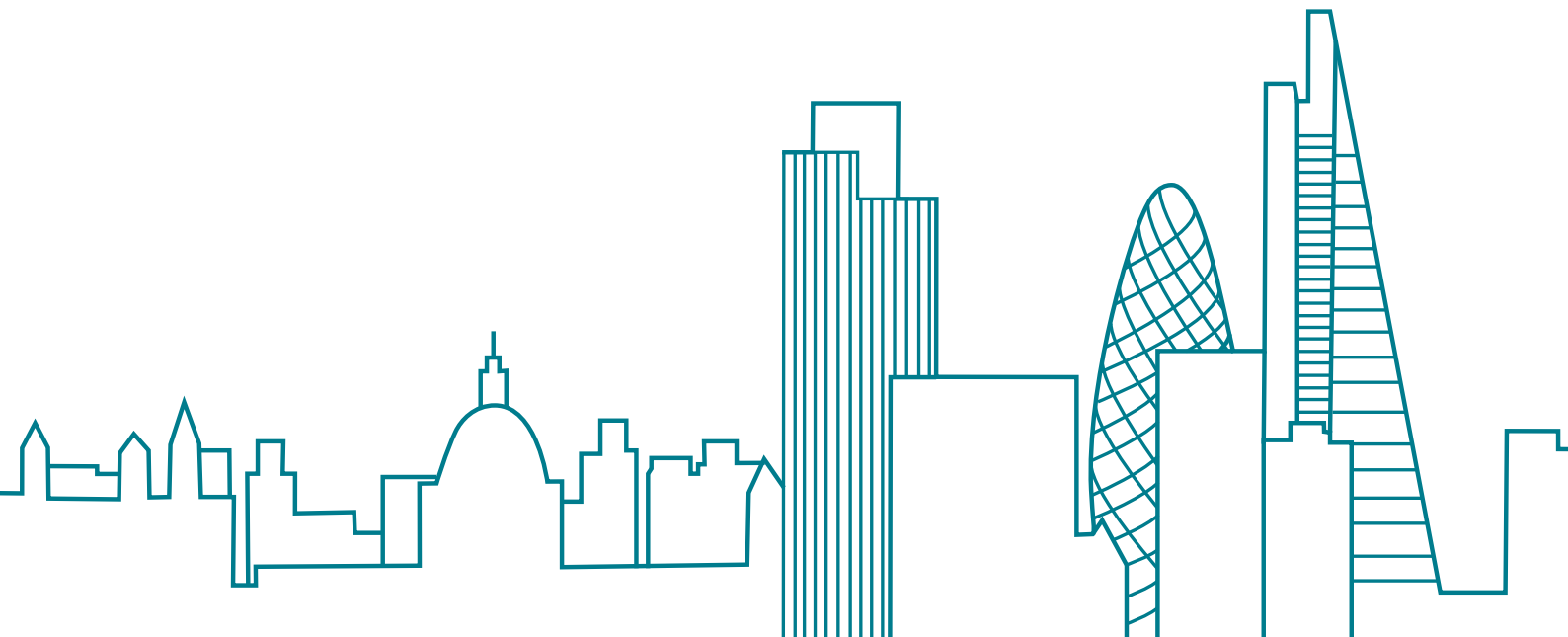


Corporate Financial Awards 2018

Communicate
magazine





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WELCOME



Crafting engaging, meaningful and informative communications for the investment audience has never been more important. With more scrutiny on business, increased regulation and the pressure of the digital media landscape, companies have to ensure their investor relations and corporate communications are operating at the highest possible standard.

That's why the Corporate & Financial Awards has, for the past seven years, celebrated those companies who are setting the benchmark for excellence in communications. This year's winners are no different. They have exhibited creativity in undertaking the annual report, coherence and purpose when approaching corporate websites and effectiveness in media relations or analyst engagement campaigns. They are among Europe's best.

This year, we also celebrate two agencies who have established themselves as the best in corporate and financial communications. Lansons, winning for the second consecutive year, takes home the 'Best IR agency or PR consultancy' prize. Joining them this year is EM, which tops the small agencies to win the 'Best small IR agency or PR consultancy' award.

Every winner recognised tonight is deserving of its prize and we are pleased to be able to showcase their stories and celebrate their successes.

Brittany Golob
Editor, Communicate magazine

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THE JUDGES



Tom Baldock, director, Lansons

Tom is an experienced financial and corporate communications consultant, with a 25-year agency track record advising public and private companies on media and investor relations. During his career, Tom has supported clients in the UK and overseas across sectors, but he has a particular specialism in financial services. Recent work for listed companies has encompassed both M&A and IPO advisory, including media relations advice on Aldermore's takeover by FirstRand and the IPO of Metro Bank. He has also worked extensively in the field of reputation and crisis management.



Jo Britten, director of investor relations, MoneySuperMarket

Jo is director of investor relations at MoneySuperMarket where she has spent three years shaping and driving the investor programme. Prior to this, Jo worked for 10 years at BAA in a variety of senior roles covering strategy, business development and commercial finance. Jo started her career at PwC in corporate finance and recovery and she has a finance degree from Sheffield University and is ACA qualified.



Jarrad Comley, group creative director & partner, MerchantCantos

Jarrad leads MerchantCantos' global creative offer, with responsibility for brand and digital design. His career has spanned consumer and corporate branding, with a focus on bringing business messaging to life. Beginning at a digital startup in the '90s before moving into corporate communications, he has a different approach to understanding how creativity and technology can influence brands. At MerchantCantos, he has created award-winning campaigns, brands and corporate collateral for clients such as Aviva, BBC Worldwide, Burberry, Facebook, HSBC, PepsiCo, Philips, Puma Energy and PwC.



Anna Howard, head of corporate communications, Paysafe

Anna joined global payments provider Paysafe as its head of corporate communications in March 2016. The FTSE 250 company was privatised in December 2017 following its acquisition by CVC and Blackstone. Previously, Anna was vice president of communications at AIM-listed mobile money technology company Monitise, responsible for global internal and external communications. Before moving in-house, Anna spent a number of years in consultancies including Weber Shandwick and Lewis PR managing international communications programmes for the likes of RBS and Worldpay.



Gary Davies, CEO, Investor Relations Society

Gary has been CEO of the Investor Relations Society since July 2018. Prior to this he had a 30-year career at GSK, where he held a number of positions in medicines development, commercialisation and in corporate communications. Gary was a director in the investor relations team at GSK for over 10 years. He holds an MBA, has achieved the certificate in investor relations from the IR Society and in 2017 became the first graduate of the society's new diploma in investor relations. Prior to becoming CEO, Gary was a member of the society's education and examinations committees.



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

Laura joined Legal & General Group plc in 2013 as head of investor relations. Prior to this, Laura held group development and IRO 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 BSc in mathematics and computer science from King's College London. She is also an FCA of the Institute of Chartered Accountants of England and Wales.

THE JUDGES



Jesse Karjalainen, corporate communications manager, SCISYS plc

Jesse is the corporate communications manager at SCISYS plc, a software and IT-solutions company serving the media and broadcasting, commercial, defence and space industries. He joined the AIM-listed group in 2015 after a decade of international roles in journalism, publishing, editorial, design and marketing. He has a BA in journalism, an MA in marketing communications and is a member of the CIPR. Jesse hails from Scandinavia and speaks two and a half languages fluently, but grew up in Australia. He is also the published author of a book on English grammar and several books on the history and etymology of the English language.



Michelle Lavipour, global corporate PR manager, Diageo

Michelle is global corporate PR manager at Diageo, the leader in alcoholic beverages. Michelle leads global corporate storytelling across Diageo's brands, innovation and futures strategy, sustainability initiatives and employer brand. She previously worked on Diageo's UK corporate relations team and was the corporate communications manager UK & Ireland at PepsiCo. Prior to going in-house, Michelle worked at Edelman and Pagefield on a range of clients across FMCG, media, pharmaceuticals and the third sector.



Colin Mayes, director of PR, UK & Ireland, Aon Hewitt

Colin is director of PR for UK & Ireland at Aon Hewitt. He joined the organisation in 2002 after leading media relations in Europe for real estate consultant Cushman & Wakefield. Prior to this, he worked at PwC and the London Stock Exchange in both media relations and corporate communications roles, having gained his initial experience in consultancies, including Good Relations. He is a graduate of Queen Mary, University of London and is a member of the CIPR.



Stephen Nightingale, director of investor relations, Britvic

Having qualified as a chartered management accountant, Stephen's career has included commercial finance roles at P&O, Lloyds TSB and Cleanaway, before joining Britvic. In 2008, he joined the Britvic Investor Relations function, becoming IR director in 2014. His IR career has covered the range of events that any company is likely to face. In the early years, the company faced several profit warnings, a product recall and an aborted merger.



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. 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 impact a 'digital first' approach to reporting can have on communicating with corporate stakeholder groups.



Mark O'Sullivan, head of corporate reporting, PwC

Mark leads PwC's corporate reporting and governance team in the UK. He sits on ICAS' corporate reporting committee and led PwC's role in designing, developing and hosting its Pilot Programme conferences. In his work with the International Integrated Reporting Council, he sits on the training advisory group and its working group. He oversees PwC's annual review of the corporate reporting practices in the FTSE 350 and is responsible for the firm's excellence in reporting.



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THE JUDGES



Andy Rowlands, corporate communications lead, UK & Ireland, Accenture

Andy is corporate communications lead for Accenture in the UK & Ireland. He was previously head of global corporate communications for Arcadis, the global design and engineering consultancy. Andy has 20 years of experience in B2B and professional services, creating award-winning content marketing campaigns. Prior to Arcadis, he worked for agencies Burson-Marsteller and Bell Pottinger with clients including Accenture, Alcatel, the Co-operative Bank and Nestle.



Louise Shield, director of corporate communications, Santander UK

Louise is the director of corporate communications for Santander UK and is responsible for the bank's internal and external communications across the UK. She has over 20 years of communications experience gained across both the private and public sectors having led teams at FTSE 100 insurer RSA and Lloyd's of London.



Madeleine Szeluch, head of investor relations, UK Government

Madeleine is head of investor relations at the Department for Business, Energy and Industrial Strategy (BEIS). Madeleine leads on global stakeholder engagement, inward investment initiatives and market confidence, and contributes to low carbon energy policy development. She has over 14 years of experience in investor relations, capital markets and strategic advisory. Before joining the UK government, Madeleine worked with institutional investors on due diligence assessments of suitable investment projects in the energy and industrials sectors.



Shellie Wells, head of corporate communications, Phoenix Group

Shellie has over 20 years of experience in communications. She has worked for the UK's leading consolidator of closed life and pension funds, Phoenix Group for almost seven years, initially as head of media relations and now as head of corporate communications. She leads a reputation management programme covering both consumer and city media, as well as government relations and other stakeholder engagement for the FTSE 250 company.



Andrew Whyte, director of communications, Financial Conduct Authority

A former vice-president of the National Union of Students, Andrew started his career in the mid-1980s in campaigning roles in civic society organisations, including the British Youth Council and Barnardo's. Andrew worked in senior communications roles in some of the world's most high profile organisations, including News International where he was deputy director of corporate affairs and the BBC where he was head of corporate and public relations.



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SPECIFICS

Best corporate website: FTSE 100**Gold – Anglo American and Investis**

Silver – Glencore and Conran Design Group
 Silver – Legal & General and Superunion
 Bronze – Diageo and Superunion
 Highly commended – Ferguson and Black Sun
 Highly commended – 3i Group plc and Comprend

Best corporate website: FTSE 250**Gold – Cairn Energy plc and Emperor**

Silver – Hikma and MerchantCantos
 Bronze – Hays and Investis
 Highly commended – Dunelm Group plc and Jones and Palmer

Best corporate website: AIM/small cap**Gold – Sound Energy plc and Jones and Palmer**

Bronze – Inland Homes plc and Jones and Palmer
 Bronze – Picton Property Income Ltd and Jones and Palmer

Best corporate website: International**Gold – Nornickel and Zebra Corporate Communications**

Silver – AerCap and Instinctif Partners
 Bronze – Anglo American and Investis

Best corporate website: Unlisted**Gold – Sucden and SampsonMay**

Silver – Manchester Airports Group plc and Comprend
 Bronze – Cinven and Comprend
 Highly commended – Biwater Holdings Ltd and Emperor
 Highly commended – Cabot Credit Management and MerchantCantos
 Highly commended – Currie & Brown and SampsonMay

Best printed report: FTSE 100**Gold – Intertek and Conran Design Group****Gold – Rentokil Initial plc and MSL**

Silver – Burberry and Black Sun
 Bronze – AstraZeneca and Superunion
 Highly commended – Shire and MerchantCantos
 Highly commended – Taylor Wimpey plc and Black Sun

Best printed report: FTSE 250**Gold – Derwent London and MerchantCantos**

Silver – Inmarsat and Conran Design Group
 Silver – Kaz Minerals and Black Sun
 Bronze – Cranswick plc and Emperor
 Bronze – RDI REIT plc and Lyonsbennett
 Highly commended – Dechra Pharmaceuticals plc and Jones and Palmer
 Highly commended – Vectura Group plc and Design Portfolio

Best printed report: AIM/small cap**Gold – Hotel Chocolat and Emperor**

Silver – IG Design Group plc and Lyonsbennett
 Bronze – Be Heard Group plc and Emperor
 Bronze – GCP Student Living plc and Lyonsbennett
 Highly commended – Arrow Global Group plc and Design Portfolio
 Highly commended – Dialight plc and Luminous

Best printed report: International**Gold – Swiss Re and MerchantCantos**

Silver – Gazprom Neft and Zebra Corporate Communications
 Silver – The Adecco Group and Black Sun
 Bronze – Qatar National Bank and FleishmanHillard Fishburn
 Highly commended – NN Group

Best printed report: Unlisted**Gold – IQ Student Accommodation and MerchantCantos**

Silver – John Lewis Partnership and Radley Yeldar
 Bronze – EuroChem and Instinctif Partners
 Bronze – The Jockey Club and FleishmanHillard Fishburn
 Highly commended – Reclaim Fund Ltd and Instinctif Partners
 Highly commended – The Crown Estate and Radley Yeldar

Best online report: FTSE 100**Gold – EVRAZ plc and Zebra Corporate Communications****Gold – G4S and Black Sun**

Silver – Schroders and Black Sun
 Bronze – Taylor Wimpey plc and Black Sun
 Highly commended – Legal & General and Superunion

Best online report: FTSE 250**Gold – Coats and Superunion**

Silver – UDG Healthcare plc and Emperor
 Bronze – Halfords Group plc and Jones and Palmer
 Bronze – Ocado Group plc and Jones and Palmer
 Bronze – Provident Financial Group plc and Comprend
 Highly commended – The Weir Group plc and Luminous

Best online report: AIM/small cap**Gold – Henry Boot plc and Jones and Palmer**

Silver – Inland Homes plc and Jones and Palmer
 Bronze – Trifast plc and Jones and Palmer

Best online report: International**Gold – LeasePlan and Investis**

Silver – Puma Energy and MerchantCantos
 Bronze – The Adecco Group and Black Sun
 Highly commended – Millicom and FleishmanHillard Fishburn
 Highly commended – SUEK and Zebra Corporate Communications

Best online report: Unlisted**Gold – UK Power Networks and Instinctif Partners**

Silver – LeasePlan and Investis
 Bronze – PwC
 Highly commended – Octapharma AG and Luminous
 Highly commended – Stonewall and Carr Kamasa Design

Best CSR or ESG report**Gold – Howden Joinery Ltd and Emperor**

Silver – Aviva and MerchantCantos
 Silver – intu properties and Conran Design Group
 Bronze – Costain Group plc and Emperor
 Bronze – Puma Energy and MerchantCantos
 Highly commended – Croda and Conran Design Group

Best meeting**Gold – VTB Capital**

CAMPAIGN OR STRATEGY

Best M&A communications**Gold – RHI Magnesita and MerchantCantos**

Silver – Aldermore and Lansons

Best use of digital media**Gold – Post Office and Lansons**

Silver – Octapharma AG and Luminous

Best management of corporate & financial media relations**Gold – Russian Aquaculture and EM**

Bronze – VTB Capital

Best evaluation of a communications campaign

Silver – Post Office and Lansons

SPECIAL AWARDS

Annual report of the year**Winner – IQ Student Accommodation and MerchantCantos****Best small IR agency or PR consultancy****Winner – EM****Best IR agency or PR consultancy****Winner – Lansons**

Best corporate website: FTSE 100

Gold – Anglo American and Investis

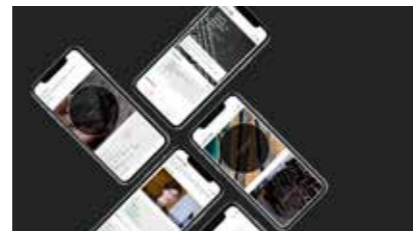
Global mining behemoth Anglo American plc's 'FutureSmart Mining' concept invites external writers, partners, organisational bodies and peers to contribute to the website content. A 'communities' section aims to build better awareness of local community challenges and crafts user journeys at both a country and corporate level. It means the audience gets a holistic view of Anglo's work while Anglo gets increased amplification of its message.

In the last 12 months, Anglo has seen a 20% increase in page views and a 25% increase in returning visitors – there's also a 38% increase in mobile usage driven by rich content accessible for mobile users. One judge said, "The video and interactive content encourages you to spend longer on the site." Another added, "The site has been designed around messaging which to me is the most important factor in any group site. It feels on brand, functional and modern."



Silver – Glencore and Conran Design Group

Conran Design Group was tasked with consolidating the web presence of mining giant Glencore from 40 sites to 10, creating a consistent and elegant look and feel with easy navigation. The judges liked the intuitive links on the homepage banner, "the balance of interactivity," and the use of photography and icon graphics.



Silver – Legal & General and Superunion

Insurer Legal & General's previous website failed a third of users, lacked content flexibility and didn't translate well for mobile. The judges liked the navigability of the new site and agreed it would "meet the needs of a wide range of stakeholders."



Bronze – Diageo and Superunion

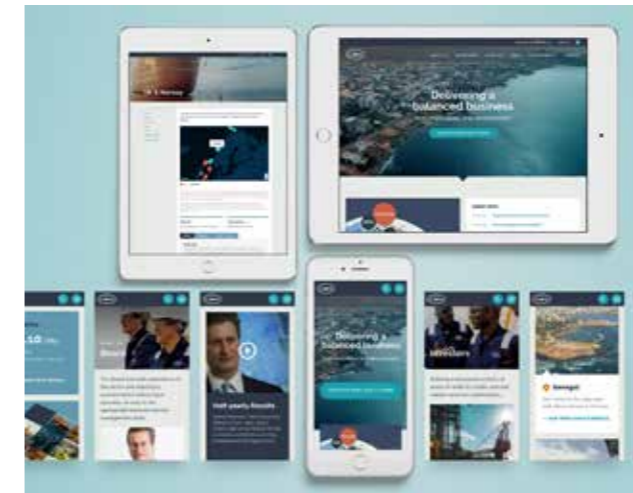
For premium beverage giant Diageo, Superunion went for a bold, content-led approach that surfaces relevant stories whenever users appear on the site. The judges liked the use of imagery and navigability of the site.



Highly commended – Ferguson and Black Sun

Highly commended – 3i Group plc and Comprend

Best corporate website: FTSE 250



Gold – Cairn Energy plc and Emperor

Following a period of restructuring, oil and gas concern Cairn Energy plc wanted to tell the story of its growth, ambition and operational scale through its website. Emperor had already worked with Cairn on its annual report and corporate communications, so when tasked with creating a digital presence that aligned Cairn's online and offline corporate brand, Emperor knew just what to focus on.

First, it set to work on compelling imagery, video and infographics. It also shortened lengthy content to make it easier to read and incorporated Cairn's employer brand on the site. It also created a dormant crisis website, allowing the Cairn team to launch a reduced version of the website that covered key issues, if needed. The judges commended the "clear design," homepage, scrolling panel, use of photography and easy to navigate news and media section. As one put it, "I felt immersed in their world immediately."

Silver – Hikma and MerchantCantos

Global pharmaceutical concern Hikma set MerchantCantos the challenge of creating a "lasting brand impact for first-time visitors" and repeat visitors, through "meaningful content, function and utility." The judges said it had "well written copy," and, "fantastic use of still and moving image."



Bronze – Hays and Investis

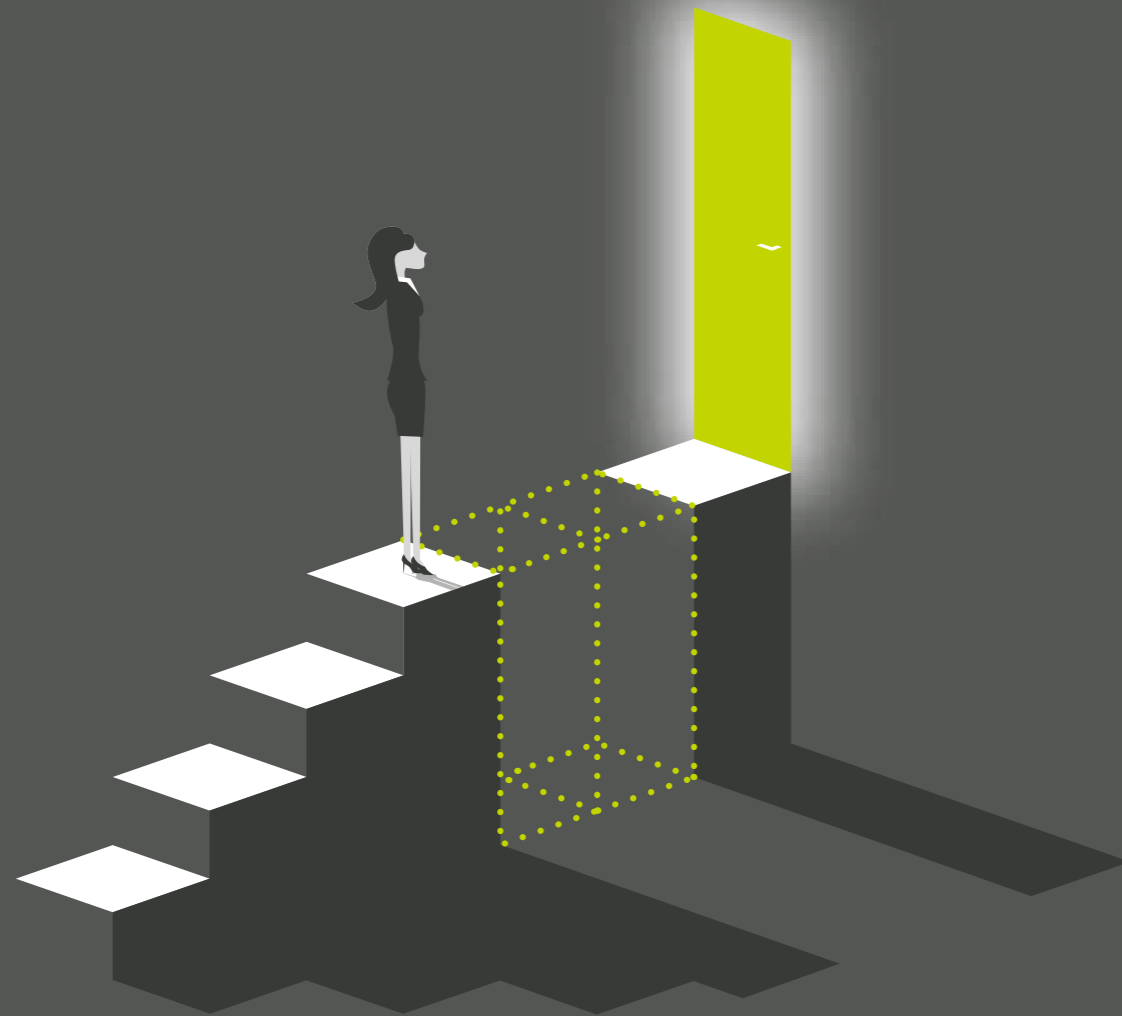
Specialist recruiter Hays wanted to communicate more effectively with specific stakeholder groups. The content comes in bitesize chunks, which allows users to navigate an evolving narrative as required. The judges agreed that the site was clear and easy to navigate.



Highly commended – Dunelm Group plc and Jones and Palmer

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Best corporate website: AIM/small cap



Gold – Sound Energy plc and Jones and Palmer

Onshore gas exploration company Sound Energy plc wanted to turn the heads of institutional investors with a more professional looking and interactive website. This would include a clearer presentation of the company's assets and increased use of imagery and infographics to showcase its achievements.

A suite of creative services designed by Jones and Palmer was used to bring the Sound Energy story to life, including illustration, motion graphics and videography, while a 78-second video attempted to capture the company's growth journey and investor proposition in one visually engaging shot. An interactive map makes it easier to understand the company's assets, while revamped landing pages encourage greater accessibility and navigability of key content.

The judges thought it was "visually impactful," showing good use of graphics and videos. One added that the website was "of high quality for an AIM company."



Bronze – Inland Homes plc and Jones and Palmer

The objectives of a new website for housing specialist Inland Homes plc were to communicate a strong investment proposition, keep sales and corporate elements separate, and ensure a user friendly, engaging site that was in line with its annual report. The judges liked Jones and Palmer's solution, including the side bar navigation and interactive map.



Bronze – Picton Property Income Ltd and Jones and Palmer

UK property investor Picton Property Income Ltd wanted a clean, fresh site with landing pages for the top-level heading hierarchy to allow multiple stakeholders to locate relevant information quickly. The judges liked the "instantly accessible information," and, "clear strategy."

Best corporate website: International

Gold – Nornickel and Zebra Corporate Communications

In creating a new website for Nornickel, the world's largest producer of nickel and palladium, Zebra had to build a platform that would satisfy the interests of internal and external stakeholders alike, with special attention to investor relations and compliance.

Specifically, a new environmental, social and governance (ESG) section was designed and launched. It contained company policies, its approach to ESG, a data book and links to company reports. According to a survey of analysts and investors conducted by an independent consultant, 90% of all respondents were made aware of its ESG initiatives and the focus on its sulphur emissions mitigation project.

Overall, the judges thought it was a well-presented submission with many elements catching the eye, including the fact that Zebra had managed to simplify 50 sites into one.



Silver – AerCap and Instinctif Partners

Aircraft leasing company AerCap's website features rich-media content and automated data feeds supported by an intuitive CMS that allows authorised users to update content quickly and easily from anywhere in the world. The judges thought the Instinctif Partners-designed content was "well set out and clean."



Bronze – Anglo American and Investis

A 'communities' section on global mining giant Anglo American's website aims to build better awareness of local community challenges and crafts user journeys at both a country and corporate level. In 12 months, Anglo has seen a 20% increase in page views and a quarter increase in returning visitors, thanks to the Investis-developed site.



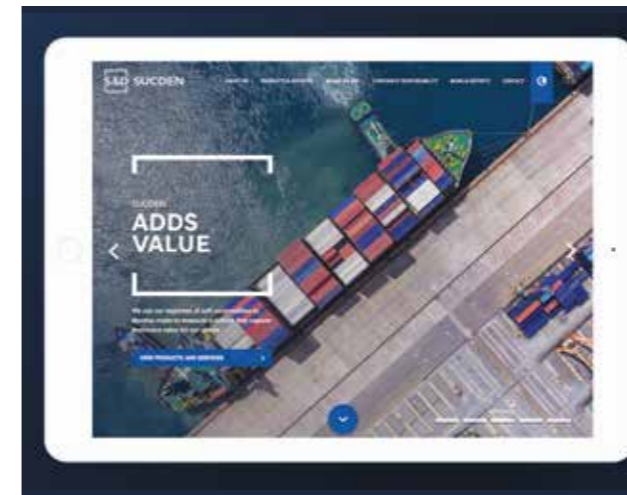
Best corporate website: Unlisted

Gold – Sucden and SampsonMay

Sucden is a privately-owned family business, headquartered in Paris, with a strong reputation in sugar sourcing, logistics, risk management, merchandising, trading, processing and distribution. The new website needed to be a strong business development tool and a powerful communication channel for multiple stakeholders.

SampsonMay created a series of infographics, film where applicable and curated filterable downloads within a document hub. It also developed an interactive map to locate global offices and provide directions – an innovation that was born out of employee interviews.

Since the website's launch in November 2017, user numbers increased by 15% and new users grew by 13%. The judges liked the "neat and simplified design" and were particularly fond of the history section, one said, "It does a good job of organising a complex array of pages, areas and sections catering to various stakeholders."



Silver – Manchester Airports Group plc and Comprend

Manchester Airports Group's website received positive feedback from external stakeholders, who were previously directed to its offline corporate brochure. The Comprend-developed site is now first port of call for all communications and marketing. The judges found it visually appealing with good use of embedded videos. One added that they "liked the interactivity."



Bronze – Cinven and Comprend

The key challenge for Comprend in its overhaul of private equity group Cinven's website was to reduce the content by 40% while making it more dynamic, easier to navigate and feature clearer signposting. The judges were impressed by the excellent use of visuals and overall transformation of the website.



Highly commended – Bewater Holdings Ltd and Emperor
Highly commended – Cabot Credit Management and MerchantCantos
Highly commended – Currie & Brown and SampsonMay

Best printed report: FTSE 100

Gold – Intertek and Conran Design Group

Intertek is a global provider of integrated assurance, testing, inspection and certification. It wanted its annual report to demonstrate how it helps its customers achieve their sustainability goals as well as making progress on its own. It also wanted to reflect its distinctive visual identity, which was inspired by the lightbulb – Thomas Edison was one of Intertek’s pioneers. Images of over 100 employees were used on the front and back covers and the design uses the distinctive ‘Sorello’ shade of yellow at the heart of the Intertek brand palette.

The judges were unanimously impressed with Conran Design Group’s work, appreciating the “imaginative use of case studies based on their people and the outcomes of their work.” One said, “Good use of graphics and imagery throughout and the unusual main colour palette cleverly used to make it stand out.” Another added, “Very well written and modern annual report.”



Gold – Rentokil Initial plc and MSL

Pest control and workplace hygiene services provider Rentokil Initial plc wanted to use its annual report as a tool to explain how its business will continue to grow, while also laying foundations for the next phase of its strategy. To do so it worked with MSL on its printed report.

From page one, the investment story is told visually through an illustrated road, taking the reader on the Rentokil Initial journey. Infographics are used throughout to make content more succinct and accessible while a colour-coding system brings clarity to the remuneration report. A Q&A with CEO Andy Ransom addresses negative as well as positive elements and outlines the five key challenges for the business over the coming years.

One judge said, “The use of the road map motif over double-page spreads in the early stages was particularly clever in providing an overview of their corporate strategy and recent history.”



Silver – Burberry and Black Sun

This report needed to articulate a year of change at British luxury fashion house Burberry, including new leadership, a new strategy and brand repositioning. The judges were impressed with the way strategic pillars were set out by Black Sun, “then followed through consistently.”



Bronze – AstraZeneca and Superunion

Global pharmaceutical firm AstraZeneca worked with Superunion on a multichannel report with a clear corporate narrative that spoke to a range of stakeholders, and that could be adapted for the needs of each user group. The judges liked its creativity, particularly “the central idea of how science contributes,” which is embedded throughout.



Highly commended – Shire and MerchantCantos

Highly commended – Taylor Wimpey plc and Black Sun

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Best printed report: FTSE 250

Gold – Derwent London and MerchantCantos

Regional property investor Derwent London wanted its annual report to place greater emphasis on its five-point strategy, with better links to the company's core activities and outcomes, as well as providing a clear line of sight to KPIs and risk.

Functionally, the financial and non-financial information is integrated throughout by MerchantCantos. Aesthetically, the report can be printed in seven colours using a six-colour press, and it uses Otto thread-sewn binding and a silver matte foil on the cover. The distinctive art direction and photography promotes the personalities of employees and the environments in which they work.

The judges liked the clear articulation of strategy through five KPIs and the overall structure of the report. Others remarked on the good use of visuals and graphics throughout. They particularly enjoyed the pull-out map of the portfolio and the report's excellent "linkage of priorities and progress to risks."



Silver – Inmarsat and Conran Design Group

For satellite communications pioneer Inmarsat, its printed annual report designed by Conran Design Group, featured a centerpiece of an infographic that explained exactly what's involved in getting a spacecraft into orbit and keeping it there. The judges loved this 'lifecycle of a satellite' content, the innovative fast-read option and the links between KPIs and risks, strategy and remuneration.



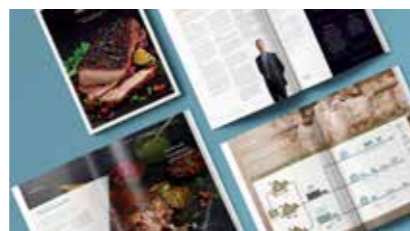
Silver – Kaz Minerals and Black Sun

This Black Sun-developed report represents a visual and messaging step change for mining specialist Kaz Minerals, illustrating its shift to high-growth, low-cost copper production. The judges liked the use of employee stories to bring its culture to life, commenting that it made "a good business case for investing in copper."



Bronze – Cranswick plc and Emperor

Pork and poultry supplier Cranswick's annual report tells an integrated story of strategic progress, growth and sustainability, with CSR principles weaved into the narrative alongside financial information and metrics. The judges liked the photography and "clear flow through on the narrative," crafted by Emperor.



Bronze – RDI REIT plc and Lyonsbennett

The report of property investor RDI REIT plc by Lyonsbennett was well received by investors, with positive responses to the use of integrated reporting and the articulation of market context, business model and CSR. The judges liked its simplicity and uncluttered feel, commenting on the "good blend of photography and infographics."



Highly commended – Dechra Pharmaceuticals plc and Jones and Palmer
Highly commended – Vectura Group plc and Design Portfolio

Best printed report: AIM/small cap

Gold – Hotel Chocolat and Emperor

For premium chocolatier Hotel Chocolat, it was important to convey to investors the extent of its range of operations, both online and in-store, and demonstrate what differentiates the business. With a welcoming image of a storefront, a pull-out spread invites the reader to picture themselves inside a store. This 360 degree cross-section was a unique element that wowed the judges.

Meanwhile, Emperor also created prominent photography that features a range of employees and management, showing how they interact with customers and each other. Overall, the design elements are an integral part of communicating the breadth of the business to investors in a way that is clear and easy to follow.

The judges liked the photography and "magazine feel" of this report. "Very easy to read and you really get a feel for the brand," said one. "Clear, concise but with brilliant use of their products," added another.



Silver – IG Design Group plc and Lyonsbennett

IG Design Group is global manufacturer and distributor of design-led products. Its purpose was conveyed by Lyonsbennett through a report which featured a foiled rainbow cover and a sticker page with key financial messages. Investors were particularly impressed with the detail and transparency of the financial disclosure.



Bronze – Be Heard Group plc and Emperor

The core concept, developed by Emperor for digital ROI specialist Be Heard Group is introduced on the report cover with the 'Connected customer experiences' strapline, playing on imagery and a visual reference. The inside front cover uses the headline of 'Into Long Trousers' to support the message that the business is 'growing up.'



Bronze – GCP Student Living plc and Lyonsbennett

For specialist accommodation investor GCP Student Living, Lyonsbennett introduced many user-friendly additions, including a 'what's in this section' introductory spread to signpost content. It also resized the report to create a book-like, coffee-table tome. The judges commented on the simple, clear, nice colours and "consistent brand feel."



Highly commended – Arrow Global Group plc and Design Portfolio
Highly commended – Dialight plc and Luminous

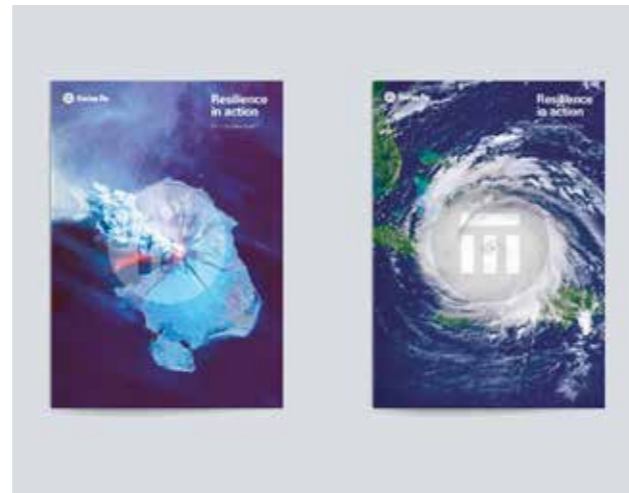
Best printed report: International

Gold – Swiss Re and MerchantCantos

The communications team at reinsurance business Swiss Re had the confidence to focus on just one theme – resilience – and build its reporting around it. The theme is introduced simply but with impact on the front cover as it flows throughout the report.

The inside cover spotlights four feature stories of ‘resilience in action’ with clear page–referencing and teaser images. The editorial style includes a thematic business report with top line information and case studies to highlight Swiss Re’s expertise and offer a platform for its brand promise.

MerchantCantos’ presentation and layout impressed the judges, particularly the idea of splitting the financial and business review. “Great idea regarding the fold out, which helps you navigate the report straight away,” said one. “I liked the concise part of the statement from the CEO – it gave you the key headlines even if you didn’t read the statement in full,” added another.



Silver – Gazprom Neft and Zebra Corporate Communications

For Russian oil and gas conglomerate Gazprom’s annual report, Zebra’s focus included extensive use of case studies and infographics to help readers better understand the company’s complex technological solutions. “Great use of infographics,” agreed the judges, who were roundly impressed with the “visually engaging” layout and design throughout the report.



Silver – The Adecco Group and Black Sun

Recruitment firm the Adecco Group wanted compelling content and visuals that could be leveraged for a wider stakeholder audience, making the message of the year accessible and cohesive across all channels. The judges liked the “clean, modern and sharp layout” developed by Black Sun, particularly “the way it was set out across three simple themes.”



Bronze – Qatar National Bank and FleishmanHillard Fishburn

FleishmanHillard Fishburn included local and international photography and used icons and graphics to help deliver key messages across both Qatar National Bank’s English and Arabic reports. The judges particularly enjoyed the “beautiful imagery.”



Highly commended – NN Group

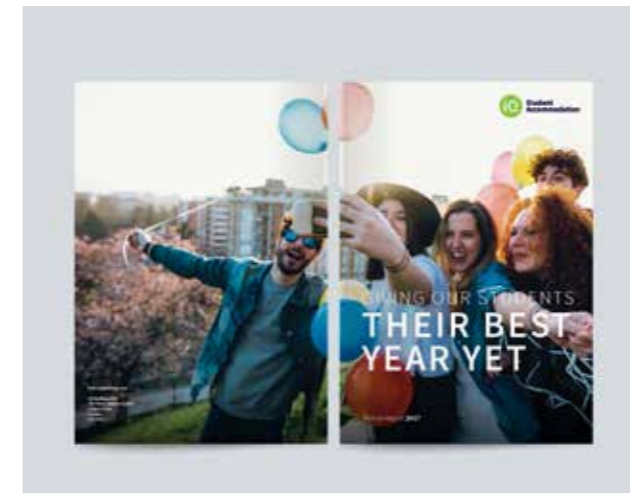
Best printed report: Unlisted

Gold – IQ Student Accommodation and MerchantCantos

Private equity-backed IQ Student Accommodation is one of the largest providers of living spaces for students in the UK. MerchantCantos initially worked with the IQ team to gauge the appetite for content generation and the level of disclosure it could commit to.

Each page was designed individually rather than templated to maximise the vibrant, dynamic visual assets in the storytelling. Richly illustrated case studies complemented the regular reporting sections, serving as proof-points of IQ’s considerable investment in the refurbishment of its properties. MerchantCantos also convinced IQ to commission a photo shoot in one of IQ’s locations, capturing staff and students in modern interiors. The management team was also photographed on the premises, demonstrating a close, on-the-ground, open culture.

The judges agreed the report was engaging, colourful and digestible. “Clean, simple, well thought out design,” said one.



Silver – John Lewis Partnership and Radley Yeldar

John Lewis’ annual report hinges around the concept of renewal, following a period of change. Using a ‘don’t just say it, show it’ approach, the retailer worked with Radley Yeldar to create a highly readable report that balanced disclosure with engagement. The judges liked the magazine style and “nice mix of corporate information linked to purpose.”



Bronze – EuroChem and Instinctif Partners

The theme of fertiliser producer EuroChem’s report is ‘Building Momentum,’ reflecting that the business is entering a new phase of transformation and global expansion. Instinctif Partners used a range of images, diagrams and illustrations to bring that story to life. The judges particularly liked the “strong fundamentals and infrastructure section.”



Bronze – The Jockey Club and FleishmanHillard Fishburn

Founded in 1750, the Jockey Club stages many of Britain’s most thrilling sporting occasions. Its review echoes the specific challenge that sport faces in the 21st century: to be innovative yet retain the tradition and identity at its core. The judges appreciated both the brevity and accessibility of the FleishmanHillard Fishburn report.



Highly commended – Reclaim Fund Ltd and Instinctif Partners
Highly commended – The Crown Estate and Radley Yeldar

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Best online report: FTSE 100



Gold – EVRAZ plc and Zebra Corporate Communications
Steel and mining company EVRAZ's new level of investment appeal and key projects were the key theme of its online report. It had not previously discussed the processes involved in its digital transformation, nor did it assess the impact of the implementation of investment projects on its business results.

To draw the attention of the company's stakeholders to this topic, Zebra put together standout case studies with a description of new technologies, company projects and HSE measures. An overall business map was created showing regions and sales volumes. Zebra also ensured the content was digital first, with mobile users front of mind.

Judges agreed it was an attractive report with good use of imagery to both help illustrate and navigate. "Good usage of interactivity to encourage you to find out more about the business," said one. "Interesting, innovative and compact," added another.



Gold – G4S and Black Sun

A key digital feature for the online report of security outsourcing specialist G4S was an at a glance section. It introduces the company's values as well as provides context to the way its approach and solutions are best positioned to meet market demand. It is presented in an interactive drop-down table, which highlights the different components of G4S' product offering.

To provide clarity and deeper explanation to site visitors around G4S' business model, Black Sun created an animated business model and used a voiceover to highlight the value it creates for both shareholders and other stakeholders. The simple navigation and PDF download links allows users to pull out key information quickly.

The judges found the strategy clear and easy to track and felt the iconography was used well to aid navigation. "Lovely use of graphics," said one. "Easy to understand the company's vision, strategy and focus on performance," added another.



Silver – Schroders and Black Sun

Investment manager Schroders wanted to deliver greater levels of interactivity to excite and engage its audience, while also balancing content to enable readers to access greater detail where required. The judges thought Black Sun's solution was easy to navigate and gave a "clear and effective summary of performance and strategic priorities."



Bronze – Taylor Wimpey plc and Black Sun

A key design component for residential developer Taylor Wimpey's Black Sun-designed online report was to provide layers of information so that readers could quickly ascertain key messages or take a deep dive into more detailed content. The judges thought it was an engaging, navigable site, with "good use of video for the CEO summary."

Highly commended – Legal & General and Superunion

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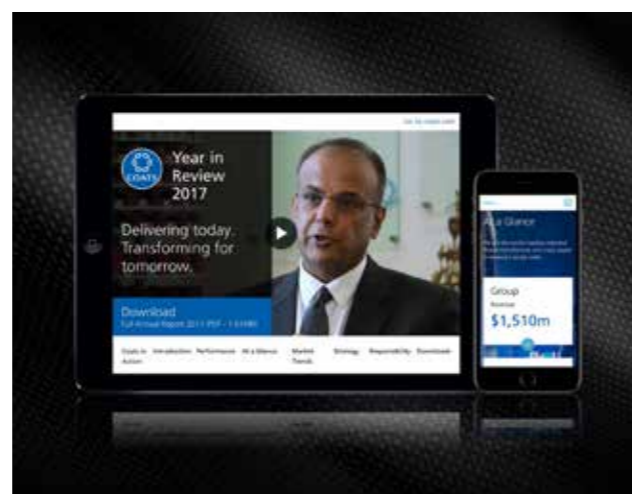
Best online report: FTSE 250

Gold – Coats and Superunion

Industrial thread and textile manufacturer Coats used its understanding of how content was being read across the wider Coats.com site to fashion its online report. Key features include incorporating sustainability information, increasing the use of visual elements, such as more pull out figures and bar charts, and the introduction of a short, understandable CEO video.

It also keeps content on a single landing page to provide users with a concise and consistent form of navigation that works across desktop and mobile devices. Functional flourishes include a ‘sticky’ top menu for consistent in page navigation, concise content that leverages pull-out statistics, visual aids and ‘clickable’ drop-down information to keep users engaged.

The judges thought the report was well structured, easy to navigate and interesting to read. One said, “The content was well defined in terms of strategy, innovation, challenges and goals.”



Silver – UDG Healthcare plc and Emperor

UDG Healthcare wanted a report that was easy to navigate and fully responsive for mobile and tablet use. It worked with Emperor to focus on signposting from the homepage and the dropdown navigation. The judges thought it was “well-structured, easy to navigate.”



Bronze – Halfords Group plc and Jones and Palmer

Jones and Palmer’s work for wholesale retailer Halfords Group uses infographics and frequent signposting to help the reader either take a short journey through to the main points or to explore greater information on its corporate website. Overall, the judges thought it had a “good combination of strong design elements and iconography to aid navigation.”



Bronze – Ocado Group plc and Jones and Palmer

Online grocery retailer Ocado Group wanted Jones and Palmer to emphasise its use of technology and highlight the different deals it had signed with retailers. The judges liked the “use of both moving and still imagery.”



Bronze – Provident Financial Group plc and Comprend

For personal credit lender Provident Financial Group, Comprend’s focus was on making the report an integrated experience for investors. The judges thought the site was “an honest account of a very difficult year,” and liked the combination of HTML and PDF formats.



Highly commended – The Weir Group plc and Luminous

Best online report: AIM/small cap

Gold – Henry Boot plc and Jones and Palmer

For property investor Henry Boot, a key element of the report was to create an engaging, transparent video that explored the company’s value chain. This was in direct response to feedback from stakeholders on the lack of clarity within the business model.

The cover of the print report, designed by Jones and Palmer, which shows all the different activities of the group graphically, was brought to life with the use of an animation. The expanded business model was captured through a punchy six-minute video, which featured interviews with the CEO and key stakeholders to help explain the business’ various revenue streams.

With the ‘year in review’ and PDF alongside the video, users can choose the most appropriate medium to find the information they need. Moreover, the report works on all devices. The judges thought the site was visually impressive and “colourful,” with an “engaging use of graphics.”



Silver – Inland Homes plc and Jones and Palmer

A key innovation for housing specialist Inland Homes and Jones and Palmer was to include financial highlights within a slider. This provides a useful snapshot of the company’s achievements. The judges liked the “nice, clean modern look.”



Bronze – Trifast plc and Jones and Palmer

Industrial fastenings manufacturer Trifast wanted to draw out its specialist position in the marketplace, while also making the Jones and Palmer-designed report more people-focused and appealing to a wider stakeholder group. The judges liked the use of “graphic devices.”



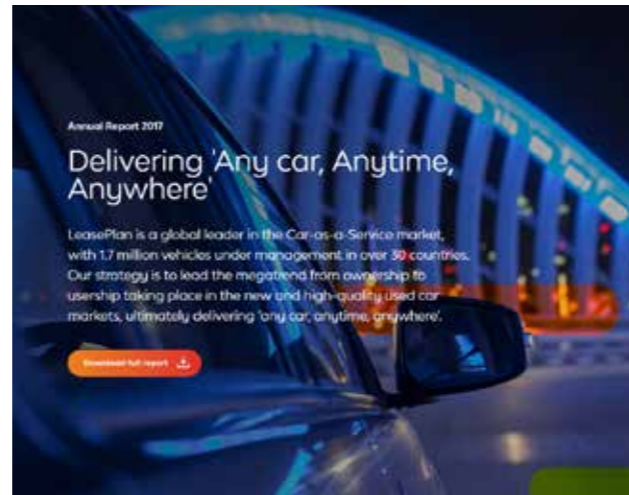
Best online report: International

Gold – LeasePlan and Investis

Fleet finance firm LeasePlan wanted to shift its downloadable 200-page PDF annual report onto an online digital platform. It needed to enhance the customer experience, be highly engaging and interactive, and also be consistent with company branding.

The structure and navigation of the Investis-designed digital report is based on 13 chapters from the printed report. Every chapter was represented independently through individual designs and visual styling. Each has clear calls-to-action, providing access to additional content that directly links back to the relevant chapter in the printed report. Meanwhile, interactive media keeps the user on the page and exploring deeper.

The judges liked the simple layout, video links and easy-to-find PDFs. “Visually impactful and treads a nice middle path between more traditional online reports and the most innovative,” said one. “It achieves a good balance of interesting without trying to be too fancy,” said another.



Silver – Puma Energy and MerchantCantos

Puma Energy wanted a ‘digital first’ approach throughout its MerchantCantos-developed report, including key messages, design, user experience and content. The judges thought it was strong on “innovation and visual impact” – one said it was a “great visual and linear journey through the heart of the company.”



Bronze – The Adecco Group and Black Sun

Innovation and technology was central to the strategic story of recruiter the Adecco Group, so it worked with Black Sun to ensure this was reflected in the creative and user experience of the online report. The judges liked the “clean design and presentation.”



Highly commended – Millicom and FleishmanHillard Fishburn
Highly commended – SUEK and Zebra Corporate Communications

Best online report: Unlisted



Gold – UK Power Networks and Instinctif Partners

Electricity distributor UK Power Networks uses a combination of rich media and interactive elements to bring its report to life, including a bespoke introductory video which reflects the theme ‘Transforming Power Delivery,’ creating engagement with users on their first click.

The microsite helps to explain electricity consumption by exploring a day in the life of a domestic prosumer of the future. This reinforces the notion that the business is focused on future challenges and articulating its vision for the industry. Instinctif Partners developed a mix of hyperlinks, animation, interactive videos, buttons and pop-ups as elements of interactivity throughout the site to enhance the user experience.

The judges particularly liked the bright graphics, signposting and navigation bar. “Very easy to read and clear on the business case,” said one.

Silver – LeasePlan and Investis

Every chapter in fleet finance firm LeasePlan’s digital report has clear calls-to-action, providing access to additional content that directly links back to the relevant chapter in the printed report. The judges said the Investis-designed report was “visually impactful,” and “achieves a good balance of interesting without trying to be too fancy.”



Bronze – PwC

A cool feature of Big four firm PwC’s report is an interactive data explorer through which users can find information on its gender and ethnic diversity by grade – indeed, PwC was one of the first organisations to publicly report its black, Asian and minority ethnic (BAME) pay and bonus gaps.



Highly commended – Octapharma AG and Luminous
Highly commended – Stonewall and Carr Kamasa Design

Best CSR or ESG report

Gold – Howden Joinery Ltd and Emperor

Through its CSR report, fitted kitchens supplier Howden Joinery worked with Emperor to communicate the links between CSR and the business model, culture, strategy and risks. Pull-outs of non-financial KPIs demonstrate successes in core sustainability areas, while the visual representation of its transport fleet shows the strategic benefit of this change to the business.

Illustrative design has long been an element of Howden's brand and it is used consistently across the report. The illustrations feature the company's target audience throughout in a bid to convey its culture and improve the engagement and usability of the report.

The judges agreed it was an accessible report and the "most innovative in terms of design and feel." They particularly liked the case studies and felt there was a "clear sustainability core" to the company. Its approach "felt transformational for the business," said one, and was "easily understandable due to clear graphics," said another.



Silver – Aviva and MerchantCantos

Working with its ex-Activision Digital Garage team and MerchantCantos, insurer Aviva adopted principles of video game user interface design and the best practice web design principles to build a PDF reporting suite that works seamlessly with its website. "Clear, simple and bold design," agreed the judges.



Silver – intu properties and Conran Design Group

The overview of intu properties' report summarises the global trends affecting intu and its activities and includes a link to the UN Sustainable Development Goals. The judges felt Conran Design Group's work offered a bright design with clear case studies. "The gender-reporting section was particularly well planned and delivered," said one.



Bronze – Costain Group plc and Emperor

Construction and engineering company Costain Group wanted to focus on imagery to demonstrate how its brand is connected to everyday life and those working to achieve this sustainably. The judges liked Emperor's "bright and cheerful" design.



Bronze – Puma Energy and MerchantCantos

Puma Energy's sustainability report is built around the issues closest to its heart: cleaner fuel, supply security, safer roads and continual improvement. The judges liked the succinct structure developed by MerchantCantos and visual imagery in its design."



Highly commended – Croda and Conran Design Group



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Best meeting

Gold – VTB Capital

VTB Capital brought together Russian and foreign business leaders in Davos, Switzerland. The event provided the opportunity for investors, CEOs and regional experts to discuss the complex issues relating to global economic development

Moderated by celebrated CNN anchor and reporter Richard Quest, the event encouraged Russian participants to share their perspectives with foreign investors, while allowing foreign participants to offer candid feedback with representatives of the Russian business community.

Holding the event at the World Economic Forum was crucial to its success. VTB Capital is valued in the industry for its ability to build business relationships based on trust, and one need only look to the Swiss resort of Davos for a striking example of soft power at work. The meeting brought together over 70 business leaders from more than 15 countries. The topics ranged from energy and oil markets to the impact of recent trends like robotisation.



SPECIFICS

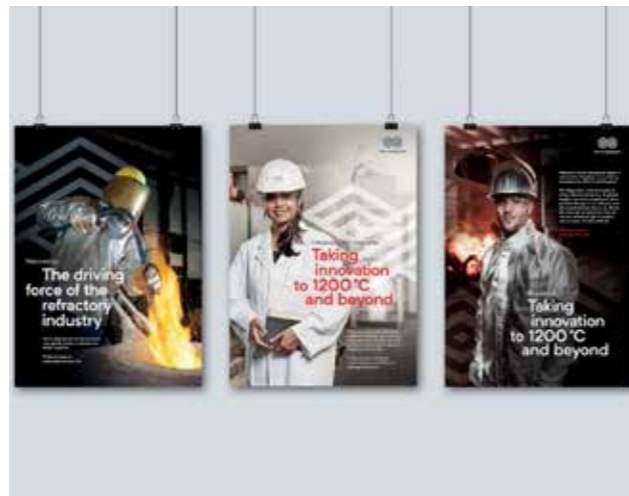
Best M&A communications

Gold – RHI Magnesita and MerchantCantos

The merger of RHI and Magnesita, the second and third businesses in the refractory industry, needed to unite 14,000 employees across 100 countries during a difficult period of change. It also needed to appeal to a new investor audience, with the merged company being listed on the London Stock Exchange.

In just under four months, MerchantCantos produced a comprehensive rebrand that took in a huge strategy exercise, a complete visual identity overhaul and over 20 rebranded internal and external materials. These included a new brand film, corporate brochure and advertising campaign.

The judges recognised that it was a big task to integrate and merge two companies in the same space, and they particularly liked the visuals in the rebranding. “A well-executed exercise in rebranding an organisation,” said one. “Impressive in such a short timeframe,” said another.

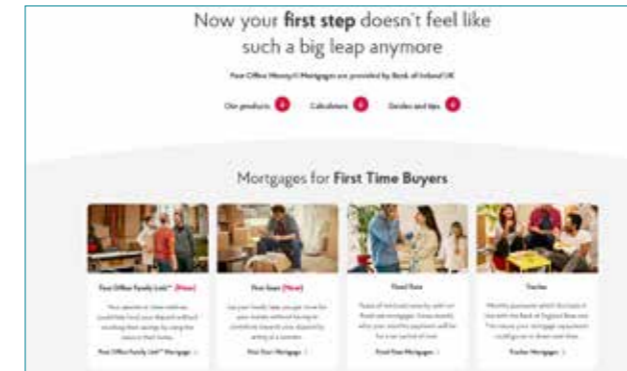


Silver – Aldermore and Lansons

In 2017, the board of challenger bank Aldermore received an approach from South African group FirstRand, proposing that FirstRand acquire Aldermore. Working closely with Aldermore’s corporate affairs team, Lansons’ approach secured a highly favourable outcome for the company and its shareholders. The judges thought it was “well thought-through and delivered.”



Best use of digital media



Gold – Post Office and Lansons

The Post Office’s year-long campaign, ‘A Home of Your Own’ campaign was designed to raise awareness of the business as a relevant financial services provider and to reach first-time buyers. Digital activity included content hosted on the Post Office’s websites, such as videos, infographics and an informative guide created in partnership with the Money Charity. It also featured an online ‘city affordability search’ tool which allowed people to understand where they could afford to buy in 15 cities across the country.

For the judges, the Lansons-supported campaign recognised the particular nature of the audience and their media engagement, as well as the limitations of the Post Office brand. “In that context, it was a creative attempt to reach the target audience in a different way,” said one.



Silver – Octapharma AG and Luminous

The case studies behind Octapharma’s campaign bring to life how its employees deliver life-changing medicines. Luminous’ work on high-quality video and a branded YouTube channel to communicate the theme of ‘From donor to patient’ paid off by impressing the judges.

Best management of corporate & financial media relations

Gold – Russian Aquaculture and EM

Financial PR and IR agency EM was hired by Russian Aquaculture in June 2017. Russian Aquaculture had undergone an IPO in 2010, only to buy back the majority of shares after the price dropped significantly, and had sold its big distribution business in order to survive after Russia imposed counter-sanctions on the west in 2014. Adding to the negative press, a series of ecological problems resulted in fish deaths, conflicts with local communities and significant financial losses in 2015.

As a result of EM's media campaign, though, the company's image was significantly improved in the eyes of the financial and investment community. And the judges were unanimous that it was a great campaign, put together in a short space of time, which had a direct, positive impact on the reputation and profile of the company. "A smart campaign to turn around market perception of the company with a clearly evidenced result," said one.



Bronze – VTB Capital

VTB Capital brought together foreign investors and representatives of the Russian business community to share insight and encourage dialogue. The judges were impressed, stating that it was "a great campaign" and "an impressive event."



Best evaluation of a communications campaign



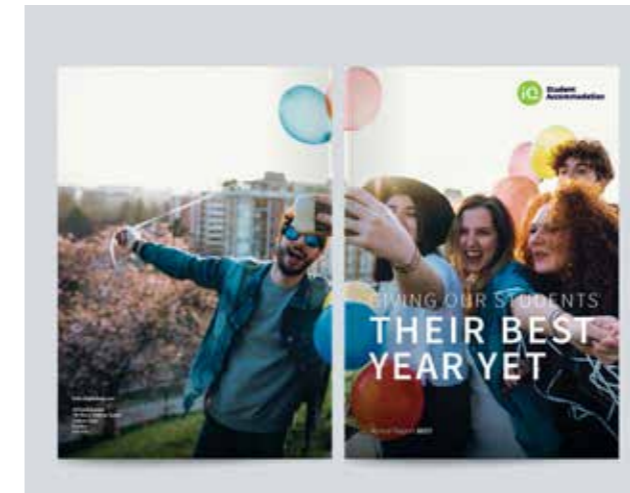
Silver – Post Office and Lansons

The Post Office and Lansons' year-long campaign, 'A Home of Your Own,' was designed to raise awareness of the business as a relevant financial services provider and to reach first-time buyers. One judge said it showed "good results produced from a low budget." Another added, "Good monitoring of social media and results."



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Annual report of the year



IQ Student Accommodation and MerchantCantos
Private equity-backed IQ Student Accommodation is one of the largest providers of living spaces for students in the UK. For its first annual report, IQ needed to familiarise itself with the types of regulations and levels of disclosures required of a large UK-based company.

MerchantCantos helped IQ shape its report in a way it would feel comfortable doing, yet challenging the company to provide information about the business it had never communicated before. The agency initially worked with the IQ team to gauge its appetite for content generation and the level of disclosure it could commit to. A slightly smaller than A4 format was chosen to best fit with a modular page design and to ensure that it would feel substantial despite the absence of actual compulsory disclosures in the UK.

As the report took shape, it introduced strong linkages between the strategic report sections – market environment, strategy, KPIs and stakeholder engagement – through a clear signposting device that wouldn't visually conflict with IQ's rich iconography. Richly illustrated case studies complemented the regular reporting sections, serving as proof-points of IQ's considerable investment in the refurbishment of its properties.

Each page was designed individually rather than as templates, to maximise the vibrant, dynamic visual assets in the storytelling. MerchantCantos also convinced IQ to commission a photo shoot in one of its locations, capturing staff and students in modern interiors. The management team was also photographed on the premises, demonstrating a close, on-the-ground, open culture.

The judges agreed the report was engaging, colourful and digestible. They all found it easy to understand what IQ does and what the company stands for purely from the information and its presentation within the annual report. "Clean, simple, well thought-out design," said one. "Clear and easy to read, highlighted figures and engaging layout," added another.

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Best small IR agency or PR consultancy



Winner - EM

Employee retention, agency growth and bottles of champagne consumed may not be the average measures of success for an investor relations consultancy. However, for EM, they are crucial to the story. As a small business, the agency is one of few working with Russian brands in the west and with the Russian markets. It has transformed from a small four-man operation into a seven-office, growing business with a specialism in emerging markets. Doing all of this within the challenging contexts of sanctions on Russian businesses and uncertainty in American and British politics is part of what makes EM the winner of this year's 'Best small IR consultancy' award.

The agency has established itself as a specialist in investor relations and financial communications, particularly in emerging markets. But since its establishment in 2013, it has taken on prominent clients and achieved excellent results. Last year, the Corporate & Financial Awards celebrated the 'Best IPO' from EM and Detsky Mir, which spurred a reopening of sorts of the Moscow Exchange. This year, EM oversaw three further IPOs onto the Moscow Exchange, several M&As and expanded its financial PR and transactions work into mainland China, the US and further across Europe. EM has also added new skills to its agency by hiring former journalists, digital and video experts in order to enhance its services for clients.

With a strong focus on its specialism and an eagerness to achieve bigger and better things each year, EM is a worthy recipient of this year's 'Best small IR consultancy' award.

Best IR agency or PR consultancy

Winner – Lansons

One of Lansons employees called the agency, “A great place to work that does great work.” That ethos is at the heart of the 110-person consultancy, but it’s supported by a continuous commitment to society, to the PR community and to its employees. The consultancy hasn’t experienced a skyrocketing of net earnings, nor has it grown massively in last year. It has, however, ensured a consistent track record of excellence in financial and corporate communications and proven its ability to prepare for future changes that might occur in the industry.

Lansons, owned and run by Tony Langham and Clare Parsons, is run without a hierarchy. Its employees are encouraged to work on projects they feel passionate about and they are supported by more experienced colleagues. But the approach to personal development, employee engagement and skill building is holistic and meritocratic. To that end, it works with new hires to integrate people and their own personalities into the agency in such a way that they can help shape the culture and bring their own experiences to bear in their work.

That internal strategy has led to a variety of successful, interesting work for clients in 2017 and 2018. Some of that work has been to the aid of banks, some as IPOs, some as essential crisis communications work. For one client, Banking Competition Remedies, an independent body overseeing RBS’ state aid grants from the EU, Lansons is working on its institutional communications as well as building awareness and understanding. The agency has also supported the HighTide theatre company for several years, is focusing on religious cooperation and tolerance in its community support this year and continues to work with industry bodies on upholding the standards of PR ethics.

It’s not just one thing that made Lansons stand out to judges this year, but many that together, make it demonstrate consistent excellence in terms of its client work, its support for the community and its employee strategy. Lansons is very deserving of being named the ‘Best PR consultancy’ for the second year running.



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