

A large red circle is positioned in the upper left quadrant of the page. It contains the text 'AR: Review 2010' in white, bold, serif font.

**AR:
Review
2010**

A new
framework for
best practice
annual report
information
design.

Truly Deeply
Brand Strategy & Design



Organisational Culture; the power of your people.

“Our people are our greatest asset” – if I had a dollar for every time I’ve read that. Whilst the statement is undoubtedly true, too many annual reports fail to display any evidence to back-it-up.

Few organisations value the role of employee information in their shareholder communications. When done well, annual reports demonstrate a commitment to presenting information about the people who make-up the business up-front in the strategic objectives and provide detail of their role, development and objectives for improvement throughout the report.

Best Practice Principles

- Does the report present coverage of corporate governance information?
- Is there an overview of workforce profile and numbers, planning, profitability, staff retention and turnover including an explanation of significant variations in staff numbers or significant planned changes?
- Are relevant industrial awards and enterprise agreements, industrial relations policies and initiatives, details of union representation, wages, superannuation, and employee share plans covered in the report?
- Are key training and development strategies presented as well as the results of evaluation of their effectiveness?
- Have details of occupational health and safety objectives, targets and performance been provided?
- What are your organisation’s equal employment opportunity initiatives and their outcomes?
- Is there an illustration of the organisational or corporate structure?

‘The OFR should include information about the entity’s employees... (including the relevant) policies and extent to which those policies have been successfully implemented.’ Reporting statement: Operating and Financial Review. Accounting Standards Board (UK).

‘The report is expected to provide an assessment of the agency’s effectiveness in managing and developing its staff to achieve its objectives.’ Criteria statement: NSW Premier’s Public Sector Annual Reports Award.

MedImmune

deliver sustainable long-term growth.

PEOPLE

EMPLOYEES BY GEOGRAPHICAL LOCATION

17% UK
30% THE AMERICAS
15% ASIA, AFRICA AND AUSTRALASIA

We employ over 67,000 people worldwide, with the majority of our employees, in broad terms, located in the UK (11,800 employees), Continental Europe (25,600 employees) and the Americas (20,200 employees). Of these, approximately 3,000 employees are part of MedImmune.

We value the diversity of skills and abilities that a global workforce brings to our business, and within our performance-led culture we focus on linking the strategic and operational

Astrazeneca
Annual Report and
Form 20-F Information
2007

British Airways 2007/08 Annual Report

Corporate responsibility continued
The workplace

Our commitment to the way we treat our 80,000 employees was highlighted in a number of ways in our 2007/08 Annual Report and Accounts. We have continued to invest in our people and our workplace, and we have continued to improve our performance in a number of key areas.

Health and safety

In 2007/08, there were a total of 27 major injury incidents across our business. The majority of these were related to aircraft operations or flying.

Moving days lost from work-related injury and ill health per 100,000 employees

number of
need up
change
perception

Employee relations

During the year, we consolidated our UK regional airports, and transferred ground handlers. This affected some 1,000 employees. Those affected were helped to find alternative jobs both inside and outside the airline.

British Airways
Annual Report and
Accounts 2008

BUSINESS REVIEW

Our management skills inventory database provides the group with a powerful means of helping to identify and match suitably qualified internal candidates to promotional and development opportunities both cross divisionally and globally.

Continuing priority is given to manager and employee understanding of Johnson Matthey's policies and commitment to their implementation to maintain and enhance the reputation

Johnson Matthey
Annual Report and
Accounts 2008

British Airways 2007/08 Annual Report

Continuing the year, we give their a wide year via survey, MORI.

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If you would like to know more about our methodology for transforming good annual reports to great shareholder communications and how it may be applied to your report, call our client services director Malcolm on (03) 9693 0000.