

# zebra

**Аналитический обзор по оформлению годовых отчетов и отчетов по устойчивому развитию**

**Рекомендации по внедрению лучших практик**



Season '24/25

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## Вводное слово

Отчет любой компании — это документ, в котором соединено несколько форматов: презентация, аналитика, финансовая отчетность, публицистика, деловой и нормативный документы. В идеале все эти элементы должны быть приведены к одному стилю и объединены оформлением.

Лучшие практики подготовки отчетности подразумевают, что дизайн не находится в отрыве от контента, а дополняет и обогащает его. Дизайнерские решения помогают передать основную идею и ключевые сообщения отчета.

Мы изучили пул отчетов об устойчивом развитии и годовых отчетов, которые были опубликованы в 2022–2024 годах. На основании исследования мы подготовили аналитический обзор по оформлению, а также рекомендации по внедрению лучших практик.



# /преимственность отчетов



## Chevron

[смотреть отчет](#)



[смотреть отчет](#)



## Shell

[смотреть отчет](#)



[смотреть отчет](#)



## Уралхим

[смотреть отчет](#)



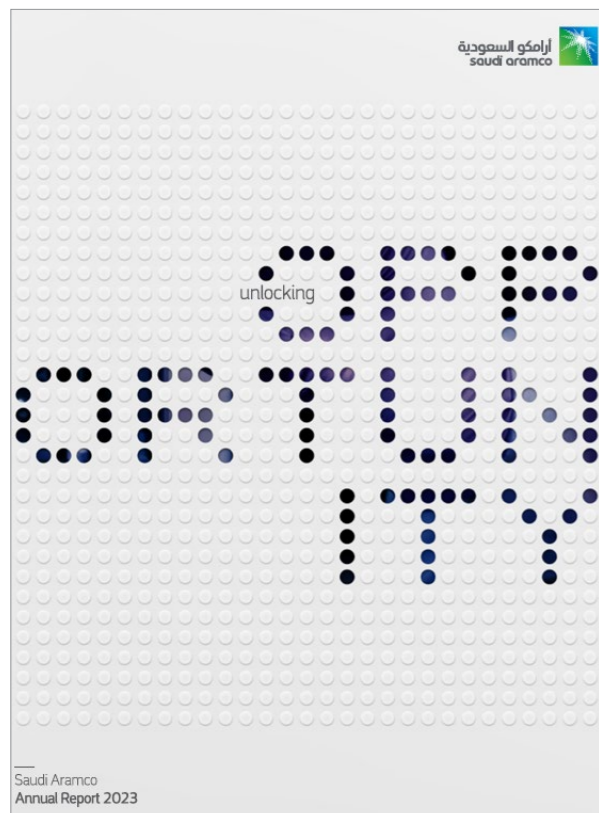
[смотреть отчет](#)



# /обложка

## Saudi Aramco

[СМОТРЕТЬ ОТЧЕТ](#)

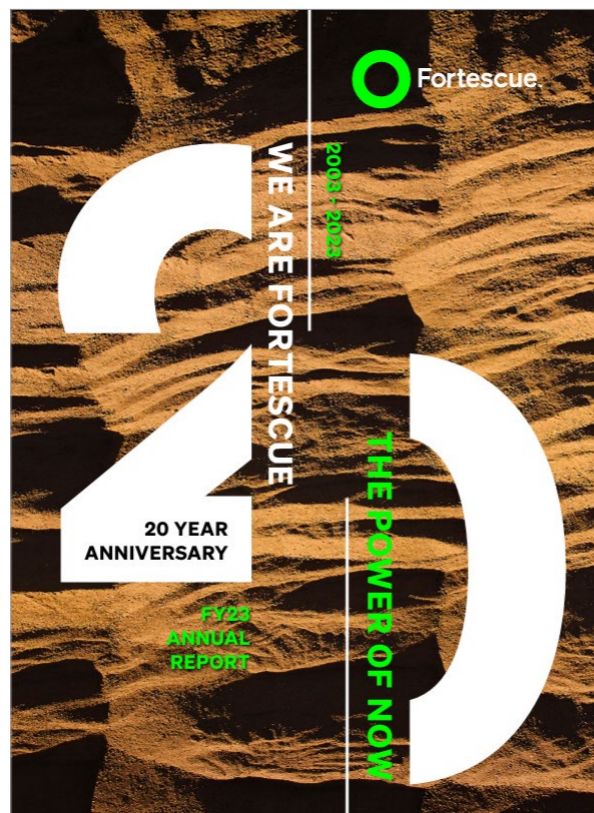


### Типографика и слоган

Обложка — один из самых важных элементов коммуникации в многостраничных изданиях.

## Fortescue Metals Group

[СМОТРЕТЬ ОТЧЕТ](#)



## UniCredit

[СМОТРЕТЬ ОТЧЕТ](#)



### Яркий цвет и типографика

#### Рекомендации

- Использовать четкий и выразительный заголовок, отражающий концепцию.
- Использовать корпоративные цвета и шрифт для поддержания брендовой идентичности.
- Соблюдать цветовую гармонию, соответствующую бренду компании.

## Accenture

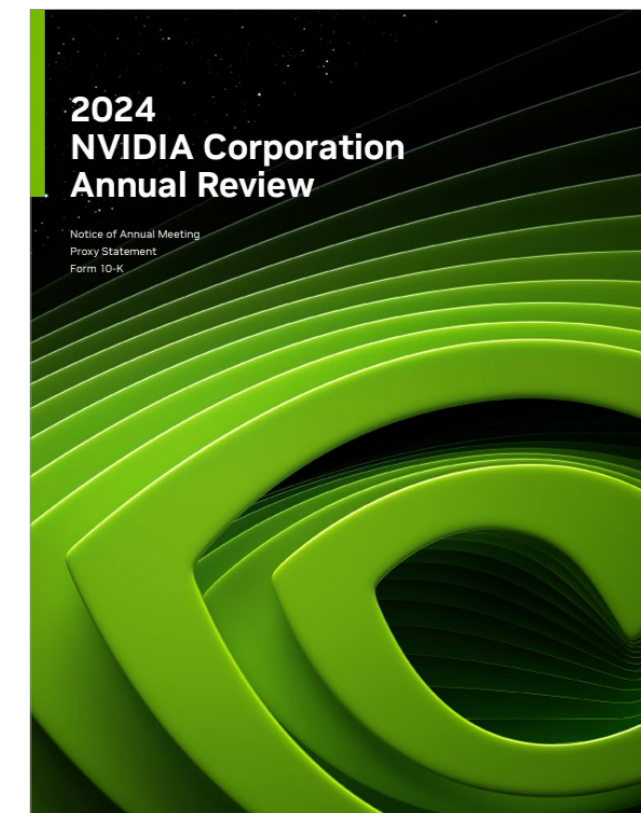
[СМОТРЕТЬ ОТЧЕТ](#)



### Яркий цвет и лаконичный слоган

## Nvidia

[СМОТРЕТЬ ОТЧЕТ](#)



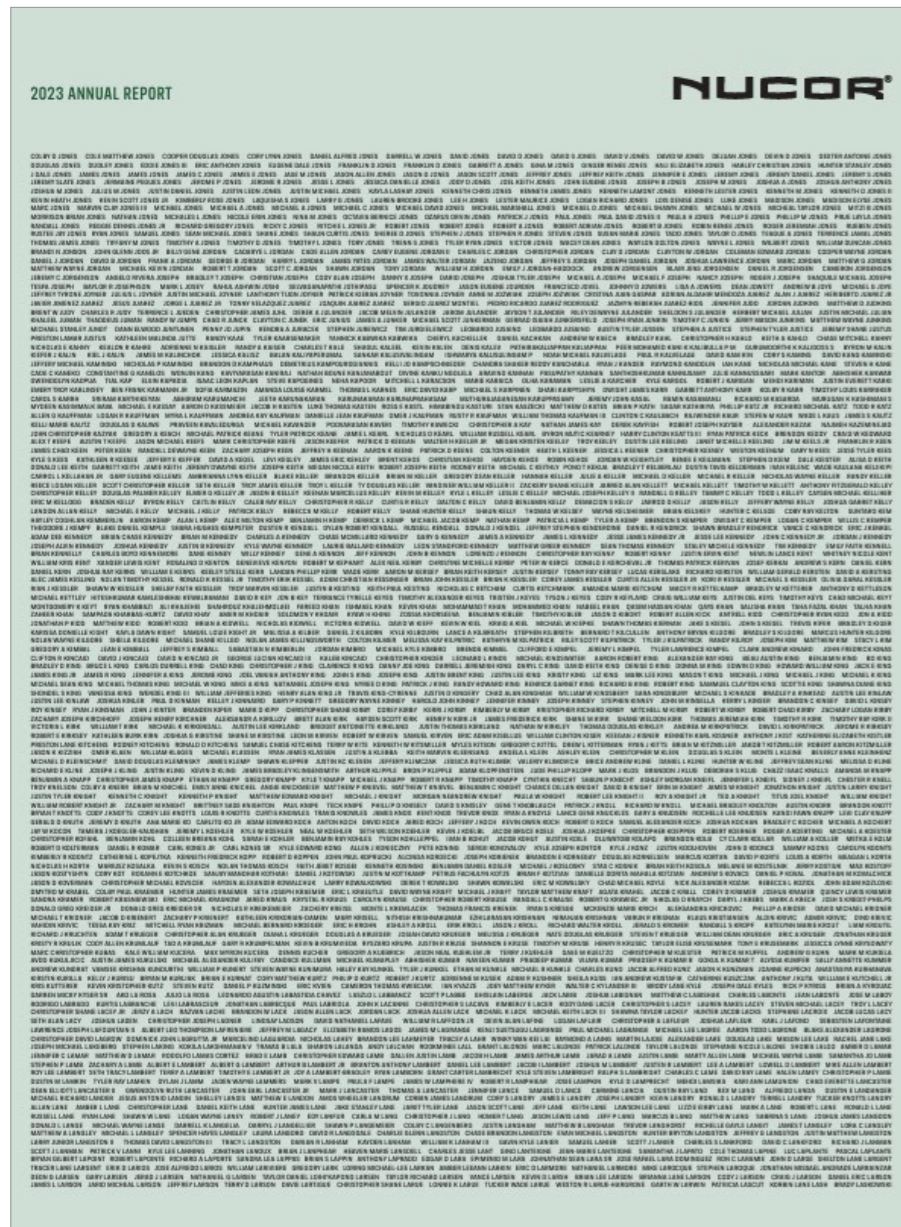
### Эффектное 3D



# Обложка

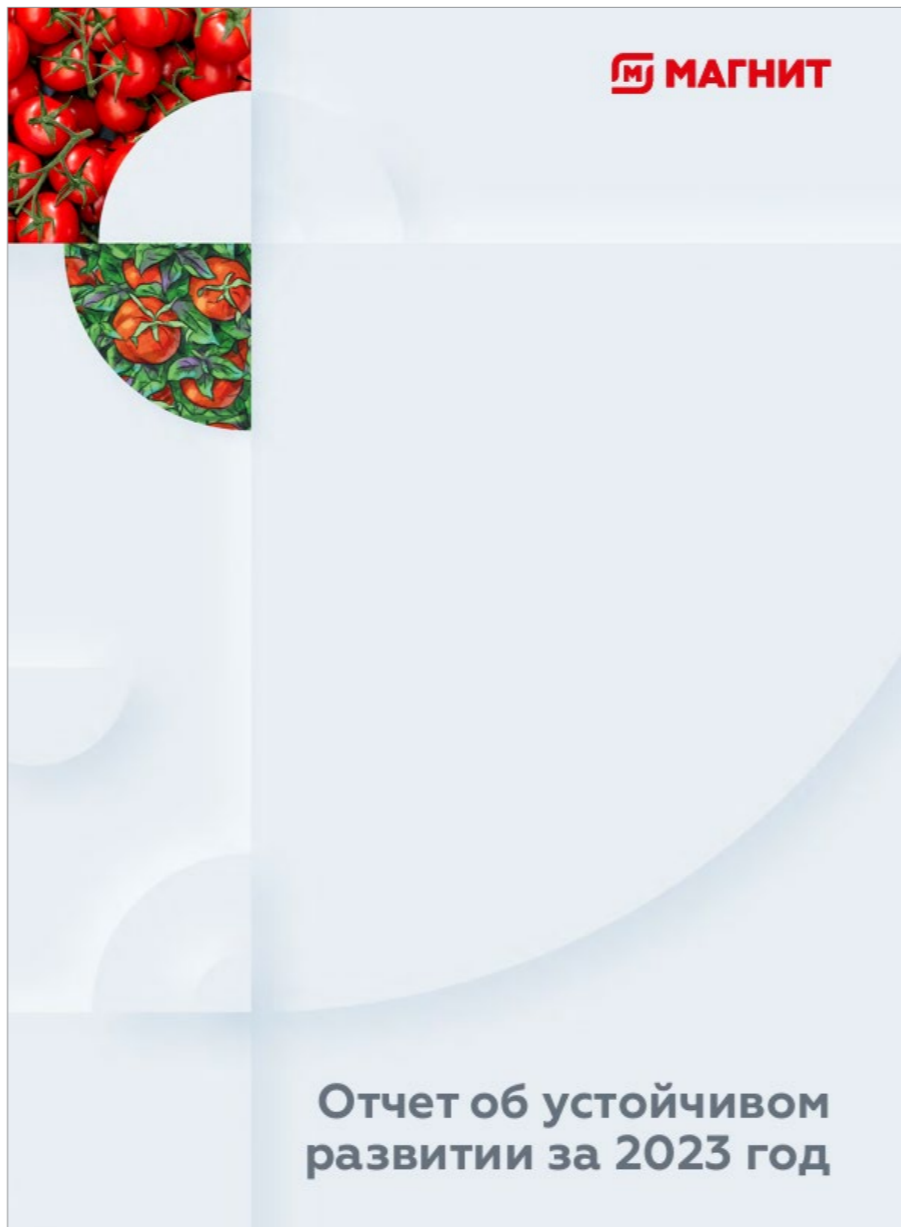
## NUCOR

смотреть отчет



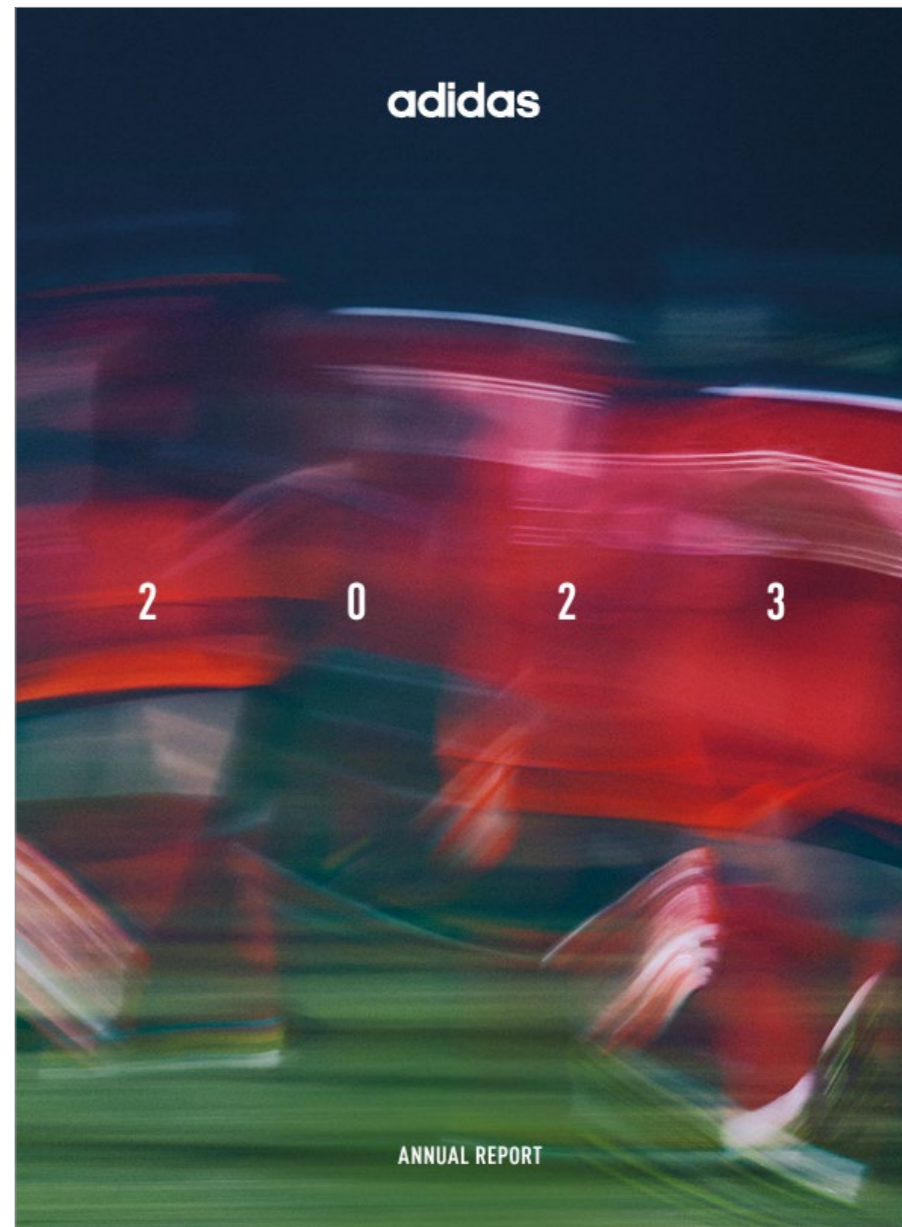
## «Магнит»

смотреть отчет



## Adidas

смотреть отчет



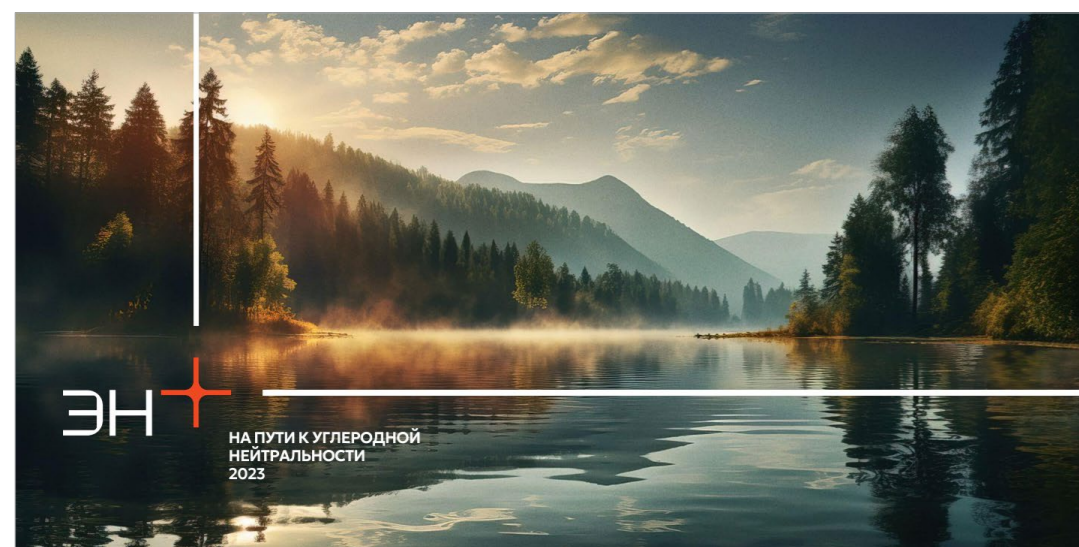




# /горизонтальный формат

EN+

[смотреть отчет](#)



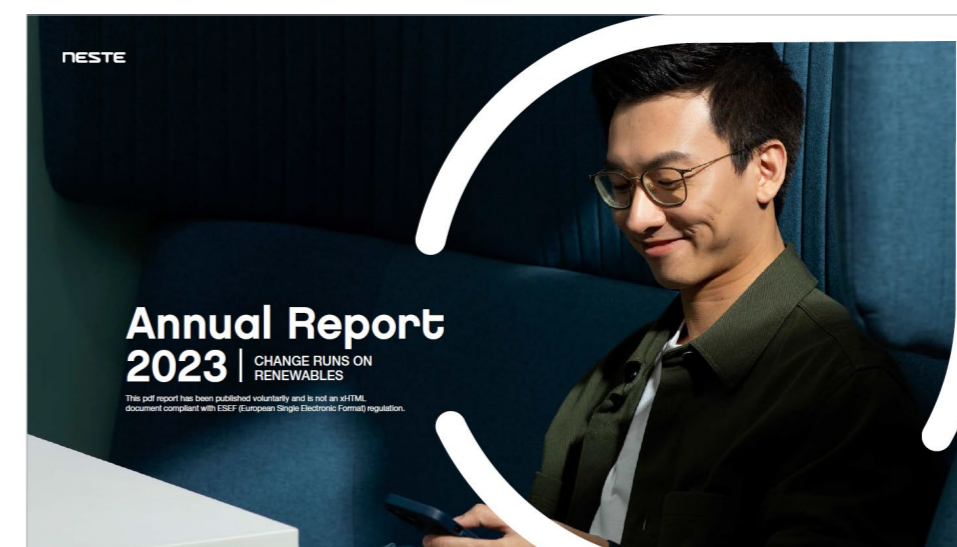
Уралхим

[смотреть отчет](#)



Neste

[смотреть отчет](#)



Marathon Petroleum

[смотреть отчет](#)



Горизонтальный формат, как правило, 16/9, используется при отсутствии печатного тиража. Такой формат гораздо удобнее при чтении с монитора.



# КОНЦЕПЦИЯ

## HSBC

СМОТРЕТЬ ОТЧЕТ

<p><b>Environmental, social and governance ('ESG') review</b></p> <p>44 Our approach to ESG 46 Environmental 73 Social 85 Governance</p> <p><b>Financial review</b></p> <p>98 Financial summary 109 Global businesses and geographical regions 128 Reconciliation of alternative performance measures</p>	<p>324 Financial statements 335 Notes on the financial statements</p> <p><b>Additional information</b></p> <p>418 Shareholder information 427 Abbreviations</p>	<p><b>Adjusted measures</b> We supplement our IFRSs figures with non-IFRSs measures used by us internally that constitute alternative performance measures under the Securities and Markets Authority and non-GAAP financial measures in and presented in accordance with the Securities and Exchange Commission rules and regulations. These measures are highlighted with the following symbols:</p> <p>Further explanation may be found in the Annual Report and Accounts 2022.</p> <p>None of the websites referred to in the Annual Report and Accounts 2022 ended 31 December 2022 (including link is provided), and none of the content contained on such websites, are by reference in this report.</p>
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**Cover image: Opening up a world of opportunity**  
Our cover features Stitt, one of HSBC's two bronze lions. Touching the lion's paw was said to bring good luck, and that tradition continues today. The lions, Stephen and Stitt, designed by British sculptor Henry Poole, were commissioned to celebrate the opening of the newly-rebuilt HSBC building on the Bund in Shanghai in 1923. Stephen and Stitt represent the strength and endurance that is part of our heritage. Loyal and proud, they stand guard outside our offices in Hong Kong, London and Shanghai, and symbolise good fortune and stability.

HSBC Holdings plc Annual Report and Accounts 2022

@HSBC  
linkedin.com/company/hsbc  
facebook.com/HSBC

### Описание концепции

Чтобы отчет стал единым документом, необходимо разработать концепцию — основную идею, которая будет поддерживаться дизайном на протяжении всего отчета. Рекомендуем анонсировать тему отчета не только в слогане, но и на первом развороте.

## SEB

СМОТРЕТЬ ОТЧЕТ

**Introduction — This is SEB**

**Our customers and stakeholders**

2,000 Large corporations	16,500 Employees
1,100 Financial institutions	275,000 Shareholders
400,000 Small and medium-sized companies. Of these, some 250,000 are home bank customers.	<b>Society</b> We are a key part of society's infrastructure and an engaged corporate citizen.
4,000,000 Private individuals. Of these, some 1.5 million are home bank customers.	

**We focus on four main areas in our 2030 Strategy...**

- Acceleration of efforts: Strengthening our customer offering by continuing to build on existing strengths through extra focus and resources targeted at already established areas.
- Strategic change: Evaluating the need for strategic change and transforming the way we do business in already established areas.
- Strategic partnerships: Collaborating and partnering with external stakeholders and re-evaluating how we produce and distribute our products and services.
- Efficiency improvement: To improve efficiency and accelerate SEB's transformation journey, we will increase our focus on areas including automation, digitalisation and technology development.

**...and measure our progress in relation to our long-term financial targets...**

- Dividend payout: Around 50 per cent of earnings per share
- Capital buffer: 100 to 300 basis points above regulatory requirement
- Return on equity: Competitive with peers
- ...and our contribution to the transition.
  - The Brown: Decrease fossil fuel credit exposure
  - The Green: Increase sustainability activities
  - The Future: Assess the credit portfolio's alignment with the Paris Agreement

**We serve our customers through our divisions...**

- Large Corporates & Financial Institutions: Commercial and investment banking services for large corporate and institutional customers in the Nordic region, Germany and the United Kingdom as well as in our international network.
- Corporate & Private Customers: Full banking and advisory services for private individuals and small and medium-sized corporate customers in Sweden, as well as card services in four Nordic countries.
- Private Wealth Management & Family Office: Leading private banking services with global reach for Nordic high-net-worth individuals.
- Baltic: Full banking and advisory services for private individuals and small and medium-sized corporate customers in Estonia, Latvia and Lithuania.
- Life: Life insurance solutions for private as well as corporate and institutional customers mainly in the Nordic and Baltic countries.
- Investment Management: Management and distribution of mandates, SEB-labelled and external funds for customers channelled via the Group's divisions.

**...with a strong northern European market position**

- Home markets: we serve customers with a wide range of products in Sweden, Norway, Denmark, Finland, Estonia, Latvia, Lithuania, Germany and the United Kingdom.
- Geographical expansion: we expand our business for large corporate customers in The Netherlands, Switzerland and Austria.
- International network: we support our home market customers around the world in Beijing, Hong Kong, Kyoto, Luxembourg, New Delhi, New York, Nicosia, São Paulo, Shanghai, Singapore, St. Petersburg and Warsaw.

### Фокус на основных темах в начале отчета

## Reliance

СМОТРЕТЬ ОТЧЕТ

**Reliance's success is a reflection of India's capabilities, the talent of her people, and the potential of her entrepreneurs, engineers, managers and workers.**

Mukesh D. Ambani  
Founder Chairman

Reliance Industries Limited (RIL) is a Fortune Global 500 company and the largest private sector company in India. Over the last four decades, Reliance has emerged as one of India's most valuable, stakeholder-centric organisations. It has built important assets for India, innovating and investing for a better future for all Indians. The one unifying thread that runs through everything we have accomplished at Reliance is the spirit of Care and Empathy.

<p><b>India's largest company by MARKET CAPITALIZATION</b></p> <p>₹17,72,456 CRORE</p>	<p><b>Contributing meaningfully to India's economic growth</b></p> <p>EXPORTS</p> <p>₹3,40,048 CRORE</p>	<p><b>Proud champion of Make In India</b></p> <p>FOURTH LARGEST EMPLOYER</p> <p>#88</p>
<p><b>REVENUE</b></p> <p>₹9,74,864 CRORE</p>	<p><b>NEW HOUSING</b></p> <p>2,62,558</p>	<p><b>POWER BY EMPLOYER</b></p> <p>#20</p>
<p><b>NET PROFIT</b></p> <p>₹73,670 CRORE</p>	<p><b>CRS CONTRIBUTION</b></p> <p>₹1,271 CRORE</p>	<p><b>Among the largest private sector investor in capital assets in India</b></p>

\*Market Capitalization as on 30/09/2022, end-of-year of financial services undertaken post 31st December 2021. Home, Life Insurance revenue for FY 2022 is not available for FY 2022. Home, Life Insurance revenue for FY 2022 is not available for FY 2022.

Reliance Industries Limited Annual Report has been prepared in alignment with the International Standards on Reporting (ISSB) issued by the International Sustainability Standards Board (ISSB) in June 2022. The report also complies with the National Voluntary Guidelines (NVTG), United Nations Sustainable Development Goals (SDG 2024) and GRI standards. The report outlines RIL's commitment to sustainable value creation, and defines the actions taken and outcomes achieved for its stakeholders.

Announces the 4th AGM of RIL, India's participation of all shareholders at its 42nd Annual General Meeting (AGM), to be held on August 28, 2022. Click [link](#) to join.

### Цитата или краткое обращение в самом начале отчета



# /сторителлинг

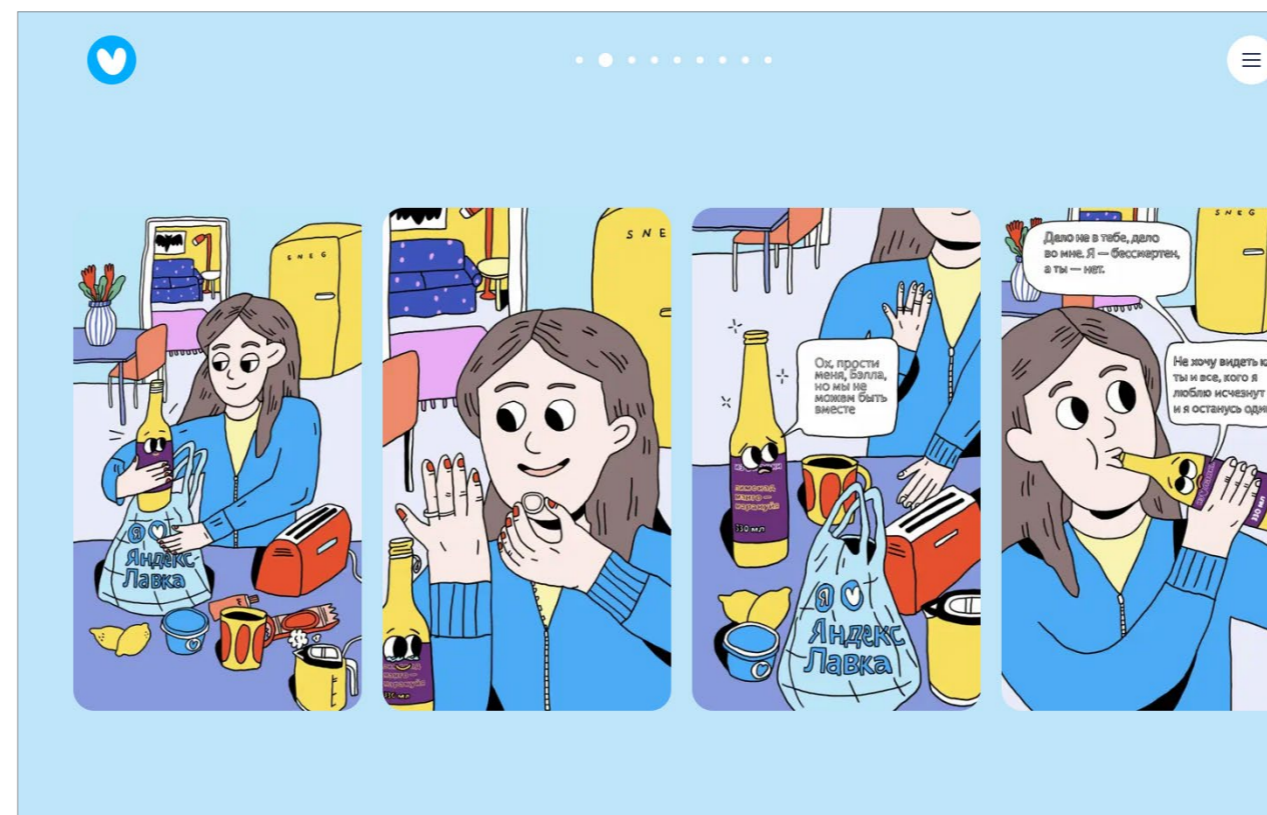
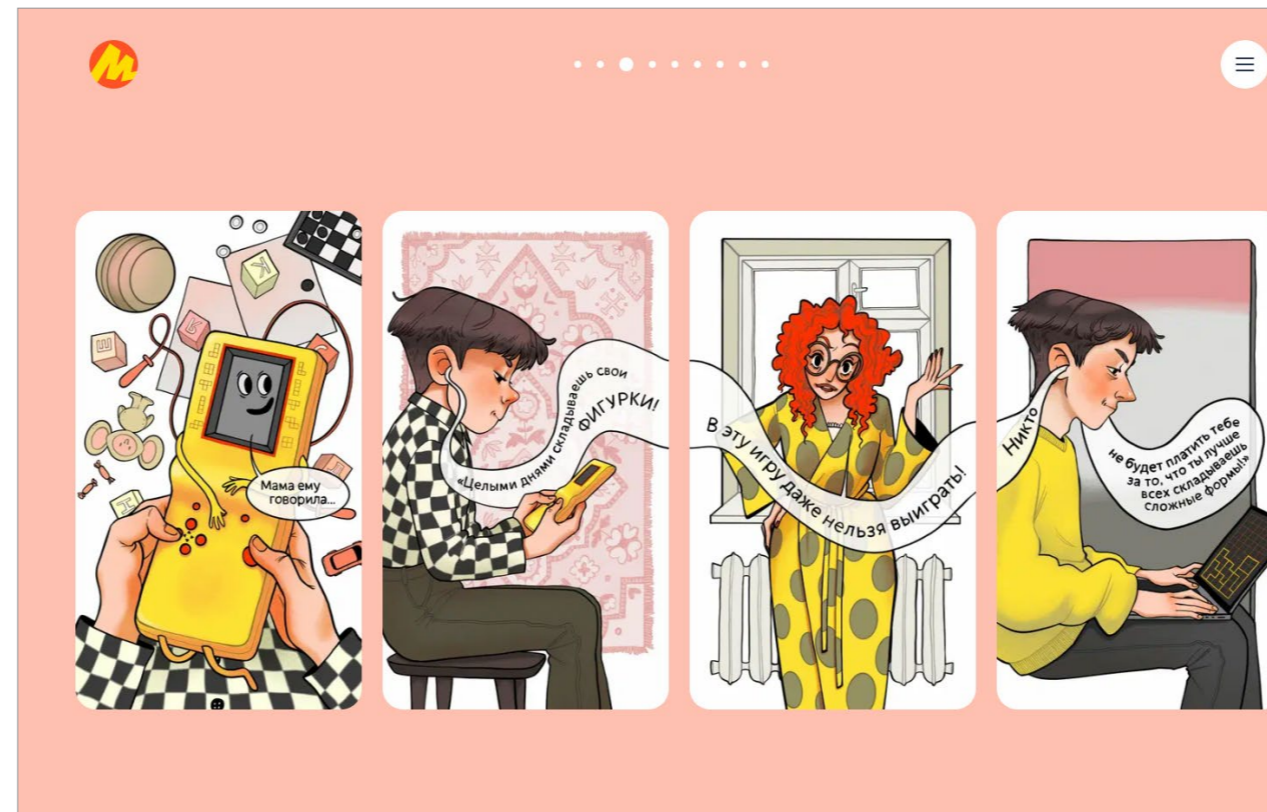
Яндекс

смотреть отчет

## 9 историй про людей и технологии

В этом комиксе 9 историй про сервисы и технологии Яндекса, их пользу для людей и вклад в экологию. Надеемся, они вдохновят вас и покажут, что совершать важные дела проще, чем кажется, когда в этом помогают технологии

Получите по почте бумажную версию комикса



### Получите по почте бумажную версию комикса

Мы напечатали бумажный комикс — его получат первые 100 пользователей, которые заполнят форму

Получить комикс

Приятный бонус

Краткие истории про сервисы, технологии и их пользу для людей и вклад в экологию.





# /ключевой графический элемент

## «Россети»

[смотреть отчет](#)



## Neste

[смотреть отчет](#)



## «Полюс»

[смотреть отчет](#)



Интересный прием — использование стилеобразующего ключевого элемента, который проходит лейтмотивом по всему отчету и работает на повышение узнаваемости.





# Обращения



HSBC

СМОТРЕТЬ ОТЧЕТ

Strategic report

## Group Chief Executive's review



**Neal Quinn**  
Group Chief Executive

The progress that we have made over the past three years means that HSBC is well positioned to deliver higher returns and has a good platform for future growth.

**Return on average tangible equity** ↑  
**9.9%**  
(2021: 9.3%)

**Adjusted revenue** ↑  
**\$55.3bn**  
(2021: \$47.0bn)

**Building a good platform for future growth**

At the same time, we have invested in new sources of value creation that provide a good platform for future growth. Developing our capabilities in Wealth, particularly in Asia, has been a strategic priority as we have sought to diversify our revenues. We have done this organically through the build-out of our core business in mainland China, and inorganically through the purchase of AAA Singapore and L&T Investment Management in India. By increasing our stake to 90% in HSBC Channel Securities, and by taking full ownership of our HSBC Life China insurance business. The traction that we are gaining in Wealth is reflected by the \$50bn of net new invested assets that we attracted in 2022, \$50bn of which were in Asia.

**We have completed the first phase of our transformation.** Our international connectivity is now underpinned by good, broad-based profit generation around the world. Our focus is now on continuing to grow our core business, while also capitalising on the new sources of value creation that we have built.

When we embarked on our transformation programme in February 2020, our aim was to address the fundamental issues that had contributed to a decade of low returns. It was clear to me that too much of our capital was being used inefficiently, too many of our businesses were loss-making and too-scale, and too many of our clients were low returning and purely domestic in nature. Over the last three years, while responding to the challenges of the pandemic, we have structurally repositioned our businesses and operating model to achieve higher returns.

**Group Chief Executive's review**

"The difference compared with three years ago is that our international connectivity is now underpinned by good broad-based profit generation around the world."

The difference compared with three years ago is that our international connectivity is now underpinned by good broad-based profit generation around the world. We have also the leading foreign bank in mainland China by revenue and are pleased to have received seven main licence approvals since 2020. Our business in India delivered \$0.5bn of profit before tax last year and facilitated the equivalent of around 9% of India's exports in the Middle East, we delivered \$1.8bn of profits and were the number one bank in capital markets league tables. HSBC UK delivered \$2bn of profits and was the number one bank for trade finance, while our non-royal forced bank in Europe delivered \$2.1bn of profits and around 30% of its client business was booked outside the region. Our US business has now had three consecutive quarters of profitability after its turnaround, while our business in Mexico delivered a return on tangible equity of 18%.

The cost savings that we have made have been reinvested in technology, which has in turn enabled us to change the way we operate as a business. Technology spending was 19% higher in 2022 than in 2019. Much of this investment has been used to rebuild and upgrade platforms, which we have then rolled out globally. Our upgraded mobile banking app is available in 24 markets and has around 13 million active users, while our upgraded digital trade finance platform has been rolled out in the UK and Hong Kong, ensuring that market leading businesses are well positioned for the next 10 years. In 2022, we launched HSBC Orion, our new proprietary telepresence platform using blockchain technology for bond issuances. We're also partnering with fintechs around the world to use their capabilities in our products. Finally, we are investing in greater automation, which we expect to reap the benefits from for years to come.

Empowering our people has underpinned everything that we have achieved over the past three years, and will underpin the next phase of our strategy too. Reducing management layers has helped to increase our speed and agility. In our last staff survey, the number of colleagues who report that work processes allow them to work efficiently was 6 percentage points above the sector benchmark. Confidence within the organisation has also increased: 77% of employees specifically designed to meet the international needs of our retail and wealth customers. These customers also provide around double the average revenue of domestic-only customers.

Finally, we have transformed our cost base and restored tight cost discipline across the organisation. Our cost to achieve programme concluded at the end of 2022, but it enabled us to take multiple layers of efficiency out of the business and embed changes that we expect to provide flow-through benefits for years to come.

Our multi-year application transformation programme to modernise the bank's applications not only increases customer confidence in DBS systems, but also reduces in-house curriculae developed by our subject matter experts. Since 2021, employees have completed 178,000 sessions across 82 modules. The Disturbed Engineers (DE) Programme offers an alternative career path to the management track, and allows certified engineers sharing their deep tech expertise with fellow colleagues. Separately, over 9,000 employees have taken data and AI upskilling courses, while 7,000 have attended our SBE Training Programme. Our Operations team is equally passionate in their efforts, with more than 4,400 of them learning to re-engineer our operations.

Equal emphasis is placed on leadership skills. Through Transformational Leadership Circle sessions, over 90 T&O leaders learned how to provide psychological safety, and push for a growth mindset, collaboration, feedback, and courageous conversations. They are on track to impact 1,200 more employees.

We are actively nurturing the next generation of talents. The DBS FinTech Apprenticeship Programme prepares polytechnic students for technology roles in the bank through masterclasses and mentorship by the DE engineers. We have groomed nearly 700 graduates with less than two years of work experience to become technologists through the Skill Enhancement Education and Development (SEED) programme. In addition, we helped over 300 mid-career Singaporeans build lasting tech careers through the Technology in Finance Immersion Programme.

**Banking sustainably for a better world**

We continue delivering positive impact towards a more sustainable future. We achieved our net zero operational carbon emissions goal across the markets we operate in, and are on track for our operations in Singapore to solely rely on renewable energy by 2030. DBS Newton Green, Singapore's first net zero building by a bank, achieved net zero within three months of its opening.

To educate customers about their carbon footprint, we launched a Carbon Calculator in digital. This industry first initiative in Singapore enables customers to monitor and offset their carbon footprint, which is calculated through tracking their credit and debit card purchases. Carbon Calculator impacted 630,000 unique customers within the first eight months of its launch, and has offset 740 tonnes of carbon.

**2023 FOCUS AREAS**

- Strengthen our technology infrastructure to maintain our lead
- Deal up on technology architecture, and building external expertise for third party software and services, systems recovery, and incident management
- Drive improved developer journeys to enhance technology productivity
- Build operational resilience by re-engineering operations through technology and deal up on workbenches and workflow
- Transition to an AI-led bank to achieve SGD 1 billion in revenue
- Innovate in blockchain and design additional Distributed Ledger Technology use cases
- Continue experimenting with new technologies and seek opportunities through DeFi, Web 3.0 and beyond

HSBC Holdings plc Annual Report and Accounts 2022 8

Ключевой тезис

В верстке обращений руководства рекомендуем делить текст на смысловые блоки, выделять ключевые темы и тезисы из основного массива, делать цифровые выносы.

DBC

СМОТРЕТЬ ОТЧЕТ

34 A Different Kind of Bank DBS Annual Report 2022

## CIO statement



**Jimmy Ng**  
Chief Information Officer  
DBS Group Holdings

Our investment in our people and building a strong technological foundation have enabled us to be a different kind of bank. Our rallying call is to optimise our technology stack, scale outputs, and provide all-rounded customer and employee experiences that transform business outcomes.

**Introduction**

Amid growing geopolitical uncertainty and an increasingly challenging business climate, DBS continued focusing on innovation to retain our competitive advantage. We adopted a barbell strategy that spurs innovation and experimentation with new technologies on one end, while keeping a vigilant eye on resilience and risks on the other.

**Driving innovation**

Digitalisation has become table stakes for financial institutions, and many digital initiatives we embarked on over the past few years are now far on the course. To retain our lead and widen the gap between us and our competitors, we must continue creating differentiated technology innovations.

Our artificial intelligence (AI) machine learning (ML) business use cases increased by seven times to 260, enabling us to achieve about SGD 150 million in revenue in 2022. We aspire to achieve SGD 1 billion in the next five years.

among financial institutions and government bodies embarking on their own cloud transformation journeys.

FX Marketplace, Asia's first digital and automated fixed-income execution platform, directly connects issuers with investors. This promotes synergy, democratizes capital allocation, and results in cost benefits and time efficiencies. Over 80 trades, amounting to SGD 16 billion of issuances in various currencies have been executed.

Riding on the successes of our blockchain-based business DBS Digital Exchange, Climate Impact X and Parlor, we are developing a new digital asset platform, Project Orion, in collaboration with Open Government Products, uses tokenised SGD to facilitate live transactions with selected merchants, while Project Guardian tests the feasibility of Decentralised Finance (DeFi) trading for tokenised securities against sovereign cash in Project Dubai. We are exploring a common platform for Central Bank Digital Currencies (CBDC) to enable greater efficiency for wholesale cross-border payments.

We are continuously exploring metaverse use cases to provide value-added services to our customers. DBS is the first bank in Singapore to partner The Sandbox – one of the largest metaverses on the Ethereum blockchain – and launch DBS BetterWorlds, where we will demonstrate how technology can be used as a force for good. Technology X Operations (T&O) was also the first in the bank to hold our first metaverse innovation lab, setting the stage for further metaverse experiments across the bank.

**Balancing innovation with resilience**

Even as we innovate, we continue being vigilant in building resilience and identifying potential technology threats. The evolving risk landscape makes Site Reliability Engineering (SRE) more vital than ever.

These changes occur against a backdrop of cutbacks in technology companies which enabled us to opportunistically acquire technology talents. We have doubled our efforts to diversify our technology workforce as we maintain continuity and tribal knowledge within technology teams.

DBS was one of the first banks in Asia to set up an SRE practice. This enabled a secure acceleration of our net revenue and cost reduction of 50 times to 6,000 releases a month. Our Centres of Excellence creates software development toolkits which are embedded with SRE principles and will be plugged into our development process to increase resilience.

Our multi-year application transformation programme to modernise the bank's applications not only increases customer confidence in DBS systems, but also reduces in-house curriculae developed by our subject matter experts. Since 2021, employees have completed 178,000 sessions across 82 modules. The Disturbed Engineers (DE) Programme offers an alternative career path to the management track, and allows certified engineers sharing their deep tech expertise with fellow colleagues. Separately, over 9,000 employees have taken data and AI upskilling courses, while 7,000 have attended our SBE Training Programme. Our Operations team is equally passionate in their efforts, with more than 4,400 of them learning to re-engineer our operations.

Equal emphasis is placed on leadership skills. Through Transformational Leadership Circle sessions, over 90 T&O leaders learned how to provide psychological safety, and push for a growth mindset, collaboration, feedback, and courageous conversations. They are on track to impact 1,200 more employees.

We are actively nurturing the next generation of talents. The DBS FinTech Apprenticeship Programme prepares polytechnic students for technology roles in the bank through masterclasses and mentorship by the DE engineers. We have groomed nearly 700 graduates with less than two years of work experience to become technologists through the Skill Enhancement Education and Development (SEED) programme. In addition, we helped over 300 mid-career Singaporeans build lasting tech careers through the Technology in Finance Immersion Programme.

**Cultivating a diverse, future-ready workforce**

We reorganised the way we work through Managing through Journeys, where Technology, Business, Operations, and Support Units work together in cross-functional teams and share technology prioritisation, goals and KPIs. This drives alignment, accelerates the cross-pollination of knowledge and skills, and leads to greater business impact.

Apart from redesigning the way we work, we recognise that our people are the driving force behind DBS transformation, and have implemented initiatives to foster a culture of innovation, growth, and customer-centricity through life-long learning. Tech Academy further builds technical expertise through in-house curriculae developed by our subject matter experts. Since 2021, employees have completed 178,000 sessions across 82 modules. The Disturbed Engineers (DE) Programme offers an alternative career path to the management track, and allows certified engineers sharing their deep tech expertise with fellow colleagues. Separately, over 9,000 employees have taken data and AI upskilling courses, while 7,000 have attended our SBE Training Programme. Our Operations team is equally passionate in their efforts, with more than 4,400 of them learning to re-engineer our operations.

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**In closing**

Our digital transformation investments over the last decade have equipped us well for the journey ahead. We are strongly positioned with multiple world-class digital platforms, a capacity for continuous innovation, and a future-ready workforce that enriches us as a different kind of bank.

We continue experimenting with new technologies such as human-like conversational AI, digital twins, and 5G, which could revolutionise banking. We are also keeping a pulse on the next wave of breakthroughs in areas such as human-machine interfaces, and augmented and virtual reality technologies.

We expect these technologies to converge and bring forth extraordinary use cases. As we further tune our digital operations for greater agility, and deploy cutting-edge technologies in our offerings, we remain steadfast in our focus on our customers. We are strengthening an exceptional banking ecosystem that they trust and rely on, while delivering truly differentiated customer experiences that set us apart from the rest.

HSBC Holdings plc Annual Report and Accounts 2022 35

Фокус на приоритетных направлениях на будущий год



# /КОДИРОВКА

## HSBC

СМОТРЕТЬ ОТЧЕТ

The image shows a page from the HSBC Annual Report 2022, titled "Board decision making and engagement with stakeholders". It features a table with columns for "Stakeholders", "Engagement", and "Impact". The table lists various stakeholder groups such as Customers, Employees, Investors, Communities, and Regulators, along with the methods used for engagement and the resulting impacts on the company's strategy and operations. The page is annotated with red icons and markers, highlighting specific sections and elements.

Кодировка повторяющихся элементов в виде иконок и цветных маркеров

Использование цветных маркеров, иконок и цветовой кодировки помогает систематизировать информацию и расставить акценты в контенте.

## DNB

СМОТРЕТЬ ОТЧЕТ

The image shows a page from the DNB Annual Report 2022, titled "Strategic report | Board decision making and engagement with stakeholders". It features a large section titled "Our operations in brief" with a world map and various charts. The page is annotated with red icons and markers, highlighting specific sections and elements. The text discusses the company's strategic focus on digital banking and customer experience.

Цветовой контраст между презентационной и основной частями отчета

## Naspers

СМОТРЕТЬ ОТЧЕТ

The image shows a page from the Naspers Annual Report 2022, titled "Naspers is a global consumer internet group and one of the largest technology investors in the world." It features a large section titled "Contents" with a list of report sections and page numbers. The page is annotated with red icons and markers, highlighting specific sections and elements. The text discusses the company's global presence and investment portfolio.

Условные обозначения в самом начале отчета



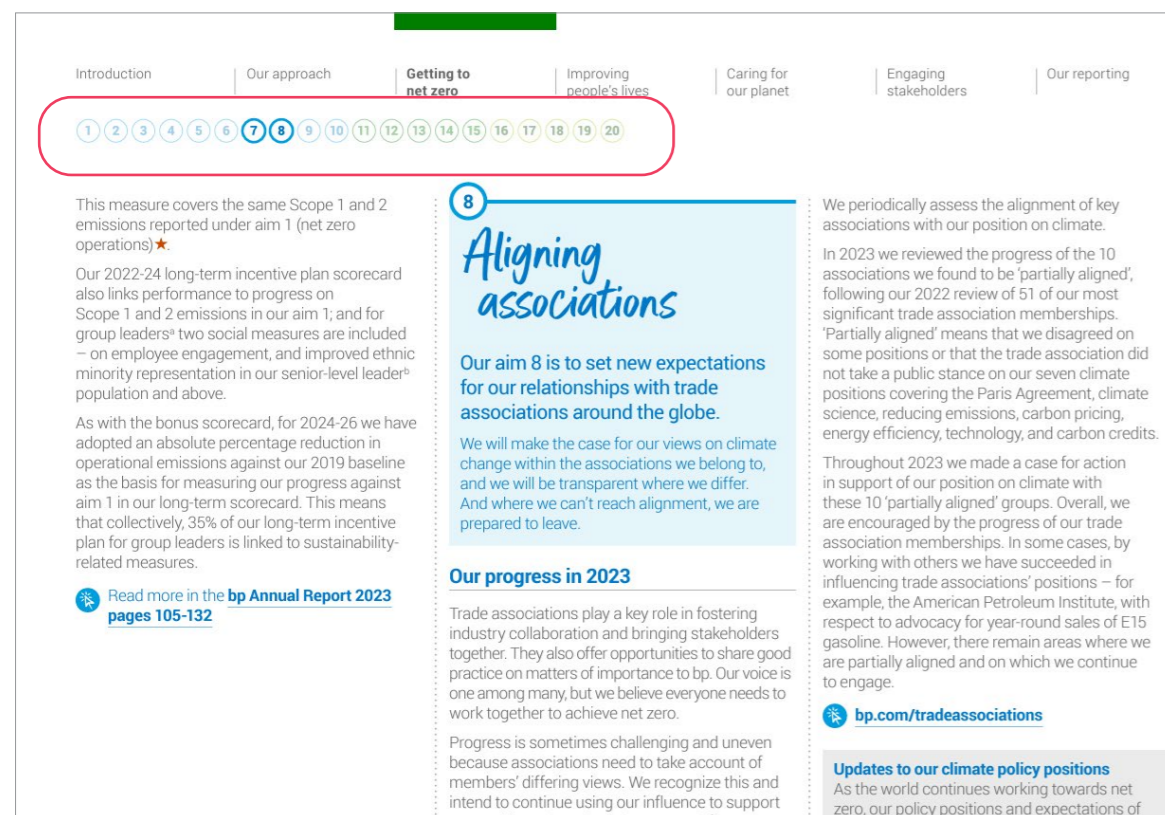


# навигация



## BP

смотреть отчет



### Навигация для кейсов

Навигация для кейсов в колонтитуле отчета как дополнительная вспомогательная функция.

Продуманная навигация — важный элемент комфортной и эффективной коммуникации с читателем.

Интересные решения: два уровня навигации, букмарки и интерактивная навигация в pdf.

## BP

смотреть отчет

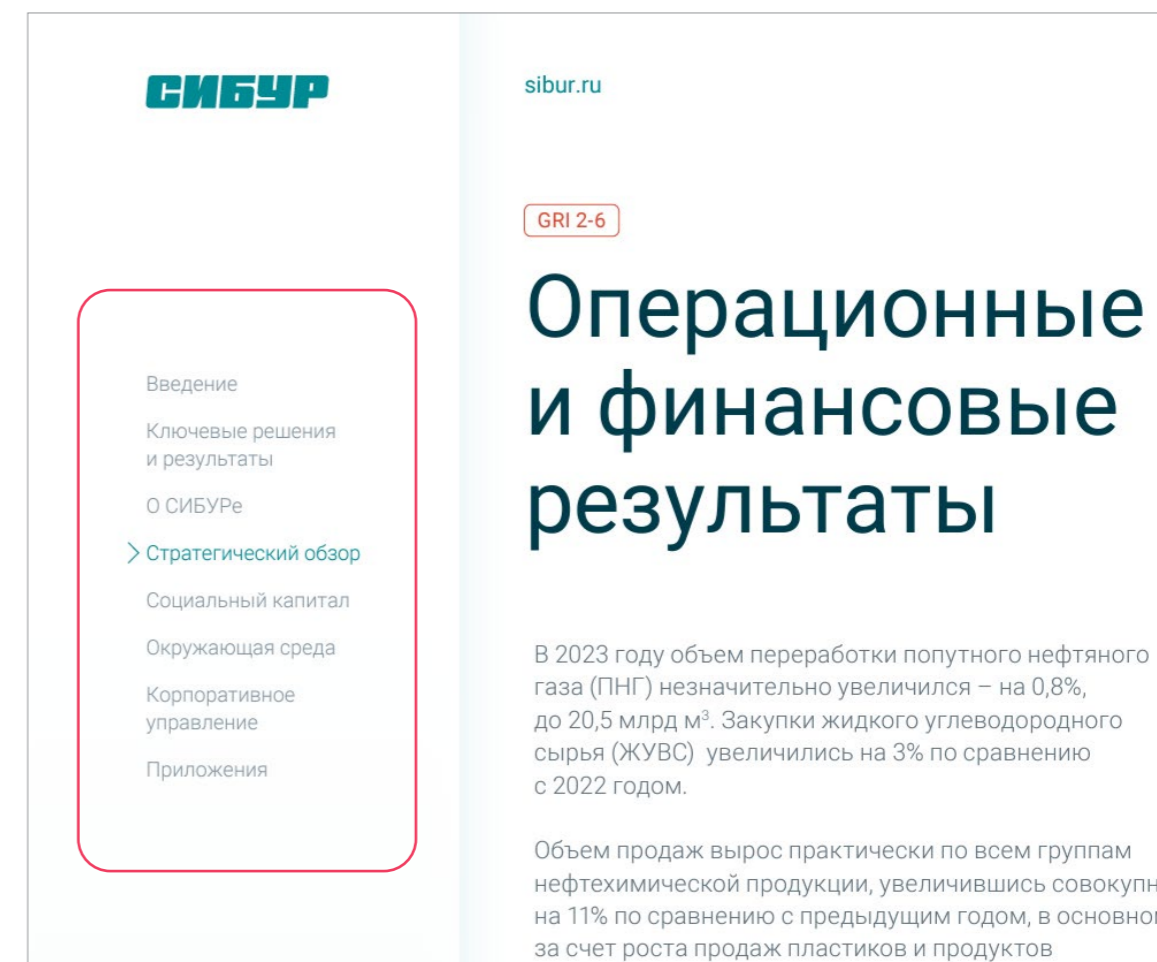


### Букмарки — навигация в pdf

Альтернатива или дополнение основной навигации в макете.

## СИБУР

смотреть отчет



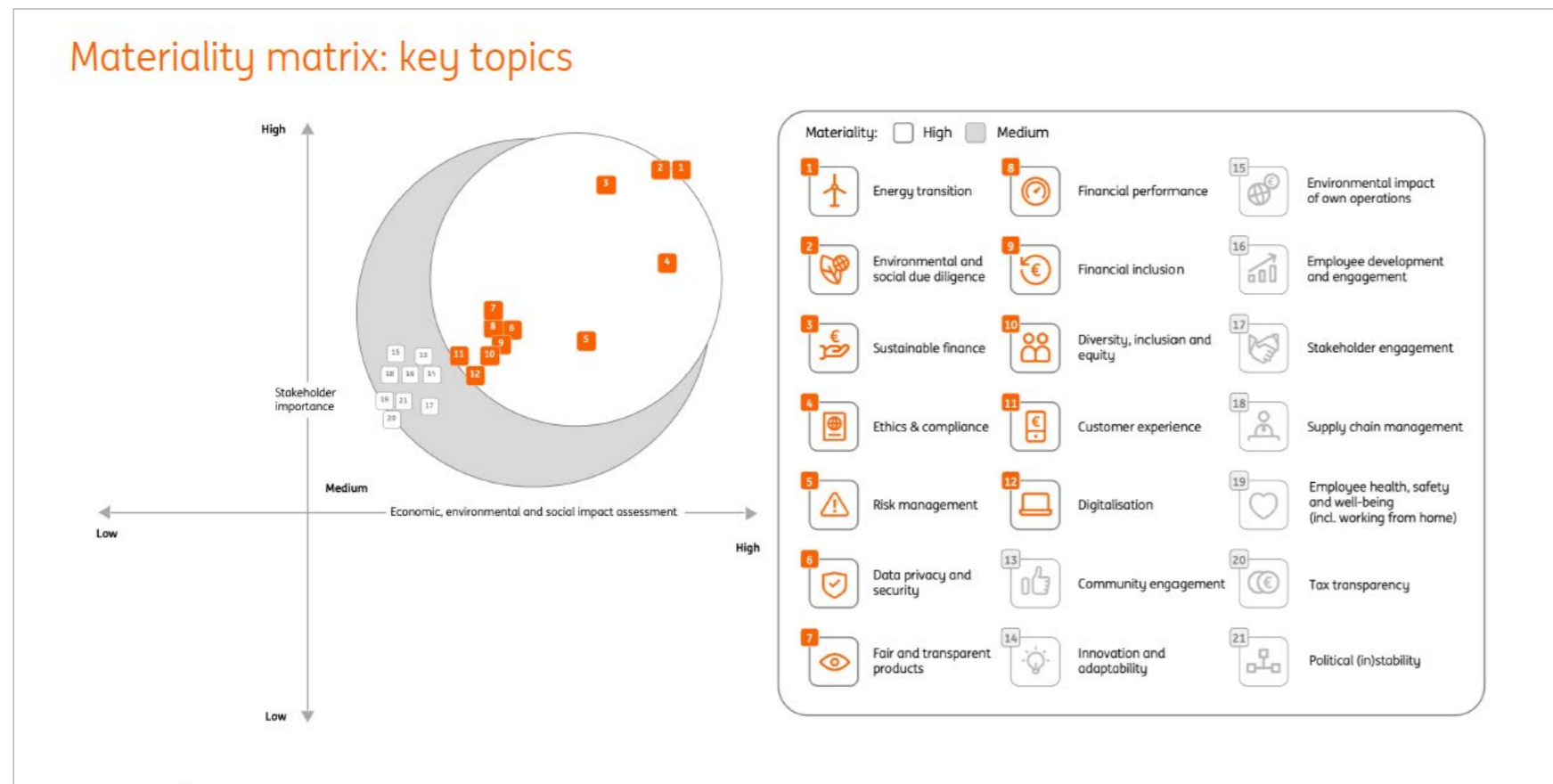
### Интерактивная навигация в pdf



# /схемы и графики

## ING GROUP

[смотреть отчет](#)



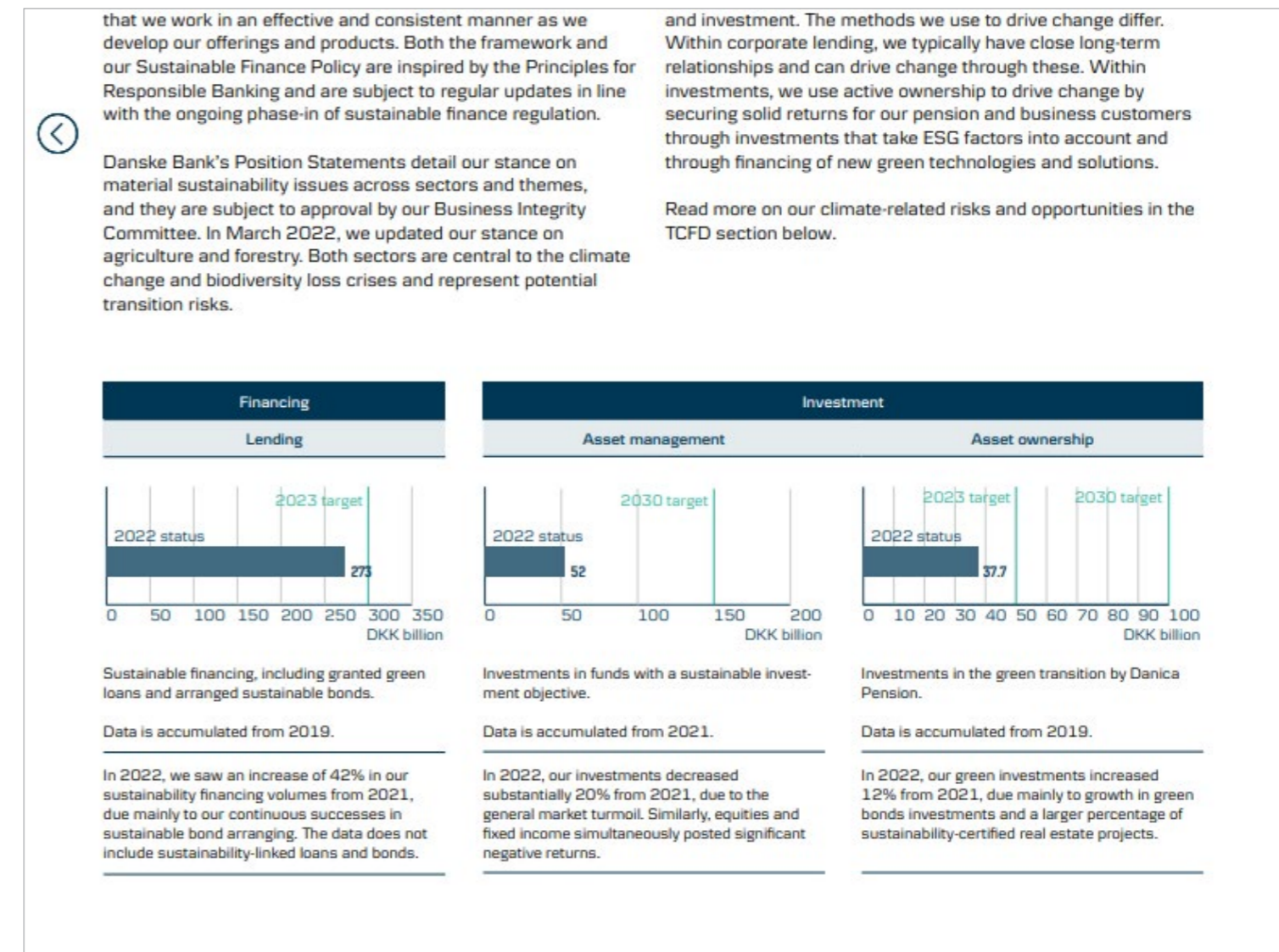
### Существенные темы

Наглядная матрица существенных тем с визуализацией легенды.

Крайне важна понятная визуализация данных: схемы, графика, диаграммы. Хорошая практика — краткие комментарии с анализом динамики по каждому из показателей.

## Danske Bank

[смотреть отчет](#)



### Комментарии к графикам







# /маркеры и айстоперы

## HSBC

СМОТРЕТЬ ОТЧЕТ

### Environmental – Transition to net zero

- Since 2020, we have provided and facilitated \$210.7bn of sustainable finance and towards our ambition of \$750bn to \$1tn by 2030. We monitor developments in tax and changing market guidelines in this space.
- In December, we updated our energy policy as an important mechanism to help deliver financed emissions targets and phase down fossil fuel financing in line with our net zero ambition, and introduced further restrictions for thermal and metallurgical coal.
- We have introduced on-balance sheet financed emissions targets for eight sectors, noting the limitations of evolving methodologies and data quality.

▶ Read more in the Environmental section on page 46.

### Social – Building inclusion and resilience

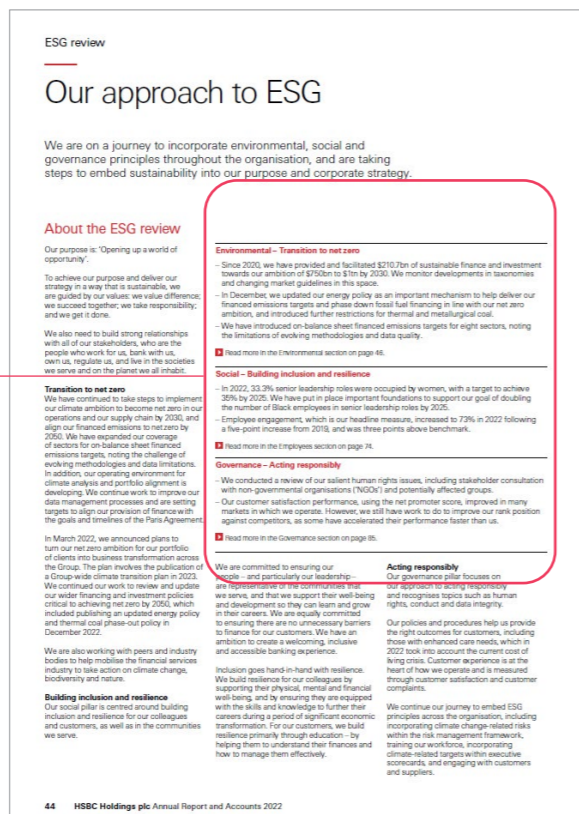
- In 2022, 33.3% senior leadership roles were occupied by women, with a target to 35% by 2025. We have put in place important foundations to support our goal of doubling the number of Black employees in senior leadership roles by 2025.
- Employee engagement, which is our headline measure, increased to 73% in 2022, a five-point increase from 2019, and was three points above benchmark.

▶ Read more in the Employees section on page 74.

### Governance – Acting responsibly

- We conducted a review of our salient human rights issues, including stakeholder engagement with non-governmental organisations (“NGOs”) and potentially affected groups.
- Our customer satisfaction performance, using the net promoter score, improved in markets in which we operate. However, we still have work to do to improve our rating against competitors, as some have accelerated their performance faster than us.

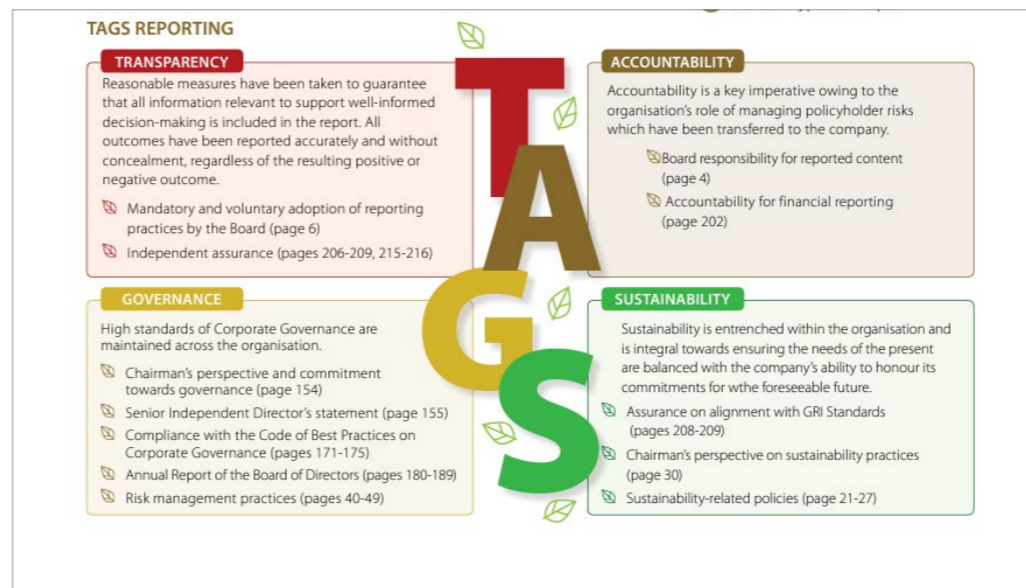
▶ Read more in the Governance section on page 85.



## Гиперссылки

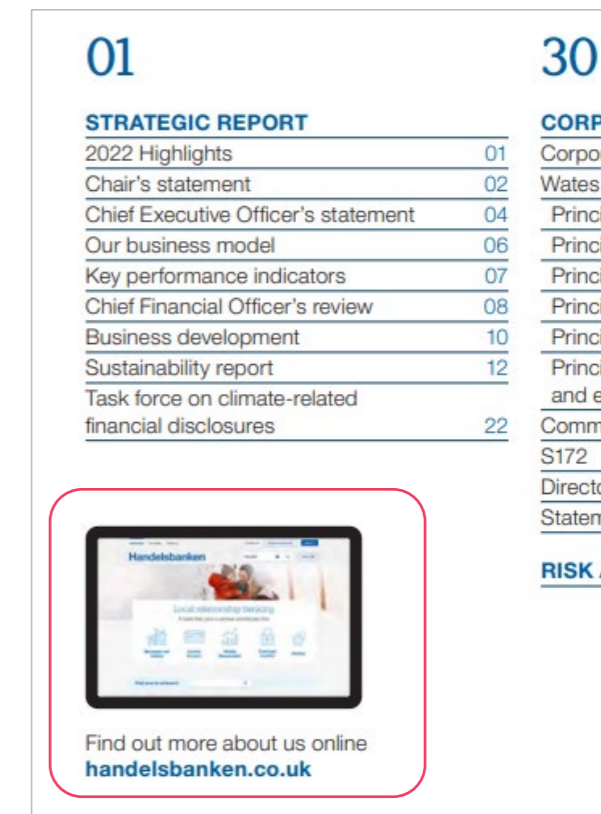
## Ceylinco Life Insurance Limited

СМОТРЕТЬ ОТЧЕТ



## Handelsbanken

СМОТРЕТЬ ОТЧЕТ



## Визуализация ссылки для перехода в интерактивную версию

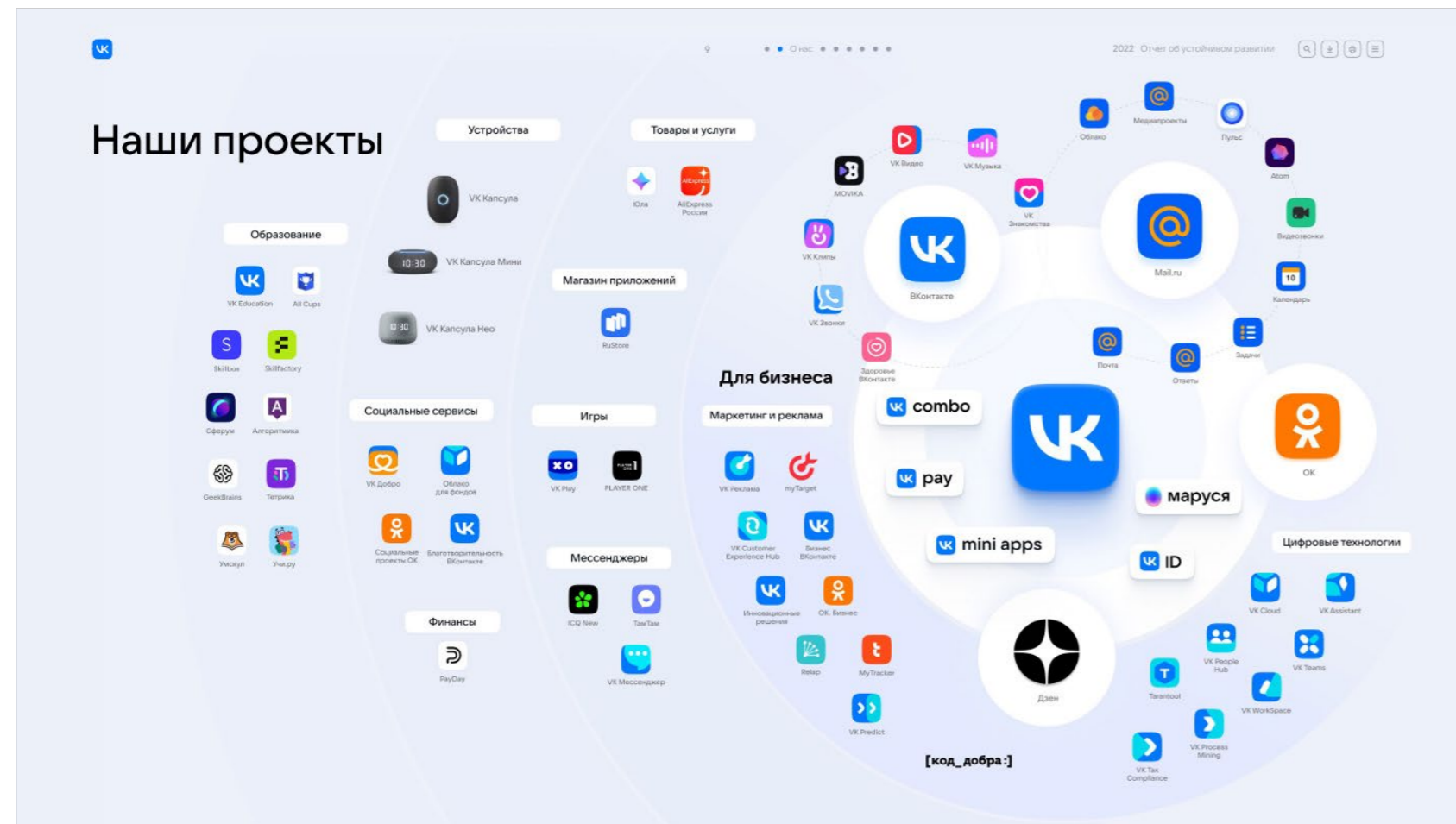
Использование маркеров и айстоперов позволяет читателю оперативно ориентироваться в тексте и вычленять интересующую информацию из массива.



# /проекты и сервисы

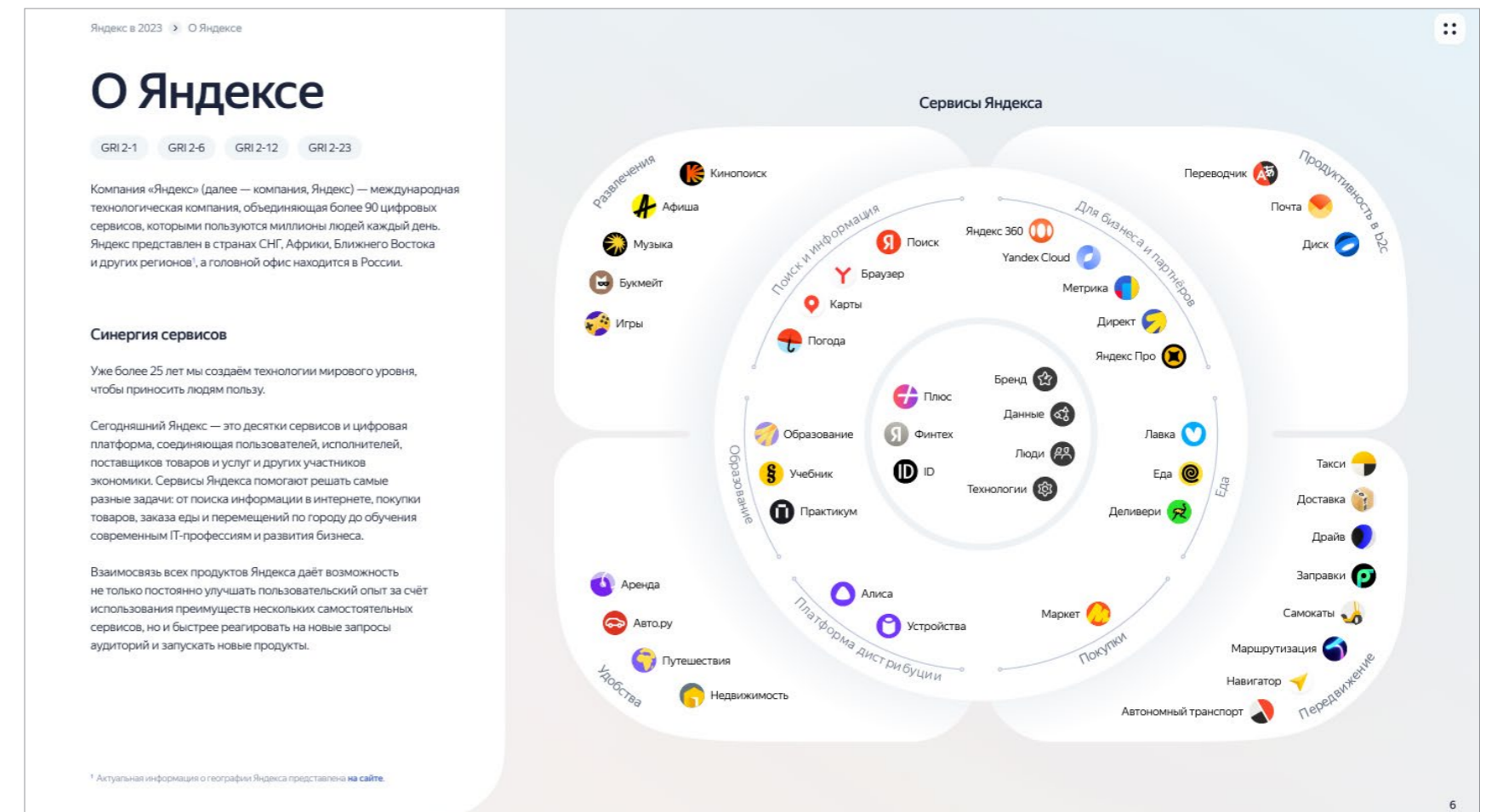
VK

[смотреть отчет](#)



Яндекс

[смотреть отчет](#)



Общая презентация сервисов и проектов формирует понимание масштаба компании у пользователя.



# /дивайдеры

## Global Ports

смотреть отчет



### Ключевое сообщение к разделу

Дивайдеры дополняются смыслами, приобретают новые функции и ценность.

### Рекомендации

- Текстовый вынос с ключевым сообщением по теме раздела.
- Наглядная инфографика и яркие слоганы.

## «Норникель»

смотреть отчет



### Инфографика на дивайдерах





# /ЭМОЦИОНАЛЬНЫЕ ФОТО

BP

СМОТРЕТЬ ОТЧЕТ



Естественные лица, живые эмоции



Хороший способ сделать отчет ярким и живым — активно использовать фотографии в оформлении. Крупные планы, настоящие эмоции и репортажная съемка подчеркивают человечность компании и реальность проектов.

Nestle

СМОТРЕТЬ ОТЧЕТ



Обилие фотографий, журнальный подход







# /репортажное фото людей за работой

Shell

СМОТРЕТЬ ОТЧЕТ

Shell plc  
**Annual Report and Accounts**  
For the year ended December 31, 2023  
#PoweringProgress

Performance in the year  
g shareholder value

## Upstream

Upstream explores for and extracts crude oil, natural gas and natural gas liquids. It also markets and transports oil and gas, and operates the infrastructure necessary to deliver them to the market. Shell's Upstream business delivers reliable energy from conventional and deep-water oil and gas operations. We are committed to our Upstream activities and plan to maintain our liquids production to the end of the decade.

Segment earnings (\$ billion)	8.5	2022: 16.2
Adjusted Earnings (\$ billion)	9.8	2022: 17.3
Cash flow from operating activities (\$ billion)	21.5	2022: 29.6
Production (thousand boe/d)	1,800	2022: 1,897

Shell Annual Report and Accounts 2023

«Металлоинвест»

СМОТРЕТЬ ОТЧЕТ

Металлоинвест

## ВЕРНЫ СЕБЕ В ЛЮБЫХ ОБСТОЯТЕЛЬСТВАХ

ОТЧЕТ ОБ УСТОЙЧИВОМ РАЗВИТИИ 2022

### СИСТЕМА ВНУТРЕННЕГО АУДИТА

Основной целью деятельности внутреннего аудита является содействие Компании в достижении поставленных целей, используя систематизированный и последовательный подход к оценке и повышению эффективности процессов управления рисками, контроля и корпоративного управления.

Независимость и объективность внутреннего аудита обеспечивается функциональной подчиненностью Комитету по аудиту Совета директоров, возглавляемому независимым директором. Функции внутреннего аудита в Компании централизованы. Директору по внутреннему аудиту подчиняются региональные управленческие аудиторы, нацеленные на повышение бизнес-эффективности Компании.

Внутренний аудит руководствуется в своей деятельности международными профессиональными стандартами внутреннего аудита, Кодексом этики внутреннего аудитора. Также, независимость и объективность внутреннего аудита «Металлоинвеста» обеспечены:

- Полномочиями о внутреннем аудите, одобренными Советом директоров 9 2022 году
- Положением о внутреннем аудите, утвержденном в документе, отражающем фокус развития функций внутреннего аудита и направлениями аудита информационных технологий.

Присоединен в соответствии с отчетом о Компании менеджеры, отвечающие за реализацию рисков и аудитов

- Дискретная информация
- Группы
- Административные функции
- Эффекты качества

49 ЗАОЧНЫХ ГОЛОСОВАНИЙ  
159 ВОПРОСОВ  
5 ОЧНЫХ ЗАСЕДАНИЙ

ПРОВЕДЕНО СОВЕТОМ ДИРЕКТОРОВ В 2022 ГОДУ

ТАКЖЕ РАССМОТРЕНО СОВЕТОМ ДИРЕКТОРОВ В 2022 ГОДУ

ПРОВЕДЕНЫ СОВЕТОМ ДИРЕКТОРОВ В 2022 ГОДУ

## ТВЕРДОСТЬ РЕШЕНИЙ

### КОРПОРАТИВНОЕ УПРАВЛЕНИЕ

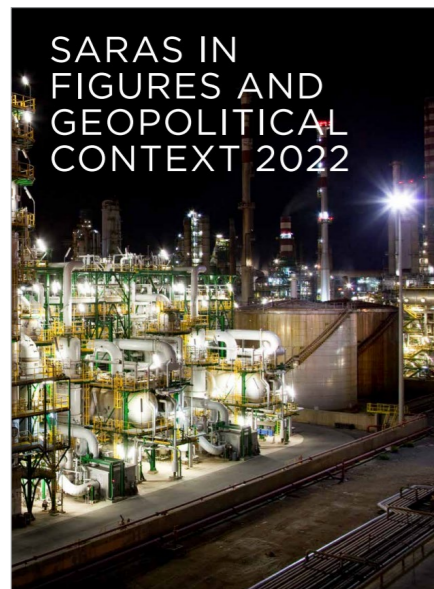
- Система корпоративного управления 28
- Структура органов корпоративного управления 29
- Управление рисками устойчивого развития 34
- Страховая ответственность 35
- Управление рисками и внутренний контроль 35
- Система внутреннего аудита 38
- Внешний аудитор 39



# /промышленные или видовые фото

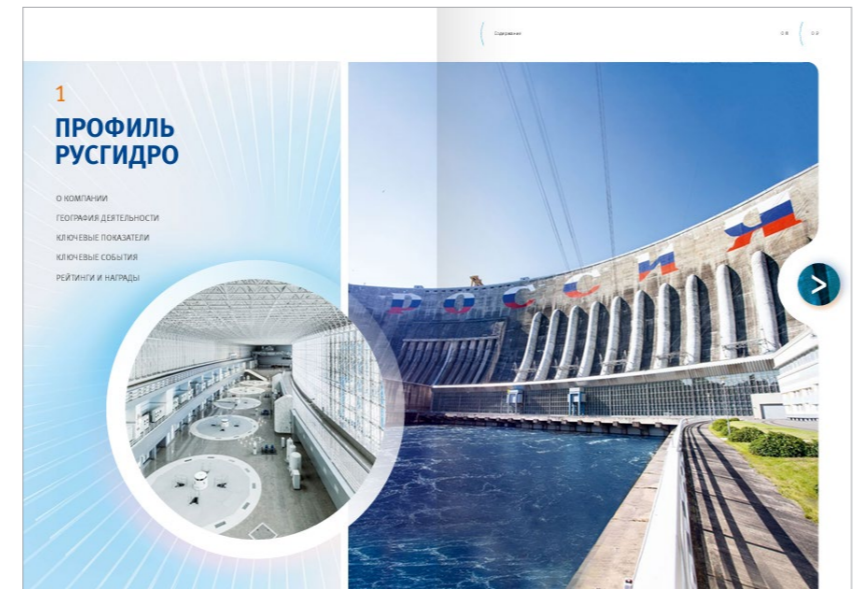
## SARAS

[смотреть отчет](#)



## РусГидро

[смотреть отчет](#)



## Akenerji Elektrik Üretim A.Ş.

[смотреть отчет](#)



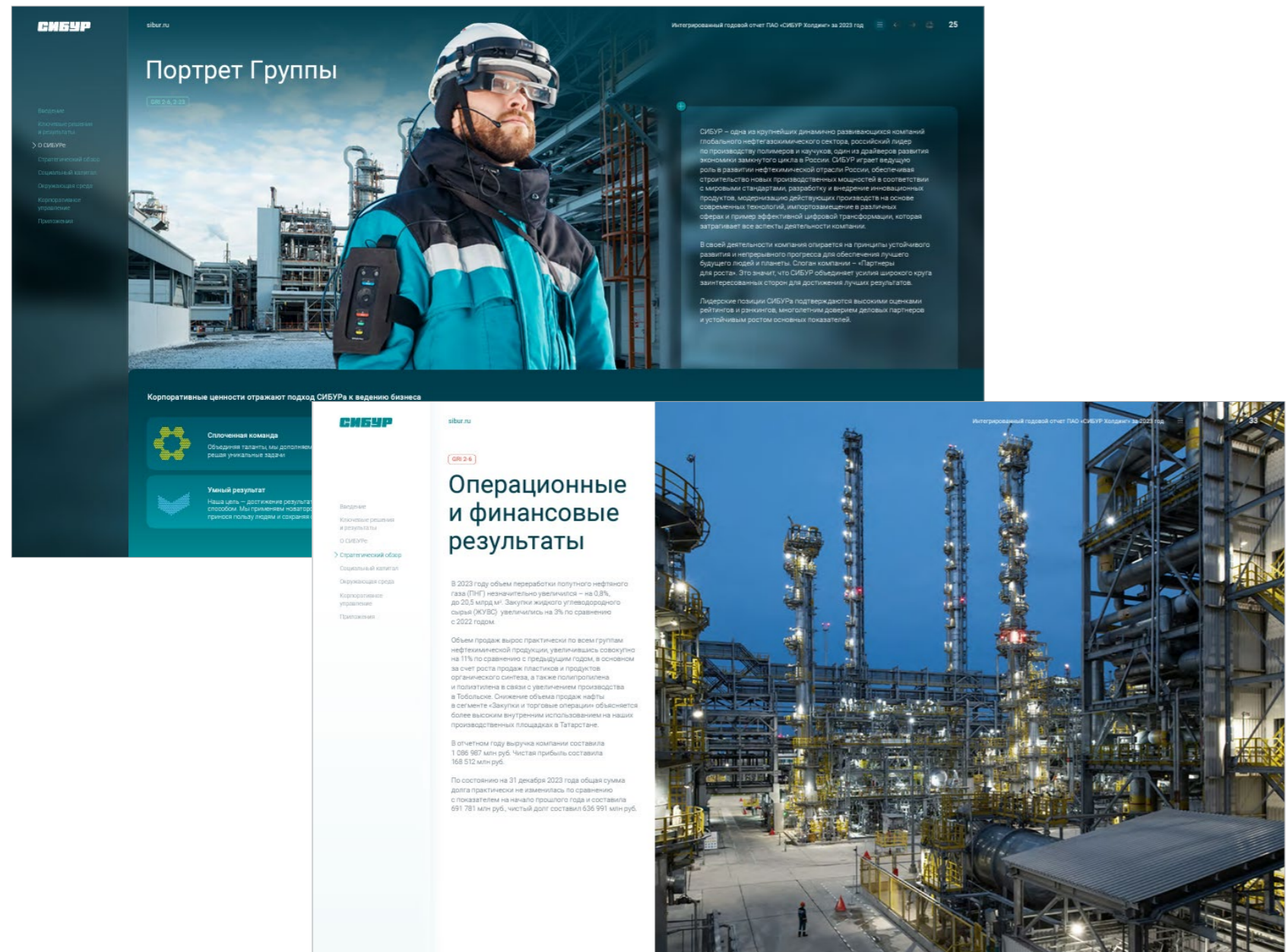




# /промышленные или видовые фото

СИБУР

СМОТРЕТЬ ОТЧЕТ



Sinopec

СМОТРЕТЬ ОТЧЕТ

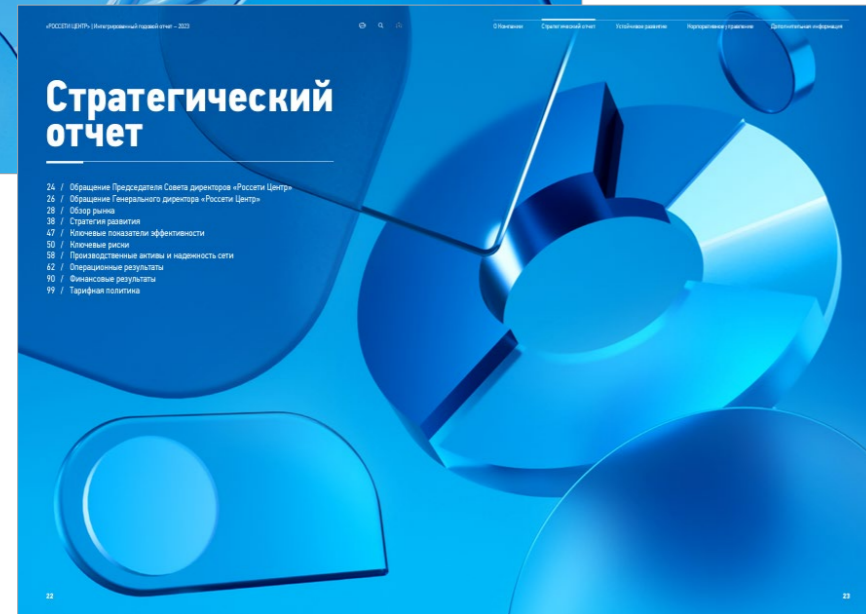
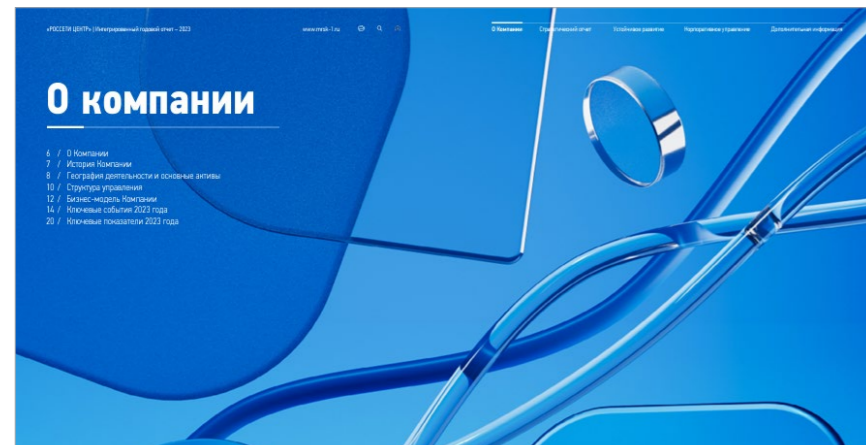






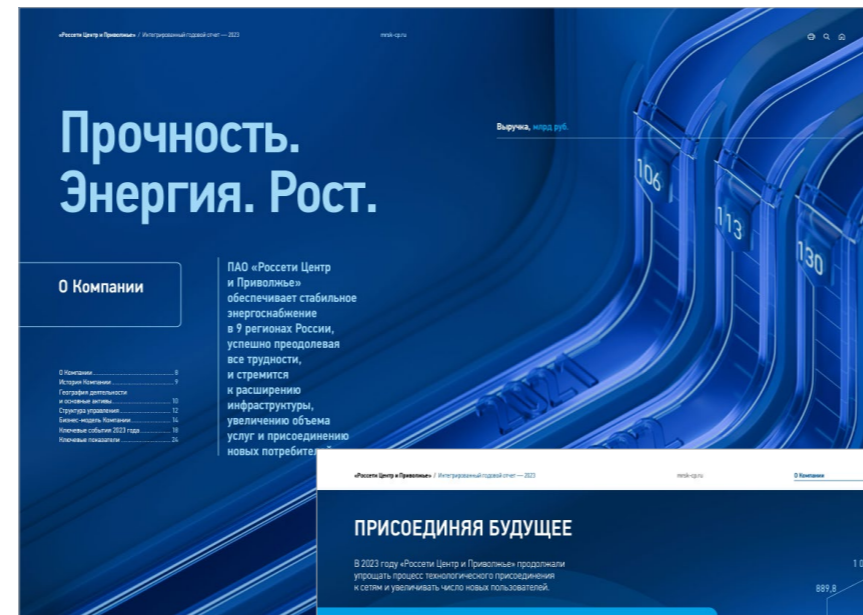
## «Россети Центр»

[смотреть отчет](#)



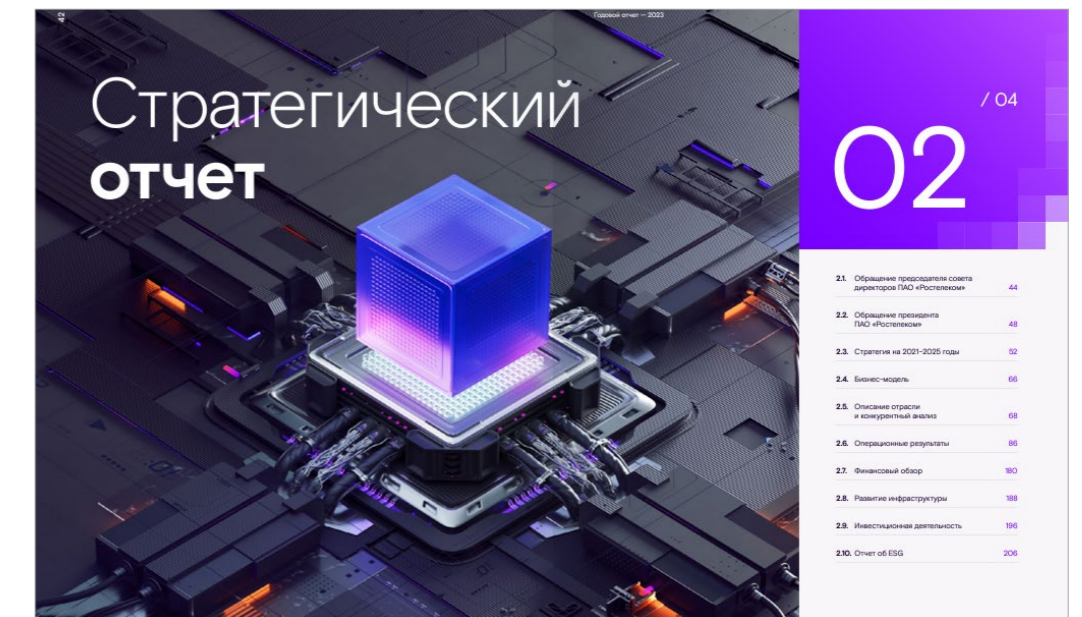
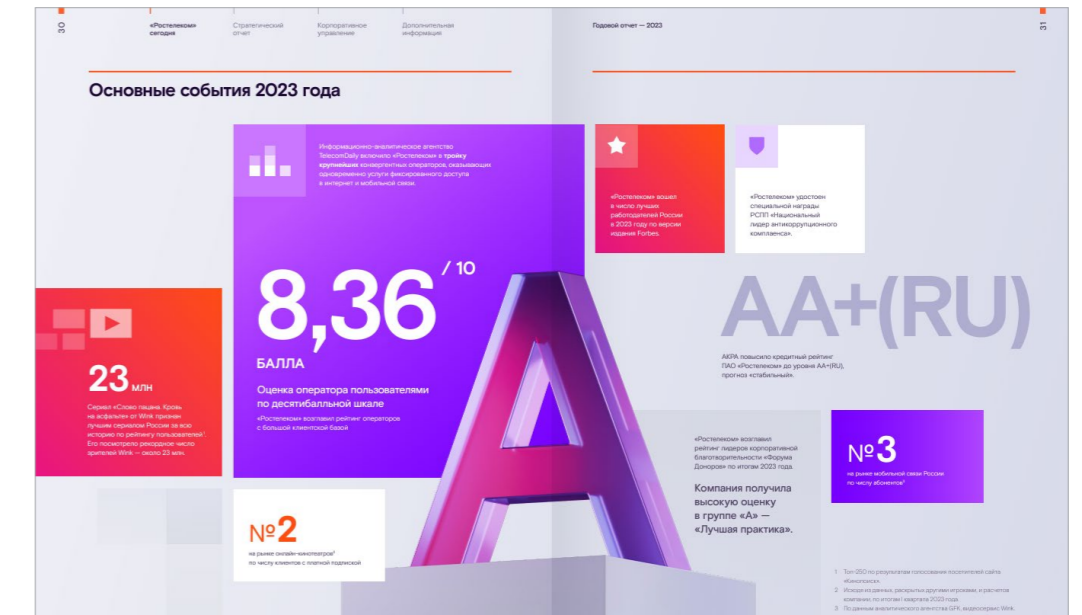
## «Россети Центр и Приволжье»

[смотреть отчет](#)



## Ростелеком

[смотреть отчет](#)



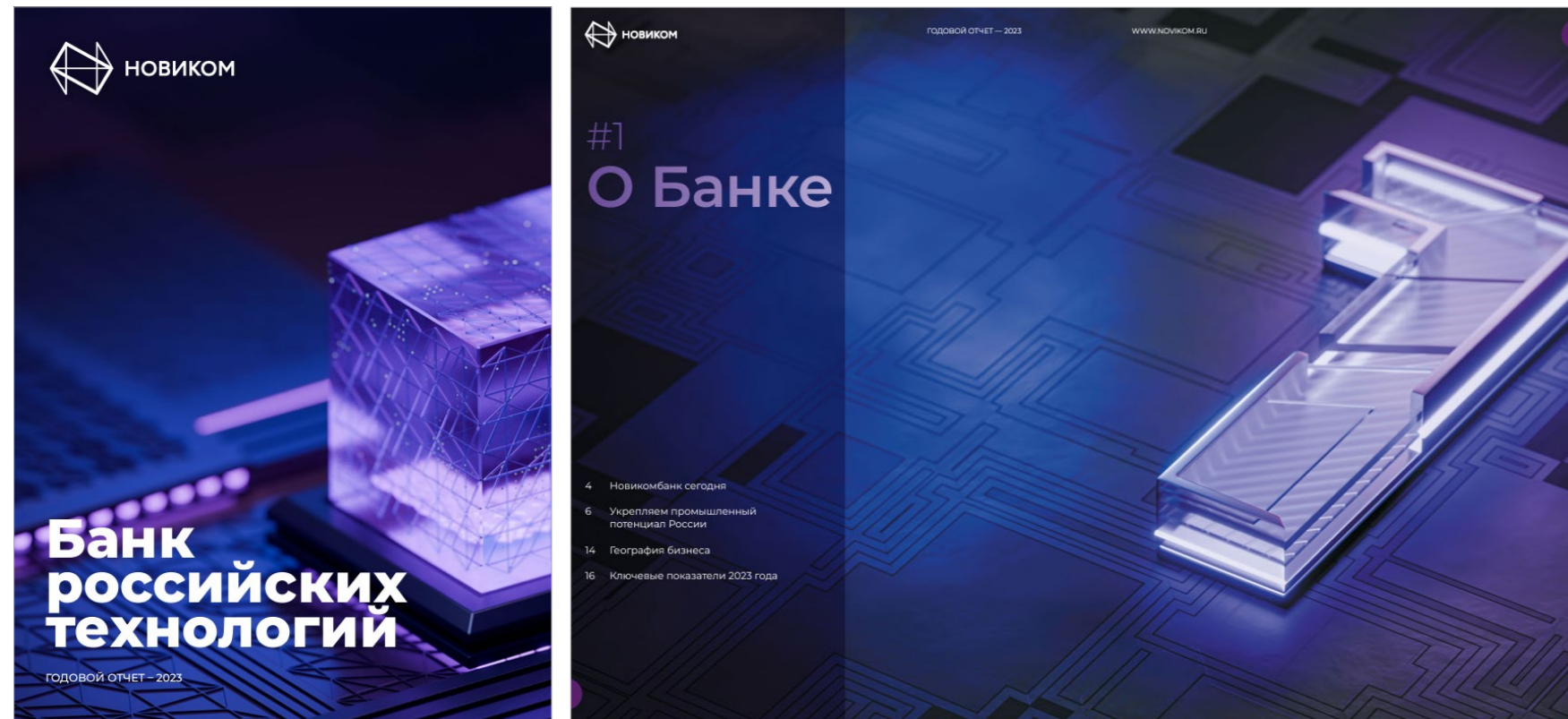
Яркие, привлекающие внимание иллюстрации служат эффективным вспомогательным средством коммуникации.





## Новиком

[смотреть отчет](#)



## X5 Group

[смотреть отчет](#)

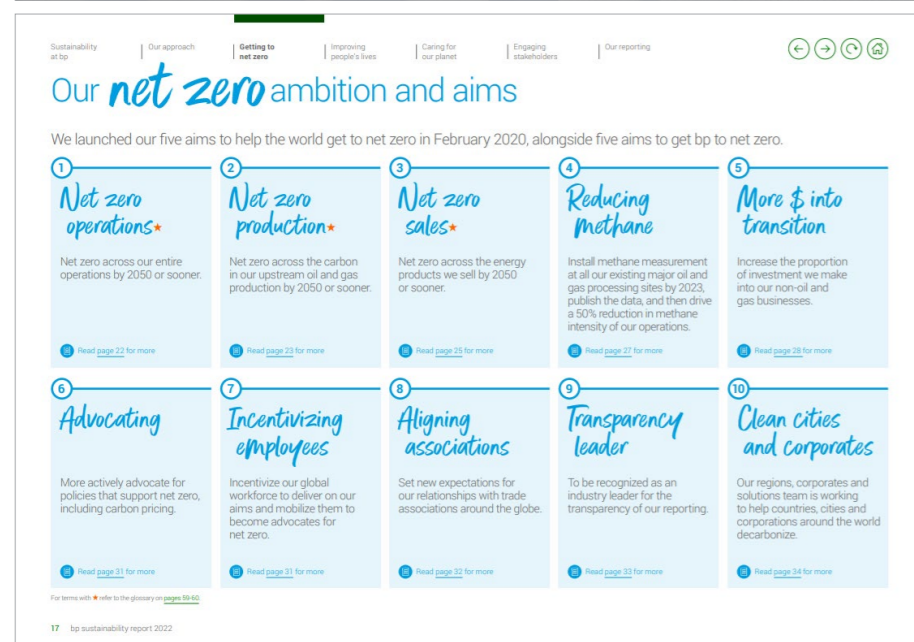




# /типографика

BP

смотреть отчет



PT PGAS Solution

смотреть отчет



Аэрофлот

смотреть отчет



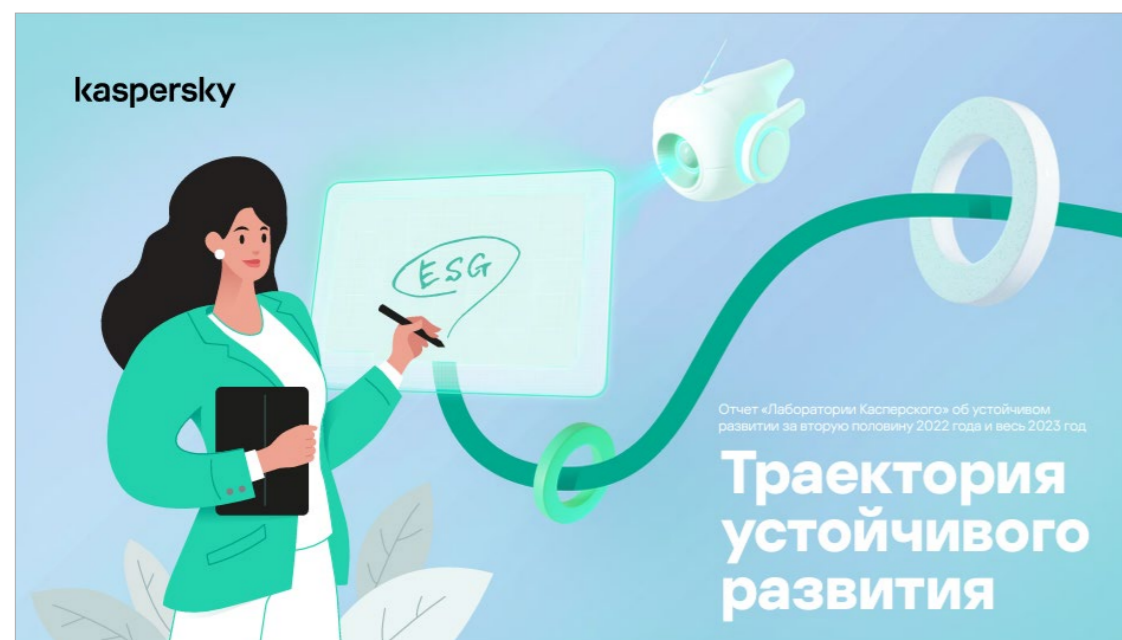


# /иллюстрация



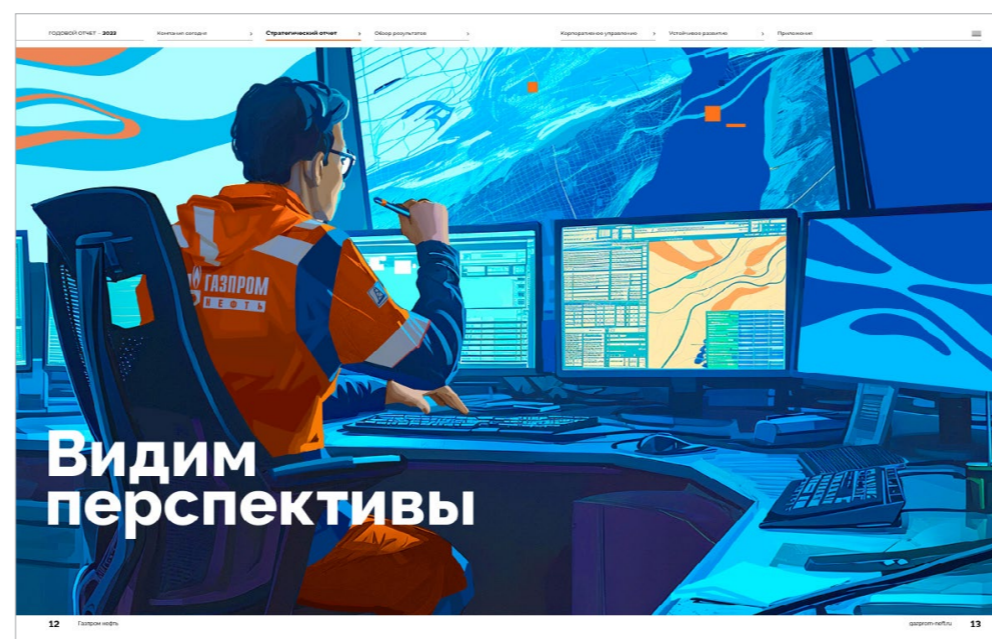
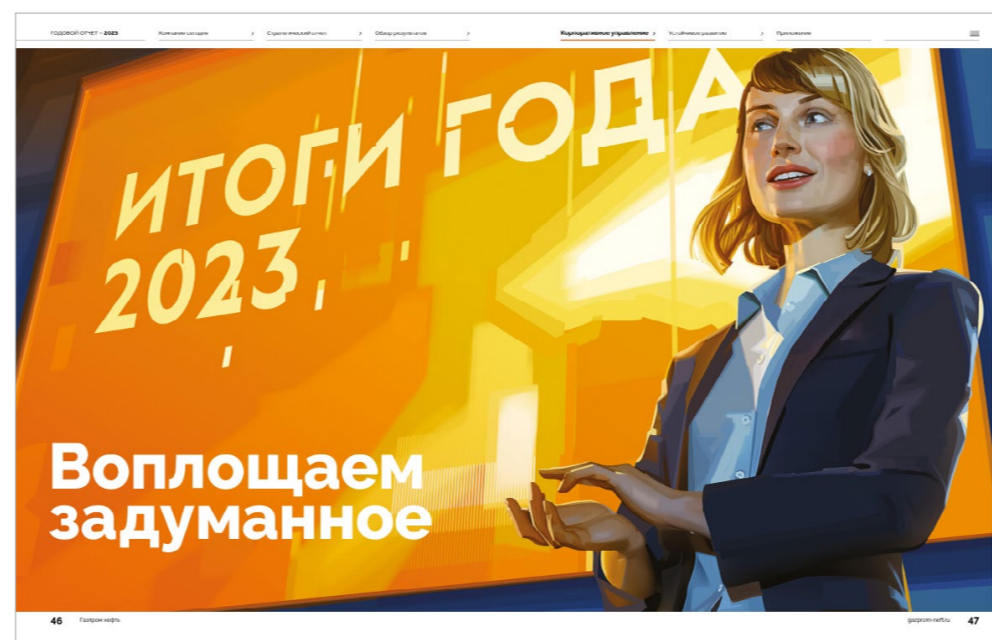
## «Лаборатория Касперского»

[смотреть отчет](#)



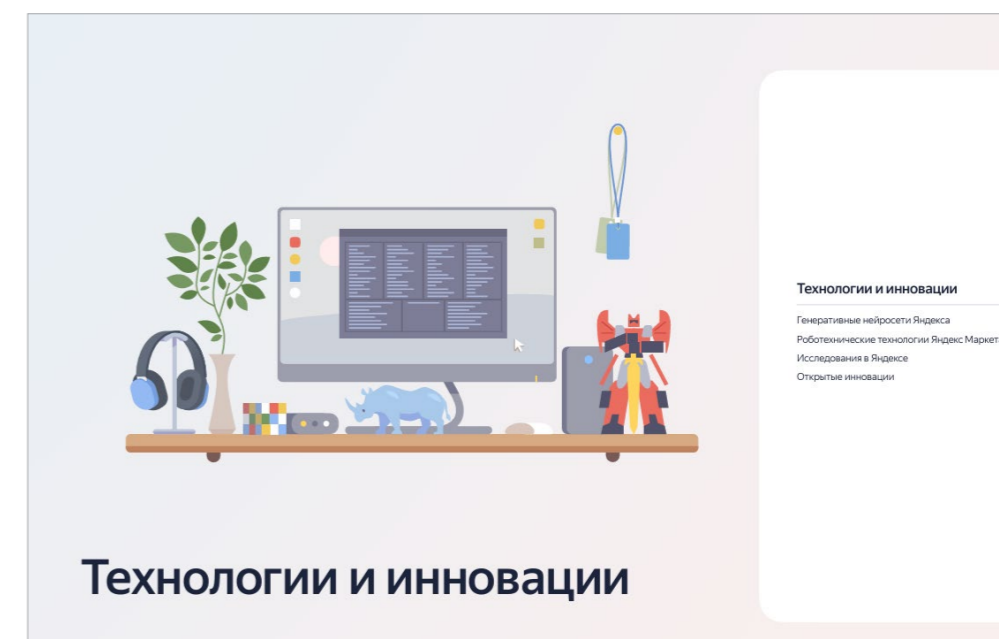
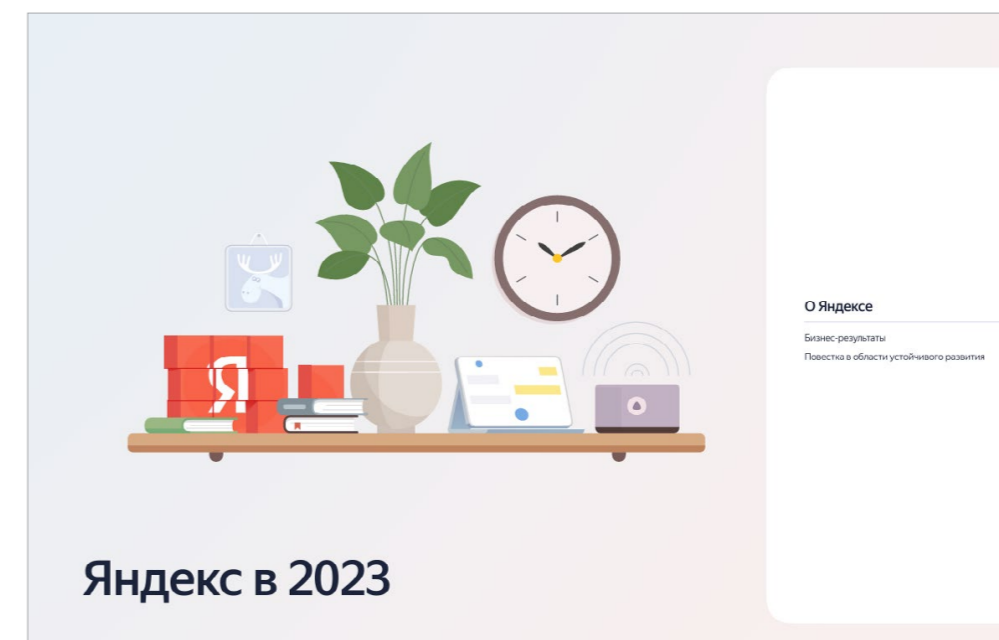
## «Газпром нефть»

[смотреть отчет](#)



## Яндекс

[смотреть отчет](#)





# / иллюстрация

## Ocean Park Corporation

[смотреть отчет](#)



## China Reinsurance (Group) Corporation

[смотреть отчет](#)



## Bank of Jiujiang Co., Ltd.

[смотреть отчет](#)







# Иллюстрация



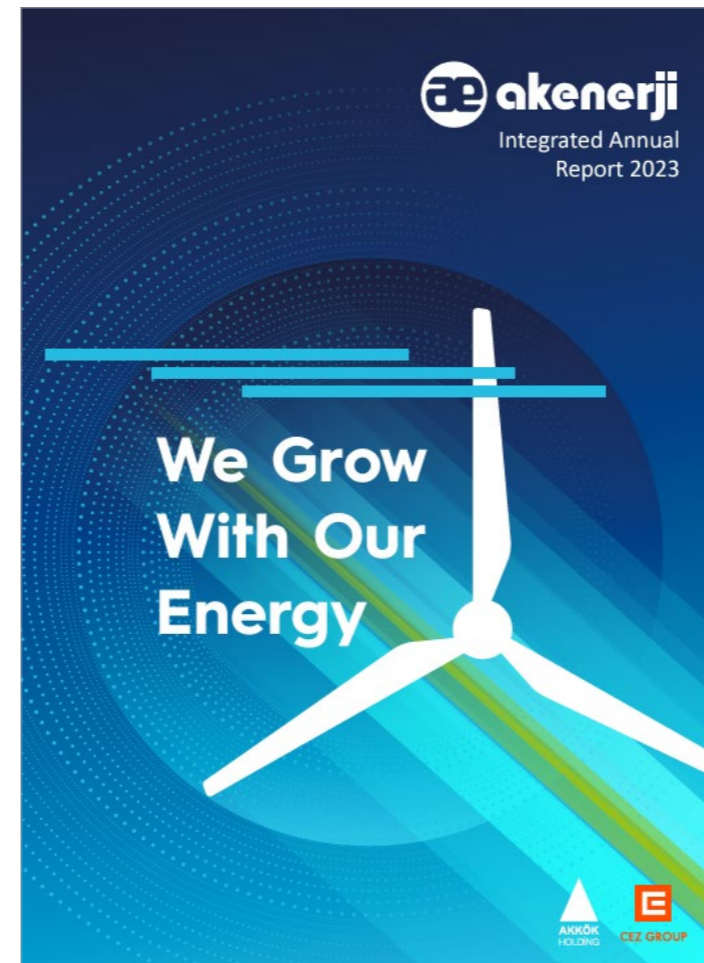
## Methodist Centre

[смотреть отчет](#)



## Akenerji Elektrik Üretim A.Ş.

[смотреть отчет](#)



## Champion REIT

[смотреть отчет](#)



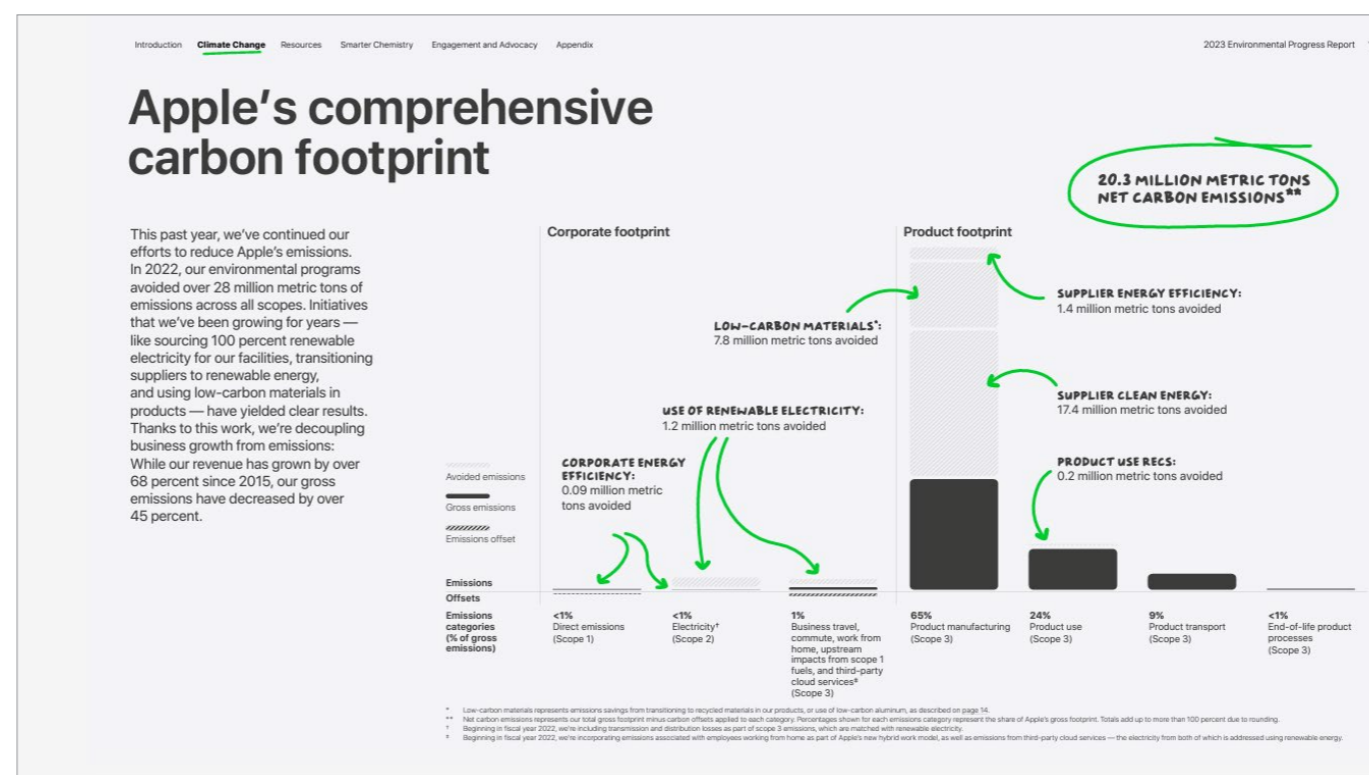
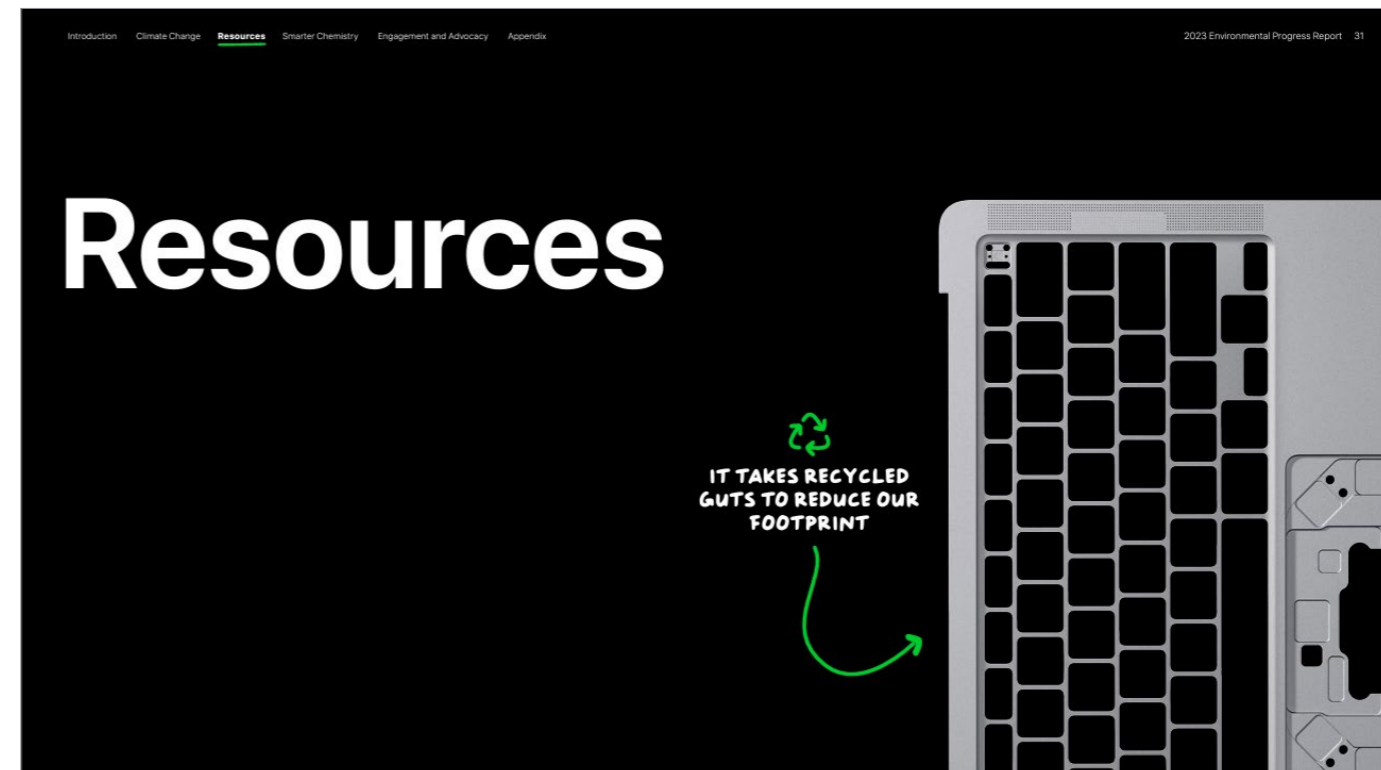
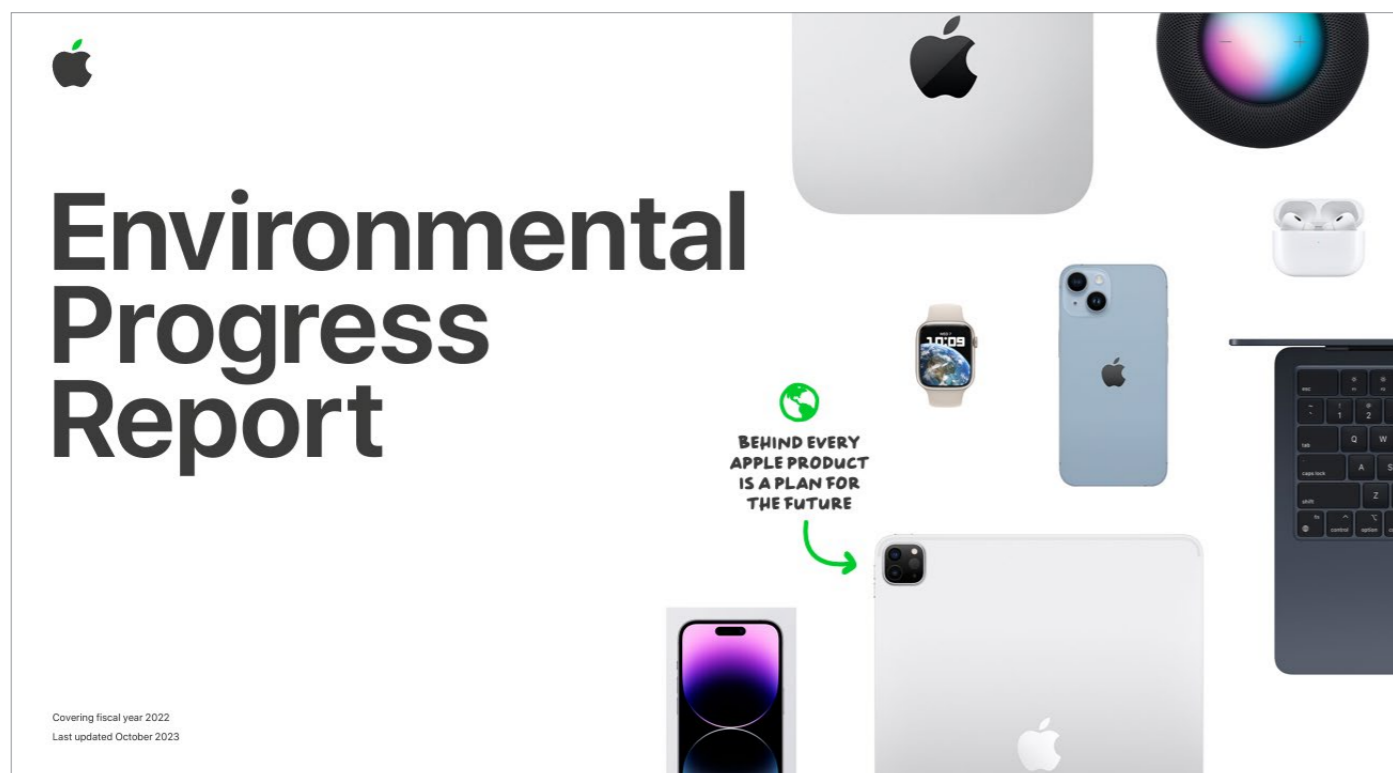




# /рукописные элементы

Apple

смотреть отчет



Использование рукописных шрифтов и графики делает отчет более человечным.



# /AI-генерация



Сбер

[смотреть отчет](#)



ФосАгро

[смотреть отчет](#)



Google

[смотреть отчет](#)



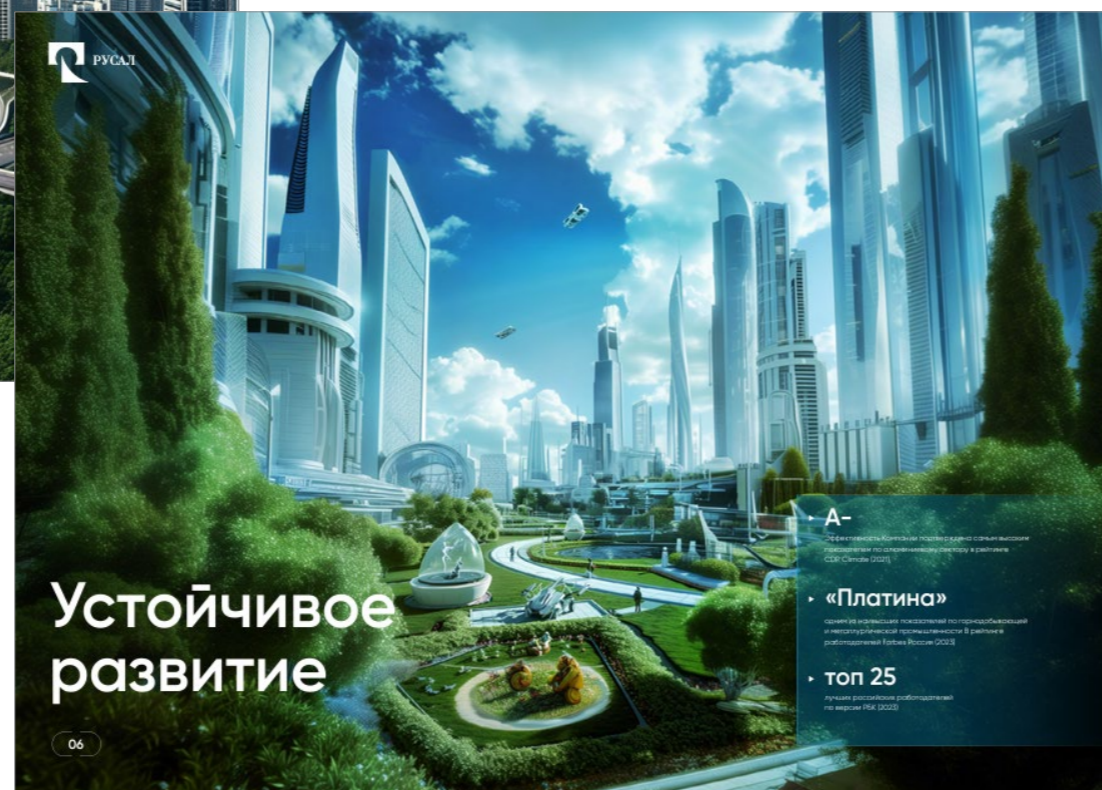
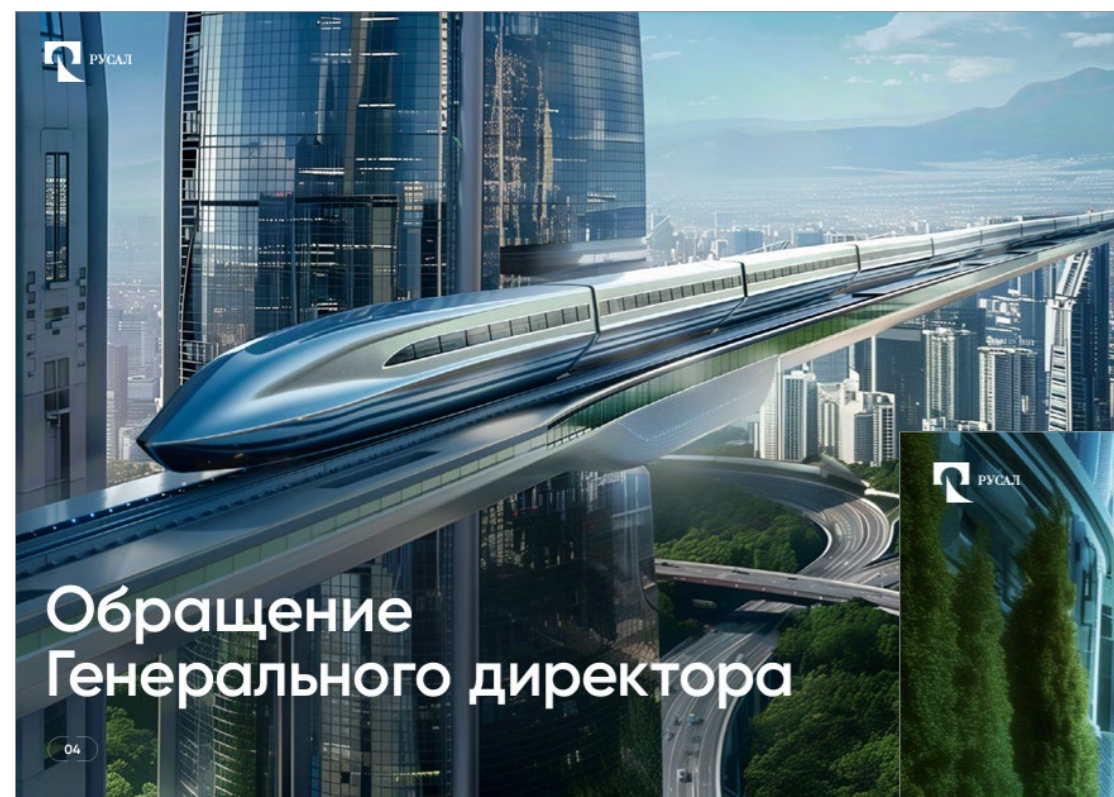


# /AI-генерация



## РУСАЛ

[смотреть отчет](#)



## Росатом

[смотреть отчет](#)







# / СПИСОК СВОДНЫХ РЕКОМЕНДАЦИЙ

## 1. Обложка

Обложка — один из самых важных элементов коммуникации в многостраничных изданиях.

### Рекомендации

- Использовать четкий и выразительный заголовок, отражающий концепцию.
- Использовать корпоративные цвета и шрифт для поддержания брендовой идентичности. Соблюдать цветовую гармонию, соответствующую бренду компании.

## 2. Концепция

Чтобы отчет стал единым документом, необходимо разработать концепцию — основную идею, которая будет поддерживаться дизайном на протяжении всего отчета. Помимо слогана, отражающего тему отчета, рекомендуем заявлять (анонсировать) ее на первом развороте.

## 3. Сторителлинг

Краткие истории про сервисы, технологии и их пользу для людей и вклад в экологию.

## 4. Ключевой графический элемент

Интересный прием — использование стилеобразующего ключевого элемента, который проходит лейтмотивом по всему отчету и работает на повышение узнаваемости.

## 5. Обращения

В верстке обращений руководства рекомендуем делить текст на смысловые блоки, выделять ключевые темы и тезисы из основного массива, делать цифровые выносы.

## 6. Кодировка

Использование цветowych маркеров, иконок и цветовой кодировки помогает систематизировать информацию и расставить акценты в контенте.

## 7. Навигация

Продуманная навигация — важный элемент комфортной и эффективной коммуникации с читателем.

Интересные решения: два уровня навигации, букмарки и интерактивная навигация в pdf.

## 8. Схемы и графики

Крайне важна понятная визуализация данных: схемы, графика, диаграммы. Хорошая практика — краткие комментарии с анализом динамики по каждому показателю.

## 9. Вознаграждения менеджмента

Прием, когда абзацы текста можно представить в графическом виде, например блоками с диаграммами, существенно обогащает верстку.

## 10. Кейсы и врезы

Еще один универсальный прием обогащения верстки — использование кейсов и врезов.

### Рекомендации

- Интегрируйте блоки с цитатами сотрудников или клиентов, чтобы подчеркнуть успешные моменты и достижения.
- Создавайте врезы для выделения ключевых моментов в развитии компании. Это поможет читателям следить за прогрессом.
- Вставляйте информативные иллюстрации, графику или иконки для визуальной поддержки ключевых тем отчета.

## 11. Маркеры и айстоперы

Использование маркеров и айстоперов позволяет читателю оперативно ориентироваться в тексте и вычленять интересующую информацию из массива.

## 12. Дивайдеры

Дивайдеры дополняются смыслами, приобретают новые функции и ценность.

### Рекомендации

- Текстовый вынос с ключевым сообщением по теме раздела.
- Наглядная инфографика и яркие слоганы.

## 13. Фотографии

Хороший способ сделать отчет ярким и живым — активно использовать фотографии в оформлении. Крупные планы, настоящие эмоции и репортажная съемка подчеркивают человечность компании и реальность проектов.

Фотопортреты и мини-интервью реальных людей (сотрудников, партнеров, клиентов) эмоционально обогащают контент и показывают результаты работы компании.

## 14. 3D-иллюстрации и AI-генерация

Яркие, привлекающие внимание иллюстрации служат эффективным вспомогательным средством коммуникации.



# Спасибо!