

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



Shareholder Access; easy to read, easy to understand.

As the primary shareholder communication for most organisations, it is critical that users find both the printed and online versions of your annual report easy to find, read and comprehend.

Organisations often approach the writing of their annual reports with an internal perspective. Understanding your audience and their varying levels of business sophistication, and presenting your information accordingly leads to a greater appreciation of, and confidence in your organisation and its business practices.

Best Practice Principles

- Is there clear and easy to understand commentary on, and interpretation of operating and financial results?
- Is the writing clear and concise, written in plain English with short words and short sentences? Does it use an active rather than a passive voice? Are headings and sub-headings interesting and engaging?
- Is the typeface and type size easily read? Are the pages crammed with words, tables and figures, or is the information well spaced-out and easy to read?
- If your report contains complex information or terminology, is there a table of definitions or a glossary of terms? Is it as free of jargon and technical terms as possible?
- Is the organisation's website easily found, and is the report easily found from the website's home page? Can your online report be found on Google?

'Is the report written in plain language and available in a form that is readily available to major stakeholders and report users?'

Criteria statement: IPAA Annual Report Awards Program. Institute of Public Administration Australia.

'Is the information easily understood by non-expert users (ie. even if it's complex, does it have sufficient explanation to make it usable)?' Criteria statement: IPAA Annual Report Awards Program. Institute of Public Administration Australia.

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Our key performance indicators

We have established a balanced set of performance indicators for our business, both financial and non-financial, to improve our performance over time. As part of the business planning process, and in line with our agreed strategic objectives, the Board sets annual targets for each of these key performance indicators (KPIs).

Reward

We operate two funded principal defined benefit schemes in the UK, the Airways Pension Scheme and the New Airways Pension Scheme (NAPS). Both to new members. From April 1, 2003 we commenced a defined contribution scheme, the British Airways Plan (BAP).

Total members

March 31, 2008

- APS 32,678
- NAPS 69,333
- BAP 5,038

March 31, 2008

- Active members 38,288
- Pensioners in payment 33,111
- Dependent pensioners 9,111
- Deferred pensioners 25,111

In April 2007 we introduced changes to future service of 10 years programme to fund the def...

British Airways Annual Report and Accounts 2008



Land Securities Annual Report 2008

Now **responsibly**

Over the following pages we talk about just a few of the many things we did last year. Some big, some small, but together they have made a huge difference to improving the experience our customers have in our stores everyday.

Multiple number of **1,000**

Sainsbury's was the first major UK supermarket to set a date for the removal of hydrogenated vegetable oils (HVO) from its entire range of own brand food and drink.

Sales of organic food continue to grow

1,000 bananas are sold every minute in our stores

partnership will see 450 M&S programmes introduced over the next three years following a trial in eight areas.

The Winward idea for the last 10 years and our customers were already buying a large number of Fairtrade bananas.

Strong source We will monitor the use quality system without source system for our and on The top and all France's trading

Sainsbury PLC Annual Report and Financial Statements 2007

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.