

more information and support, greater value and increased opportunities for awards and recognition. oneworld will enable each carrier to offer customers services and products that it cannot provide by itself, responding to changes in the global airline marketplace.

These will include...

- ◆ smoother transfers for passengers travelling across the global networks of the five carriers.
- ◆ greater support, with employees of each airline equipped to assist and care for customers travelling with any of the oneworld airlines.
- ◆ greater value, through a range of round-the-world products.
- ◆ the intention to enhance existing co-operation between the airlines in the field of frequent flyer programmes, enabling them in particular to provide more mileage awards, wider recognition for top-tier customers and access to more airport clubs and lounges.

Further details on all aspects of the oneworld customer benefits will be unveiled in the coming months. The shared oneworld brand augments existing relationships between American Airlines, British Airways, Canadian Airlines, Cathay Pacific Airways and Qantas Airways. While it does not specifically apply to their cargo activities, the airlines involved are working on a series of initiatives to enable them to offer improved services to their freight and mail customers. Today's announcement is the culmination of months of planning by teams from the five airlines, built on their established relationships and based on research conducted among travellers on all six continents. It initiates what will be one of the world's biggest employee communications and training programmes, involving virtually all of the 220,000 people working for the five partner airlines, designed to ensure they can deliver what the oneworld brand promises when its services are introduced. Other carriers may be invited to participate in oneworld in the future. The oneworld name and logo will supplement each airline's own corporate identity, appearing alongside their logos on airport and other signage, timetables and printed materials. Joint advertising is planned in key markets around the world to help position oneworld through the slogan "oneworld revolves around you".

## **Waterside's Vision for the Future**

British Airways takes a major step forward in changing the way it does business as it flies towards the 21st century with the official opening of its £200 million

purpose-built Waterside business centre by HRH The Prince of Wales. Designed to be a catalyst for change across the airline, the new business centre heralds in a new era of work practices using state-of-the-art technology and latest work place design. Pioneering a cultural and technological transformation for the whole airline, the 2,800 people working at the new offices are using the latest technology in what has been described as one of the most futuristic office environments built in Europe this decade. The Waterside centre is surrounded by 240-acres of reclaimed land, cleared and landscaped to create the largest public park and nature reserve in the London area this century. The building has been designed by Norwegian architect, Niels Torp, using a village concept of streets and neighbourhoods. Six four-storey, buildings, each with its own individually styled courtyard, are arranged on either side of a 175-metre long glazed atrium, known as "The Street". The entire building is open plan. All staff and directors, including Bob Ayling, British Airways' Chief Executive, work in an open plan environment. He said: "Waterside is a truly remarkable achievement in many ways — in its architecture, in the new ways of working that it is stimulating and in the reclamation of waste land into a valuable amenity for our employees and our neighbours". At Waterside, employees are able to work in a friendly, informal and non-hierarchical atmosphere, with greatly improved access to information and more efficient communication channels and improved team-working. A £10 million investment in the latest information technology enables people to work in radically new ways designed to speed up business processes, improve information flow and minimise the use and storage of paper. Many communication tasks are performed electronically via e-mail, electronic diaries, forms and manuals and shared databases. By making better use of laptop computers and digital mobile phones, people can work anywhere in the building, at home or around the world, accessing the company network via a modem link and wireless LAN. An intensive multi-media and interactive training programme, centred around Waterside's own "university" continues to equip people to exploit the benefits of their new environment and adopt more efficient ways of working. People performance is measured and rewarded by output, not by presence in the office. Construction began on the Waterside complex in February 1996, with the first people moving into the building in December last year - making it one of the largest and fastest completed building projects of its kind in the UK.

