

doing good stuff in 2022

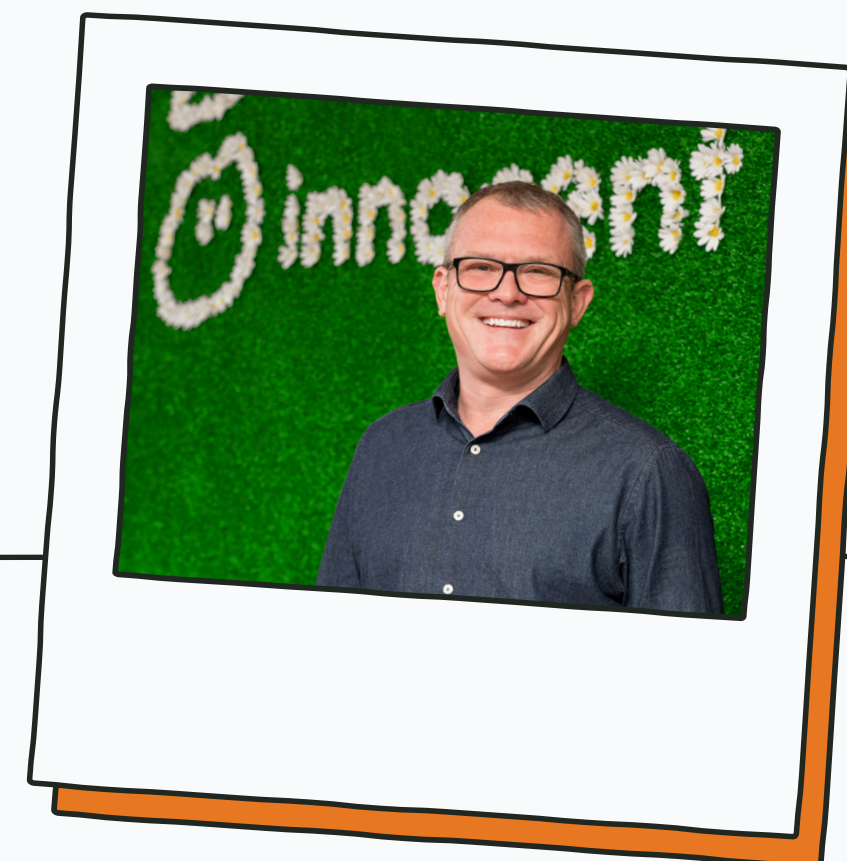
2022. Hardly a classic but it still had its moments. Like the world's first hydrogen-powered train line opening in Germany, scientists making a breakthrough in the treatment of Alzheimer's and England finally winning a major football tournament. That last one's still sinking in.

We did our best to add to that list and these pages will walk you through how that went (it also includes things that didn't go so well and stuff we're still working on). So strap in. It's a wild and fairly long ride.



little
drinks
big
dreams

a little note from our chief squeezer



I am thrilled to share with you our latest impact report, which provides a comprehensive overview of all the things we've been working towards and our progress against our long-term commitments.

The past year has been challenging for our business and for the world at large. Climate change, the war in Ukraine, and the cost of living crisis have all had a significant impact on our operations, our people, and our drinkers. But in the face of these difficulties, we remained committed to our purpose of making natural, delicious food and drinks that help people and the planet live well and die old. We also took steps to provide some relief whenever we could. These included a one-off payment to our team to assist with rising costs and donations to those that needed them the most.

One of the things I am most proud of this year has been getting the Blender, our sustainable factory, up and running. The Blender allows us to turn fruit into fruit-in-a-bottle under one roof and that means we can get even better at producing healthy juices and smoothies that make it easier for everyone to add more goodness into their diet. It's also a state-of-the-art facility that is designed to run entirely on renewable energy and it will eventually produce 70% of our drinks. This is a major step forward in our journey towards achieving our science-based target of reducing our emissions by 50% per litre by 2030.

Of course, our sustainability efforts go far beyond our manufacturing processes. We are also deeply committed to reducing our environmental impact across our entire supply

chain. This includes supporting projects that reduce carbon in agriculture through our Farmer Innovation Fund and launching the Big Rewild, our first pan-European campaign to give nature a helping hand. We also recognise that being a force for good is about more than just the environment. That's why we continue to give back to the communities we serve through our partnerships and charitable donations. Last year alone, we served 1.3 billion portions of fruit and vegetables, donated 1,188,804 drinks to our charity partners, and contributed 10% of our profits to the innocent foundation to help people access safe and nutritious food.

I believe companies like ours (and particularly other B Corps) have an important role to play in shaping the future of sustainable business by showing that it is possible to balance profit with

people and planet. In such volatile and uncertain times, this isn't always an easy thing to do and we believe in sharing what we have learnt – the good and the bad – to inspire wider change. This report shows the progress we have made towards our commitments, but also reminds us of the work that still needs to be done.

As I finish reflecting on my first year as CEO, I'm extremely proud of everything we've accomplished together. Thank you to all the people who work for innocent and our partners across the world for your hard work and dedication to our mission.

Nick Canney
CEO

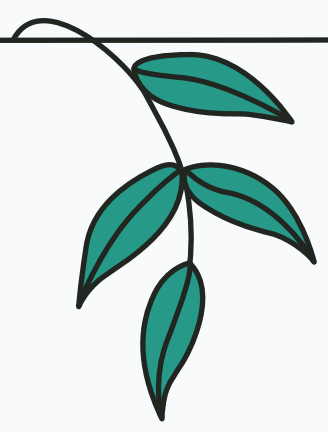


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you can click on these



grab a cuppa



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2022 in numbers



18
markets

over
800
employees



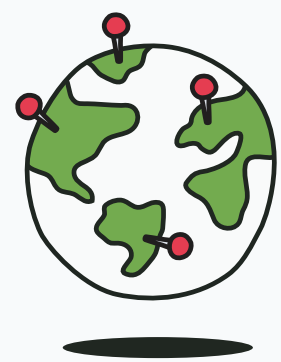
105.2
points

healthier people

sugar in our drinks is
down 2.5%

healthier planet

our bottles are now
7% lighter



14 different locations

we got

1.3 billion portions

of fruit & veg into people

our bottles are
50%
recycled plastic

healthier communities

10%

of our profits go to charity



93%

of our ingredients are sustainably sourced



we donated

1,188,804

drinks

we invested in

3,308

farming livelihoods



17%

of our drinks are now
carbon neutral



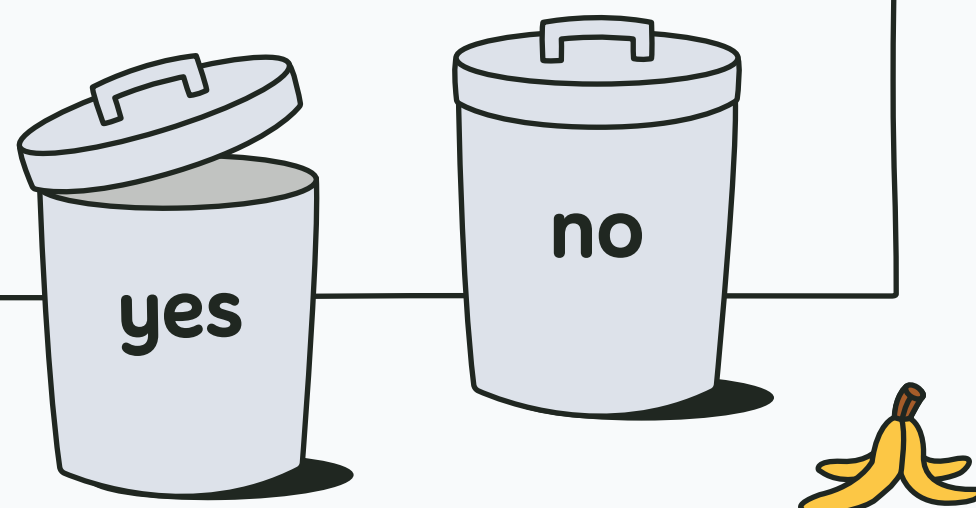
who we are

our origin story

Our founders Rich, Jon and Adam started innocent back in 1999. They bought £500 worth of fruit, blended it up and took their smoothies along to a jazz festival in west London. By their stall, they put up a big sign saying: 'Should we give up our day jobs to make these drinks?' Underneath they put one bin saying 'yes' and another saying 'no', and asked people to vote with their empties. At the end of the weekend, the 'yes' bin was full while the 'no' bin contained three, lonely cups (Rich, Adam and Jon's mums weren't so sure this smoothie thing was a good idea). The boys went ahead and resigned from their jobs the next day anyway. Their mums have forgiven them now.



Our drinks are still small, but our dreams have grown quite a bit bigger. Now we're on a mission to keep people healthy, help out the communities who need us most and make sure our planet becomes healthier too. That's why we pack our drinks full of good stuff, give 10% of our profits to charity and have pledged to cut the carbon emissions from our supply chain by 50% per litre by 2030.



our purpose

We exist to make natural, tasty drinks that help people do themselves some good and leave the planet better than we found it. That means taking care of everyone, from our farmers, suppliers, shopkeepers, governments, drinkers and even (gasp) our competitors.

our values



who we are

going global

We're getting bigger all the time. Our drinks are now sold in 18 countries. We have over 800 people working in 14 different locations across Europe and Asia, with over 350 of us at our Fruit Towers headquarters in London. In 2022, we opened a new office in Brussels. It's nice to welcome lots of fresh faces, but the tea rounds are getting out of hand.



While there's a lot to be pleased with, we also had to make some changes last year. We stopped trading in Russia and, after a tough time trying to launch in mainland China during the pandemic, we took the difficult decision to close our business there.

being a B Corp

We became a B Corp in 2018, to join a growing number of companies committed to doing business responsibly. At the end of 2021, we took our second B Corp test and scored 105.2. That number might not mean much to you, but it's important because it makes us part of a very exclusive club of B Corps around the world who are both a \$1 billion brand and have a score of over 100. We've requested a secret handshake, but nobody's responded to our emails.

Blowing our own trumpet aside, we're always trying to get better. In 2022, we ran two B Corp Impact Business Model (IBM) workshops to identify areas where we can improve, and what we should be focusing on ahead of our third test in 2024.

our drinks

Making our drinks is a very complicated process, so you might want to focus on this bit. We take fruit and veg. We crush it up. Blend it. And put it into a bottle. Take that, rocket scientists.

Our first ever drink was a strawberries & bananas smoothie. We make juices, shots, super smoothies for kids and lots of other things now too, but however newfangled the drinks get, it's still just good stuff from nature crushed up and put in a bottle.



105.2

our 2021
B Corp score



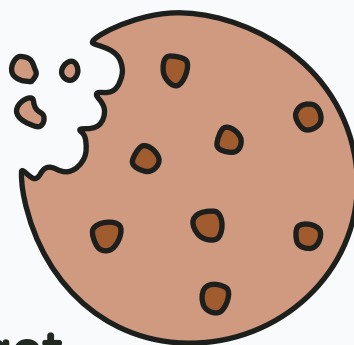
healthier people

We want to help as many people as possible get healthy stuff into their bodies so they can live well. Which is a bit like juggling, in the sense that it's easy to say but harder to do.



helping people be healthy

We all want to be healthy, but sometimes life (and biscuits) get in the way. We're here to help people get more good stuff into their bodies. Last year, our drinks got 1.3 billion portions of fruit and veg into people, bringing us up to 14.1 billion portions since we started. To show our commitment to making it happen, we've made some nutrition promises we plan to stick to.



packed with good stuff

We're still on a mission to make sure our drinks are healthy. All our juices and smoothies are made from fruit and veg, which means they're full of good stuff from nature. Take our orange juice, for example. It's a source of potassium, folate and vitamin C. Our strawberries & bananas smoothie is a source of potassium, folate, vitamin C, fibre, manganese and somehow still manages to taste nice.

never ever added sugar

We never add sugar to our drinks. The only sugar in there is what you'd find in the fruit we make them with. But because you can have too much of a good thing, we want to reduce the naturally occurring sugar in our drinks by 5% by 2025. That means spending a lot of time on development but we're making decent progress. By the end of 2022, we'd lowered it by 2.5%.

fibre optics

Fibre's really good for you, but 80% of us aren't getting enough of it. Which is why we make sure all our smoothies are a natural source of the stuff. We've also done some research at the University of Leeds to double-check all the fruit fibre in our drinks stays intact after blending. The good news is that it does (phew) so you get all the lovely flavours and all the benefits of the fibre. Sadly, this doesn't extend to your broadband.

new stuff

We made some new drinks in 2022. In no particular order:

- Our Blueberry Whizz kids super smoothie launched in the UK. It's got added vitamin D and iron, and is 11% lower in sugar than our other kids recipes. That's because it's our first smoothie made from low-Brix apples (these are harvested earlier so they have less sugar). We managed to get it shortlisted in the Diet and Health category at the 2022 Food & Drink Federation Awards. Did we win? No. Did we take the result with grace, class and poise? Also no.
- Our Revitalise super smoothie is the lowest sugar smoothie recipe* we've ever launched. It has 11% less sugar than our other super smoothies and we were able to bring this down by using fruits that are, you guessed it, lower in sugar.
- In juice news, our orange, passion fruit & mandarin juice is 5% lower in sugar than our other core juices. And our raspberry, blackcurrant & lavender juice, made with a nifty ingredient called apple water, has nudged the sugar down by 3% compared to our other juices.



*not including our light super smoothies, which are, well, pretty light



our partnerships

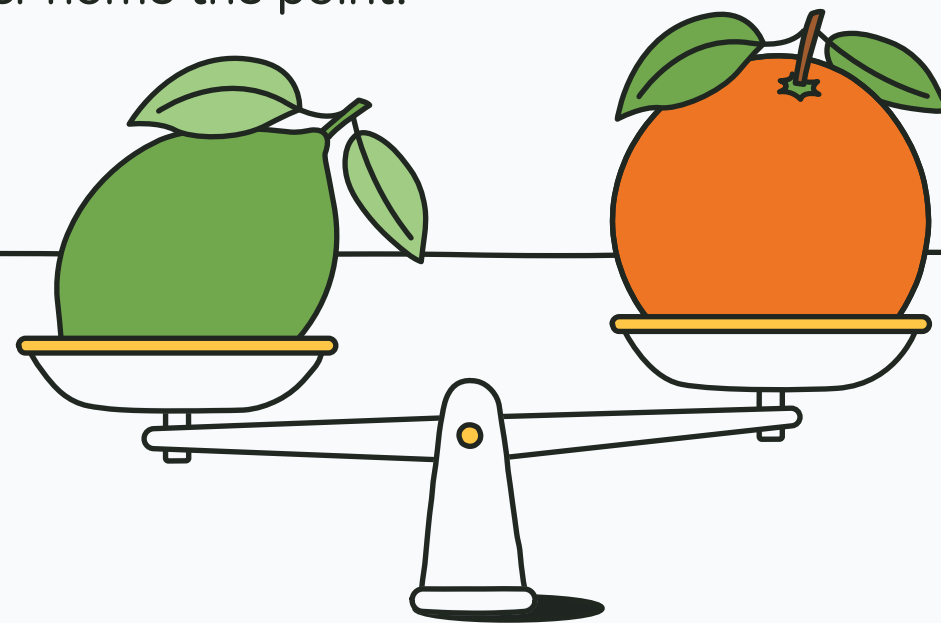
Doing good stuff is much easier when you work together, so we partnered with some great people and companies to broaden our impact this year.

biting back

In the UK, we're proud to be one of the first members of Bite Back 2030's Food Systems Accelerator programme. We've joined some other brilliant food businesses (like Tesco, KFC, Deliveroo and Costa to name-drop a few) to help Bite Back reach their goal of halving childhood obesity by 2030. Bite Back's youth board visited Fruit Towers to learn more about the challenges we face in reducing sugar in drinks that are made from fruit, veg and nothing else. We also agreed a plan to make sure we're marketing our drinks responsibly.

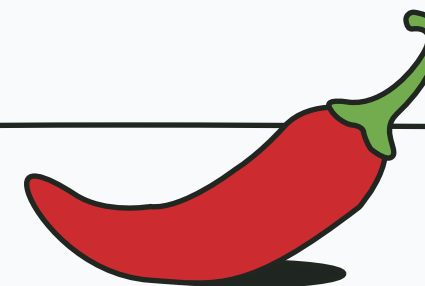
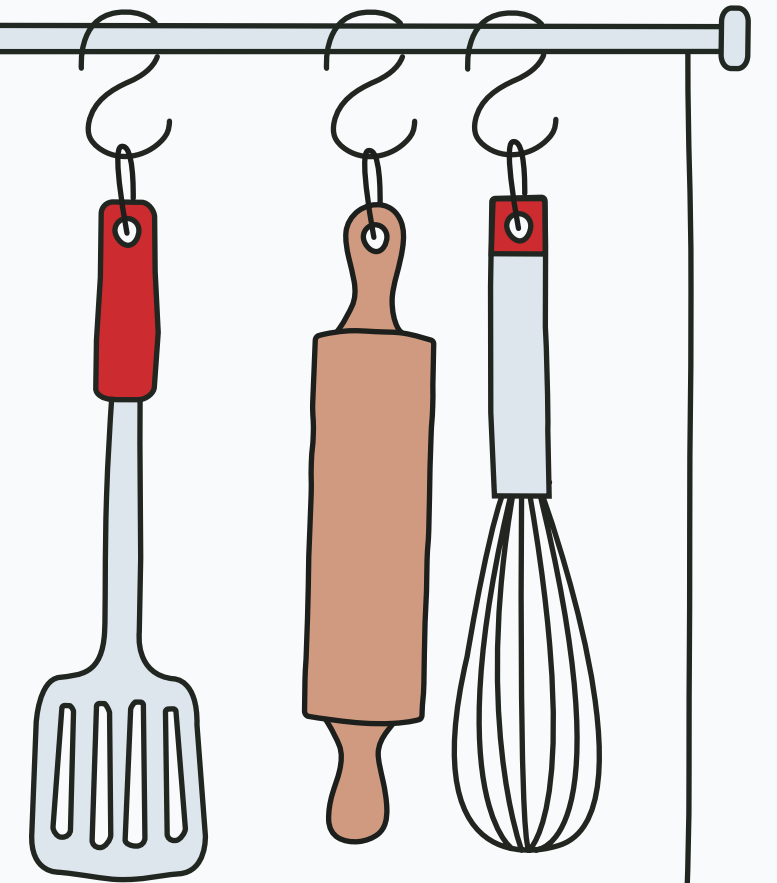
a balancing act

Back in November, we went to Brussels to host a conference with EURACTIV and AIJN, called 'Empowering consumers to make healthy choices'. Lively discussions were had about the importance of balance when it comes to nutrition and the role products like ours can play in that. Smoothies were drunk and waffles were eaten, just to hammer home the point.



on the surplus side

In March, we teamed up with UKHarvest to host our first Down to the Core cook-off at the Nourish Hub community café a few minutes from Fruit Towers. UKHarvest is a charity that rescues and donates surplus food and drinks (including our smoothies) to people who need them most. The aim of this event was to show how redistributed fruit and veg (stuff that didn't sell or get used) can easily be turned into tasty, nutritious meals. We helped UKHarvest inspire more people by running it together.



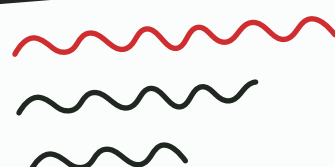
keeping it local

Wherever we sell our drinks, we want to keep the conversation about the goodness in fruit and veg flowing. Here's what we've been up to on the ground.

smoothies for skivers

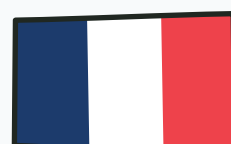
We launched a campaign called #prenezlapause (#haveabreak, for the linguistically-hashtag-challenged among us), where we invited people to enjoy our smoothies as a snack between meals. We sent loads of smoothies to 100 coworking spaces and encouraged people to take a minute. We'd never claim to be marketing geniuses, but sending people free stuff and giving them licence to skive off for a bit was always going to be a winner.

licence to skive



fancy plants

The good people at Carrefour helped us spread the word about our dairy alternative range by including them in a 'plant-based diet' campaign that showed on all their in-store screens for two weeks.



fruit press

Back in December, we hosted a nutrition and tasting event with journalists from trade publications to show them how our smoothies are made and to talk about all the good stuff that's in them.



strorberrees & blooberees*

Last summer, we invited some of our youngest drinkers to help out with new product development. And by that we mean we ran our Draw Your Dream Smoothie competition across 72 key leisure sites. Six, lucky winners got to spend the day at Fruit Towers making drinks, designing labels and just generally learning about what we do. It was way more fun than it sounds and it gave us a good opportunity to show kids and their parents how easy (and tasty) it can be to make healthy choices.

*actual ingredients from a winning entry

draw your dream smoothie

get your creative fruit juices flowing



prizes include:

- National Trust family annual membership
- £100 cinema voucher
- a smoothie-making day in Fruit Towers
- innocent goodie bags
- the joy of taking part

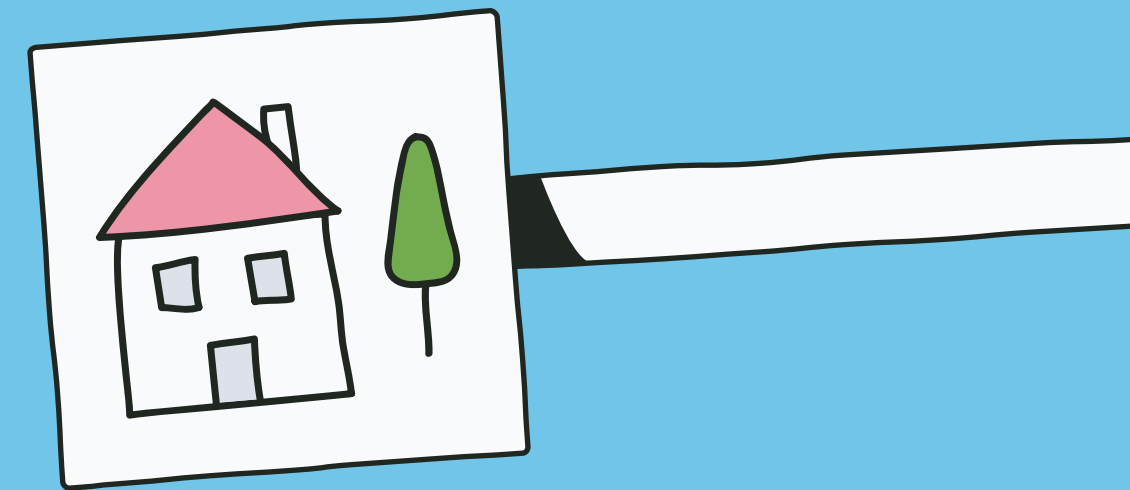
made from 100% recycled paper

innocent little drinks big dreams



healthier communities

You can't make smoothies without people (at least until our robot overlords arrive), so it's important we do our bit to build a fairer and more inclusive world for everyone we work with.



working at innocent

We want innocent to be the best place our people have ever worked. If that's going to happen, we have to create an even more inclusive environment where they feel safe to turn up and be themselves every day.

meeting in person

Every year, we get together as a company to catch up and remember what we look like in 3D. At least, we did until the pandemic happened. 2022 gave us our first opportunity to do something like this for a while so we grabbed it with both hands. We always thought spending time with each other was important but it seems like an even better idea now everyone has made the shift to hybrid working.



Last summer, most of us gathered in Alicante to chat about where the business is going before lounging around by the pool. The folks from the Blender (our new and very sustainable factory) were busy sorting a few things so they went on safari a little later in the year. Naturally, we remembered to offset all our travel emissions (but most of us forgot to bring our travel adapters).



to the pool

stuff that changed

The team from the Blender moved into their new office. Designed to connect people to each other and to nature, it has 2,000 plants, wellbeing spaces and a pretty great view of the North Sea (when the weather plays ball).

Our London office got a bit of a revamp too. We spruced-up the reception, created a new space for customer get-togethers on the fifth floor and upgraded the tech in our meeting rooms. It's now so nice, we're a bit scared we might break something.



We also used the year to explore what we could improve about our culture. The innocent hybrid hack pack, a new flexible working approach that allows people to find a routine that's right for them, has gone down a treat.

training

Creating an inclusive culture that helps people be the best version of themselves isn't a job that stays done, so we're always looking to build it into our everyday resources and training.

Our new manager hangout, an internal resource for all people managers at innocent, has a dedicated inclusion and diversity section. It's there to remind folks of our aims and principles and it gives clear guidance on what's expected of them.

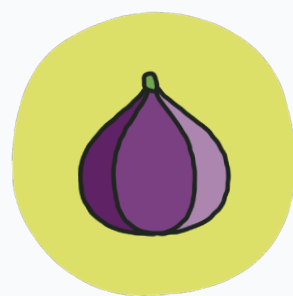
Our Licence to Hire training has been revamped to place inclusion and diversity at its core. For example, we don't ask for degrees on job specs anymore and have shifted our focus from our grassroots graduate scheme to apprenticeships.



affinity groups and events

We have five affinity groups who act as a support network and run sessions about ethnicity, gender equality, LGBTQIA+, disability and neurodiversity. They've been very busy.

FiG



Our FiG (Fairness in Gender) affinity group led the International Women's Day celebrations by having an open chat with external speakers about feminist fatigue, 'girl boss' culture and women in leadership. Our own female leaders in the UK and France spent an afternoon talking about obstacles they've faced in their careers and offering some advice on how they'd do things differently.

POD



For Disability Pride month, our POD (Progress on Disability) affinity group held a British Sign Language lesson. We also put sharps bins in our loos for medical waste.

to mark International Pronouns Day, we gave everyone the option to add their preferred pronouns to their email address



Proud Bunch



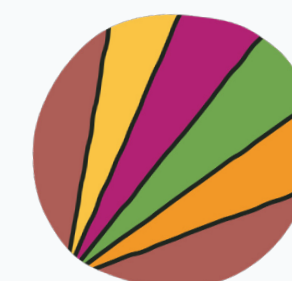
To celebrate Pride, our Proud Bunch group invited LGBTQIA+ speakers to share some really interesting stories. Bryan Murphy gave us a first-hand account of the Stonewall Riots and New York's first ever Pride. Faz Bukhari, a young trans activist, shared their experiences of being misgendered and discriminated against when they found themselves homeless. We were moved. We were humbled. We were glad we gave up our lunch break to listen.

Pearents & Carers



During Carers Week, our Pearents & Carers group highlighted some of the challenges people face when looking after loved ones and helped us think about what we can do to create a more inclusive workplace for anyone in that position.

Beam

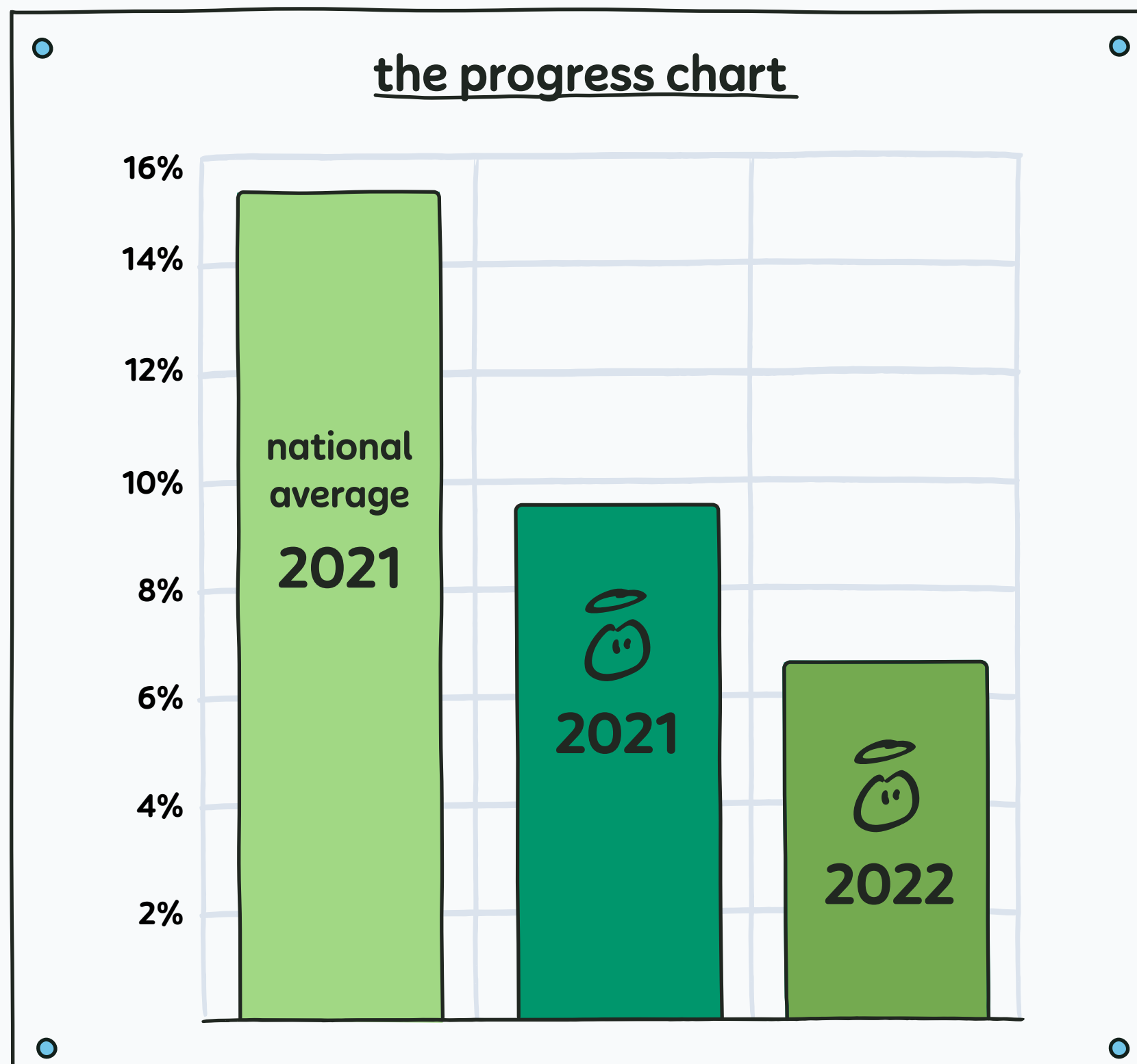


Beam, our affinity group dedicated to bringing people together and championing ethnic diversity, hosted their second annual Beam on the Rocks night of spoken word and comedy. They also continued their monthly safe space drop-in meetings for their core members.



our gender pay gap

A company's gender pay gap is the difference between pay for men and women, but it doesn't directly compare the salaries of men and women doing the same job. Instead, it measures the average salary across different roles and levels in the company. UK organisations with more than 250 employees legally have to publish those averages so that anyone can take a look.¹



how we did

The combined gender pay gap for everyone who works at innocent in the UK is 6.7%². We're happy it's gone down from 9.7% in 2021 and that it's a lot lower than the ONS reported 2021 national average of 15.4%³ but we get we haven't cracked it yet. That's why we've dug into the data to make sure we know what's happening and what we need to do next.

Our pay gap exists because we have slightly more men at the top (60% of our UK workforce is female). We were pleased to see that the number of women in leadership roles went up by 6% in 2022 so we're getting closer to finding a balance. 23% of the women who work at innocent are in leadership roles compared to 26% of the men.

bridging the gap

To help us keep bringing the pay gap down, we'll continue to focus on creating progression and development plans for everyone. This year we offered our senior female leaders external, board-level mentoring through the 2022 Accelerate programme. Our Fairness in Gender group continues to give people a safe space to talk about their career development.

We're also trying to get better at how we hire and promote people. We've redesigned our hiring training to work even harder to tackle unconscious bias and our conscious inclusion training continues to help managers bring out the best from the diversity in their team.

¹ The UK government asks us to report the gender pay in detail for any legal entity with over 250 people. In the UK, our main employing entity is innocent Ltd and we have published these results on the gov.uk website.

² innocent's combined gender pay gap figure includes anyone working in the UK. This captures all legal entities including those with fewer than 250 employees.

³ Office for National Statistics, October 26th 2021. Up slightly from 14.9% in 2020.



getting human rights right

Everyone who works with us should be treated with dignity and respect. That stretches from the farmers who grow our ingredients to the folks that help maintain our offices. Here are some of the ways we make sure our people are looked after.

human rights policy

All our suppliers must meet the expectations of our human rights policy, which basically means they have to keep their people safe and treat them fairly. There are a number of ways we can make sure this is happening. These include risk assessments, supplier management tools, project interventions and learning from other companies with great experience to share. In 2022, we relaunched our internal human rights training to match the current challenges and opportunities



facing workers around the world. From preventing exploitation of Ukrainian refugees to protecting jobs and livelihoods through our climate action, we need to do what we can to keep up with change.

modern slavery

Modern slavery is a depressingly big issue in supply chains, particularly in the food and agriculture sector. Conflict situations can increase the risk, with refugees particularly vulnerable to exploitation. So in 2022, we partnered with one of our suppliers in Poland to promote the Just Good Work app to Ukrainian refugee workers. It gives multilingual advice on what to expect and informs people about the right working hours, wages and other benefits. It also provides other useful information like school places for children and charities in the area.



a closer look

You can read more about what we're doing in our modern slavery statement. This year we've added extra detail to make it more informative and transparent (and if you've made it this far, you're probably a big fan of detail). We also added new bits from our hero supplier programme so we can get a better idea of how our partners are doing on some of the social stuff. We found that only 35% of them had looked into risks related to forced labour and human trafficking, so we're working together to get that number up.



on the farm

Since 2016, we've been doing everything we can to make sure we only get ingredients from farms that have been independently verified as sustainable. If we're going to achieve any of those dreams we mentioned at the start of this document, we really need to know that our growers are looking after their people and the planet.

By the time 2022 was done, 93% of everything we buy had been confirmed as sustainably sourced. That's a pretty high number but we're far from satisfied. And that's why we have our sights set on those last few ingredients.



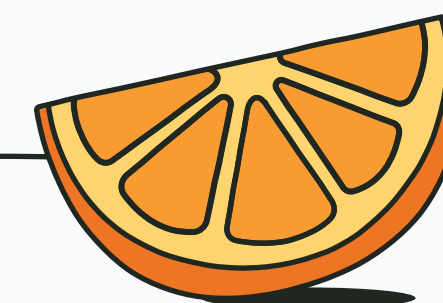
2022 was also the year 85 of our smaller passion fruit farmers in Nicaragua achieved bronze or silver in their Farm Sustainability Assessment. We're proud of our partners at the best of times, but this

result was particularly pleasing because we've been co-funding their training since 2018. Not to make it all about us or anything.



interventions in Brazil

We're continuing our work with Solidaridad (an international civil society organisation that does a lot of great stuff) to improve farming and labour practices on smaller citrus farms across Brazil. So far, over 200 smallholders have signed up to take part in the project and Solidaridad have completed over 1,500 site visits. We're aiming to get 480 farmers trained and assessed by 2024.



farming livelihoods

It's a sad truth that lots of people who work in agriculture struggle to make ends meet. We wouldn't have a business if it wasn't for the farmers who grow our fruit and veg so it's important we make sure they're earning enough to live well (we also really like them).

That's why we've committed to investing in 10,000 farming livelihoods by 2023 and why we've been focusing on the most vulnerable supply chains. The pandemic has meant it now takes longer to get face-to-face training going but we've still managed to invest in 3,308 farming livelihoods and we won't stop until we hit the target (even if we get there a little later than planned).

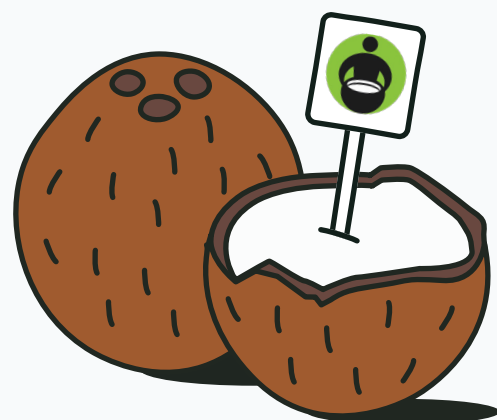
keeping things FAIR

Our internal 'FAIR plan' launched to show how we're investing in farming livelihoods. Here are some of the headlines:

financial premiums

In an effort to make sure we're always sourcing sustainably, we've been helping some of our smaller growers make improvements to their farms. For example, we're paying a premium to Fair Trade certified coconut farmers in

the Philippines. In 2022, we invested \$300,000, which farmers chose to put towards subsidised food, medical bills, insurance and children's education (they also got to keep some cold, hard cash too).



assistance to farmers

We continued our work with the non-profit organisation Emerging Leaders in 2022. They provided training on business development, financial stuff and team leadership to 256 farmers in India, Ecuador, Colombia and Spain.



income for workers

By supporting our suppliers, we're able to make sure their workers get paid fairly too. For example, our major banana supplier in Costa Rica is continuing with their Rainforest Alliance certification so we know they're paying a living wage.



root cause interventions

We were concerned some smaller orange farms in Brazil were struggling to remain in business. We saw an opportunity to support farm owners to increase their knowledge of good practices and important environmental and labour rules. So we co-founded Fundação Solidaridad to provide growers with technical help and training on things like workers' safety and minimum wage. 602 workers have benefitted so far.



more about Emerging Leaders

In 2019, we asked Emerging Leaders to give a group of 38 mango farmers in the Indian state of Karnataka some business development, leadership and finance training.

The training had a pretty big impact. Over 60% of those who received it quickly moved to set up a project to add some variety into their business and supplement their earnings. In 2021, we repeated the training for an additional 30 mango farmers.

Last year, we went back to see how everyone was getting along. We'll be honest and say that we were concerned about the impact of the pandemic and a poor mango growing season. Turns out we had nothing to worry about.

the report card

We interviewed 49 farmers and were pleased to see that the majority were using the training. Almost 90% said they were applying farming practices that met international sustainability standards. Over 70% were running additional projects to top up their incomes. Most of these projects were still in agriculture (and included things like selling tamarind, bananas or chickens) but they provided year-round income and meant growers weren't so dependent on the mango crop.



a real difference

For the farmers that had started projects, average incomes went up by a whopping 101%. A closer look at these projects showed they brought in, on average, an additional £200 a month. These profits could be used to pay off the start-up costs, invest in the farm and fund other important stuff like education or medical bills. And of course, they helped farmers save for a rainy day. In fact, average monthly savings jumped from £69 to £176.



"I had always had that in my mind to invest more in farming and earn more money. But because of fear of loss, I have always kept postponing this idea. But after I attended the training, I was able to overcome that fear and had the courage to invest in income-generating business."

Krishnamurthy

spreading the word

We were chuffed to learn the farmers had been telling others about their training. They talked about it so much that they basically doubled our reach. But perhaps the best bit is that 90% are now mentoring at least one neighbour in how to farm more sustainably. This is a win for innocent, our drinkers and the planet we share.



being charitable

Since 2004, we've donated 10% of our profits to good causes every year. It's a healthy habit we enjoy, which is why we donated £1,549,967 in 2022. We support a range of charities, including the innocent foundation (it's independent). The foundation supports Goal 2 of the UN Sustainable Development Goals, working towards zero hunger by 2030. It helps the world's hungry by funding projects with one of two aims – stopping children dying of hunger and helping the poorest families feed themselves.

what the innocent foundation has been up to

200 innocent employees have now volunteered their time to become foundation guardians, donating more than 5,000 hours since 2004. Pretty incredible when you think that's over three working years (or 5,000 lunchtime naps).

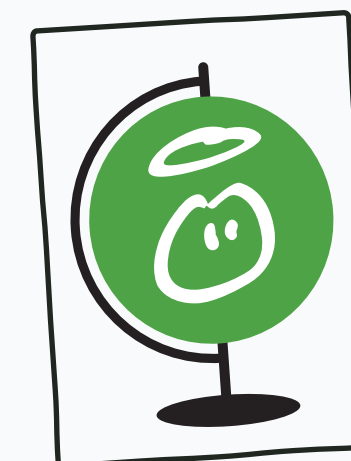
With the innocent foundation's support, the Alliance for International Medical Action (ALIMA) has published research that proves a new method of diagnosing and treating a larger number of malnourished kids more effectively using less therapeutic food.

In Guatemala, our partners at Semilla Nueva have helped over 12,000 households switch to more nutritious corn. It has more iron and zinc and it stands up better in extremely bad weather. It's the most heroic vegetable we've ever seen.

We've taken on some exciting new projects like portable solar fridges for fishermen and women in Kenya's Tana River County, and investing in simpler, more effective ways to treat acute malnutrition in Kenya and Somalia.

closer to home

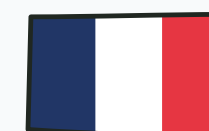
The innocent foundation isn't the only good cause we support. Here's a quick look at some of the other stuff we got behind in 2022.



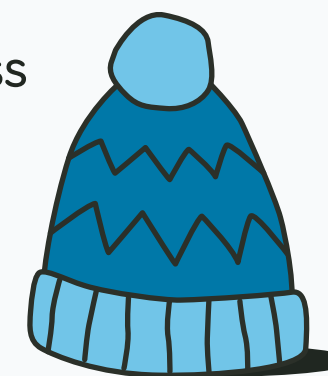
support for refugees

We supported the International Federation of the Red Cross (IFRC) in their appeal with the International Committee of the Red Cross (ICRC) to provide Ukrainian refugees with shelter, food and water packages. At our headquarters in Fruit Towers, we collected and donated aid to help those affected by the conflict. Our European offices also followed suit and donated our drinks where they could.

le grand knit

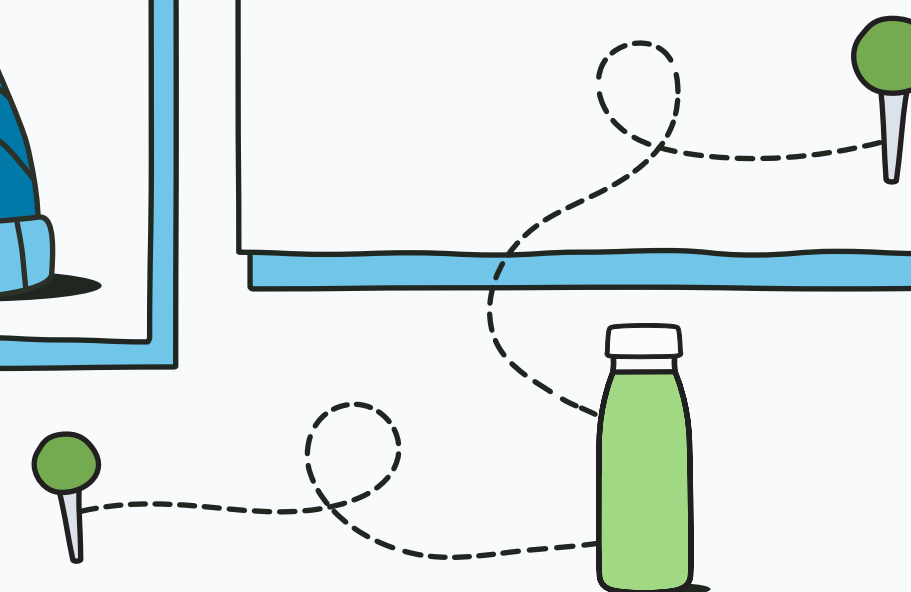


In France, staff spent some time with our Big Knit charity Petits Frères Des Pauvres and their beneficiaries to celebrate the fact we'd turned half a million tiny hats into a €113 270,40 donation to help them fight loneliness and isolation in later life.



free drinks

Through our community partnerships with the likes of Neighbourly and Fareshare, every spare drink we have is rerouted to the people who need them the most. That means we gave away 1,188,804 bottles in the UK in 2022.



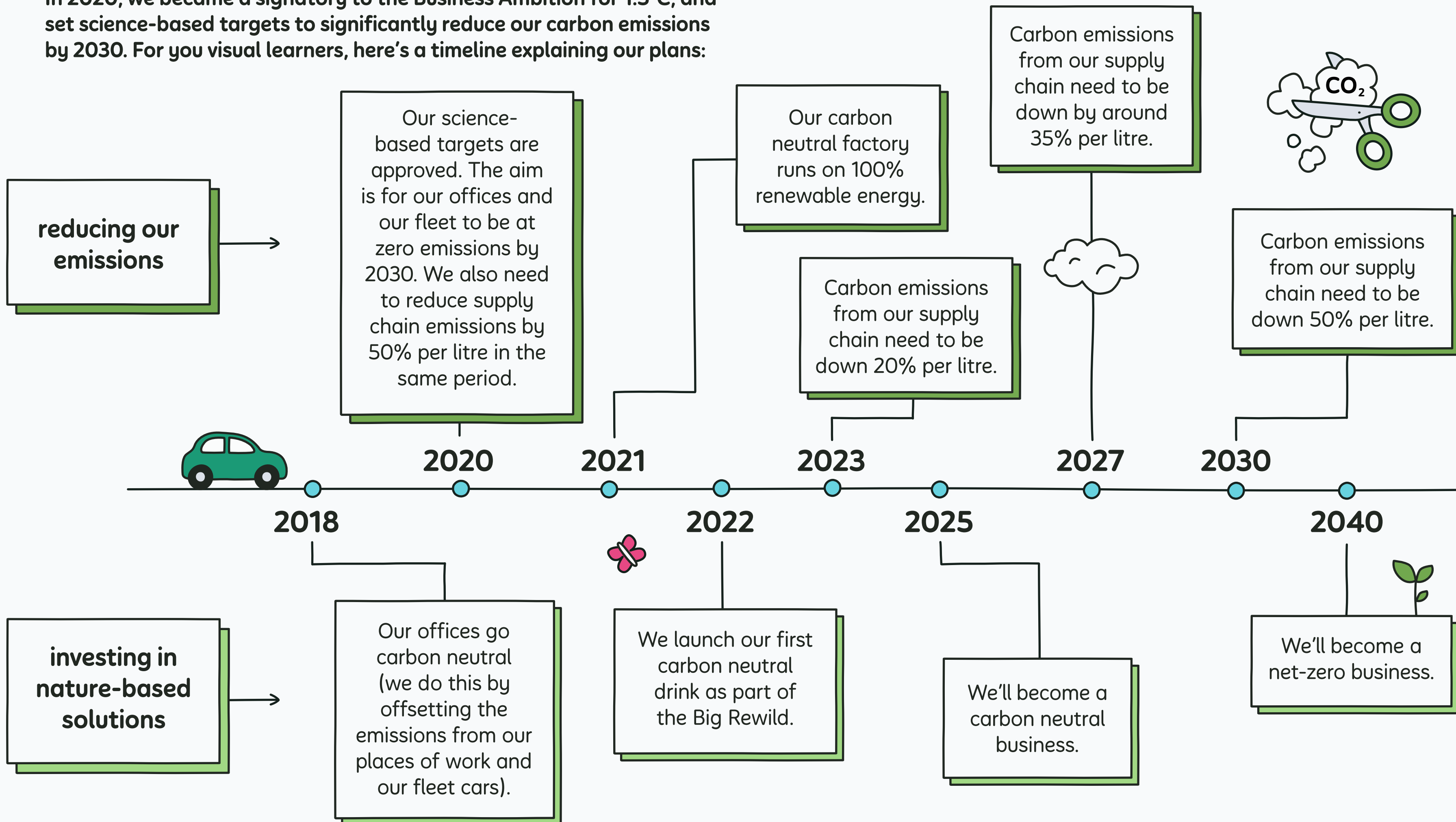
healthier planet

Humans are facing a lot of challenges at the minute, but climate change is the biggest of them all. Businesses like ours have a responsibility to act now to slow things down. Our sustainability strategy is there to help us do just that.



keeping things cool

In 2020, we became a signatory to the Business Ambition for 1.5°C, and set science-based targets to significantly reduce our carbon emissions by 2030. For you visual learners, here's a timeline explaining our plans:



hey big blender

The Blender, our carbon neutral factory powered by 100% renewable energy, is busy crushing fruit and veg and putting it into bottles. It's already pretty darn sustainable as factories go*, but we're always trying to make it better. We've installed solar panels and have requested our permit for wind turbines so we can reach the point where we don't need to get any energy from the grid. Doing things the right way can sometimes be hard but we reckon it's worth the effort and everything we've got going on at the Blender can help us on our way to becoming a carbon neutral business in 2025.



*It was awarded a BREEAM-NL Outstanding rating, which is the highest you can get and is reserved for buildings that meet rigorous sustainability requirements. We're so proud.



every last drop

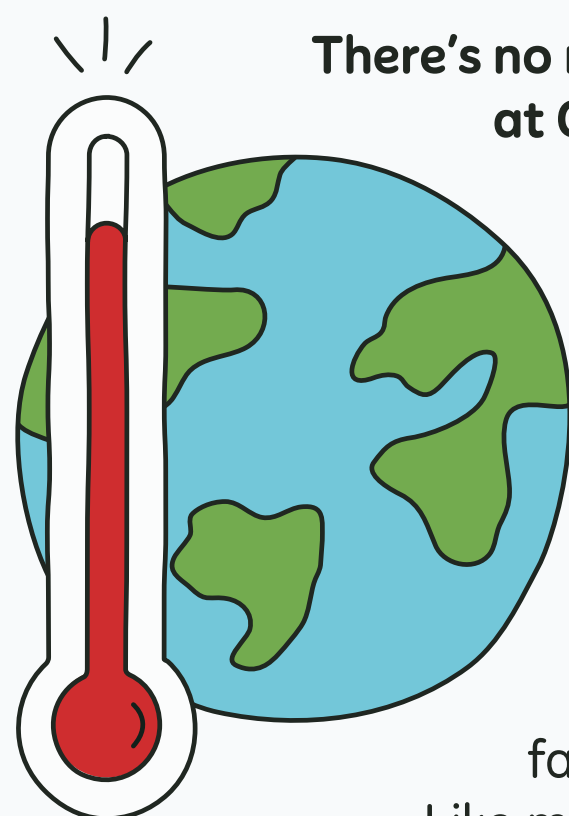
As well as the carbon-saving stuff, we have also introduced smart water-reduction measures. The highlight here is our Fluvac cleaning system, which uses air instead of water to blast juice residues out of the equipment. We also collect rainwater and use it in our toilets. All in all, the Blender's water-saving strategy has reduced potable water demand by almost 50%. To put this in the universally understood measurement of Olympic-sized swimming pools, this would fill 42 of them. Swim your heart out, Michael Phelps.

sharing is caring

We believe in sharing what we've learnt, so we regularly host other businesses and government officials to show what can be done. We hope the Blender can inspire change and continue to lead the way in the crushing-fruit-into-bottles sector (and loads of others too).



tackling climate change together



There's no non-scary way to write this, so here goes: at COP 27, the United Nations Environment Programme warned that there's no credible pathway in place to limit global warming to 1.5°C, and the latest data indicates that the world is on track for a temperature rise of between 2.4°C and 2.6°C by the end of this century. And, breathe.

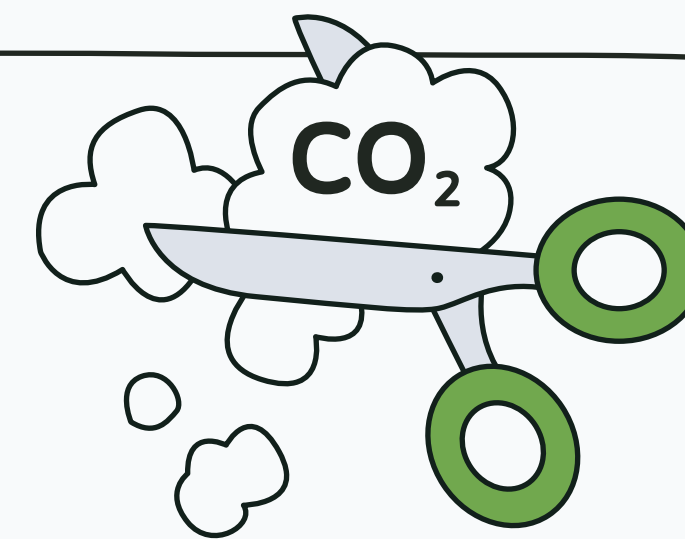
Clearly, it's important for companies like ours to do our bit to tackle the climate emergency facing the world. And we'd better do it sharpish.

Like many other businesses, we aren't decarbonising as quickly as we need to and we know that we have to be further ahead than we are. The Blender is a pretty big step forward but the reality is the majority of our greenhouse gas (GHG) emissions come from our supply chain. That means we need to accelerate our work with farmers and suppliers to encourage them to partner with us on climate action.

The sheer scale of what needs to be done can be a little overwhelming. We never give up on a challenge but we also recognise we don't always have all the answers. So, if anyone out there has any great ideas, we'd love to hear from you. If you just fancy a chat, then that's fine too.

a few things we're doing:

- We've supported Sol Organica, one of our ingredient suppliers and a fellow B Corp, to identify opportunities to reduce their carbon footprint. Sol Organica are now planning what actions they can take. These include diverting waste from landfill, changing refrigerant gases and improving soil with biochar.
- We're representing the British Soft Drinks Association and creating a carbon footprint reduction roadmap for the European fruit juice sector.
- We launched our second Farmer Innovation Fund to support projects reducing carbon in agriculture.



the 2022 fund selected three winners:

Döhler, to map out how to reduce carbon in their apple and mango supply chains.

Agrarias Manchegas, to reduce emissions in grape farming with some fancy new equipment.

Frutilight, to reduce fertiliser use on pineapple farms (they're also partnering with Yellow Pallet and Bamboo Pallet to make pineapple waste into pallets for transporting our juice).



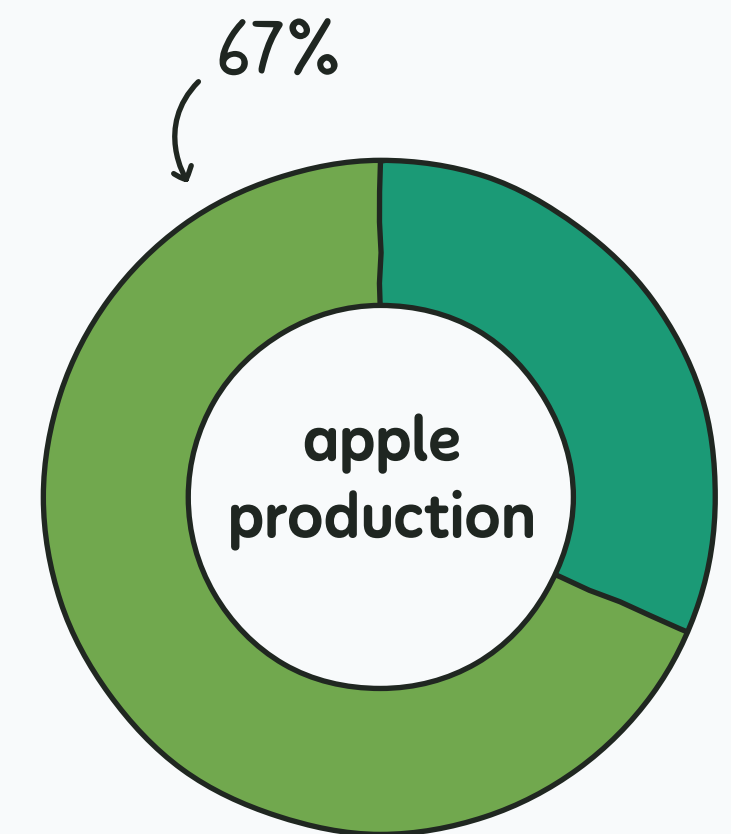


biodiversity and inclusion

The number of pollinators in Europe has fallen by 40% in the last 25 years, which sounds like quite good news for hay fever sufferers but is actually very bad news for all of us. Aside from the wider world implications, without pollinators doing their important work lots of the fruit we use can't grow. That's why we started the Beacon project, a three-year campaign to test out how different ways of farming can promote wild pollinators and make fruit trees even more fruitful and resilient to climate change.



For the last two years, we've been studying pollination activity across 12 apple farms in two regions of Spain. We're waiting for the results from year 2, but in year 1 we found out that pollinators account for 67% of apple production, and are responsible for 76% of the economic value of the apples on the farm. So as we suspected, the bees, moths and butterflies must be protected at all costs.



listening in

We've also been working with AgriSound, a technology company specialising in pollination management that was one of the winners of our 2021 Farmer Innovation Fund. They've installed poly flowers, an acoustic system that monitors and counts the number of insects on apple and orange farms. By being early adopters of this technology, we hope to collect data to let other growers know how they can improve their biodiversity. Together, we want to help rewild the farms we get our fruit

and veg from, the factories we use and the wider planet at large. Which is also why we've expanded our Beacon project to orange farms in Brazil, where experts from the University of Sao Paulo are conducting research on the health of pollinators around the Atlantic rainforest.



the Big Rewild



To get people rewilding nature all over Europe, we launched the Big Rewild in April 2022 (this was closely followed by our first carbon neutral orange juice). Together with 11 NGOs and local organisations, we're aiming to protect and restore two million hectares of land by 2025. That's about the size of Wales, if you're interested. Here's a closer look at what we've been up to:

UK



We went big and rewilded Trafalgar Square by bringing more than 6,000 plants, flowers and trees to the city in what we imagine must have been a massive wheelbarrow.

We also went to the House of Commons to talk about biodiversity measurements, climate change and broader sustainability issues with policymakers and industry experts. Nobody even tried to kick us out or anything. We've never felt so important.



Germany



We went on a press tour around the country, installed an air purifying mural in Berlin and handed out 2,000 fruit orchard meadow plants and trees. To get people rewilding, we put neck tags made from seed paper on our orange juice bottles and asked drinkers to grow their own meadows at home (preferably outside).

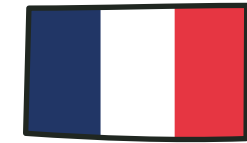


Ireland



We partnered with Grown Forest to plant 10,000 native trees across the country. We also rewilded a big concrete wall in the centre of Dublin to show what a rewilded city could look like and hosted two free nature hikes in the Wicklow Mountains. We called these hikes the Big Rewild School but there wasn't a chalkboard in sight. It was really just to educate folks of all ages on the importance of looking after nature (while also giving them first-hand knowledge of just how pretty it is).

France



We invited journalists and influencers to our innocent garden in Paris to talk about the six projects we've supported in partnership with Miimosa. We also launched a street art campaign to highlight the small green corners in urban areas. Drinkers were taken on a treasure hunt to find nine artworks, all while sneakily learning about rewilding in the process. We also released our new kids range, which is part of the same campaign. In partnership with Des Enfants et Des Arbres, we're pushing to make children and parents aware of the importance of protecting our planet.

Belgium & the Netherlands



We partnered with two charities to plant lots of trees. Trees for All helped us plant 1,700 of the things, and VZW Bollebos got us to 650. Drinkers in the Netherlands could also win a garden makeover by posting a picture of their breakfast on Instagram. We organised an influencer event in Belgium that taught the basics of rewilding.



bottling it

If we want to get crushed up fruit and veg into the mouths of as many people as possible, we have to get it there in bottles. And after they're done with it, we want to get those bottles back so that we can make them again and again and again.

words of encouragement

To inspire people to get recycling, we've supported the Royal Borough of Kensington and Chelsea with their communications since 2019. The council has just extended the initiative to reach more people in homes around Fruit Towers in London, as well as kerbside recycling.



We sent Emilie, our UK force for good lead, to conferences and panels around the country to spread the word about our sustainability commitments and inspire other companies to start making them too. She talked about loads of things, like DRS (Deposit Return Schemes) and rPET plastic (this is made by recycling PET plastic which is very common in bottles). And she recycled a lot of the same jokes, just to be extra sustainable.



DRS



We really believe in the circular economy and DRS is one of the best ways to encourage people to recycle their bottles. If you're not familiar with DRS, it's a neat system that charges anyone who buys a drink a small deposit for the bottle and returns the money when they recycle it. It's a clever way to make sure plastic ends up in the right place.

Our bottles currently contain 50% rPET and, even though we'd like to, we can't increase this because there's not enough recycled content to go around. DRS could change that and that's why we'd love to see it rolled out everywhere.

We're already part of the DRS in Germany and over 41 million

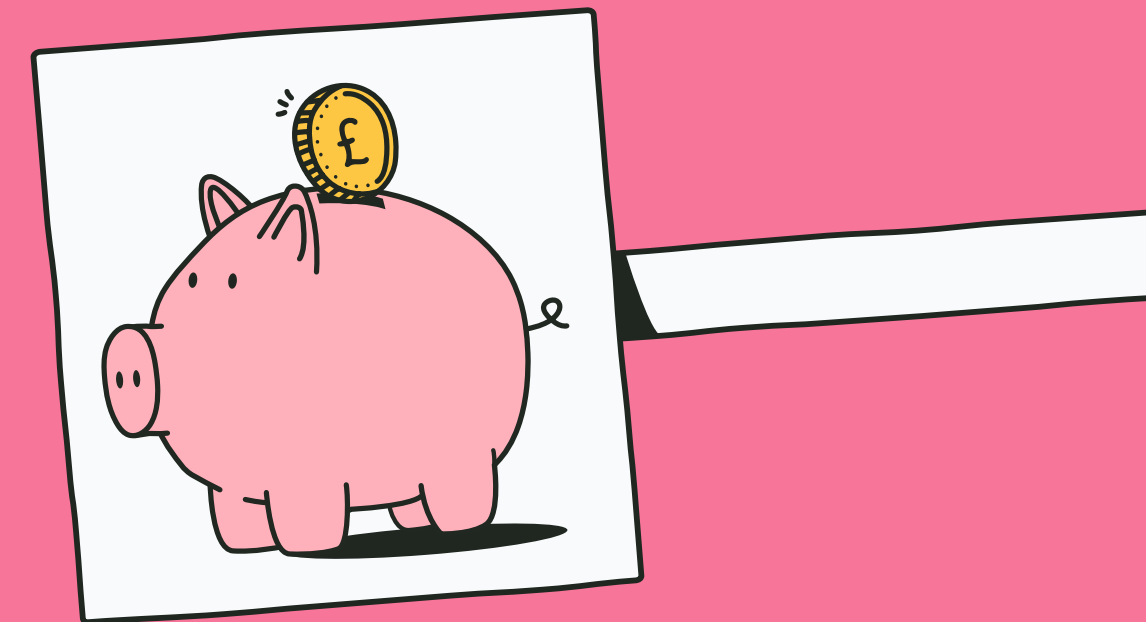


bottles were returned and recycled through the system in 2022. Seeing how well that has gone inspired us to start a PETition to join the DRS in the Netherlands and it worked as we're now officially part of the scheme (our first bottles are already in the system and everything). Never underestimate the power of relentless bugging.



the business bits

Now to have a quick look at some of the people at the top and how we did in 2022. We hope you like photos of people looking relaxed and professional at the same time and tables with loads of numbers.



keeping things above bored

We forget this sometimes, but we do actually have bosses who make important decisions and run the company. Here's a snapshot of the folks in charge (or the Bored as they're known around these parts).



*Germany+: Germany, Austria, Switzerland and the Nordics

**France+: France, Benelux, Italy, Spain and Portugal

***UK+: UK & Ireland



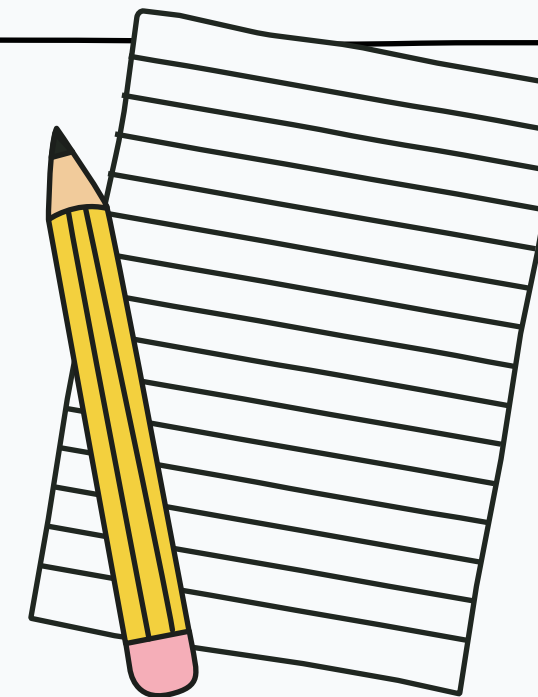
the all-rounders

Sounds like a sports team, but this lot are all about business. Our all-rounders are a group of people from across the company who make sure we're doing the right things in the right way. They champion the innocent code of conduct, help give a clear and transparent view of risks to the business, and help us keep them at arm's length. And taking all of that into account, they'd probably also make a pretty ferocious rounders team too. Wouldn't try to steal base if we were you.

good policies

To make it super easy for everyone to do the right thing, we have a bunch of policies that explain what's expected of everyone who works with and for innocent.

This year, we launched our responsible marketing policy. It sets out principles and best practices when it comes to marketing to children. We'd love kids to be getting loads of fruit and veg in their diet but we definitely want to make sure we're letting young people know about the good stuff in our drinks in the right way.



Nicola
public affairs



Daragh
financial controller & tax



Neelam
legal



Karina
force for good



Mark
information security
& compliance



Marta
I&D and supply chain



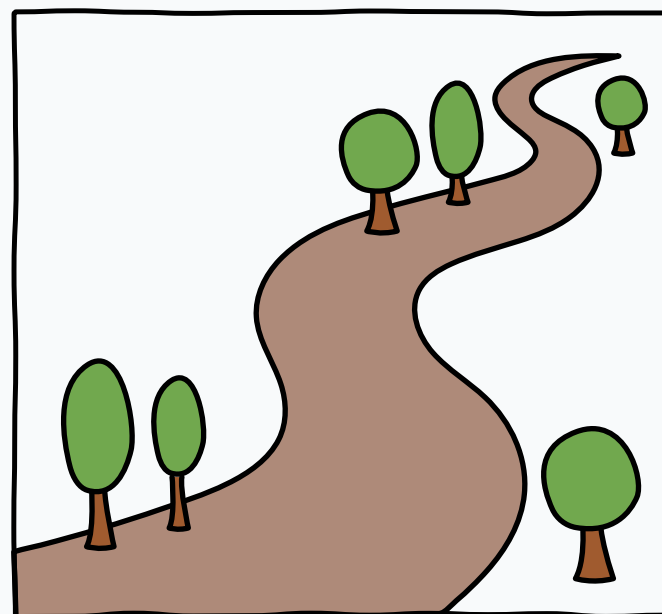
how the business did

2022 was the year we became a manufacturing business. That meant we had to learn and change a lot in a short period of time. Was it a barrel of laughs? No. Are we glad we did it? Absolutely. Annoyingly, 2022 also brought a tonne of challenges that made it harder to get juice onto shelves. It became tricky to access goods, was sometimes difficult to move things around and all of this was happening in a pretty uncertain economic climate. Basically, last year asked us a lot of questions.

figuring it out

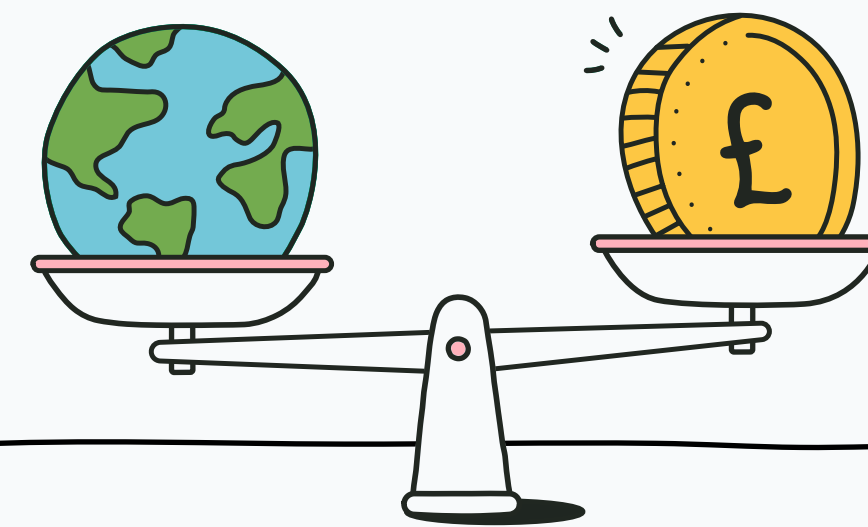
We decided the best way to deal with these problems was to create a clear plan to act as one innocent team. Unfortunately, that meant we had to make a handful of very tough decisions, such as temporarily removing some recipes from production.

Nobody enjoyed making those calls but they have helped us stay on the right path. We ended the year with revenues of £426.1 million and a market share of 20.5%. That means we're in relatively good shape as we head into 2023 (and what many expect will be another difficult year).



sticking to the script

Hard times can lead to compromises but we're proud to say that our purpose remains at the heart of everything we do. We're going to keep balancing people & planet with profit and we'll do everything we can to continue as a force for good. Because if we can show that companies can make money and give back at the same time, we think there's a good chance more businesses will follow suit.



TCFD

We've always thought about how the stuff we do impacts the planet but lately we've been thinking about how the way the planet is changing could affect us. Thankfully, the snappily-named Task Force on Climate-related Financial Disclosures (TCFD) has come up with a way to help companies figure out what climate change could mean for business (the technical term is a framework and the UK government just gave this one

the thumbs up). We've been using this framework to have a good old think about what the future looks like. We've worked out some of the risks and opportunities we expect to find (this is a tricky job as we don't have a crystal ball to tell us what temperatures will do) and we'll be using 2023 to follow the TCFD's guidance so we can prepare for long-term success. We'll let you know how we get on in next year's report.



on the table

our big dreams	what we're looking at	what we're going to do	what we're tracking	how we did			
				2020	2021	2022	
healthier planet	climate change	we'll cut our Scope 1 and 2 GHG emissions to zero by 2030	Scope 1: direct emissions – fuel use, refrigerants and business travel (tCO ₂ e) ¹	509	519	542 ³	
			Scope 2: indirect emissions – purchased energy (tCO ₂ e) ¹	15.6	5	0	
			Scope 3: indirect emissions – supply chain (tCO ₂ e) ¹	226,067	222,431	227,604	
		we'll cut our Scope 3 emissions by 50% per litre of finished product by 2030 (based on figures from 2019) ²	the reduction in Scope 3 emissions	2%	2%	2%	
	packaging ⁴	we'll reduce the weight of our plastic packaging	we'll make our bottles from 100% renewable or recycled material by 2025	the total weight of plastic packaging (t)	14,413	14,108	14,174
			100% of our plastic packaging will be reusable or recyclable by 2025	the percentage of recycled content in our plastic packaging (this includes caps, labels and more)	33%	35%	38%
			the percentage of our plastic packaging that's recyclable	97.5%	97.8%	98%	
	ingredients	100% of our ingredients will be verified as sustainably sourced by 2023	the percentage of ingredients that are sustainably sourced (FSA verified or equivalent)	90%	89%	93%	
			the percentage of suppliers (over 1 million Euro) involved in our hero supplier programme	75%	90%	39% ⁵	

¹ All figures rounded to the nearest tonne.

² The eagle eyed among you might have spotted that the carbon emission data for our baseline year (2019) and the years after that has been changing over time. That's because our business has changed and grown, so the scope of what we report has changed too – and the quality of the data's actually improved. It's pretty normal to see that happen, and all in line with the GHG Protocol Scope 3 standard on recalculations.

³ Scope 1 emissions have gone up because field sales have increased and the size of our fleet has grown. We're figuring out a way to bring this down and we'll be putting that into action over the next few years so we can get back on track with our Scope 1 and 2 targets.

⁴ Targets boundaries and calculations completed in line with reporting requirements for the Ellen MacArthur Foundation New Plastics Economy Global Commitment.

⁵ This looks a bit like we didn't even try but this number actually dropped because our supply chain has changed since we opened the Blender. It'll take a while to get our new suppliers onto the programme but we're working on it.



on the table

our big dreams	what we're looking at	what we're going to do	what we're tracking	how we did		
				2020	2021	2022
healthier people	farmer livelihoods	we'll boost the livelihoods of 10,000 farmers by 2023	the number of farming livelihoods we've invested in	n/a	new idea	3,308
	human rights	we'll make sure all our suppliers follow our human rights policy	the percentage of suppliers following our human rights policy	77%	71%	74%
	I&D	we'll increase the number of women in leadership roles	the number of women in leadership roles	21	64	132
healthier communities	charity partnerships	we'll donate 10% of our profits to people and planet	total funds donated	£1.635m (EUR 1.831m)	£1.460m (EUR 1.635m)	£1.550m (EUR 1.760m)
	volunteering	we'll encourage every innocent employee (800+) to use their paid volunteering day	the number of employees using their volunteering day	525	473	495
	donating goods	we'll donate any extra drinks so they don't go to waste	litres of product donated	1,134,501	581,224	804,824
doing things the right way	responsible marketing policy	we'll train every innocent employee on our responsible marketing policy	the percentage of employees who completed the training	n/a	n/a	79%
	code of conduct	we'll train every employee on the innocent code of conduct	the percentage of employees who completed the training	n/a	n/a	80%
	Bored meetings (it's what we call our board)	we'll get force for good topics discussed at every Bored meeting	the number of Bored meetings where force for good topics are discussed	n/a	n/a	12 out of 12





thank you

This is the end of the document as we know it. Thanks for reading this far. You're either very interested or very bored of your day job. Either way, we'll take it.

chat to us

call the banana phone

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little
drinks
big
dreams