



**Corporate
& Financial
Awards**
2020

WINNERS BOOK





CARTA COMMUNICATIONS

Carta Communications will help you to differentiate, grow, and improve your sales performance.

We support comms service providers with:



Proposition development
workshops and focus groups
with industry experts



The Pulse Business

PR industry insight
with our partner
The Pulse Business



Media relations consultancy to
take you from strategy to
press coverage



New business
development to provide
you with qualified leads

What people say:



"Right from the outset, Carta gained coverage in the national news and trade press."

Alastair Pickering, Co-founder and Chief Strategy Officer, alva



"Carta built broader awareness of our video editing platform in the PR industry."

Chris Bo Shields, Co-founder, Binumi Pro



"Carta built awareness via new business meetings, combined with research-led news stories."

George Theohari, Head of Content, Speak Media



It's been a difficult year – to say the least – for the City and those who influence it. Companies have had to reprioritise their communications to focus on their employees first, their communities second and their investors and other stakeholders third. Economic and workforce challenges have presented themselves too, as the UK has fought the pandemic. Companies have had to focus on what makes their company strong; on what makes it unique.

This year has seen IR professionals, PR professionals and communicators really raise their game. Investors and the media have still wanted – and needed – to hear from business. Covid-19 has made this task ever more challenging. Communicators are now, and will continue to be on the front lines in communicating how companies will remain an essential fabric at the heart of society. The challenge is considerable.

This year's winners have demonstrated their strategic insight, problem solving capabilities and creativity in solving some of the most challenging problems companies have had to face. Today's winners may take home a gold, silver or a bronze, but it's truly the skillsets and talents communicators have that means they have never been more important to business, whatever the challenge.

Brittany Golob
Editor in chief, [Communicate magazine](#)

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Judges



Graham Barnetson
Chief financial officer
Red Funnel

Graham is the CFO of ferry operator Red Funnel. He is responsible for all aspects of the company's financial function, including accounts, treasury, audit and asset protection. Graham has worked in logistics for the past four years. Prior to Red Funnel, he was finance director for Bidvest Logistics and PCL Transport. Graham holds an economics degree from UCL and is a member of the CIMA.



Kristina Blissett
Head of communications
Coats

Kristina is head of group communications at Coats. The FTSE 250-listed company is the world's leading industrial thread company, with a workforce of 18,000 people across six continents. Kristina joined Coats in 2012 and leads the team responsible for external and internal corporate communications. Her award-winning team delivers creative, engaging, timely and relevant communications to diverse and globally disparate stakeholders using an increasing number of channels and tools.



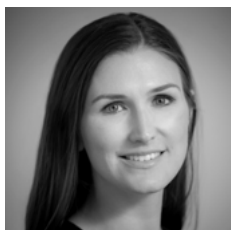
Gary Davies
Former CEO
Investor Relations Society

Now retired, Gary spent nearly two years heading up the Investor Relations Society. Prior to this, he had a 30-year career at GSK, where he held a number of positions in the UK and US in medicine development and commercialisation and in corporate communications. Gary was a director in the investor relations team at GSK for over 10 years. He holds an executive MBA in pharmaceutical marketing, has achieved the CIMA Certificate in Business Accounting and achieved the Certificate in Investor Relations from the IR Society.



Bieneosa Ebite
Group deputy head of
corporate communications
Centrica

Bieneosa is an experienced public relations professional. She delivers the group's corporate communications strategy, financial communications and the group's CEO's external communications. Bieneosa worked at McDonald's on the revitalisation of its brand. Earlier in her career, Bieneosa set up and managed an independent consultancy. Her work engaged the public, commercial and not-for-profit sectors. Bieneosa is co-host and producer of PR Bants, a podcast that explores current affairs through a PR lens.



Holly Gillis
Head of investor relations
The Go Ahead Group

Holly is head of investor relations at the Go-Ahead Group. She has 14 years of experience in finance and investor relations roles in the UK's public transport sector. Holly believes transparent corporate reporting is the cornerstone of good IR; she is committed to continually improving the quality of reporting. Holly is an ACCA qualified accountant and has a Bsc in psychology.



Gavin Haycock
Head of communications
10X Banking

As head of communications at 10X Future Technologies, the banking technology transformation business, Gavin leads external and internal communications. Gavin joined 10X in late 2017 after nearly two years with online payments business Paysafe where he worked as SVP of corporate communications. Before that, he spent five years with payments technology business Monitise as its head of communications and brand, and three years with AOL amid its separation from Time Warner and global rebrand.

Judges



Michelle Lavipour
Global head of brand communications
Diageo

Michelle is global head of brand communications at Diageo. Michelle leads global corporate storytelling across Diageo's brands, marketing, innovation, and diversity and inclusion strategy. She also sits on the global marketing leadership team. She was previously global corporate PR manager at Diageo. Prior to this, she worked in Diageo's UK corporate relations team and was corporate communications manager UK and Ireland at PepsiCo. Prior to going in-house, Michelle worked at Edelman and Pagefield.



Martha McKenzie-Minifie,
Head of communications and
brand experience
ING

Martha is head of communications and brand experience for Dutch bank ING. She is passionate about storytelling, strategy, diversity and social media. Martha manages the team responsible for external and internal communications, marketing communications, events and sponsorships. Martha holds a Master's in Journalism from the University of Queensland, an advanced certificate in public relations from the Chartered Institute of Public Relations, and a BA from the University of Canterbury.



Mark O'Sullivan
Head of corporate reporting
PwC

Mark leads PwC's corporate reporting and governance team in the UK. He has over 15 years of experience in advising many leading organisations on current and best practices in reporting, the effectiveness of their corporate reporting and the implementation of new reporting strategies in order to meet the needs of the capital markets, regulations and wider society. Mark is involved in helping to shape the future direction of corporate reporting and oversees PwC's annual review of the corporate reporting practices in the FTSE 350.



Alice Revels
Head of corporate reporting
bp

Alice joined bp last year and leads the company's corporate reporting function, ensuring bp responds to current reporting requirements and best practice developments. She has a background in responsible business, investor engagement on ESG issues and sustainability reporting, having previously worked at Lloyds Banking Group. Alice has a BA in marketing.



Tom Steiner
Vice president, corporate & financial
communications
Pearson

Tom has worked at Pearson for almost five years, where he is currently VP of corporate and financial communications. Prior to Pearson, he spent three years at GE Capital as the external relations and corporate affairs lead. Tom has experience working agency-side as well, having spent time with Edelman and Capital MS&L. He has a BA from the University of Liverpool and an MA in politics from the University of Nottingham.



Peter Timberlake
Head of communications
Financial Reporting Council

Peter has been head of communications at the Financial Reporting Council (FRC), since 2013. He manages engagement with internal and external stakeholders in the UK and globally. Peter has over 30 years of experience delivering communications in the financial services sector working with pensions, investment and insurance providers. Prior to joining the FRC, Peter was head of public relations at Friends Life for four years and head of media relations for Standard Life for three years. His early career was spent managing communications at Legal & General.

Winners

Best corporate website: FTSE 100

Gold - Anglo American and Investis Digital

Silver - EVRAZ and Zebra Corporate Communications

Best corporate website: FTSE 250

Gold - Centrica and Comprend

Silver - Pantheon International Plc and Instinctif Partners

Best corporate website: AIM/small cap

Gold – McBride plc and Instinctif Partners

Silver - Futura Medical and Jones and Palmer

Bronze - Mitie and 93digital

Highly Commended - Inland Homes plc and

Jones and Palmer

Best corporate website: International

Gold - Coca-Cola European Partners and Conran Design Group

Silver - Magnit and Zebra Corporate Communications

Bronze - Gazprom Neft and Zebra Corporate Communications

Best corporate website: Unlisted

Gold - UK Power Networks Services and Instinctif Partners

Silver - Plus X and Gather

Bronze - Riverstone and MerchantCantos

Best printed report: FTSE 100

Gold - Burberry and Black Sun

Silver - Rentokil Initial plc and Friend Studio

Bronze - bp

Bronze - Croda and Black Sun

Highly Commended - AstraZeneca and Superunion

Highly Commended – Coca-Cola HBC and Black Sun

Best printed report: FTSE 250

Gold - Balfour Beatty and Design Portfolio

Gold - Derwent London and MerchantCantos

Silver - Howdens Joinery Group plc and Emperor

Bronze - Virgin Money and FleishmanHillard Fishburn

Highly Commended - Drax and Conran Design Group

Highly Commended – The Go-Ahead Group plc and

Design Portfolio

Best printed report: AIM/Small cap

Gold - SThree plc and Gather

Silver - Urban&Civic Plc and Design Portfolio

Bronze - Halfords Group plc and Jones and Palmer

Bronze - intu properties and Conran Design Group

Highly Commended - RDI REIT plc and LyonsBennett

Best printed report: International**Gold - Swiss Re and Superunion**

Silver - Coca-Cola European Partners and Salterbaxter
Silver - Qatar National Bank and FleishmanHillard Fishburn
Bronze - Polymetal International plc and Instinctif Partners
Bronze - The Adecco Group and Black Sun

Best printed report: Unlisted**Gold - UK Power Networks and Instinctif Partners**

Silver - Czarnikow with Frances Herrod Design and CooperNixon Corporate Communications
Silver - EuroChem and Black Sun
Bronze - SUEK and Zebra Corporate Communications

Best online report: FTSE 100**Gold - Legal & General and Superunion**

Silver - Burberry and Black Sun
Bronze - Schroders and Black Sun
Highly Commended – Coca-Cola HBC and Black Sun
Highly Commended - United Utilities Group plc and Jones and Palmer

Best online report: FTSE 250**Gold - Coats and Emperor**

Silver - Balfour Beatty and Design Portfolio
Bronze - Direct Line Group and Black Sun
Bronze - G4S plc and Black Sun
Highly Commended - Playtech plc and Design Portfolio

Best online report: AIM/Small cap**Gold - Halfords Group plc and Jones and Palmer**

Silver - Henry Boot plc and Jones and Palmer
Bronze - Trifast plc and Jones and Palmer

Best online report: International**Gold - Nornickel and Zebra Corporate Communications**

Bronze - VTB and Zebra Corporate Communications
Highly Commended - Gazprom Neft and Zebra Corporate Communications

Best online report: Unlisted**Gold - Megafon and Zebra Corporate Communications**

Silver - UK Power Networks and Instinctif Partners
Bronze - LeasePlan and Investis Digital
Highly Commended - Digital Catapult and Jones and Palmer
Highly Commended - SUEK and Zebra Corporate Communications

Best CSR/ESG report**Gold - Molson Coors Beverage Company and Flag Communications**

Silver - Mondelez and MerchantCantos
Silver - Mondi Group and Radley Yeldar
Bronze - bp
Bronze - Rentokil Initial plc and Carr Kamasa Design
Highly Commended Howdens Joinery Group plc and Emperor

Best M&A communications**Gold - FIS and Cognito**

Highly commended - Lighthouse Advisory Partners

Most effective crisis communications**Gold - Avast plc****Gold - Ventilator Challenge UK and Powerscourt**

Silver - Taylor Wimpey plc
Bronze - UniCredit with Bladonmore and FinElk

Best use of digital media**Gold - RELX**

Silver - Telecoming
Bronze - UniCredit with Bladonmore and FinElk
Highly Commended - Tinkoff

Best management of corporate & financial media relations**Gold - Ventilator Challenge UK and Powerscourt**

Silver - Irish Banking Culture Board and Edelman
Bronze - Bovill and Luther Pendragon
Bronze - Independent Growth Finance (IGF) and Milk & Honey PR
Highly Commended - five°degrees and WP Communications
Highly Commended - Worldpay from FIS and Cognito

Best communication with overseas investors and/or media**Gold - Invesco Global Sovereign Asset Management Study and Lansons****Best evaluation of a communications campaign****Gold - Open Data Institute and Allegory****Best IR agency or PR consultancy - small EM****Best IR agency or PR consultancy – large Grayling****Annual Report of the Year****Burberry and Black Sun**

Best corporate website: FTSE 100

Gold - Anglo American and Investis Digital

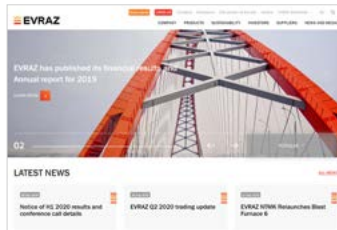
Mining company Anglo American's industry poses reputational challenges. It worked with Investis Digital to develop a new corporate website that would help it shift perceptions about its operations and business practices. The new site had to merge 12 individually managed websites overseen by a number of local stakeholders around the world. To successfully unite them, Investis Digital focused on building a more consistent messaging strategy, improving risk communications and reducing the time and resource required to manage the site.

Similarly, the site had to cater to the needs and expectations of a global audience that included sustainability investors, potential employees and the press – most of whom might have preexisting conceptions of the mining industry that Anglo American sought to bust. The result impressed judges because of its systematic approach to simplifying local content, delivering a streamlined CMS and improving communications across all audience groups.

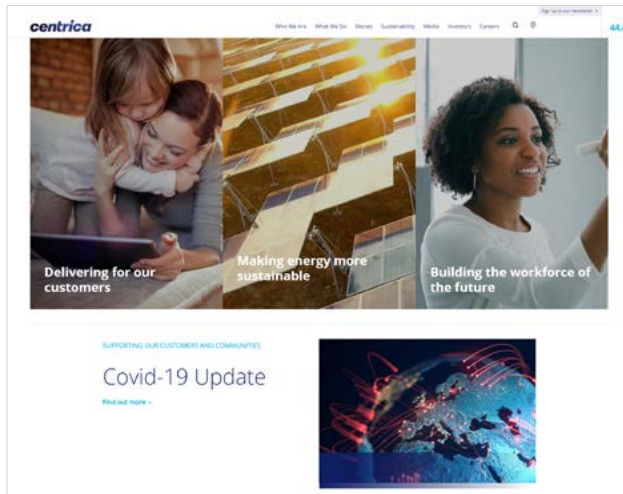


Silver - EVRAZ and Zebra Corporate Communications

For global steel and mining company Evraz, extensive consultations with users and a thorough analysis of site traffic led to the development of a new logical structure and site navigation. The Zebra-developed website played a crucial role as a source of reliable information for stakeholders, particularly during the Covid-19 crisis.



Best corporate website: FTSE 250



Gold - Centrica and Comprend

Centrica is moving away from oil and gas production and embracing a future focused on carbon reduction. However, as an energy business with a 200-year heritage, misconceptions about Centrica persist. It needed to build a new corporate website to communicate its repositioning to its many audiences. In 2018, it started working with Comprend to develop relevant and topical content demonstrating its positioning as an innovative, responsible and customer-focused business. It undertook extensive research to determine the strategic route forward, developing a content hub to present its position on issues that matter to its audiences, and it refreshed its corporate content to better meet audience requirements.

Since launch, the website has become a critical tool in repositioning the business and meeting the requirements of its corporate audiences. The mobile-first approach to design helps stakeholders and shareholders alike to quickly and easily find the content most relevant to them.



Silver - Pantheon International Plc and Instinctif Partners

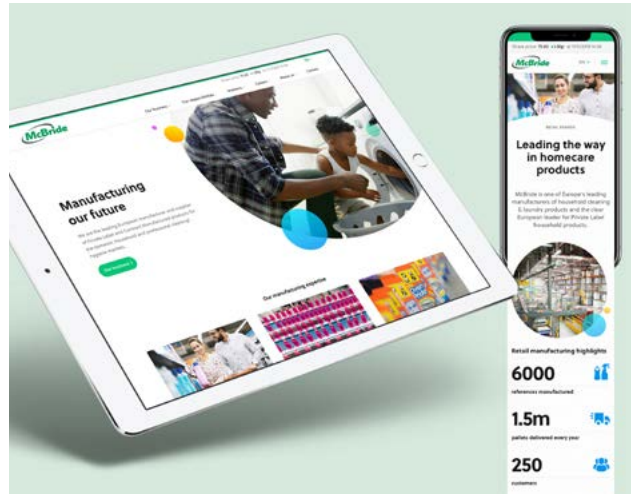
Working with corporate communications agency Instinctif Partners, Pantheon International plc (PIP) undertook a comprehensive refresh of its corporate narrative and worked with Instinctif Partners to redesign its website. The narrative is clear and compelling, it uses plain English to articulate PIP's investment case and approach and presents private equity to those less familiar with it.

Best corporate website: AIM or Small Cap

Gold - McBride plc and Instinctif Partners

For cleaning and hygiene manufacturer McBride, an increased focus from consumers, customers and prospective employees meant it was time to refresh its digital brand. McBride worked with Instinctif Partners to launch a new website that boasts a refreshed narrative and a bold new design.

The website works seamlessly across desktop, tablet, and mobile devices, and is fully supported by an intuitive CMS that allows the team to upload and amend content quickly and easily. The judges agreed there had been evidence of sustained improvement, year after year. "Clear improvement over the previous, text-heavy, website," said one judge. "The 'bubbles' idea is nice and it looks lovely and appears extremely professional." Another judge added, "Very clear and accessible Covid-19 section. Good overviews on the face of the site with option to read more. Clear and engaging decision-making."



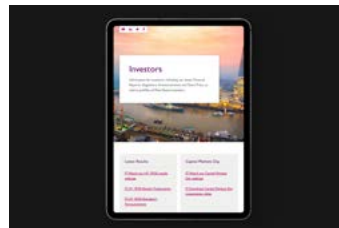
Silver - Futura Medical and Jones and Palmer

Futura Medical provides key products that support sexual health and relieve pain. It worked with Jones and Palmer on a new website that ensured the market understood its entire portfolio, rather than focusing on one single product. The new website displays the company's clear, creative brand design and communicates its purpose throughout.



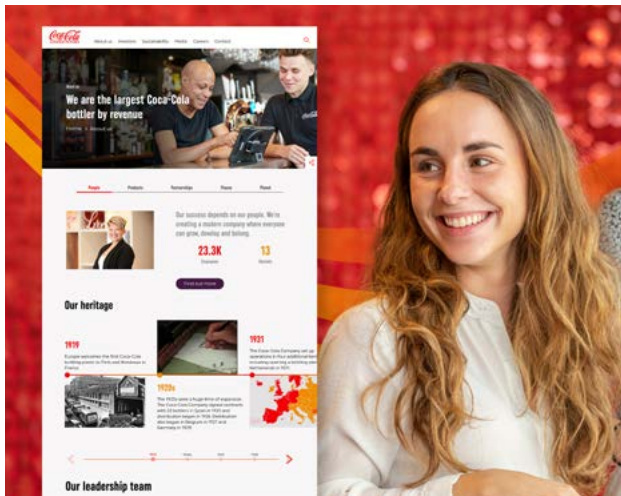
Bronze - Mitie and 93digital

For facilities manager Mitie, 93digital took a more creative approach to improving the functionality of its website. First, it created a highly configurable content hub. Second, it built the website with reusable blocks rather than templates, allowing the Mitie marketing team to spin up content fast in reaction to current affairs.



Highly Commended - Inland Homes plc and Jones and Palmer

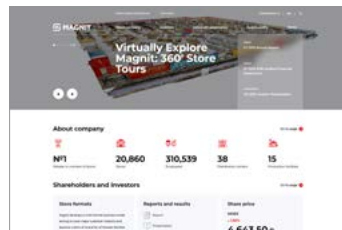
Best corporate website: International



Gold - Coca-Cola European Partners and Conran Design Group

Coca-Cola European Partners (CCEP) commissioned Conran Design Group to refresh its public website and create a world-class corporate website that would engage CCEP's diverse stakeholders and set a new benchmark for the industry. As a hub of CCEP communications, the new site needed to be built around clear and intuitive user journeys, which would direct users to the right content in the most compelling way.

The new website takes a more story-driven approach to communication. It delivers a visually impressive and compelling reason for diverse stakeholder groups to engage with CCEP. This is the first step towards a unified technology portfolio across CCEP's global operations and establishes a flexible, scalable solution for the future. The new design system that has been rolled out across the CCEP website provides a coherent identity for CCEP.



Silver - Magnit and Zebra Corporate Communications

Magnit is one of Russia's leading food retail chains. It worked with Zebra Corporate Communications on a new website that displays an investor-oriented structure covering. The investor section contains interactive analysis tools, an investment calculator and an IR calendar, while a new sustainability section has been created with content tailored specifically for ESG investors.



Bronze - Gazprom Neft and Zebra Corporate Communications

In 2019, oil and gas company Gazprom Neft's and Zebra Corporate Communication's working group started developing a new version of the petroleum giant's IR website with several technical improvements and greater usability. It applied solutions from the developer's library of best practice, including the results of the analysis of 600 of the world's best corporate and IR websites.

Best corporate website: Unlisted

Gold - UK Power Networks Services and Instinctif Partners

Energy infrastructure provider UK Power Networks Services launched a new website in Autumn 2019. It features a refreshed narrative and bold new design focused on outcomes, and rich content designed to reflect a business that is at the forefront of the energy revolution.

Instinctif Partners designed the new interface to drive engagement with the organisation's key stakeholders. The responsive design works seamlessly across desktop, tablet and mobile devices and a CMS allows the team to upload and update content quickly and easily. It's now a central element of UK Power Networks' communications and marketing strategy, articulating its compelling story to stakeholders across the UK. "It's easy to find content and a clear improvement from its previous website," said one of the judges. "It is obviously designed for user experience and it is consistent with its annual report." Another judge added, "Nicely laid-out results and the ESG agenda is also very clear on the homepage."



Silver - Plus X and Gather

Plus X is a newly launched business that provides flexible working hubs across the UK. Plus X came to Gather with a brief to design and build a sector-leading website that would place it firmly on the map. The final website integrated with its membership platform and marketing tool – which ultimately increased bookings.

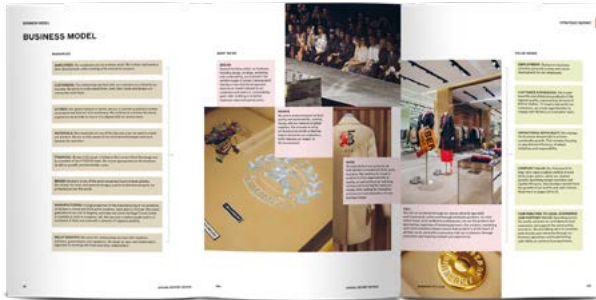


Bronze - Riverstone and MerchantCantos

Understanding energy and power-focused private equity firm Riverstone's business and its role in the energy sector was critical to MerchantCantos evolving its external identity and messaging. Riverstone's website, along with the creation of its first ESG report, evokes a modern, energetic and sophisticated digital presence that clearly articulates what it does.



Best printed report: FTSE 100



Gold - Burberry and Black Sun

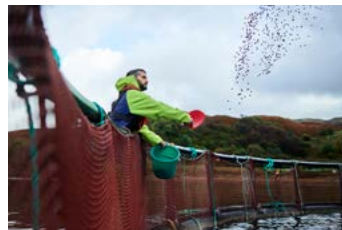
Fashion brand Burberry's report, developed by Black Sun, strikes the balance between luxury and the challenging topics around Covid-19. The Covid-19 stand-alone section in the report has already been recognised as leading in its approach, forming a key reference point in reporting research on best practice across corporate reporting. The report features 13 short case studies of how Burberry's purpose is embedded across the business.

"A very distinctive and high-impact report," said one judge. "The Covid-19 implications are well handled given the team designing the report would have all been remote working during its production, and the case studies are used really cleverly to bring the business to life." Another added, "Beautiful report. I really like the pivot challenge as a result of Covid-19, which brings out the challenge the company faced. In my opinion, this sets the standard for FTSE annual reports. It is heading the pack in a strong field."



Silver - Rentokil Initial plc and Friend Studio

Pest control and hygiene services company Rentokil Initial wanted its report to explain the pivotal contribution innovation plays in its business. It worked with Friend Studio to design an impactful cover, a CEO Q&A and case study section that communicated Rentokil Initial's stories effectively.



Bronze - bp

The 2019 annual report needed to set out bp's transformation agenda and respond to the Climate Action 100+ shareholder resolution tabled at bp's 2019 AGM. It's a document that provides a wealth of information to stakeholders in an accessible way, with a clear corporate narrative, expanded disclosures and strong message to the world: bp is changing.



Bronze - Croda and Black Sun

Chemical manufacturer Croda worked with Black Sun on a 2019 report that uses thematic spreads designed to give an overview to Croda and set the tone for the report; what it does and why it matters. Creatively, the report also features bold photography and several innovative storytelling devices.

Highly Commended - AstraZeneca and Superunion

Highly Commended - Coca-Cola HBC and Black Sun

Best printed report: FTSE 250

Gold - Balfour Beatty and Design Portfolio

For infrastructure group Balfour Beatty's report, it was important to celebrate its 110th anniversary by showcasing photography submitted by employees from around the business. To help improve readability and storytelling, content was supported with engaging case studies. Design Portfolio delivered a report that marked a huge step change in design and structure. Innovative reporting elements included a detailed 'culture in action' section, case studies demonstrating board activities in the year and engagement with stakeholders.

Judges were impressed by the impact this report had on the company's stakeholders. They also highlighted the way the visuals communicated the company's brand and its key messages effectively. One added, "I particularly liked the innovation of including photography from employees to show what they do."



Gold - Derwent London and MerchantCantos

Real-estate investment trust Derwent London wanted a fresh approach to its report that would explain how the company's purpose, culture, values and strategy create value for all through the business model. They also wanted to show how the company balances ESG responsibilities with its aim to provide long-term returns for shareholders. They worked with MerchantCantos to demonstrate the investment case more clearly, shine a light on governance to help readers understand its importance and, to reflect the qualities of design that Derwent brings to its buildings, create a report that would be both beautiful and effective. One of the judges said, "Stunning use of photography as well as graphic elements to simply explain the business model. One of my favourites in this competitive category." Another added, "Very clearly outlines the five challenges and how they have been tackled. I enjoyed the 'Distinctively Derwent' theme and the focus on value creation for all came across."



Silver - Howdens Joinery Group plc and Emperor

Fitted kitchen supplier Howdens Joinery worked with Emperor to provide a more comprehensive 'at a glance' information to its report. This was particularly important for detail regarding purpose, culture and strategy. It also improved the clarity and detail on the links between ESG, long-term value and governance.



Bronze - Virgin Money and FleishmanHillard Fishburn

In 2019, Virgin Money UK launched after the acquisition of Virgin Money by CYBG. Compared to CYBG's old report, the FleishmanHillard Fishburn-developed a report features content that is 20% shorter, supported by graphic design, imagery and case studies, while the visual identity converges corporate and consumer branding to reveal the common ground in a broad ecosystem of stakeholders.



Highly Commended - Drax and Conran Design Group

Highly Commended – The Go-Ahead Group plc and Design Portfolio

Best printed report: AIM or Small Cap



Gold - SThree plc and Gather

With its 2019 report, specialist recruiter SThree wanted to demonstrate how it has achieved its purpose of 'bringing skilled people together to build the future' while strengthening the narrative around its business proposition. From the initial meetings to understand both the reporting and wider ambitions of the team for the report, to supporting SThree on its Capital Markets Day presentation, collaboration with Gather throughout the process was essential.

"Nice introduction to the CEO and how the strategy was set up, with a good balance of financial and operational discussion," said one judge. "Good discussion of market trends, too, and the focus on the business model and how it makes money was more insightful than most." Another added that the report had a "bold use of photography and typeface that visually differentiated this report. The reference to succinct messaging is a welcome, if only because it is a difficult-to-achieve goal for reporting."



Silver - Urban&Civic Plc and Design Portfolio

Urban&Civic develops large-scale strategic sites. Its 2019 Design Portfolio-developed report needed to address a wide range of stakeholders and articulate its focus sustainable, community-focused places. It included a best practice example of risk and governance reporting, as well as a new capitals-led sustainability section.



Bronze - Halfords Group plc and Jones and Palmer

For retailer Halfords, the imagery used by Jones and Palmer in its 2019 report is a key addition to the content, supporting the messaging around its service-led proposal to consumers. Meanwhile, the technology and project processes used to create the document enabled multiple authors to generate content in a concise way.



Bronze - intu properties and Conran Design Group

Central to the shopping centre group intu's 2019 report, developed by Conran Design Group, was a Q&A with the centre performance director, who explained how intu's data and insight-driven approach was being used to help brands maximise their performance and to attract and keep visitors in centres for longer.

Highly Commended - RDI REIT plc and lyonsbennett

Best printed report: International

Gold - Swiss Re and Superunion

The work of global reinsurance company Swiss Re offers people protection from the world's growing set of risks, such as climate change and pandemics. The 2019 report tells the story of three individuals from across the world whose lives have been positively impacted by Swiss Re's work. It is supported by a clear approach to content, which helps to explain Swiss Re's positioning.

The judges agreed that the content in the report was accessible and easy to understand. One judge said, "This told a great story in a very effective way. Wonderful use of graphics that included a diverse range of people." Others praised the strong storytelling and narrative with one judge adding that the report had a "commendable approach to clarity and simplicity, for instance, using three people to tell their stories about the company's impact for them."



Silver - Coca-Cola European Partners and Salterbaxter

Coca-Cola European Partners and Salterbaxter sought to build on the 2018 report's visual identity, retaining much of the iconography and use of diagrams that made that report successful. They also needed to meet additional disclosure requirements without extending the document's length substantially, while also continuing to focus on clear, concise language.



Silver - Qatar National Bank and FleishmanHillard Fishburn

For Qatar National Bank (QNB), its 2019 report, with FleishmanHillard Fishburn, needed to create a more joined up narrative that engaged with all stakeholder groups. The focus was clearly on stakeholders and the value that the bank brings to each of their stakeholder groups through their sustainable growth.



Bronze - Polymetal International plc and Instinctif Partners

Specialist mining company Polymetal International worked with Instinctif Partners to use photography and graphics to tell the brand story in a clear and engaging way. Smart navigation and signposting devices provide clear guidance and links throughout, while info-rich spreads and dynamic case studies break up and make the report more compelling for the reader.



Bronze - The Adecco Group and Black Sun

Workforce solutions provider Adecco worked with Black Sun to bring its company purpose to life through four remarkable stakeholder stories, showing how the company is delivering on its promises. To capture these people around the world, a high-quality photoshoot was organised on a pragmatic budget, leveraging remote briefings and post-production effects.





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Best printed report: Unlisted

Gold - UK Power Networks and Instinctif Partners

For electricity distributor UK Power Networks, Instinctif Partners designed the 2019 report to use case studies, quotes and real-life photography combined with a bespoke infographic style to bring the company's story to life. Each element of its 'Future Energy Landscape' storytelling is presented as a fold-out in one full illustration by using a three-dimensional graphic style.

Judges praised the report's quick-look sections, the clear messaging and the focus on ESG communications. They thought the company clearly laid out the future landscape for energy infrastructure and delivered messaging about the company's role in the energy industry. One judge said the report had a "clear vision, purpose and values, with alignment to SDGs and discussion around future energy needs. I liked the emphasis on operational performance from people, customers, innovation and the environment."



Silver - Czarnikow with Frances Herrod Design and CooperNixon Corporate Communications

Czarnikow worked with Frances Herrod Design and CooperNixon Corporate Communications to use striking imagery, deliver more accessible written content, and convey its recent strategic expansion into new areas and new services in the 2019 report. A glossary of financial, trading and shipping terms saved space and further promoted the transparent positioning the company is seeking to convey.



Silver - EuroChem and Black Sun

EuroChem's 2019 Report aims to reflect its growth in the fertilizer industry and its commitment to ESG principles. This includes a thorough sustainability review, taking into consideration environmental stewardship, economic sustainability and social responsibility. Full-page charts and graphics are used to demonstrate market share, sales breakdowns and EuroChem's global operations.

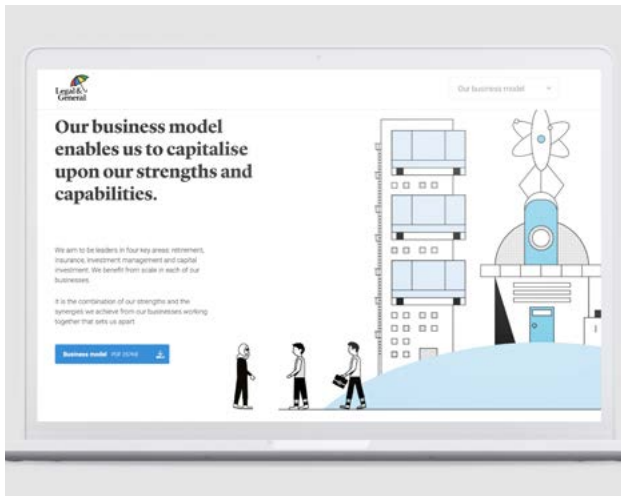


Bronze - SUEK and Zebra Corporate Communications

SUEK worked with Zebra Corporate Communications to demonstrate how the coal producer implements its strategy and is increasing its sustainability. The 2023 corporate operational, financial and ESG targets, the description of KPI progress, key investment projects and risks and 2030 industry forecast are all detailed, while infographics, icons and photography add visual appeal.



Best online report: FTSE 100



Gold - Legal & General and Superunion

For insurance firm Legal & General's online report, it was essential to provide information for retail and employee shareholders in a concise and accessible way. The report does the work for the user by summarising key content in one location, while providing links to further detail. The focus for 2019 was to provide evidence to demonstrate how Legal & General improves lives through inclusive capitalism in a compelling way.

Judges praised the report's design and user experience. "The distinctive illustration style is fun and also effective at helping get the messages across," said one. "Very clear objectives, a clean and engaging online version of the annual report with good links, including to video and Q&A," praised another. One judge adds, "No bells or whistles, and I liked the drop down where one could go for more info on purpose, climate change, strategy and so on."



Silver - Burberry and Black Sun

A 360-degree experience developed by Black Sun formed the focal point for Burberry's online report, with a dramatic banner inviting the user to discover the fashion brand purpose. The experience was built as an exclusive piece of content, together with the QR codes. It gained significant interest across the business.



Bronze - Schroders and Black Sun

The key objective Black Sun delivered on for asset manager Schroders was to reflect the design and UX standards of its global website, and enable the content to be presented in a way that was accessible and engaging. Bringing digital teams together early in the process allowed for a smooth end delivery.

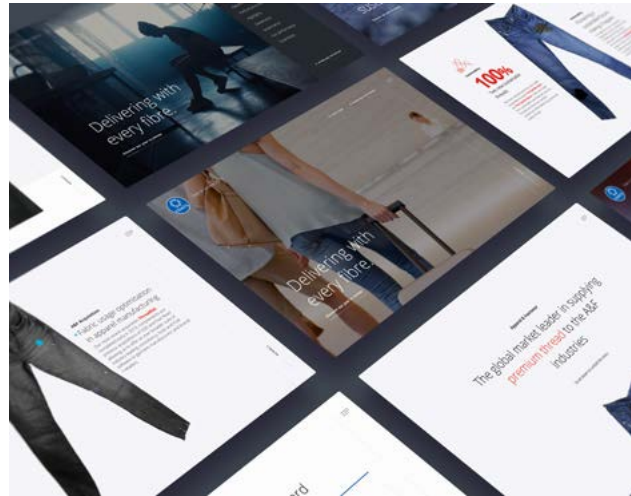
Highly Commended – Coca-Cola HBC and Black Sun
Highly Commended - United Utilities Group plc and Jones and Palmer

Best online report: FTSE 250

Gold - Coats and Emperor

For industrial thread company Coats, the 'Delivering with every fibre' strapline in its 2019 report played to a renewed focus on the enhanced value to customers and the design and supply of high technology, high performance technical threads and fibres used in a range of industries.

Emperor used a pair of jeans and a shirt made with Coats' molten metal splash protective fabric to depict how Coats makes an impact in everyday life in a relatable way. These animated stories appear at the heart of the online summary. A stop-motion video shoot was produced for the garments. This meant the items could move in 3D as the user scrolls through the page. Alongside visual impact, there was careful consideration of navigational features, ensuring that users could easily access desired content, or alternatively exit to download the report, or a preferred section, at any point during the user journey.



Silver - Balfour Beatty and Design Portfolio

Construction firm Balfour Beatty's online report by Design Portfolio provided a summary of the year's key messages and used parallax design to provide the reader with a journey through its strategy, business model and value creation performance. Commentary from the chairman, CEO and CFO give shape to the company's story.



Bronze - Direct Line Group and Black Sun

Black Sun designed a 2019 online report for insurance company Direct Line Group that increased the competitiveness of the business, delivered a more immersive experience for the visitor and improved dwell-time and engagement. It incorporated dedicated video and interactive bespoke elements to enhance the messaging throughout.



Bronze - G4S plc and Black Sun

Security company G4S' report facilitated user-friendly navigation and offered interactive features, exemplifying how the publication is truly tailored to the online reader. The simple, user-friendly navigation by Black Sun and an abundance of PDF downloads allowed users to pull out key information quickly. The end result elevated its storytelling, navigation and design.



Highly Commended - Playtech plc and Design Portfolio

Best online report: AIM or Small Cap



Gold - Halfords Group plc and Jones and Palmer

For retailer Halfords, long-term value generation for stakeholders was a key theme throughout its 2019 report. Signposting was planned to link outputs from its business activities to real tangible benefits. The report is available via the investor sections of its website and has been promoted through other corporate material and its social media channels. Meanwhile, the imagery used by Jones and Palmer is a key addition to the content, supporting the messaging around the firm's service-led proposal to consumers.

The judges were unanimous in their praise, picking out the 'in-the shop' images of the chairman and CEO as being particularly inspiring. "A very clear articulation of what the business does and who it serves," said one of the judges. "Enabling readers to create a bespoke PDF to collate the most relevant content for their needs was commendable, while the design and use of colour used was excellent. What's more, the CSR area of report was highly engaging."



Silver - Henry Boot plc and Jones and Palmer

Numerous innovations in real estate developer Henry Boot's 2019 report by Jones and Palmer helped make it stand out. For instance, it makes use of some engaging pop-up boxes to reveal further information about the firm's values. When clicking onto these boxes for more, the user can find details on what these values mean to Henry Boot.



Bronze - Trifast plc and Jones and Palmer

Assembly line supplier Trifast's report includes key design elements by Jones and Palmer, such as the use of bar charts, infographics, bold colours and key imagery, to allow the user to get an indication of the Trifast brand and what it represents — bringing its culture to life.

Best online report: International

Gold - Nornickel and Zebra Corporate Communications

A study of stakeholders' preferences ahead of Russian mining company Nornickel's report revealed an increased interest in the analysis of the background against which the company is developing and changes in strategic priorities in response to current risks. Zebra Corporate Communications included page spreads featuring an overview of the geography, business model and production chain are gathered in a single presentation block. The reader discovers the company via a global view of the geography of its operations, then proceeds to the next level disclosing the business model. Subsequent sections feature specific performance indicators.

"I liked the use of statements to outline where the company is now and where it wants to be," praised one of the judges. Another added, "Good design look and feel, and KPIs are laid out clearly. But I want to give extra marks for publishing this report in line with incoming ESEF regulations – it places Nornickel firmly ahead of the pack. Well done!"



Bronze - VTB and Zebra Corporate Communications

Russia-based financial services firm VTB worked with Zebra Corporate Communications on a report that combines a traditional business style and extended structure with advanced content generation elements, such as XHTML format with embedded iXBRL and flash content. Meanwhile, the communication components of the report (headers, half-titles, highlights, infographics) help to explore a new vision for the company.

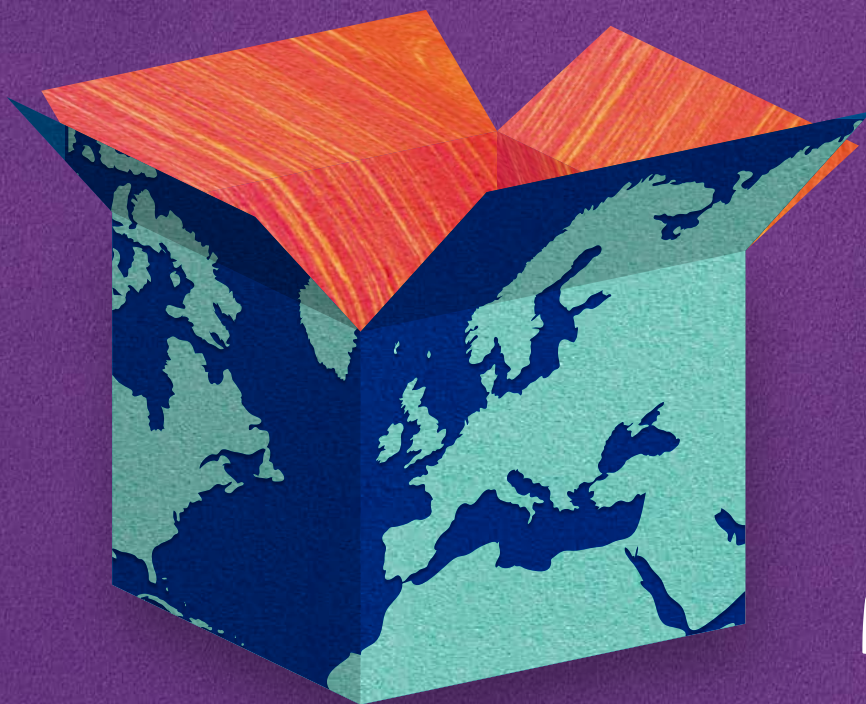


Highly Commended - Gazprom Neft and Zebra Corporate Communications

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Best online report: Unlisted

Gold - MegaFon and Zebra Corporate Communications

Russian digital telecoms provider MegaFon wanted to use its 2019 report to engage with its stakeholders and wider society in an engaging and compelling way. It worked with Zebra Corporate Communications to this by leveraging stories and chat formats, demonstrating the opportunities MegaFon creates for them and the actions it takes to improve people's lives.

Judges were impressed with the simple, clear design and the compelling interactive elements. One judge said, "I like the focus on stakeholder analysis, and overall it has a fresh feel and good design. I also appreciated the fact that the company is committed to being open and transparent, despite its recent delisting."



Silver - UK Power Networks and Instinctif Partners

The strong storytelling structure of its online report emphasises UK Power Networks' clear public purpose and responsibilities as a critical energy provider. It worked with Instinctif Partners to demonstrate how the company focuses on the core customer need for safety, reliability and affordability, while investing in the low-carbon economy to deliver a sustainable energy future.



Bronze - LeasePlan and Investis Digital

Fleet management company LeasePlan worked with Investis Digital to provide a more detailed and varied digital content than in previous years, and to put sustainability and ESG front and centre of its report, while ensuring materiality of all content to IR, shareholders and wider corporate audiences.



Highly Commended - Digital Catapult and Jones and Palmer

Highly Commended - SUEK and Zebra Corporate Communications

Best CSR or ESG report



Gold - Molson Coors Beverage Company and Flag Communications

Flag Communications and beer distributor Molson Coors developed a content strategy for the brewer's 2019 sustainability report that centred on the story and theme of how the firm is 'raising the bar on beer' through its 2025 strategy and goals. It shaped a timely news angle elevating a 15% carbon emission reduction and offering a CEO interview to secure an exclusive feature from Reuters to launch the report. And its storytelling focused on megatrends, such as climate change, gender diversity in brewing and human interest stories from across the organisation.

The judges were intoxicated. One praised the strong storytelling and inclusion of media stories throughout the report. Another judge said the report featured a clear sustainability roadmap, adding that "bold external reporting led to impressive media coverage."



Silver - Mond lez and MerchantCantos

Snacks producer Mondelez wanted a report that went beyond traditional sustainability issues, which was more transparent and more tailored to audiences' needs. The MerchantCantos-designed result is more engaging, with better image choice, clever illustrations and a stronger information hierarchy, while landscape pages show how wider world trends impact the portfolio evolution and business strategy.



Silver - Mondi Group and Radley Yeldar

Global packaging and paper specialist Mondi worked with Radley Yeldar on an ESG report that uses an interactive online format with functionality that aims to provide a more engaging experience. "Mondi's use of articles brings a different dynamic to the report – expanding on key issues in a new and engaging format," said one of the judges.



Bronze - bp

Energy company bp set out its approach to sustainability more clearly in 2019, including disclosure on stakeholder engagement, an expanded materiality process and an explanation of how bp contributes to the UN SDGs. It uses infographics effectively to illustrate complex issues and clearly demonstrating progress through the use of metrics and case studies.



Bronze - Rentokil Initial plc and Carr Kamasa Design

Prior to writing its report, pest control services firm Rentokil analysed sustainability indices from the previous 12 months to identify areas where the company scored lower due to insufficient information in the public domain. These areas were then targeted for enhanced content and transparency in the report.

Highly Commended Howdens Joinery Group plc and Emperor

Best M&A communications

Gold - FIS and Cognito

To support FIS in the largest fintech acquisition ever, Cognito worked globally to develop a communications strategy that would ensure a successful acquisition of WorldPay. With the objective to gain widespread mainstream media coverage, FIS also wanted to communicate with its existing audiences and the fintech industry more broadly.

Cognito focused on exclusive communications with Bloomberg and CNBC to ensure those broadcasters would set the tone for the acquisition globally. Throughout the media campaign, Cognito and FIS used 24/7 reporting to stay abreast of the coverage. Additionally, a live events programme was implemented which ensured influencers and key media were engaged with the story. Throughout the acquisition period, almost 1,000 pieces of news coverage were generated. By the end of 2019, the acquisition had accrued 3,640 pieces of coverage.



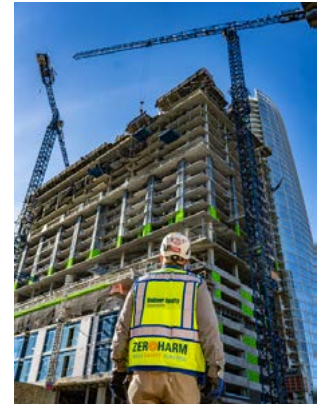
Highly commended - Lighthouse Advisory Partners

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Most effective crisis communications

Gold - Avast plc

Cybersecurity company Avast faced vast reputational damage from an issue with its data privacy settings. A security researcher lobbied browsers to remove Avast's software from their stores, resulting in negative press coverage and a \$1bn stock price tumble. Avast had to act fast. The crisis communications response was reactive, flexible and clear. Avast worked with investors, its internal audience, tech companies and the media to change the narrative.

Primarily, it divested its data analytics platform, Jumpshot. The company's CEO led the crisis response clarifying the company's use of data, the role Jumpshot had played and Avast's positioning around data security. Because of the company's transparency, its swift action and its clear messaging, it has weathered the storm, impressing our judges in the process, who praised the company for its communications strategy and decision making.



Gold - Ventilator Challenge UK and Powerscourt

Throughout the Covid-19 crisis, the healthcare sector has had to face innumerable challenges. In response to the need for more ventilators, the Ventilator Challenge UK consortium was created. With several organisations collaborating to achieve the same goal, the objective was clear. But, for Powerscourt, which managed the consortium's communications, the ease of achieving that goal was anything but.

Powerscourt first had to work with stakeholders across the many related organisations and the public health sector. It had to manage media commentary carefully to ensure it was adhering to regulations and it had to instantly address the many inaccuracies that surrounded the project. The result was an effective, tactical approach to communications and media engagement that resulted in widespread understanding and, eventually, public praise and positive responses.



Silver - Taylor Wimpey plc

Taylor Wimpey has prioritised the health and safety of its employees throughout the Covid-19 crisis. It created a coronavirus steering committee led by the CEO and senior managers to oversee the company's communications throughout the crisis. As a result, employees, customers, investors, partners and local communities were kept abreast of Taylor Wimpey's activities and objectives amid a challenging landscape.

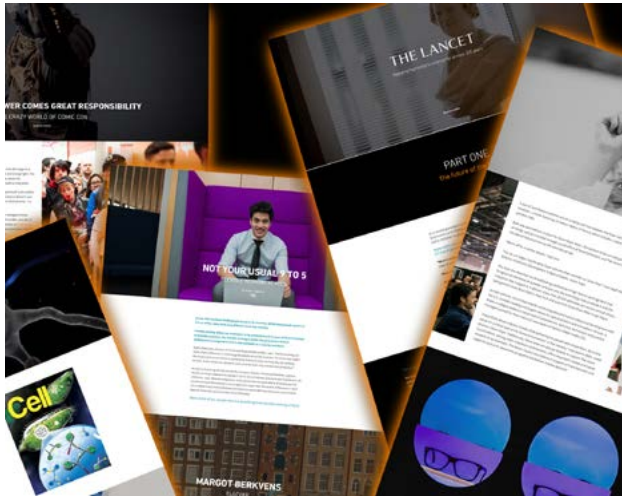


Bronze - UniCredit with Bladonmore and FinElk

To facilitate thousands of employees suddenly working from home because of coronavirus, UniCredit worked with Bladonmore and FinElk to deliver an internal microsite and communications strategy to support its employees. With written and video content, the site has yielded an overwhelmingly positive response from employees.



Best use of digital media



Gold - RELX

To convey its transformation from Reed Elsevier into data analytics provider RELX, an owned media strategy was developed around a digital storytelling tool called Shorthand. Success was limited at first, but over a period of 12 months, it experimented – developing better content, photography and infographics. It increased the frequency of published stories and started micro-targeting its audiences with social media. It was the use of new digital media engagement approaches, and its ability to adapt its approach along the way to build new audiences, that made this submission stand out for the judges.

One judge praised RELX's ability to use a standard platform to its advantage by personalising its content and delivering on the company's impressive editorial value. Another judge added, "I really love this. It's such a thoughtful approach, and iteration helped this evolve into a really impactful tool that has helped build engagement and advocacy. Bravo."



Silver - Telecoming

Tech firm Telecoming created Orion TV, an internal communication channel, to engage a mobile-native audience that enjoys consuming video content. The core objective was to improve engagement by increasing the volume of information between teams, by communicating the impact of its activity on the industry and by sharing experiences.



Bronze - UniCredit with Bladonmore and FinElk

As Coronavirus spread across Europe, thousands of UniCredit employees were forced to work from home. In just one week, the One UniCredit microsite was launched with the support of FinElk. It included a video message from the CEO and delivered a rapid response that required teams to work concurrently on editorial strategy, content production, website design and technical build.

Highly Commended - Tinkoff

Best management of corporate and financial media relations

Gold - Ventilator Challenge UK and Powerscourt

Since March 2020, Powerscourt has overseen all communications activity for Ventilator Challenge UK, a consortium of UK industrial, technological and engineering businesses from across the aerospace, automotive and medical sectors, which came together to produce additional medical ventilators to treat Covid-19 patients in the UK. As well as the inevitable challenges around coordinating a group of 20 plus companies, there were also challenges posed by leaks via external parties, misinformation and general scepticism surrounding the Government's overarching response.

Judges were impressed by the strong collaboration required to make this programme a success. One lauded the "solid communications strategy" when faced with a delicate, nuanced crisis situation. Another judge said, "This is the top entry for me. An incredibly tricky and sensitive story to coordinate and land in the appropriate way, delivered under enormous pressure."



Silver - Irish Banking Culture Board and Edelman

When five retail banks came together to establish the Irish Banking Culture Board (IBCB), their aim was to win back the public's trust in banking and ensure fair customer outcomes for the future. The IBCB worked with Edelman to deliver a consultation process that showcased inclusivity and transparency, setting it apart from the 'banking of old' and thereby fostered trust.



Bronze - Bovill and Luther Pendragon

In a bid to both raise its profile and provide clarity to its clients, financial services consultancy Bovill worked with Luther Pendragon to send an FOI request to the FCA to discover the number of EU firms that had applied for the Temporary Permissions Regime (TPR), a mechanism which would allow them to operate in the UK financial sector post-Brexit.



Bronze - Independent Growth Finance (IGF) and Milk & Honey PR

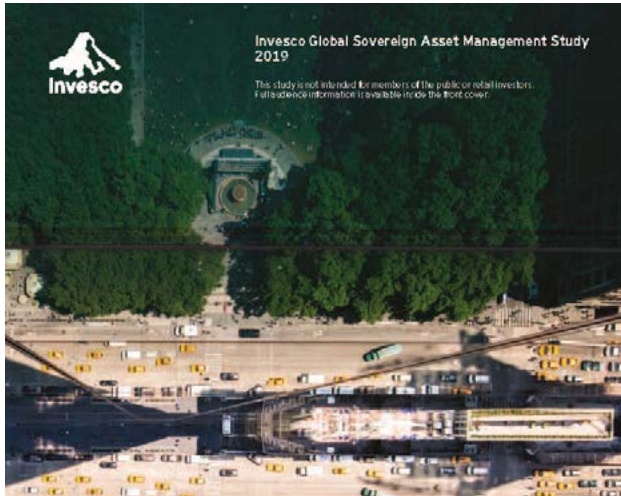
Last year, private-equity backed asset-based lender Independent Growth Finance (IGF) realised it was overly reliant on existing clients and its brand and expertise weren't being communicated effectively. Milk & Honey ensured a joined-up cross-channel communications leading back to the website, which would enable IGF to show itself as a champion for SME growth.



Highly Commended - five°degrees and WP Communications

Highly Commended - Worldpay from FIS and Cognito

Best communication with overseas investors and/or media



Gold - Invesco Global Sovereign Asset Management Study and Lansons

Ten years ago, global asset manager Invesco needed a strategic shift from primarily selling its investment capabilities to investing in developing more informed market opinions. The primary goal was to bolster its fledgling operations in the Middle East and, thus, the Invesco Middle East Asset Management Study (IMEAMS) was born. Following three years of success in building global awareness, Invesco then faced the challenge of how to engage the world's Sovereign Wealth Funds (SWFs). This became the Invesco Global Sovereign Asset Management Study (IGSAMS). It has been repeated every year since 2013.

The 'secret' ingredient is the data; the thinking and insights from peers that generate the themes and strategies that drives investment thinking and sentiment for sovereign investors, the world's leading asset owners. The global themes that emerge are the gold dust that SWFs and central banks use in their future investment strategies.

Best evaluation of a communications campaign



Gold - Open Data Institute and Allegory

Throughout 2019, Allegory worked with the Open Data Institute (ODI), a not-for-profit organisation, to demonstrate the impact and value of data to public sector and business leaders. The campaign needed to navigate a context where the post-Brexit data story isn't an easy sell, particularly given the Cambridge Analytica scandal. Allegory rolled out a stakeholder engagement campaign that secured keynote speaker slots for ODI CEO Jeni Tennison at global events (including CogX the UK's largest AI conference), reaching over 50,000 delegates from the campaign's target sectors. It also crafted a thought-leadership piece on 'New Institutions for the Data Age,' which it placed in the Financial Times.

Aside from meeting the aims of the campaign in raising the profile of the ODI, the campaign prompted companies to take leaps into ethical data decision making, such as Google, now a member organisation of the ODI. The Co-op has even integrated the ODI's Data Ethics Canvas into its business practices.

Best IR agency or PR consultancy - small



Winner - EM

EM Partners has been on an impressive journey over the course of its lifetime. But 2019 saw it achieve fantastic results, making it a worthy recipient of the 'Best small IR agency' award this year. Adding 15 new clients in 18 months, EM saw a 34% growth in year-on-year revenue. It also expanded its offering, adding more services to its global portfolio of clients.

However it was its adaptability and resilience that made it a clear winner this year. Delivering success even amidst a challenging market and providing excellent crisis communications has always been hallmarks of the EM offering. Its ability to do so while also meeting the needs of startups and crafting a digital-first offering has made it one of the most versatile agencies in the IR space.



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Best IR agency or PR consultancy - large



Winner - Grayling

With a focus on building its agency from the inside out, Grayling succeeded in increasing its staff while also delivering excellent results for its clients. Internally, it focused on upskilling employees, delivering a first-class wellbeing programme and launching a diversity and inclusion network, landing it on the 'Best Places to Work' shortlist in 2019.

Clients benefited from this committed, engaged workforce as Grayling was able to deliver groundbreaking campaigns and programmes for its clients throughout 2019. It even got Millennials to discuss their finances on social media as its 'Celebrate the Single' campaign for Lloyds Bank resulted in a 20% increase in social conversations. Helping raise millions of pounds for charity, improving the revenues of several organisations and improving its clients' reputations, Grayling was the clear choice for this year's 'Best large PR consultancy' award.

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Annual report of the year



Winner - Burberry and Black Sun

Covid-19 has posed innumerable challenges for the luxury fashion sector. Burberry has responded proactively in practice and in its communications. It worked with Black Sun on an annual report that would address the ways in which the pandemic is being addressed by the organisation. The printed report featured a standalone section that has led the way in Covid-19 corporate reporting.

However, the excellence did not stop there. The purpose-led narrative integrated Burberry's heritage with its plans for a sustainable future, all while integrating digital touchpoints into the elegant print report. Case studies brought the business to life through an engaging use of imagery and human-centric storytelling.

Digitally, it aligned with the updated Burberry digital identity, bringing open space to play throughout the report. But it was the print report that stood out in judges' minds. "A very distinctive and high-impact report," said one judge, praising the way the report handled the implications of the Covid-19 crisis. Another added, "This is a beautiful report. In my opinion, it sets the standard for FTSE annual reports. It leads the pack in a strong field."

Burberry's ability to tell the story of its business through both the design and narrative in the report, while handling the pandemic in a capable way and delivering a feeling of luxury so aligned to the Burberry brand is a true feat of excellence. It makes Burberry and Black Sun worthy winners of this year's 'Annual report of the year' prize.

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