



Producing this report

This, our first integrated triple bottom line report, owes a lot to work by Judy Grindell in producing all our previous annual reports and to Richard Gordon in leading to our Sustainability Report, in 2000.

Drafts of the report were provided to the Steering Group, Senior Managers and union delegates in June and July. Presentations, previewing the report, were given at all sites by Regional Managers in June. Comments from these meetings have been incorporated where possible into the final report. At the presentations, we asked staff what aspects of our performance matter to them and what they wish to see us reporting. This feedback, and that from discussions later in the year, will be included in our 2002 report. In 2001/02 we will also include dialogue with our other key stakeholders.

This report is the first where all of the non-financial material has been externally verified. We thank Marje Russ and Joan Baker for their constructive approach in challenging us to explain the material, its context, balance and meaning.

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