context within which London Mining operates is key to analysing its performance. MerchantCantos thus focused on the company's business model, strategy and market context in the 2013 annual report.

It developed large, visually appealing and informative infographics that drive the report forward and explain and highlight relevant, complex and important information. The goal was to make the information accessible to readers through a clear layout, colour-coding system and navigation with interesting infographics and diagrams to accentuate the links between different parts of the report. Photos, clear KPIs and sustainability reporting allow investors to gain a better understanding of mining's long-term value.

The Corporate & Financial Awards judges say, "Impressive report with clear graphs and illustrations providing a comprehensive overview of all [London Mining] business aspects including risks, challenges, business profile."



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Best online report: FTSE 100

Gold - Legal & General Group plc and nexsar
Silver - ARM Holdings and Radley Yeldar
Bronze - Standard Chartered and SAS MSLGROUP
Highly commended - Rio Tinto and Black Sun Plc
Highly commended - Rolls-Royce and Conran Design Group

Legal & General Group plc was the first FTSE 100 company to create a standalone app and with nexsar, an Austrian-based agency which specialises in online reporting. Launched in 2010, it has been fine-tuning its online offering ever since. Legal & General, a British multinational financial services company, continues to use full HTML reporting since research shows that users prefer this style, however, a PDF version remains available.

Legal & General's 2013 report has been conceived with the online experience in mind, it moves away from the traditional printed report by embracing digital and encouraging interaction. The app makes use of search boxes, infographics, and responsive design to aid navigation and to ensure the online version works across all platforms. The report makes use of a fast read option, a top menu bar, a related information link on every page, and a shopping basket function that allows for individual pages or sections to be added to the print or download manager.

The responsive design functions make it suitable for any screen-size or device. The report was launched in April 2014 but, thanks to the inclusion of an interactive feedback form, Legal & General and nexsar are already able to see that users are responding positively to the app.

A Corporate & Financial judge says, "Fantastic offerings, including an iPad annual report version, a great idea to ask for feedback within the site to enable continuous improvement and very easy to reach the report within a few clicks from the website landing page."



Best online report: FTSE 250

Gold - Thomas Cook Group and Radley Yeldar
Silver - Inchcape plc and Black Sun Plc

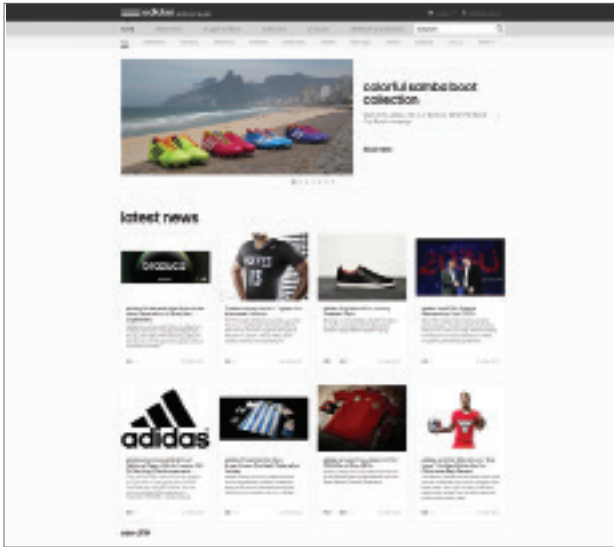
For Thomas Cook Group, despite offering popular and well-loved holidays, its brand had become known for being a bit of a financial minefield. Facing an all-time low in shareprice, investors perceived the downward spiral as interminable. In response, Thomas Cook launched a rebrand of its corporate identity last year that was designed to change the way in which it was perceived by employees, consumers and investors alike.

For its 2013 annual report, the first under the sunny heart icon of the new brand, Thomas Cook Group enlisted Radley Yeldar to develop an online portal. Radley Yeldar worked with a content-light approach that presented only the bare minimum online, but still communicated the most essential and interesting information about the business.

The online report borrows its central device – an interactive, animated timeline – with the print report – an element that is brought to life online. The report looks at "The first 365 days of the company's transformation" by communicating the changes Thomas Cook Group has made through and beyond the rebrand in order to address financial stability and prosperity.

Judges were pleased to see an effective use of video through the five minute overview of the past 365 days. One judge says, "[A] Rare example of [an] online report that uses the medium to provide easier navigation." Another Corporate & Financial judge says, "Really really like this approach – simplicity, clarity, informative, joined up and interesting. Easy to go to a particular topic in more detail and still get back to where you started. A case study in how far a company can advance from an online AR PDF."





Best online newsroom

Gold - adidas and TheNewsMarket
Bronze - Ageas

In recent years, adidas has been shifting its brand positioning from that of a premium sportswear company, to a brand inextricably linked with sport and fitness around the world. Its sponsorship of events like the World Cup and the Olympics serves to reinforce that. However, in presenting content to the media, stakeholders and other influencers via its corporate website, adidas was missing the mark.

With the assistance of TheNewsMarket, a Definition 6 company responsible for developing corporate content hubs, adidas has revamped its press centre in order to better meet the needs of its stakeholders. The new portal has the feel of a retail space. There are separate story layouts for products, look books, press releases and other content. Story packs are presented with multimedia content, press releases, social media and relevant contacts all in the same space. The site is responsive and mobile optimised and is available in 18 countries. The use of a shopping cart-like feature enables users to collect content throughout their journey to download at their leisure.

A Corporate & Financial judge says, 'adidas' site is really easy to read with categories grouped together very well. I loved the media cart and the social media. It does exactly what it sets out to do.' Another says, 'Very attractive, in keeping with the brand and easy to use. Curation of the content is well-judged and the site is good at both directing users to the items adidas want to highlight and making it easy to find specific items of interest to the user.'

Within three months, media outlets had downloaded 16,000 items of multimedia and the site had seen an average of 20,000 unique visitors.



Most innovative financial communications

Gold - Berenberg and MHP Communications
Silver - State Street

In 2003, Berenberg, founded as a private bank in Germany in 1590, opened a small office in London to expand its operations into investment banking. While Berenberg experienced rapid growth, it had not yet invested any energy into promoting this growth and, therefore, remained largely unnoticed by the media and the City.

MHP Communications and Berenberg produced a campaign called, 'Unlocking the City's best kept secret'. The campaign was a research led project with the predominant intention being to raise Berenberg's profile.

MHP distributed the research of over 75 equity analysts to key media outlets, forging relationships with journalists and raising the profile of senior management at Berenberg. Berenberg participated in topical debate, positioning itself as an alternative to current investment banks.

Unusually, Berenberg is run by three personally liable partners, rather than shareholders. With an established team of more than 100 top research analysts, equity sales staff and economists, the message it wanted to deliver was that its banking model exists to support clients, rather than its proprietary trading activities.

MHP targeted key influencers in the City, both through the media and through a direct approach. This was backed up with the research that asserted Berenberg's value and its unique business model.

Exposure in the media increased continuously, and led to numerous profiles of the bank and senior spokespeople. Berenberg received regular incoming calls prompted by the articles and used top coverage in presentations with potential clients. A perceptions audit showed that journalists unanimously recognised the Berenberg name and valued relationships with research staff.

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Best M&A/other transaction communications

Gold - Tata Consultancy Services

Silver - CALA Group and MHP Communications

Bronze - Old Mutual Global Investors and Smithfield Consultants

The environment for foreign investment and international business in France following the election of President Francois Hollande in 2012 has been unwelcome. This was the landscape Indian IT giant Tata Consultancy Services (TCS) faced when it acquired Alti, a French IT company in the spring of 2013.

TCS considered France as the "Whale that got away" in that it is the world's fifth largest IT market, yet TCS had a negligible presence in the country. The acquisition expanded French operations by 500%. Yet, to avoid the ill fate that befell its peers, TCS implemented a four tiered marketing programme to ensure a successful transaction and entry into the French market. It focused on public affairs and TCS met with the recalcitrant French minister for economic regeneration to make the case for the acquisition.

TCS also focused on media relations, customer comms and internal communications ahead of and during the acquisition. Transparent communications around TCS' intentions to increase its French workforce and investment supported these efforts. The company made it a priority to promote the positive story of job creation and partnership in order to avoid being associated with negative preceding transactions in France.

A Corporate & Financial judge says, "Excellent case taking a comprehensive approach of all merger communications from political and financial to internal communications. Good work covering all possible target audiences and making them important by giving them due attention, leading to succeed in what seems to me a very difficult case to achieve French political and employee buy in for an Indian steel company." The company was able, in the end, to record a 1.3% increase in share price, media interest and brand awareness and, finally, a £441m boost to its market capitalisation.



Best IPO communications

Gold - Lenta Ltd and Instinctif Partners

Silver - Seplat Petroleum Development Company and World Television and FTI Consulting

Bronze - Stock Spirits Group PLC and Addison Group

Lenta Ltd, one of the largest retail chains in Russia, planned to IPO on both the London and Moscow stock exchanges in quarter one of 2014. Lenta faced numerous challenges, both internally, from a historic stakeholder conflict, and externally, in the form of weakening consumer trends and broader economic and political issues surrounding Russia.

Instinctif Partners and Lenta came up with a strategy that would differentiate Lenta by focusing the investment case on the company's growth and by drawing attention to the impressive track record of the senior management team. Lenta also wanted to promote its international stakeholders and its potential to tap into the underexploited food retail industry in Russia. Instinctif created a corporate video and Lenta's CEO received extensive media training to prepare him to deal with difficult questions. The three-minute video delivered the company's key messages, made its investment case and showcased the management team along with the company's stores, distribution centres and supply chain management. The video was presented during investor meetings while on the IPO roadshow.

The successful launch of the IPO raised \$952m and valued the business at \$4.3bn. This was due to a combination of positive coverage across major British publications and channels despite share-trading coinciding with Russian troops entering the Crimea and the rouble reaching historic lows. A Corporate & Financial judge says, "Clearly defined strategy in response to the identified challenge. Excellent use of corporate video to bring to life the Lenta investment case, used as a versatile investor communications tool!"

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Best crisis communications

Gold - The Shard and Weber Shandwick

Communicating in the midst of a crisis when it's your own company's fault is a well-understood challenge. Communicating when the dispute is between two other entities yet your business is, quite literally, stood in the middle, requires nimble thinking and an assertive, assured response. When Greenpeace activists engaged in the #IceClimb in July 2013 by climbing up the landmark-in-development London Shard, the building's stakeholders had to respond quickly.

They called in Weber Shandwick to do on-the-spot crisis communications with the press, emergency services, building stakeholders and manage the Shard's social media. The Shard was, at that point, in a critical point in its development. Weber Shandwick ensured that the communications line stuck to a discussion of the safety and wellbeing of the climbers and did not stray into a discussion of politics or extractives in the arctic. Shard spokespeople gave briefings throughout the day on safety, resulting in the conversation in the press being steered toward safety and away from politics. Weber Shandwick also ensured that Shard spokespeople were not put in direct contrast to or in discussion with Greenpeace, which also ran briefings from the Shard.

The resulting media coverage addressed the safety concerns of the climbers and the Shard's social media channels gained followers and were of the voices of authority commenting on the stunt. For the Shard, though, one of the key benefits was that it built relationships with the local community and emergency services that have strengthened over time. Overall, keeping the Shard out of the discussion about politics and thereby protecting its reputation at a critical point in its development, and communicating successfully with business owners, tenants, building developers, the online community and the local community marked the crisis communications as successful.

A Corporate & Financial Awards judge says, "This was clearly good work – a solid response to an emerging incident."

By combining these two companies, we've given our fund managers the ideal stage to perform.

Best management of corporate & financial media relations

Gold - Old Mutual Global Investors and Smithfield Consultants

Silver - Berenberg and MHP Communications

Highly commended - CALA Group and MHP Communications

Following the merger of Old Mutual Asset Managers and Skandia Investment Group in January 2013 the new company, Old Mutual Global Investors (OMGI) wanted to position itself as a major asset management brand able to challenge the industry's largest players.

The 2013 PR campaign, conceptualised with Smithfield Consultants, was a three pronged strategy: educate the media on the new company and its goals, highlight the strengths of the different investment teams across equities and fixed income, and position the business for growth. The first stage of the strategy included interviews with Julian Ide, CEO, who outlined his key growth plans for the company. During the second stage mini-campaigns sought to bolster the prominence of relevant managers in target publications, and in the final stage of the strategy four desk heads presented their outlooks for 2014 in a film entitled Big Beasts. Accompanying events included roundtables, a rebrand launch party, an evening introduction to the equities team under Richard Buxton, and the production of the Big Beasts film.

A Corporate & Financial judge says, "Clearly identified and defined challenge, followed through with a thorough and wide-reaching campaign with innovative approaches to challenges encountered. Exceptional execution."

The campaign, along with marketing efforts, is gaining traction among City and retail investor audiences. It is also attracting investors and the Pridham Report highlights that OMGI came second in a list of net retail sales in 2013 and that AUM has risen in 2013 from £3.5bn to over £15bn.

Best in-house corporate and financial comms team

VTB Capital

VTB Capital launched as part of the VTB Group in 2008, in the midst of a global recession. Its goal to become the most prominent investment bank in Russia has been coupled with an assertive communications strategy from day one. To function in the modern financial climate, it is not only necessary to build a strong financial offer, but to establish a point of differentiation and a distinct character. VTB Capital has approached this through brand building, strong media relations and a team of 10 communicators led by a global head of communications and marketing who also sits on the board of VTB Capital. This both reflects the organisation's commitment to communications and the team's expertise and effectiveness.

Olga Podoinitsyna, global head of communications and marketing and member of the board says, "Cooperation, mutual understanding and the people I work with – this is what allows us to enjoy projects, achieve results and feel as a part of the team. I am lucky to work alongside strong professionals and vibrant personalities. This is partly through luck; but it's also because of a conscious choice."

VTB Capital's communications team has organised hundreds of events in Europe, the UK, Russia and around the world since the company's inception. Its primary programme, the Russia Calling! Investment Forum, is an award-winning media relations and investor relations programme. The event draws together the top analysts, investors and in-house investment directors in Moscow, London and New York each year. Each event takes months to years to plan and is accompanied by a cultural programme designed to both inform international audiences about Russia and lend a sense of awe to the event.

Intense planning and preparation must be undertaken ahead of each event in order to ensure that regional issues, cross-cultural differences and international business cultures are addressed and accommodated. VTB Capital also strives to provide a level of familiarity to western or international investors attending the events. This relies on relationship building with the local audience and local investors in order to ensure the event's success.

Since 2008, the global brand awareness for VTB Capital has increased from zero to 42% of its target audience. The communications team manages the wealth of events the company holds in addition to internal communications, sponsorships and partnerships, advertising and brand management.



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Best IR agency or PR consultancy

MHP Communications

MHP Communications PR consultancy was formed four years ago when Mandate, Hogarth and Penrose came together. MHP's slogan, 'brightpeoplesmartthinking', puts skilled practitioners at the heart of its offering. MHP has offices in London, Edinburgh, Brussels, Washington D.C., and Hong Kong and hires around 200 people.

Part of MHP's strategy has involved partnering with leading market research company, Populus and economic consultancy, Capital Economics. This enables clients to access rigorous research to back up their campaigns. MHP also has an in-house design team working on everything from mobile traffic apps to Vines.

MHP uses bespoke training programmes and has made commitments to diversity and enabling access into the PR industry. The agency has also established an advisory board of leading names from business and politics.

A Corporate & Financial judge says, "MHP are to be commended for the commitment and investment in training young people from minorities and the championing of gender equality in PR. As well as growing revenue and profit it is good to see that they regularly measure client satisfaction and that it is so high."

MHP Communications is seeing some great results; revenue and profit figures are rising and MHP is investing heavily in future growth. The MHP 30 To Watch, listing up-and-coming media talent, has become the industry's barometer of smart thinking among young UK-based journalists.

MHP's success is also made evident in its clients. Having advised 15 FTSE 250 company clients, MHP is the fifth largest financial PR adviser for Q1 2014 (according to Advisor Rankings Ltd). The average time that clients stay with MHP is over five years and many of its big name clients including Andrex, EDF Energy, The FA, Zurich Financial Services, Slaughter and May and Camelot, have been with the agency for more than 10 years.



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