

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 staff is central to our business. In 2007/08, we continued to invest in our people, focusing on training, development and well-being. We have also continued to improve our working conditions, ensuring a safe and healthy workplace for all our employees.

**Health and safety**

In 2007/08, there were a total of 27 major injury incidents across our business. This represents a decrease on the previous year, reflecting our continued commitment to health and safety. We have also continued to invest in training and development, ensuring our staff are equipped with the skills and knowledge to perform their roles safely and effectively.

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

Number of employees affected by change in 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 roles 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.

number of employees affected by change in 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 roles both inside and outside the airline.

**British Airways**  
Annual Report and  
Accounts 2008

**Divisional Gender by Region**

As at 31st December 2007

Gender by Region  
As at 31st December 2007

100% Males  
100% Females

Europe North America Asia East of World Group WIDE

of the group with the

**Johnson Matthey**  
Annual Report and  
Accounts 2008

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.