

Corporate & Financial Awards 2016



Communicate
magazine

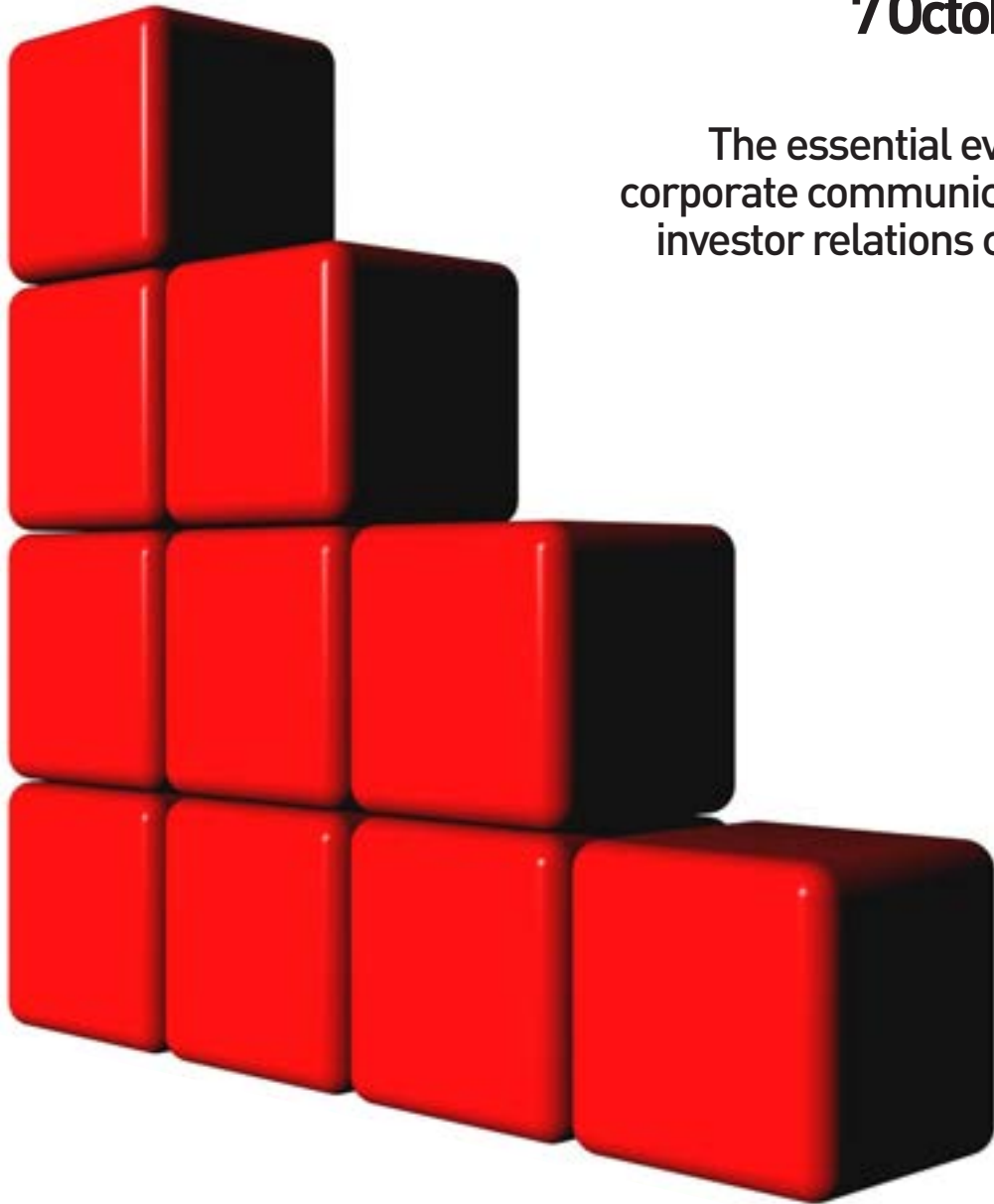
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Welcome

This is the fifth year for the Corporate & Financial Awards. When we launched the awards in 2012, we wanted to measure the way companies communicate with the City and those who influence the City. At the time there were awards events that honoured excellence in IR or in PR, but none that fully grasped the growing homogeneity of audiences. Over the past five years we've seen companies' communications come together; organisations not only deliver the same message to investors, analysts and business journalists, but also speak with the same voice to their employees, to their local communities and to the wider audiences with whom they engage. And speak it well.

We still feel that the Corporate & Financial Awards is the only true benchmarking of this process. What has become abundantly clear is that the companies, their advisors and counsel also feel this way. This year sees not only the highest number of entries but also the strongest calibre of submission. As an example, we've seen work or strategic thought from over 30% of the FTSE 100 entered in this year's awards.

By the very act of reaching the shortlist of this year's awards, the companies represented at the Corporate & Financial Awards already have much to celebrate. Those who leave with gold trophies tonight can rejoice in the knowledge that their work has not just been good, but has stood out in a field of thoroughbreds. But to all who leave with trophies, of any hue, you have much to celebrate.

Andrew Thomas

Publishing editor,
Communicate magazine

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Meet the judges



Laura Doyle, head of investor relations, Legal & General Group plc

Laura joined Legal & General Group plc in 2013 and is head of investor relations. Previously, Laura held group development and investor relations roles at Inchcape plc, a FTSE 250 global automotive distributor and retailer. Before working at Inchcape, Laura trained as a chartered accountant with KPMG in London with roles in audit and in transaction services. Laura received her bachelor's degree in mathematics and computer science from King's College London. She is also an fellow chartered accountant of the Institute of Chartered Accountants of England and Wales.



Denise Fleming, investor relations executive, Old Mutual plc

Denise is an investor relations executive at Old Mutual plc, where she is responsible for managing the IR programme. She has worked with the Old Mutual Group since 2009 across a number of roles in finance and investor relations and has managed delivery of the annual report for the last three years. The 2014 annual report was shortlisted for the strategic leadership, the most prestigious honour of the Strategic Report Accolades. Prior to joining Old Mutual, Denise specialised in project management with PA Consulting.



Bisera Grubescic, head of treasury and investor relations, TomTom

Bisera gained extensive experience in corporate finance, capital markets, business and financial analyses and investment management in various sectors and roles, such as financial advisory, investor/active shareholder, investor relations and treasury. Bisera is currently the head of treasury and investor relations at TomTom, a leading global provider of location-based services. In her investor relations role, Bisera received the Best AMX IR Professional Award from NEVIR in 2016, and was nominated twice in 2015 in the categories, 'Best AMX IR company' and 'Best AMX IR professional.'



Kate Hill, head of investor relations, Babcock International

Kate became head of investor relations for Babcock in June 2015. Prior to its acquisition by Babcock in May 2014, Kate was group PR & communications director for the Avincis Group which she joined from the international communications consultancy Kream Gavin Anderson, at which she advised a range of clients across the energy and transport sectors. She previously worked for Royal Dutch Shell plc in both London and the Hague, latterly as head of media relations for Shell's international Exploration & Production business. Her experience includes a variety of communications roles in the UK's rail industry. Kate has a postgraduate diploma in newspaper journalism from London's City University.



Gill Hodge, annual report and communications professional

Gill has over 25 years of client-side annual report experience, running the reporting projects for British Gas, BG Group, Lattice, National Grid and Unilever. Having qualified as a barrister, she carried out a number of company secretariat roles before moving into communications. Whatever her role, the annual report has always followed her. Most recently at Unilever, Gill oversaw the move from dual-language reporting to the production of a stand-alone strategic report and the increasing integration of the sustainable living plan narrative and performance.



Catherine James, head of investor relations, Diageo plc

Catherine is head of investor relations for Diageo plc having held the position at Grand Metropolitan prior to the merger with Guinness. Catherine joined GrandMet in 1984 as financial analyst for Grand Metropolitan Brewing. In 1986, she was appointed finance director of Grand Metropolitan Estates, a post she held for six years. She was then appointed as strategy and planning director of inntrepreneur, a post she held for a further two years. Prior to joining GrandMet, Catherine held positions in the Thomson Organisation and Price Waterhouse. She read politics, philosophy and economics at St Hilda's College, Oxford.



Basak Kotler, head of investor relations, Coca-Cola HBC

Basak started her career in corporate financial management before becoming an equity research analyst at Paribas in 1995. After five years in equity research, Basak moved into investor relations, working in various positions at Rexam, Cadbury and Balfour Beatty. In 2014, Basak joined Coca-Cola HBC as director of investor relations. She has a BA in economics from Bryn Mawr College in Pennsylvania and is a CFA charter holder.



Mark Lidiard, head of investor relations, BG Group

Mark has been head of investor relations for BG Group since July 2014. In this role, Mark is responsible for leading the global investor relations team to maintain and enhance the group's relationships with investors and analysts. Before joining BG Group, Mark held the positions of director of investor relations and communications for Essar Energy, group communications director at Lloyds TSB, vice president of investor relations and communications at BHP Billiton and head of investor relations at Powergen plc. Prior to these roles, Mark was the assistant group treasurer and head of project finance at Powergen.



Jonathan Low, head of investor relations, Petrofac

Jonathan joined Petrofac in Aberdeen as international accountant in May 2003, visiting many of the group's projects around the globe, before spending 18 months in its Middle East operational centre in the United Arab Emirates. Shortly after joining the corporate office in London in April 2006, following Petrofac's October 2005 IPO, Jonathan took over the role of head of IR. The primary focus of his role is investor relations, but he works closely with the external communications team. Prior to joining Petrofac, Jonathan spent seven years with PricewaterhouseCoopers in Aberdeen and Sydney, predominantly in the audit department, and trained as a chartered accountant.



Simon O'Brien, head of brand and reporting, Coats Group Plc

Simon has worked in corporate communications for over 15 years, in both client and agency roles and across a wide range of sectors including oil and gas, beverages and manufacturing. Currently, he is head of brand and reporting for Coats, the world's leading industrial thread manufacturer, with responsibility for its corporate reporting strategy and delivering the programme globally. Working for a company that has only recently returned to the market as a listed entity, Simon is excited by the potential a digital-first approach to reporting can have on communicating with corporate stakeholder groups.



Mark Stride, global head of investor relations, Standard Chartered

Mark leads the investor relations team at Standard Chartered. He has worked at the bank for over 10 years, latterly leading its corporate development team in Asia, based in Singapore. Prior to joining Standard Chartered, Mark was at Tricorn Partners, a boutique investment bank based in London specialising in strategic M&A advice to FTSE 100 companies, having earlier spent over 10 years with Dresdner Kleinwort in London and Australia, where he focused on ECM and M&A advisory. Mark is a solicitor by training, having spent three years with Freshfields in London.



Jennifer Thomas, head of financial communications, Direct Line Group

Jennifer has over 20 years of public relations experience and has extensive experience of both corporate and consumer PR. She has been at Direct Line Group for nine years and is currently head of financial communications. Jennifer was previously media relations executive at Lloyd's of London and Motability. She is married and has two boys, aged seven and five. She has a dual degree in economics and dance and alongside her keen interest in performing arts, she was also a 400m/400m hurdle runner for England.



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The winners

Specifics

Best corporate website: FTSE 100

Gold – [Informa plc and Comprend](#)

Silver – Antofagasta and Emperor

Bronze – Provident Financial plc and Comprend

Highly commended – Anglo American and Investis

Best corporate website: FTSE 250

Gold – [SEGRO and Investis](#)

Silver – Rentokil Initial plc and Investis

Bronze – Halfords Group plc and Jones and Palmer

Best corporate website: AIM/small cap

Gold – [Picton Property Income Ltd and Jones and Palmer](#)

Bronze – Enterprise Inns plc and Black Sun

Highly commended – Trifast plc and Jones and Palmer

Best corporate website: International/unlisted

Gold – [EuroChem Group AG and Instinctif Partners](#)

- Content & Creative

Silver – Pension Insurance Corporation and Emperor

Best printed report: FTSE 100

Gold – [ARM Holdings and Radley Yeldar](#)

Silver – intu Properties plc and Conran Design Group

Silver – Provident Financial plc and Radley Yeldar

Bronze – The Sage Group and Black Sun

Bronze – WorldPay and Gather

Highly commended – Aviva plc and MerchantCantos

Highly commended – Experian plc and Accrue Fulton

Highly commended – Mondi and Radley Yeldar

Best printed report: FTSE 250

Gold – [Hays plc and Conran Design Group](#)

Gold – [St. Modwen and Radley Yeldar](#)

Silver – Berendsen and Radley Yeldar

Silver – The Go-Ahead Group and Black Sun

Bronze – Redrow plc and Accrue Fulton

Highly commended – Laird and Radley Yeldar

Best printed report: AIM/small cap

Gold – [IGas Energy and Carr Kamasa Design](#)

Silver – McColl's Retail Group plc and MerchantCantos

Bronze – Cambian Group plc and SampsonMay

Bronze – Coats Group plc and Conran Design Group

Highly commended – Premier Foods plc and Accrue Fulton

Highly commended – Skyepharma plc and Jones and Palmer

Best printed report: International/unlisted

Gold – [De Beers Group of Companies and Conran Design Group](#)

Silver – SUEK and Black Sun

Bronze – Cancer Research UK and Conran Design Group

Bronze – Temenos Group AG and Carr Kamasa Design

Highly commended – Channel Four Television Corporation

and Emperor

Highly commended – EuroChem Group AG and Instinctif Partners

- Content & Creative

Best online report: FTSE 100

Gold – [Barclays plc and FleishmanHillard Fishburn](#)

Silver – Legal & General Group plc and Addison Group

Bronze – AstraZeneca and Conran Design Group

Bronze – Rolls-Royce Holdings plc and Conran Design Group

Best online report: FTSE 250

Gold – [Ocado Group plc and Jones and Palmer](#)

Silver – Inchcape and Black Sun

Silver – Thomas Cook and Radley Yeldar

Bronze – Playtech plc and Carr Kamasa Design

Highly commended – EVRAZ plc and Zebra

Corporate Communications

Highly commended – Halfords Group plc and Jones and Palmer

Best online report: AIM/small cap

Silver – Creston plc and Instinctif Partners - Content & Creative

Silver – Flowtech Fluidpower plc and Jones and Palmer

Bronze – Henry Boot plc and Jones and Palmer

Highly commended – Trifast plc and Jones and Palmer

Best online report: International/unlisted

Gold – SUEK and Black Sun

Silver – AGCO Corporation and Instinctif Partners
- Content & Creative

Silver – BBVA, SA and Comprend

Bronze – Norilsk Nickel and Zebra Corporate Communications

Bronze – Telecom Italia and H-ART

Highly commended – China Unicom and EQS

Highly commended – Peroni and Lundquist

Best online corporate newsroom

Gold – Las Vegas Convention and Visitors Authority
and TheNewsMarket

Best meeting

Gold – Cisco

Silver – VTB Capital (Talk Show with Richard Quest in the
framework

of VTB Capital Investment Forum RUSSIA CALLING! 2015)

Bronze – VTB Capital (Meeting with Investors at WEF in Davos)

Most innovative financial communications

Silver – VTB Capital

Campaign/Strategy

Best IPO communications

Gold – Aldermore Bank and FTI Consulting

Silver – Metro Bank and Lansons

Bronze – CYBG and FTI Consulting

Most effective crisis communications

Gold – Government of Bermuda and Cubitt Consulting

Silver – Direct Line Group

Highly commended – VTB Capital

Best management of corporate & financial media relations

Gold – Rentokil Initial plc

Silver – The Co-Operative Bank and Lansons

Bronze – Begbies Traynor and MHP Communications

Best management of investor & analyst relations

Gold – Corero Network Security plc and Redleaf Communications

Silver – Shawbrook Group and Instinctif Partners

Highly commended – VTB Capital

Best communication with overseas investors &/or media

Gold – Coats Group plc

Bronze – BVCA and Friend Studio

Bronze – VTB Capital

Best sustainability campaign

Gold – Peroni and Lundquist

Silver – Marks & Spencer plc and Friend Studio

Highly commended – VTB Capital

Team

Best in-house corporate and financial communications team

Winner – Rentokil Initial plc

Runner up – Direct Line Group

Best IR agency or PR consultancy

Winner – Instinctif Partners

Runner – Redleaf Communications



**Congratulations to our clients
BBVA, Informa and Provident Financial
on being short-listed for the
Corporate & Financial Awards 2016**

Best corporate website: FTSE 100



Informa plc and Comprend

Gold

With a number of different businesses operating in more than 20 countries and a web estate of more than 1,300 sites, Informa's corporate website has a crucial role in communicating with its disparate stakeholders. And as a leading business intelligence, academic publishing, knowledge and events organisation, the rejuvenated site would have to match its reputation for excellence. Even more impressive, the site turnaround was completed by Comprend in only 12 months, with its release coinciding with Informa's annual report, 'Understanding Informa.'

Designed to ensure complete clarity and focus on Informa's role, strengths and strategy for future growth, the design drew on extensive stakeholder interviews, analytics assessment, online surveys and best practice reviews. With a strong emphasis on multimedia, video and multiplatform accessibility and responsiveness, the new site feels both fresh and functional. It succeeds at impressively communicating Informa's varied portfolio while remaining easy-to-use and informative.



Antofagasta and Emperor

Silver

As the longest continuously listed business on the London Stock Exchange, Chilean copper mining group Antofagasta decided to let its reputation speak for it, focusing its improved web presence on functionality rather than the latest design trends. The new site, developed by Emperor, delivered in spades, providing the ideal platform for Antofagasta to promote its prowess, process and results.



Provident Financial plc and Comprend

Bronze

Noticing an increasing number of visitors on mobile devices and recognising the age of its current site, Provident Financial embarked on an innovative website makeover. Condensing its complex work into a straightforward site layout and easy to consume content wasn't simple, but design agency, Comprend, proved more than able.

Highly commended – Anglo American and Investis



Investment proposition lacking impact with your online audience?

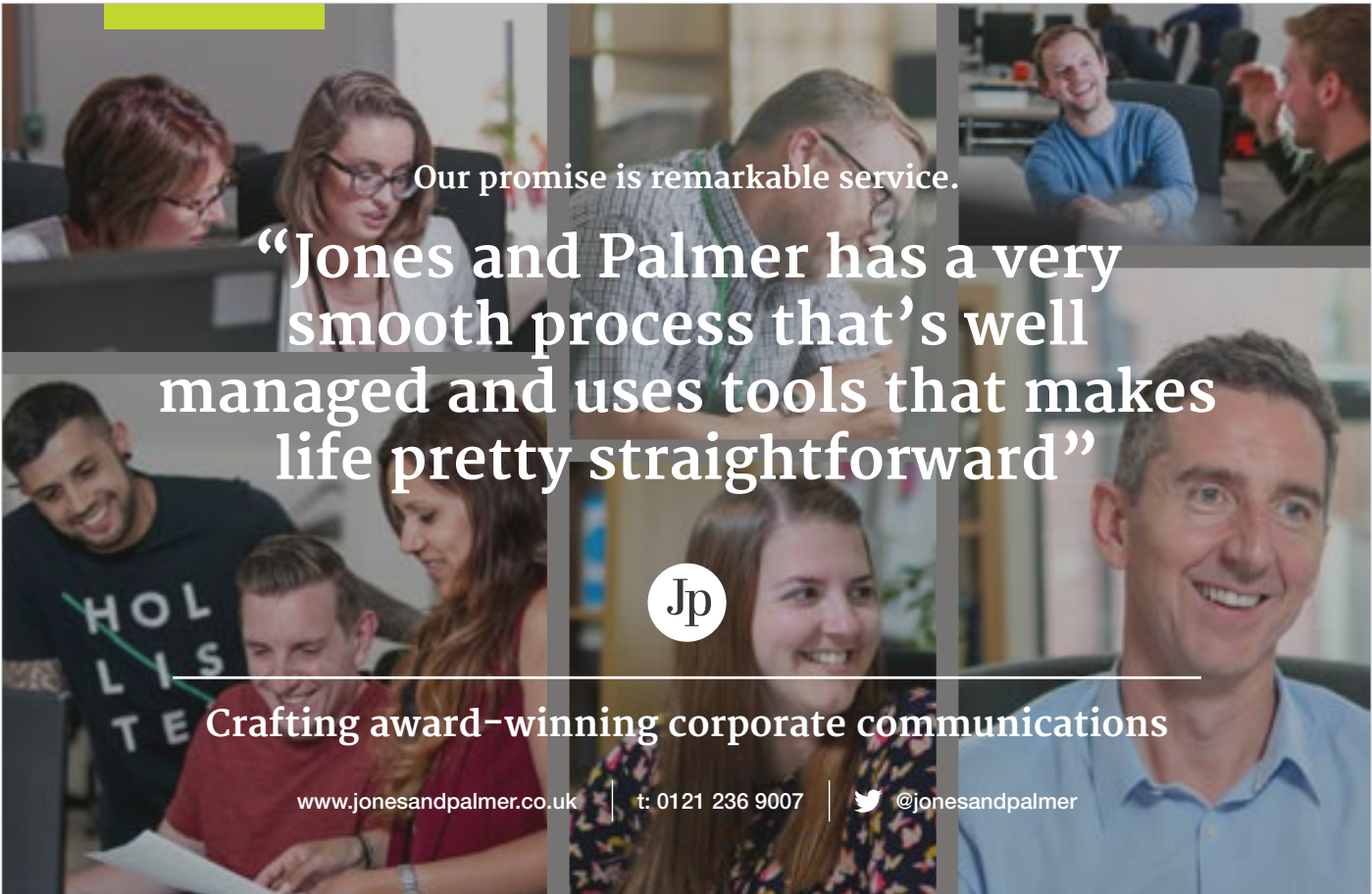
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Best corporate website: FTSE 250



SEGRO and Investis

Gold

Building on a new vision of ‘Creating spaces that enable extraordinary things to happen,’ property developer, SEGRO, decided it also needed a website to match its updated philosophy. Critically, it had to be easy-to-use and cater to SEGRO’s diverse audience, while also prominently promoting its extensive portfolio through compelling case studies and imagery. Most importantly, SEGRO wished to move away from the old, information repository style of website and instead, worked with Investis to craft something communicative and informative that also promoted the business.

The new site is both aesthetically pleasing, featuring vibrant photography and a clear layout, and eminently functional, with clear signposting and headings, allowing users to find exactly what they need.

Judges praised the site for its, “Clean and modern design,” and described it as, “Easy to navigate whether you’re a customer or investor.”



Rentokil Initial plc and Investis

Silver

Inspired by the introduction of a new business strategy, Rentokil Initial seized the opportunity to create a new corporate website. By simplifying the site structure, cutting down on redundant content and ensuring a consistent message was communicated throughout, Rentokil and agency partner Investis crafted a powerful new site to maximise engagement.



Halfords Group plc and Jones and Palmer

Bronze

Apps may be all the rage, but Halfords and Jones and Palmer proved that a well-designed, responsive website can be just as good. Leveraging clean design, clever content and easy-to-use navigation created a big impact with its audience.

SPECIFICS

Best corporate website: AIM/small cap

Picton Property Income Ltd and Jones and Palmer

Gold

With more than 50 assets in its commercial property portfolio, spanning everything from office and industrial to retail and leisure, Picton Property Income knew clarity was key in delivering a corporate website that provided real value to its users.

Creative agency Jones and Palmer crafted a responsive design and modular layout to ensure the site works across devices and browsers and that information is consistently accessible and logically displayed. Top-level navigation, with key content highlighted and built into a hierarchy, makes relevant information easy to find, as well as helping to demonstrate Picton's diverse portfolio. To top it off, subtle animation techniques and fades between pages were employed, giving users a seamless experience with a noticeable sense of depth and discovery.

More broadly, the site was an integrated part of an entirely new suite of media, including an annual report, brand identity, photography, PowerPoint presentations as well as a quarterly newsletter.



Enterprise Inns plc and Black Sun

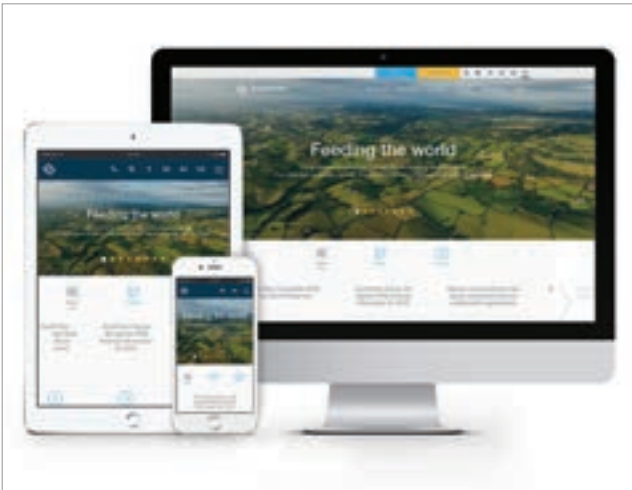
Bronze

As the leading pub business in the UK, Enterprise Inns decided on a suitably ambitious strategy to update its web presence. Black Sun developed three new websites through its bespoke Web Connect platform; a hit with internal and external stakeholders alike.



Highly commended – Trifast plc and Jones and Palmer

Best corporate website: International/ unlisted



EuroChem Group AG and Instinctif Partners - Content & Creative Gold

As one of the world's leading international agrochemical companies, EuroChem operates in a highly competitive environment. Having launched its previous website in 2012, it was time for a new modern site to ensure it was able to find success in a rapidly changing digital landscape, increasingly dominated by mobile and tablet users.

Alongside Instinctif Partners, EuroChem delivered on its holistic approach to website design, crafting a concept based around content and user experience. Technical expertise also featured prominently in Instinctif's work, culminating in a best-in-class content management system, social tool and third party app integration. It also featured a simplified back-end interface to accommodate a distributed publishing model for the whole site.

The final product is an engaging, innovative and intuitive website that powerfully communicates EuroChem's status as an expert and leader in its field. The strong messaging, concise content, responsive design and expressive graphics are perfectly positioned to engage audiences and drive new business.



Pension Insurance Corporation and Emperor Silver

Established 10 years ago, Pension Insurance Corporation (PIC) is a specialist UK insurer, managing more than £16bn worth of assets. To enhance its web presence and boost its brand, PIC enlisted Emperor to design and build a new corporate website. A strong mix of summary and in-depth content, sure to cater to all audiences, was key, along with an engaging explanation of PIC's strengths.

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Best printed report: FTSE 100



ARM Holdings and Radley Yeldar

Gold

ARM Holdings is the world's leading semiconductor IP company, with technology featuring in more than 30% of the chips used in all smart electronic devices sold in 2015. With the increasing emphasis on the Internet of Things, ARM's market is expanding even further – from cars and streetlights to windfarms and washing machines.

Understandably, for its annual report, ARM wanted to focus on its success and illustrate to investors that there were great opportunities on the horizon.

Building on the strength of previous reports, ARM and Radley Yeldar improved the way they explained the business model, enhancing ARM's value creation narrative and affirming its strong grasp of KPI-measured progress.

Backed up by high-quality imagery, including striking photography, the report powerfully explained how ARM's technology is becoming ubiquitous in modern life. The theme, 'We shape the connected world,' struck home – and stakeholders met the report's publication with strong praise.



intu Properties plc and Conran Design Group

Silver

Regional shopping centre owner, manager and developer, intu worked with Conran Design Group to take an intelligent approach to its annual reporting. It leveraged the document as a way to communicate its brand, deliver engaging material to a wide audience and create value by crafting content that could be reused across channels throughout the year.



Provident Financial plc and Radley Yeldar

Silver

Provident Financial, whose mission is to provide credit to those who would otherwise be financially excluded, produced a convincing and inspiring report with the aid of Radley Yeldar. An emphasis on evocative photography, well-structured content and informative graphics was a winning combination.



The Sage Group and Black Sun

Bronze

Sage, the only technology company of its kind in the FTSE 100, and Black Sun cleverly used Sage's annual report to address the challenge of a market that has increasingly shifted toward cloud-based solutions.



WorldPay and Gather

Bronze

Newly rebranded and having just undergone an IPO, Worldpay worked with Gather to deliver an innovative annual report that introduced the company to the market and established the substantial value its offering represents to investors.

Highly commended – Aviva plc and MerchantCantos

Highly commended – Experian plc and Accrue Fulton

Highly commended – Mondi and Radley Yeldar

SPECIFICS

Best printed report: FTSE 250

Hays plc and Conran Design Group

Gold

An uncertain economic outlook, local market pressures and the impact of technology have all led to challenges in the recruitment industry. But Hays, a leading global expert in the field, is leading the charge into this new world order, thanks to its unmatched sectoral diversification and geographic footprint.

This expertise was expressed eloquently and inspiringly in its Conran Design Group-developed annual report, using a story-driven narrative to explain how Hays is in front of the pack. Backed up by metrics, an inspiring vision and an innovative 'Fast read' structure, the report is both functional and enticing. Hays's increased focus on narrative and messaging brings the investment case to life, ensuring the document is more than a simple box ticking exercise.

Judges were struck by the high production values, praising the clean graphics and good design that showcase the brand.



St. Modwen and Radley Yeldar

Gold

St. Modwen is the UK's leading regeneration specialist, transforming brownfield and urban areas to create sustainable communities – enhancing both environments and economies at once. While it has had a strong reputation for identifying and exploiting opportunities that other developers might not have the expertise to pursue, its challenge was to find a way to communicate that specialism to investors through the annual report.

Fortunately, Radley Yeldar was on hand with an equally unique strategy, using the document to challenge readers' preconceptions and illustrate how St. Modwen's offering is truly special. Messaging – through both words and imagery – permeates the document, creating a rich narrative structure that ensures readers can immediately grasp what St. Modwen does and why it's so important.

Little wonder that one of our judges, who admittedly expressed little interest in corporate real estate and development, couldn't bring themselves to put the document down once they'd started reading.



Berendsen and Radley Yeldar

Silver

Berendsen overcame a challenging brief to deliver an annual report that communicated the landmark changes the company had undergone over the last year and outlined its ambitious plans for future growth. Berendsen and Radley Yeldar succeeded – maintaining the company's strong history of best practice reporting.



Best printed report: FTSE 250



The Go-Ahead Group and Black Sun

Silver

Leading bus and rail transport provider, the Go-Ahead Group, further enhanced its reputation for sustainability, transparency and best practice with a Black Sun-designed report that was easy-to-read, cleanly designed and packed with illustrative graphics. The report told the company's story in a clear and engaging manner, perfect for engaging shareholders and stakeholders alike.



Redrow plc and Accrue Fulton

Bronze

Redrow, one of the UK's foremost residential property developer, built on its success with a report focused around the theme of 'Homes for Everyone.' Accrue Fulton's powerful use of infographic features makes the report both informative and user-friendly.

Highly commended – Laird and Radley Yeldar

Carr Kamasa Design

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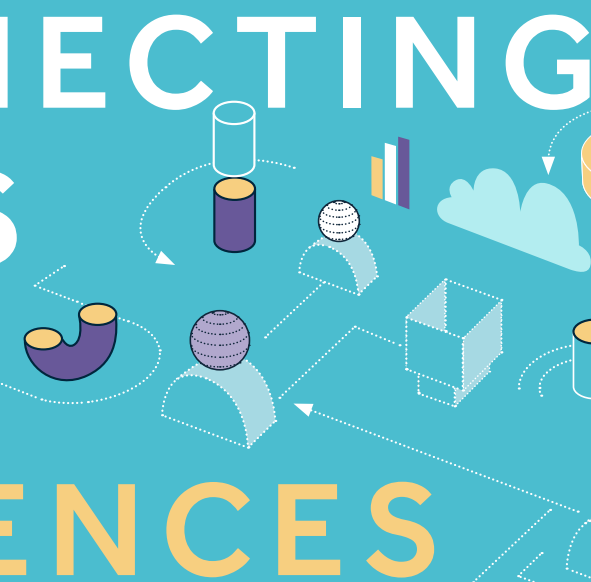
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Best printed report: AIM/small cap



IGas Energy and Carr Kamasa Design

Gold

In creating its annual report, British oil and gas company, IGas, convincingly realised its goal of helping people understand why gas is still an important resource. In doing so, it positioned itself at the forefront of the market. To demonstrate this, IGas and agency partner, Carr Kamasa Design, crafted a report that focused on IGas' competitive differences as well as its community spirit, endearing it not just to shareholders and investors, but to local stakeholders as well.

This multifaceted approach ensured that IGas' report offered something for everyone, from in-depth analysis and strategy to strong, best-practised influence reporting to regulatory information and engaging illustrations with community-driven discussions of the gas industry.

The report was a resounding success, not only demonstrating the worth of IGas' business model, but also powerfully reconnecting readers to the energy industry, its more personal impacts and the positive benefits to people.



McColl's Retail Group plc and MerchantCantos

Silver

It is only McColl's' second year as a listed company, but the owner of over 1,300 convenience stores and newsagents built impressively on its already strong reporting performance. Along with MerchantCantos, McColl's crafted a document that favours clarity, strategy and messaging, connecting clearly with its audience through concise language and winning visual elements.



Cambian Group plc and SampsonMay

Bronze

Cambian, provider of child and adult services, put in a solid performance alongside Sampson May. It published a report that offset disappointing financial results with otherwise inspiring progress made throughout the year in new service delivery and care quality capabilities.



Coats Group plc and Conran Design Group

Bronze

Coats collaborated with Conran Design Group to rework its report structure to great effect, introducing new sections to further illuminate its industry expertise and adding strong visual elements to provide punch to its prose.

Highly commended – Premier Foods plc and Accrue Fulton

Highly commended – Skyepharma plc and Jones and Palmer

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Take a walkthrough and experience the core functionalities CtrlPrint brings to all stakeholders involved in large document production processes such as the Annual Report and Accounts. The website provides a demonstration of the tool's key components which improves the workflow process for both companies and their Design Agencies when managing projects.

Best printed report: International/unlisted



De Beers Group of Companies and Conran Design Group

Gold

De Beers, established in 1888 and member of the Anglo American group, is the world's premier diamond company, boasting unrivalled prowess in the exploration, mining, sorting, valuing, selling and marketing of the precious gems. With the mission, 'Building Forever,' De Beers aims to create a positive legacy in the countries in which it works, integrating sustainability into the heart of its business.

Unsurprisingly, this was a key focus in its 2015 report to society, a document in which De Beers crafted to detail its economic, social and environmental performance over the year, as well as to demonstrate the impressive value created through 'Building Forever' for its stakeholders.

Enlisting the aid of Conran Design Group, De Beers produced a report that was much more accessible and engaging than in previous years, condensing content where possible and making clever structural and design choices to streamline the flow of information. Powerful graphics added punch to the report, while an aspirational tone lends the document a distinct sense of responsibility, sustainability and progress.



SUEK and Black Sun

Silver

Despite a challenging year for the coal industry and Russian businesses generally, SUEK overcame the odds to deliver an annual report that is a powerful statement of the company's market strength and a strong call to investors and stakeholders alike. Black Sun highlighted SUEK's competitive advantages and made good use of case studies, to ensure that the report was both engaging and inspiring.



Cancer Research UK and Conran Design Group

Bronze

Cancer Research UK (CRUK), the world's largest independently funded cancer research charity, delivered a stirring annual report, with Conran Design Group. The document demonstrates the organisation's impact through stories that highlight CRUK's progress and the life-changing results of its work.



Temenos Group AG and Carr Kamasa Design

Bronze

Carr Kamasa Design leveraged the full strength of Temenos Group's recent rebrand, along with careful research and innovative design, to publish an exemplary annual report for the financial software provider.

Highly commended – Channel Four Television Corporation and Emperor

Highly commended – EuroChem Group AG and Instinctif Partners - Content & Creative

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Best online report: FTSE 100



Barclays plc and FleishmanHillard Fishburn

Gold

Barclays understands well the importance of stability for blue chip financial institutions, but it can be difficult to hold steady against the ever-changing volatility of the global market. That's why, when it came time for its online annual report in 2015, Barclays decided to anchor it firmly in the notions of reliability, trust and stability. While online reports have traditionally played second fiddle to their printed companions, an impressive and innovative performance from FleishmanHillard Fishburn (FHF) proved that when it comes to connecting with audiences, digital has a great deal to offer.

FHF adopted the strategy of building the report from a detailed, analytic understanding of Barclay's audience. This allowed FHF to not only ensure that the content was positioned perfectly to capture critical audiences, but that the journey and functionality of the report were designed to maximise ease of use and engagement.



Legal & General Group plc and Addison Group

Silver

Legal & General Group, with agency partner Addison Group, demonstrated that when it comes to digital, brevity can be a real winner. By condensing a 500-page report into a fully-responsive, single-page scrolling 'Fast read,' the partnership created a one-stop-shop for investors, with the document garnering increased engagement and traffic.



AstraZeneca and Conran Design Group

Bronze

To both engage stakeholders and meet regulatory obligations, global biopharmaceutical business, AstraZeneca, with Conran Design Group, created a clear, concise and creative online report that truly harnessed the power of digital.



Rolls-Royce Holdings plc and Conran Design Group

Bronze

Rolls-Royce and Conran Design Group crafted an innovative online report, designed to reflect the changing nature of Rolls-Royce's business. Directing users to PDFs with more detailed information ensured users could quickly absorb key information.

SPECIFICS

Best online report: FTSE 250

Ocado Group plc and Jones and Palmer

Gold

In a fast-changing, competitive retail environment, Ocado knew its 2015 annual report would have to prove its credentials as an evolving and disruptive player in the UK grocery sector. To achieve this, Ocado had to explain to its audience how market trends in buyer behaviour meant that its online model was quickly gaining traction and the time was ripe to engage with new partners and expand internationally.

By developing a clear strategy, prioritising key information, logical flow and intelligent signposting, Ocado and Jones and Palmer developed an online report that caters both for skimmers and deep-divers who want more detail. Fully responsive in HTML, and available as a printed document and downloadable PDF, the report was deployed for maximum exposure and engagement, effortlessly capturing Ocado's audience.

It's little surprise, then, that our judges praised its, "Wow factor," "Terrific use of digital options," and, "Clear, modern feel."



Inchcape and Black Sun

Silver

As a leading global premium automotive group with a 170-year heritage, operating in 26 markets across the globe, distilling Inchcape's online report into a one-page scrolling document was no mean feat. But with innovative design and a clear strategy, Black Sun did just that, engaging Inchcape's audience and boosting its brand.



Thomas Cook and Radley Yeldar

Silver

With a new CEO at the helm and a fresh brand in place, Thomas Cook was set on using its 2015 online report as a vital opportunity to demonstrate its commitment to evolution and excellence. By making the report as customer-focused as possible, the travel experts, alongside Radley Yeldar, did just that.



Playtech plc and Carr Kamasa Design

Bronze

Playtech teamed up with Carr Kamasa Design to develop a 2015 online report that would be game-changing – positioning Playtech not just as a UK gaming company but as a global technology company at the forefront of its field.



Highly commended – EVRAZ plc and Zebra Corporate Communications

Highly commended – Halfords Group plc and Jones and Palmer

Best online report: AIM/small cap



**Creston plc and Instinctif Partners - Content & Creative
Silver**

Instinctif Partners helped bring Creston’s story to life with an ambitious online report that truly connected with its audience. A resounding success, the innovative platform proved that when it comes to online communication, Creston doesn’t just talk the talk; it walks the walk.



**Flowtech Fluidpower plc and Jones and Palmer
Silver**

Jones and Palmer produced an engaging and innovative report for Flowtech Fluidpower, helping the specialist supplier of technical fluid products reach and engage their audience. Strong iconography throughout ensured readers could easily grasp where Flowtech is, and where its ambitious strategy is taking it.



**Henry Boot plc and Jones and Palmer
Bronze**

Property investors and developers, Henry Boot, closed the gap between print and digital communication with an innovative, simplified design tailored to both mediums. Providing downloadable PDFs as well as a responsive, multiplatform site, Henry Boot and Jones and Palmer ensured the report reached as wide an audience as possible.

Highly commended – Trifast plc and Jones and Palmer

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Best online report: International/unlisted



SUEK and Black Sun

Gold

Although 2015 was filled with challenges for coal production – falling prices, environmental concerns and difficult geopolitical situations to name a few – global player, SUEK, dug in for an impressive year all the same. When it came time to produce its annual report, it seemed fitting for the company to emphasise its competitive advantages and position itself as one of the largest players in the international coal industry, along with its commitment to enriching lives through energy supply and security.

To achieve these goals, SUEK enlisted Black Sun to create an engaging and innovative online experience that used technological developments and best practice to demonstrate SUEK's desire for excellence. Central to this experience was use of a one-page scrolling approach, which along with responsive design, makes the report ideal for mobile and tablet use.

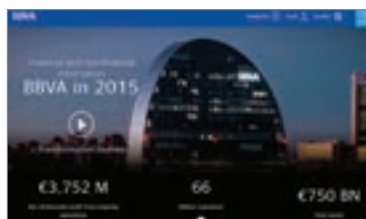
The report was well received, both by internal and external stakeholders, and its publication doubled the traffic figures on SUEK's site.



AGCO Corporation and Instinctif Partners - Content & Creative

Silver

ACGO teamed up with Instinctif Partners to publish an online annual report sure to sow the seeds for future success. Harnessing digital technology to build both an informative and persuasive document, ACGO used its report to paint a dramatic picture of the strength of the business and the opportunities waiting in its future.



BBVA, SA and Comprend

Silver

Spanish banking group, BBVA, totally eschewed print for its annual report, focusing entirely on the digital, to great success. Crafted by Comprend, the 250-page report, produced in English and Spanish, offers powerful navigational and signposting features, highlighted by a minimalistic and decluttered design.



Norilsk Nickel and Zebra Corporate Communications

Bronze

Norilsk Nickel, the world's largest producer of nickel and palladium, partnered with Zebra Corporate Communications to produce an impressively informative annual report, detailing its strategic priorities against deep insights and analysis of the market.



Telecom Italia and H-ART

Bronze

Telecom Italia partnered with H-ART to build an engaging online report, 'Digital life and society' themed around seven pillars: inclusion, services integration, smart life, personal data security, trust, skills and solidity.

Highly commended – China Unicom and EQS

Highly commended – Peroni and Lundquist

SPECIFICS

Best online corporate newsroom

The Las Vegas Convention and Visitors Authority and TheNewsMarket Gold

The Las Vegas Convention and Visitors Authority (LVCVA) is among the world's top destination marketing organisations. It works to leverage southern Nevada's world-class facilities and resources to maintain and create economic opportunity for the city, the surrounding area and its stakeholders. This made the organisation the perfect partner for TheNewsMarket, a company that specialises in helping corporations, government agencies and non-profits host and share video and multimedia content. Together, they created the LVCVA newsroom, a bespoke hub for the LVCVA to feed news and multimedia content to a wide audience of journalists and other influencers. Using advanced pressroom technology, navigation and engagement are satisfyingly simple, allowing users to easily view, share and download content. The newsroom is fully responsive and stories are organised into press kits so journalists can quickly gather relevant content to assemble stories.

Feedback has already been immensely positive, with the number of total sessions exceeding 30,000 and almost 100,000 page views.



Best meeting



Cisco

Gold

In May 2015, Cisco Systems underwent a historic change with chairman and CEO John Chambers transitioning to executive chairman and worldwide field operations SVP Chuck Robbins assuming the mantle of CEO. This was a major event; Chambers had been at the helm of Cisco for 20 years in an industry in which the average Fortune 500 CEO's tenure is less than seven.

Communicating this new chapter to Cisco's stakeholders – including over 70,000 employees, thousands of customers, partners, investors, media and analysts – was no small challenge. But Cisco established a winning strategy to ensure continued stability and prosperity for the company.

A key part of this strategy were three 'Ask Me Anything' sessions, where employees were invited, either in person or by TelePresence, to ask Chambers and Robbins questions about how the transition would affect the company and their work. Over 24,000 people attended these sessions and the feedback was unanimously positive; one employee said, "Outstanding way to select and then introduce a new CEO – this is the model other companies should aspire to."



VTB Capital (Talk Show with Richard Quest in the framework of VTB Capital Investment Forum RUSSIA CALLING! 2015)

Silver

In 2015, VTB Capital hosted its seventh annual "Russia Calling!" Investment Forum in Moscow, attended by leading representatives across the business and policy community from more than 60 countries. A unique platform enabling dialogue between Russian business and international investment, the meeting was a momentous event in the development of world business.



VTB Capital (Meeting with Investors at WEF in Davos)

Bronze

VTB Capital pulled out all the stops to host a meeting with leading international investors at the World Economic Forum in Davos in January 2016. Over 70 major players attended, including government figures, renowned economists, business leaders and other international experts.

Most innovative financial communications



VTB Capital

Silver

In 2015, VTB Capital hosted its seventh annual "Russia Calling!" Investment Forum in Moscow, attended by industry, business and policy representatives from more than 60 countries. Allowing delegates to communicate directly with decision makers and get information first hand, the forum was a key event for attendees to discuss and influence conditions for economic growth, identify new opportunities and build long-term relationships.

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**ANNUAL
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Best IPO communications



Aldermore Bank and FTI Consulting

Gold

Established in 2009, Aldermore Bank is a specialist lender and savings bank offering products to SMEs, homeowners, landlords and individuals who are often poorly or under-served by the wider market. Though possessing no branches, Aldermore serves its customers and intermediary partners online, by phone and face-to-face across regional offices throughout the UK.

To support the bank's IPO, Aldermore and FTI Consulting crafted a suite of messages to attract investment and connect directly with shareholders. Key objectives, such as enhancing Aldermore's media profile, differentiating the bank from its competitors, formulating a concise investment case, and managing potential risks were all achieved with aplomb. While the volatility of the equity markets in 2014 meant the project had to be postponed, Aldermore held strong, and by 2015, had entered the FTSE 250.

The strategy and resulting IPO not only garnered Aldermore significant media coverage, its distinctive investment proposition was widely presented as a symbol of increased investor confidence in equity markets.



Metro Bank and Lansons

Silver

Lansons has worked with Metro Bank from its start-up phase to the FTSE 250, successfully positioning it as the country's best known and most innovative challenger bank. Unsurprisingly, it also fell to Lansons to manage Metro's stock market flotation. A challenge they met with striking success, raising £400m and achieving a listing on the LSE in early March.



CYBG and FTI Consulting

Bronze

FTI Consulting came to CYBG's aid as the company disaffiliated itself with the National Australia Bank to regain its independence for the first time since 1920. A strong communications programme by the partnership proved its worth, attracting strong investment and share growth against uncertain odds.

CAMPAIGN/STRATEGY

Most effective crisis communications

Government of Bermuda and Cubitt Consulting

Gold

When Bermuda was listed on an EU blacklist for tax havens in June 2015, despite a solid record of tax transparency and good governance, the government knew it had to act. It immediately enlisted Cubitt Consulting, a premier international financial communications firm, to help.

The partnership launched a seven-month media campaign with three major goals: to discredit Bermuda's inclusion on the list; if possible, remove Bermuda from the list entirely; and repair any reputational damage done to its key stakeholders in the international financial community, particularly in the City of London.

The pushback gained traction in the media, and the resulting good press for Bermuda quickly encouraged the EU to reconsider. By mid-October, the EU had withdrawn the list from their website. Not only did Bermuda and Cubitt achieve their goals, the resulting press attention from the withdrawal also led to a raft of positive coverage across the media, repairing, even burnishing, Bermuda's reputation.



Direct Line Group

Silver

Direct Line Group, Britain's leading personal lines motor and home insurer, proved it could come through when it counts, responding to the floods from Storm Desmond in 2015. Even before the storm hit, Direct Line was proactively looking at how it could help its customers. And, it succeeded; feedback from policy holders was extremely positive, with some saying they were almost embarrassed in front of neighbours who had different insurers.



Highly commended – VTB Capital

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Rentokil Initial plc

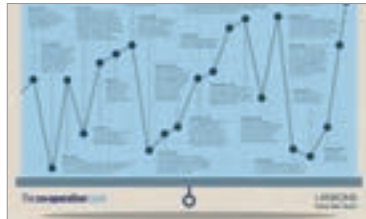
Gold

Rentokil Initial is an international services company, with core business interests in pest control, hygiene and workwear. Following the adoption of a new business plan and strategy in 2014, Rentokil launched an exhaustive and inspiring campaign to heighten awareness of the brand, both among the public and the investment community.

A particular highlight was Pestaurant, a project which saw pop-up restaurants serving insects, pigeon burgers and other unusual edibles appear in cities across the globe, raising a tremendous amount of publicity for the brand – as well as a few eyebrows.

Financially, Rentokil communicated a consistent strategy focusing on its core areas, and promoting a strategy that emphasised the importance of building a presence in emerging and growth markets.

Another standout came during Rentokil's 90th anniversary, which saw the launch of a book on the company's history, a mobile game app and a celebration of the brand's heritage at the House of Commons.



The Co-Operative Bank and Lansons

Silver

After managing the reputational impact of the Co-operative Bank's well-publicised crises throughout 2013-'14, the bank once again turned to Lansons to repair its reputation for future business. A powerful strategic corporate communications programme, spanning all key stakeholders, proved immensely successful, moving the bank's position in ethical finance from 57th to seventh in just one year.



Begbies Traynor and MHP Communications

Bronze

MHP developed an engaging and inspiring strategy to help Begbies Traynor, a leading corporate and rescue recovery practice, boost its brand recognition. Begbies Traynor has seen a significant increase in web traffic and regular broadcast appearances for its main spokesperson, Julie Palmer.

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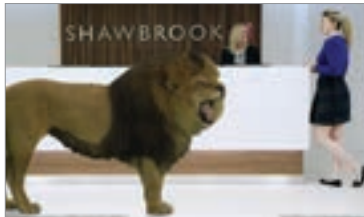
Corero Network Security plc and Redleaf Communications

Gold

Corero Network Security is an AIM-listed company which sells technology to protect from Distributed Denial of Service (DDoS) attacks, a particular sort of cyber-attack in which servers are overwhelmed by a surplus of bad data requests.

Disappointed by external perceptions of the company and its products, Corero enlisted Redleaf Communications to reinvigorate its reputation and establish it as a business with a solid, achievable growth strategy operating in an increasingly vital and exciting market. Redleaf took the lead, increasing the quantity of analyst meetings – allowing interested parties to meet Corero’s management face-to-face – and facilitating a number of one-off events, allowing Corero a platform to present its renewed investment case.

The campaign proved to be a great success, with Corero’s share price growing by 40%, and the business being featured in a range of publications from the Financial Times to the Guardian. Corero has also seen increased analyst interest, with several respected houses recognising the company’s progress and potential.



Shawbrook Group and Instinctif Partners

Silver

Shawbrook Group, an entrant into the relatively new market of challenger banks, enlisted Instinctif Partners to help demonstrate its strength in an increasingly competitive environment. The partnership produced Capital Markets Day, an innovative opportunity for investors to meet senior management and hear the growth strategy that Shawbrook is employing to already impressive success.

Highly commended – VTB Capital

CAMPAIGN/STRATEGY

Best communication with overseas investors &/or media

Coats Group plc

Gold

Coats is the world's leading industrial thread manufacturer and a premier player in the Americas' textile craft markets with a presence in more than 60 countries and a staff of 19,000 across six continents. During the summer of 2015, the Coats board approved a project to delist from two overseas exchanges in Australia and New Zealand and immediately tasked a team to liaise with overseas media, investors and regulators to achieve this.

The team developed a complex but clear strategy, identifying three major overseas audiences with which it had to engage: retail shareholders, institutional investors and regulators. By presenting the delisting as a logical outcome of Coats' corporate journey and transition, its geography of assets and shareholder base, and adopting a matter-of-fact, direct and informative tone, the strategy struck a chord. Approval was almost unanimous among shareholders, with 99% agreeing with Coats' position.



BVCA and Friend Studio

Bronze

Friend Studio put in an astounding performance to raise the profile of the British Venture Capital and Private Equity Association and establish Britain as the number one European destination for entrepreneurial excellence.



VTB Capital

Bronze

In January 2016, VTB Capital hosted an illuminating and empowering meeting with the world's leading international investors at the World Economics Forum in Davos, themed around 'Unlocking possibilities, responding to challenges.'



Best sustainability campaign



Peroni and Lundquist

Gold

Despite a well-structured approach to sustainability developed over a number of years, Peroni found its messaging was still not resonating with employees and customers. To combat this, the brand worked with Lundquist to develop an innovative strategy of including sustainability in every aspect of its business and marketing, using its already existing sustainability reporting process as a springboard into further content.

The tagline of the report, 'My beer is just like me,' was also used as a campaign slogan and resonated well with Peroni's diverse audience, particularly on social media.

All of Peroni's messaging was organised around five consumer-focused shared imperatives that underpin the group's sustainability commitment: thriving world, sociable world, resilient world, Clean world and productive world. Overall, the campaign was a success – resulting in a report that was engaging and dynamic, a marketing drive that hit its mark with consumers and a rejuvenation of Peroni's credentials as a company committed to long-term sustainability.



Marks & Spencer plc and Friend Studio

Silver

Marks & Spencer (M&S) is one of the UK's best-known retailers and has had a long commitment to sustainability. This year, it stepped up this commitment with Plan A, an innovative way to put sustainability at the heart of the business. By producing a separate Plan A report on sustainability with Friend Studio, M&S has built a strong case – not just for sustainability, but for why it should be a central focus of its business strategy.

Highly commended – VTB Capital



Dr Spin killed in myth explosion

Dr Reginald Spin, 68, died when a myth exploded on Southwark Bridge last night at 10.35pm. There are no suspicious circumstances and police regard the incident as an act of God. Fortunately no one else was injured.

A bystander, Jennifer Sandalwood of Balham, witnessed the incident. "It was dreadful", she said, "one minute he was walking along and the next he seemed to turn into hot air".

Dr Spin was widely acknowledged as one of the last remaining 'PR men', a dangerous group of verbal terrorists who gained influence in the 1980s when they started taking facts and turning them into 'narratives'. Distortion of the truth became widespread and accepted by scheming publishers, complicit editors and supine consumers.

However, with the development of the internet people became arbiters and publishers. Consumers started to demand 'the truth'. They were able to discover 'the facts'. This proved to be catastrophic for the extensive cohort of media manipulators, the so-called 'spin doctors', who were systematically disclosed and disgraced.

"It was a funny time", commented ex-England footballer Fred Seagrove, "facts became fiction and vice-versa. Thank God it's over".

Dr Spin had retired and gone into hiding but was still propagating the fantasy that his 'PR' profession was valid. It was this myth that was finally exploded.

He leaves a wife, Ina, and two sons.

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THE REPUTATION

Best in-house corporate and financial communications team



Rentokil Initial plc

Winner

Since its inception, Rentokil Initial has garnered much success in the services industry. Celebrating 90 years of continuous development, 2012 saw Rentokil Initial become the third largest pest control company in the USA. Recent acquisitions also reflect the expansive spread that Rentokil Initial now holds in the market, and with hopes to improve upon this, communication strategies are central to overall growth and brand awareness.

Driven by Rentokil's key themes of growth by acquisition, heritage and innovation, the company's presence in the broadsheet media formed part of its wider communications initiative. A new corporate website, as well as innovative pest control reports have formed the foundations of Rentokil's expansion. The company's FTSE 250 status has subsequently spiked 3.9% from January 2015 to May 2016, and with a money-fuelled market to contend with, Rentokil Initial has shown little hesitation with smart spending. JP Morgan wrote, "Rentokil's investor day on Pest Control underlined the opportunities in what remains a large and growing market."

Coming full circle, Rentokil Initial's employee engagement was epitomized in the House of Commons – the exact location of Rentokil's first job – commemorating the organisation's fruitful success with various competitions, a book release and a gaming app that allows for a deeper involvement in the brand identity. For its continued success and its standout year, Rentokil Initial is a shining example of best-in-class corporate communications and this year's 'Best in-house corporate and financial communications team.'



Direct Line Group

Runner up

For an insurance company, a major flood could result in a drastic decrease in brand affinity. But for Direct Line Group, which split its corporate and brand PR teams in 2014, Storm Desmond was a crisis it could manage. The divided team has led to an even closer relationship and encouraged collaboration and a better alignment of business objectives.

By communicating with the media and customers from the outset and offering support and advice throughout the storm, Direct Line Group was able to effectively help its customers through the crisis. The insurer has also seen an increase in positive sentiment among stakeholders and investors, with an increase in share price by 43.8%, as well as the launch of a new corporate website.

TEAM

Best IR agency or PR consultancy

Instinctif Partners

Winner

Once located on – and named after – a street called College Hill, the agency that is now Instinctif Partners was a different kind of company. Smaller, more staid and more focused on financial PR, College Hill underwent a revolution two-and-a-half years ago. Now Instinctif Partners, the 450 plus strong agency spans 22 offices in 13 countries. It has six specialisms that contribute to its service offering and is overseen by about 80 partners with an ownership stake in the business.

Client Jacques Botha, CFO of South African food and beverage distributor, Clover, says, "I trust Instinctif Partners because, since our listing in 2010, they've become a true extension of our own team, very passionate about our business, highly professional. And in fact, on the record, I'll publicly say that they must be the best professional services firm that I've come across in my professional career."

Instinctif Partners puts a high priority on career progression and ensuring that its employees are trained well, supported throughout their careers and allowed to take on new opportunities as they arise. From an in-house, PRCA-approved training portal to a work abroad programme, retention is a priority. The agency also supports education and schooling through its partnerships with education charities.

From a client perspective, growth is unstoppable. The agency has seen a 14% increase in its client base this year and has won major accounts like eBay and Graze. Additionally, its clients seeking services from more than one discipline within the agency have increased from 45 to 59 since 2014. With the changes in the structure and function of public relations agencies, broader and more integrated services are a means of preparing for a stronger future. Client Katrin Koester, vice president of corporate communications at German media company, Unity Media, says, "They demonstrate a high level of understanding and secondly their willingness to evolve together and accept new challenges head on."

Alongside Instinctif Partners' extensive rebrand and repositioning, its promising outlook on attraction and retention, that attention to client needs in a changing world has made it the best choice for this year's 'Best PR consultancy' award.



Redleaf Communications

Runner up

Redleaf Communications stands out in its class as an adaptable, passionate and future-focused agency that brings a consumer sensibility to financial communications. Its long-term client retention speaks to its care for the job and its work in everything from consumer PR to crisis management to IPOs proves its flexibility. Internally, the agency's structure encourages collaboration and career development; the senior leadership team averages 11 years of seniority. This year, Redleaf has seen an increase in the quality of its client wins and has professionalised its internal culture. The difference it makes for clients is appreciated as it seeks to become part of the communications team. Redleaf's tenacity and steadfastness have earned it a runner up award in this year's 'Best PR consultancy' category.





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See more in Financial review on p16-19



We have become a more flexible organisation with improved working capital, supply chain initiatives such as move to push allocation - based on customer demand - resulted in better, more efficient stocking, saving us time and

Capital expenditure this year to £527m, from

