

# innocent

# the good stuff we did in 2021

2021. It looked a lot like 2020 at times, but with a big football competition, the reunion of a famous cast of friends and the arrival of a world-class, carbon-neutral little healthy drinks factory from a company that squashes and blends fruit into bottles. Here's a round-up of the things we got up to – what went well, what went less well and how we're making our big dreams a reality (we're still working on meeting Jennifer Aniston).





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## a note from our chief squeezer

Whilst 2021 brought some now all too familiar challenges (lockdowns, new variants or global supply chain issues), it was also a year of hope. With the arrival of vaccines, the world slowly opened up, we saw families reunite and the end of home schooling.

In the midst of the pandemic, we took some time to reflect on who we are, what we do and what the future looks like for our business. Most importantly, we thought about our journey to becoming good all round and the impact we want to have on our drinkers as well as the wider society and the environment. Our Little Drinks, Big Dreams campaign is all about explaining our commitment to building a successful business, keeping people healthy while making sure our communities and our planet are healthy too.

We're very proud to have recertified as a B Corp in 2021 and improved our score from 92.5 to 105.2 points. By embedding the B Corp mindset throughout the business, we have seen many of the improvements coming bottom up, from thoughtful day to day decision making, building a culture of resilience and continuous improvement for the long term. While we were able to increase our score across the board, we know that we can do better and that we still have a lot of work ahead of us. As a B Corp, we also have a responsibility to lead the way and inspire change amongst other businesses. That's why I became co-chair of the Better Business Act (BBA) coalition, to campaign for a change in UK law to make it clear that all company directors should have a legal responsibility to find the right balance between profit, people and planet.

Shouting more loudly about what we do in this space, will and already has like so many other businesses, opened us up to accusations of greenwashing - but we know it's important to keep trying to have these conversations. Finding the right "good all

round" balance is incredibly hard. I have full confidence we will continue to be thoughtful in what we say and do, ensuring it is underpinned by action, and will always strive to deliver transparently so others can learn from what we get right and what we get wrong – much of which you can read about in this report.

2021 was an incredibly difficult year for our communities. To support their recovery from the pandemic, we gave 1,246,868 drinks away through our partnerships, and once again donated £1 million (EUR 1.1m) to the innocent foundation and 1.46m to charitable causes in total. Our people, over 470 them, also took time off as part of their volunteering days to give a helping hand.

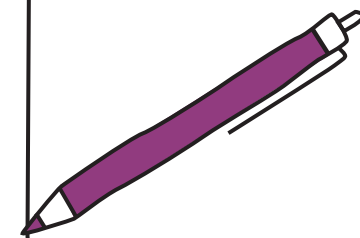
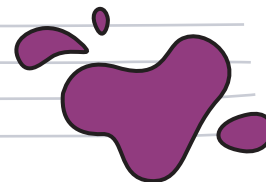
From extreme weather events to agreements on accelerating action on climate at the COP26 summit, 2021 was also a decisive year for climate change. We know that the climate crisis is moving faster than climate action, which is why we've committed to becoming carbon-neutral by 2025 and reaching net-zero by 2040. One of the ways we are doing this is through our super sustainable factory in Rotterdam which once fully complete should be a carbon neutral site thanks to its smart design and on-site green power generation. We are still a long way from achieving our 2040 net-zero target but we are working hard to reduce emissions within our own operations and within our value chain. For example, in spring 2021 we launched our Farmer Innovation Fund to support projects finding innovative ways to reduce carbon in agriculture.

As I step down from my Chief Squeezer responsibilities, I reflect back proudly on the innocent journey over the last fifteen years. We have shown that by consistently keeping our purpose, vision and values at the centre of our decision making we have been able to deliver both scale and substance. Our recent ascent to become a billion dollar brand with a B Corp score of over 100 (alongside a handful of others like Patagonia and Natura) is an important proof point of our progress. None of this would have been possible without the passion and dedication of so many innocent employees past and present for whom I am incredibly grateful. It has been the privilege of a lifetime to be the custodian of this purposeful company and brand and I have great confidence that Nick Canney, our new Chief Squeezer, and the whole team will do a fantastic job of continuing to build the business in line with our purpose, vision and values.

Douglas Lamont  
#foreverinnocent



**DOUGLAS**  
chief squeezer



# a bit about us

We might be a company that makes little drinks, but we've got some big dreams. We had our first one back in 1999, when we decided to crush fruit into bottles to help people do themselves some good. Since then, our dreams have got bigger and bigger.

Now we have dreams to keep people healthy, while making sure our communities and our planet are healthy too. To help make those dreams a reality, we're committed to being carbon neutral by 2025, always giving 10% of our profits to charities and making farming more sustainable by reducing the carbon it produces and the water it uses.

Our dreams aren't the only things that have got bigger. Our drinks are now sold in 22 countries, and we've got 765 employees in 14 different locations. That's a lot of names to remember.



## our purpose & vision

Our purpose is to make natural, tasty drinks that help look after people and the planet. To do that we know that we need to get everyone involved: our farmers, suppliers, shopkeepers, governments, drinkers - and even our own competitors.

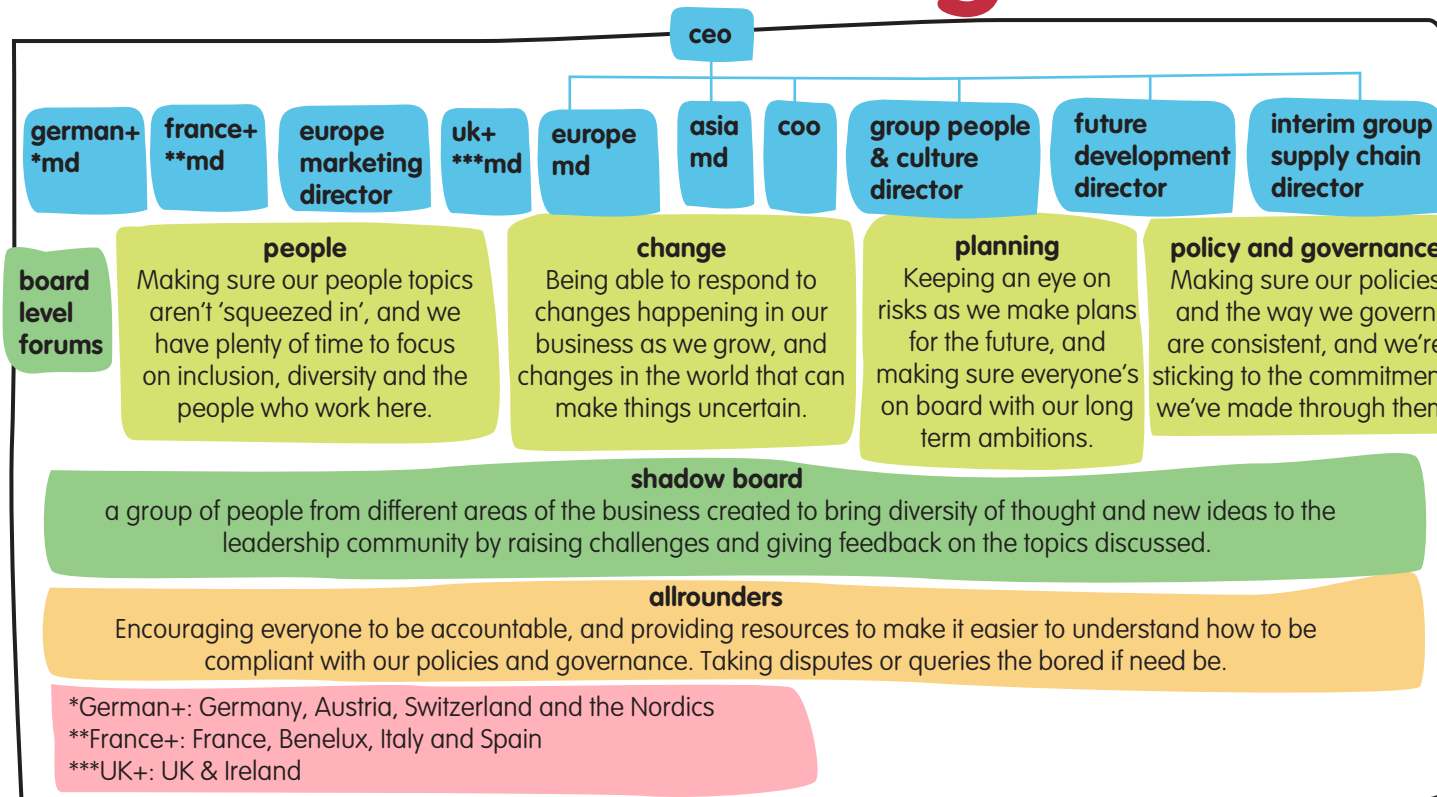


## our values

**natural**  
**entrepreneurial**  
**responsible**  
**commercial**  
**generous**

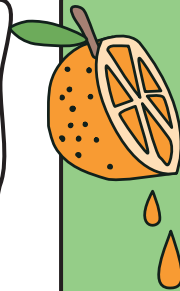
*innocent values*

# how we run things



## top of the class

We've been a B Corp since 2018, which makes us one of a growing group of businesses who believe in doing business responsibly. That means going about our work in a way that balances people, planet and profit. In 2021 we recertified with a massive 105.2 points, well ahead of our target. That's more points than Disney Dalmatians, and also makes us one of just a few B Corps around the world who are both a billion-dollar brand and have a score of over 100. We hope our mums are reading this.



We're proud to say our Chief Squeezer, Douglas, is also leading the UK Better Business Act, to make all businesses more accountable and responsible. It's a coalition of over 1000 businesses who want to change UK law, so all businesses have to align their interests with the interests of people and the planet.

## teamwork makes the dream(s) work

A lot like our vision, we reckon we can have the biggest impact if everyone who works here helps contribute to us being a force for good. We came up with four roles and everyone adds one of them to their objectives for the year, along with nailing the tea round and remembering their laptop password.

1

### agitator

Look for ways to be a more responsible business.



2

### ambassador

Share our force for good work with others.



3

### activator

Deliver a specific bit of force for good work.



4

### protector

Guard our approach to being a responsible business.



# our 2021 highlights



more on all this further down

## healthier people

Our dream to help everyone fill their bodies with healthy stuff from nature, so they can live well.

- 2021 was the tenth year of the innocent Big Grow, our grass (and potato) roots initiative. Since it began, the Big Grow's helped 204,000 young people in the UK and Ireland learn about growing their own food, at school and at home.
- We set ourselves the goal of reducing the natural sugar in our juices and smoothies by 5% (from our 2019 baseline) by 2025. We'll be reducing it bit by bit each year.
- On which note, we launched our super smoothie lights to give our drinkers more choice. They're 30% lower in natural sugar, which is lighter than a bubble in a breeze.



## healthier communities

Our dream to nurture a fairer and more inclusive society where everyone can prosper.

- **We gave 1,246,868 drinks away** with the help of our partnerships with the likes of The Felix Project and fellow B Corp, Neighbourly (more on that in the 'healthier people' section further down).
- We've trained everyone in our supply chain and people teams on human rights.
- **We donated £1 million (EUR 1.1 million) to the innocent foundation**, which brings our total donation to £11.7 million (EUR 13.1 million) since it was set up in 2004. With our donations, the foundation's been able to help 1 million hungry people get hold of safe and nutritious food.



## healthier planet

Our dream to look after nature like she looks after us, so people and the planet can thrive together.

- Our European Managing Director went along to COP26 to chat to other business leaders about climate action, and how being a signatory to the Green Pension Charter can inspire wider change. By signing the Charter, we commit to only joining pension schemes we know aren't investing in industries harming the planet.
- **We opened our very own world-class, carbon-neutral healthy drinks factory** in Rotterdam (which is a bit of a mouthful, so we call it the Blender for short).
- We launched our Farmer Innovation Fund, offering up to £100k (EUR 112k) to projects that reduce carbon in agriculture and inspire farmers to start using carbon saving practices.
- We changed the plastic straws on our kids drinks to paper ones, which will save over 50 tonnes of plastic each year.
- In January we launched our Beacon Project, a three-year campaign in Spain to test how different farming practices can promote wild pollinators and make fruit trees even more fruitful. We'll share the results from the first year later in 2022.
- We're working on making it as easy as possible for our drinkers to recycle our bottles - caps and all. By 2023 we want at least 70% of them to be getting recycled, so we're lobbying for better recycling infrastructure and pushing for deposit return schemes (DRS). We were proud to see our campaigning pay off in May, when we were finally included in a national DRS scheme in Germany.



## being a B corp

We can all do our bit for a fairer and more sustainable world, but reusable cups and shorter showers can only get us so far. If we want to see real change, businesses need to make big, brave sustainability commitments – especially now the decade of action to meet the United Nations Sustainable Development Goals (UN SDGs) is well underway.



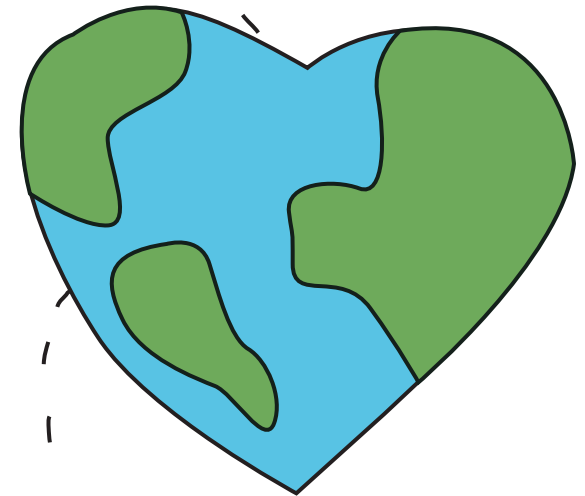
One of the most important ways we're holding ourselves to account is by being a B Corp, joining the 1% of companies who've committed to openly measuring their social and environmental performance. Recertifying with 105.2 points (up from 92.5) was a proud moment for us, but unlike some exams we've sat, we didn't get there by writing our answers on the bottom of our shoe. Instead, we faced areas for improvement head on and thanks to the changes we made, we got higher scores in all the areas B Corp look at.

We might be patting ourselves on the back but we're not vigorously thumping it just yet. We still have improvements to make and being a B Corp means we're always accountable. It also supports our purpose and lets us shout even more loudly about the change we want to see.



### the numbers bit

area	2018 score	2021 score
governance	14.6	16
workers	22.7	28
community	35.1	36.1
environment	19.9	22
customers	0	3
<b>total</b>	<b>92.5</b>	<b>105.2</b>



# healthier people

Our dream is to get our little drinks to as many people as we can,  
to help them live well. Piece of cake. Or rather, slice of fruit.

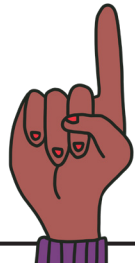




# our nutrition mission

Helping everyone on the planet live better might sound like a lofty ambition for the purveyors of squashed fruit and veg, but it's actually fairly simple. Eating plenty of plants is one of the easiest ways to do yourself some good, especially when they're conveniently squeezed into a portable container. Last year, our drinks got **1.3 billion portions of fruit & veg into people**, bringing us up to 12.8 billion portions since we started making them.

To be sure we're doing all we can, we've put our hands on our hearts and made three nutrition promises we plan to stick to - all our drinks are healthy, all our smoothies are a source of fibre and we'll lower the natural sugar in our juices and smoothies. Here's how we've gone about keeping our promises so far:



1

## all our drinks are healthy

We've focused on making our dairy alternative range a natural source of calcium, helping to keep our drinkers' bones and teeth healthy so they can climb trees, breakdance and eat even more fruit and veg.



2

## all our smoothies are a source of fibre

We relaunched our core smoothie range with more fibre than you can reasonably talk about at a dinner party.



3

## we've reduced the natural sugar in our drinks (and we'll keep reducing it)

We never add sugar to our drinks. Any sugar in there is the natural stuff you find in fruit and veg. That said, we still want to reduce how much of it's in the things we make, to give people more choice.

Last year we set the goal of a 5% reduction in naturally occurring sugars in our juices and smoothies by 2025, based on where we were in 2019. We've already lowered it by 2.4% since 2019 so we're well on track. We also launched our lighter super smoothies which are 30% lower in natural sugar.



And the lychee on the cake - our new Inner Winner (with dragon fruit, lychee, apple and baobab) is our first juice drink that's a source of fibre too.



## good neighbours

We know people aren't getting enough fruit and veg into their diets, so we've teamed up with some local heroes to help everyone understand the benefits of a balanced diet, and get closer to getting their 5 a day. At the same time, we're finding worthy homes for food and drink that's going spare. Through our community partnerships, every last spare drink we have is rerouted to the people who need them the most. In 2021, we gave 1,246,868 bottles away, which is officially loads.



## 2021's best bits

- We extended our partnership with Neighbourly so we can keep reaching charities and community groups in their network.
- In the UK we teamed up with the Felix Project (based in London) to donate a million healthy meals packed full of fruit and veg to people in need. We've also created recipe cards to help people get on their way to their 5 a day at home. Watch out Jamie Oliver.
- In Ireland, we let people know we'd donated the equivalent of 30,000 meals to charities across the country through our partnership with FoodCloud by doing a giant drawing in Smithfield. That's what's known as grown-up marketing.
- We've kept donating our spare drinks to foodbanks like die Tafel in Germany and Austria, and Co'p1 Solidarités Etudiantes and Les Banques Alimentaires in France.
- To help everyone understand the benefits of fruit juice (aside from being really tasty), we're members of the Fruit Juice Science Centre. We help them provide journalists, health experts and anyone else they can think of with more fruit juice facts than we could print on the back of a bottle.

# healthier communities

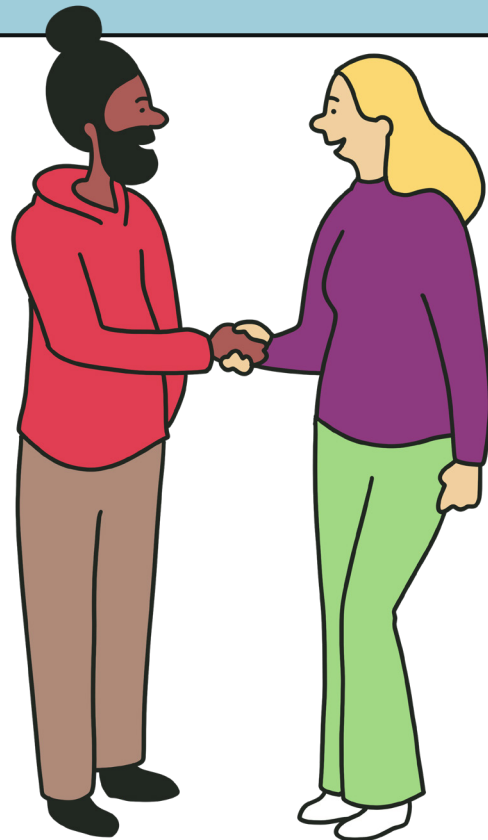
We're big fans of people, which is why we're doing our bit to build a fairer and more inclusive society where everyone can live well.



# our culture

We wouldn't be much without the people who work here. They add up big numbers, move fruit all over the place and tell us lots of bad jokes. It's their talent and ambition that's allowed us to become good at what we do, so we want to create a welcoming environment for all kinds of talented folk. That doesn't just mean a topped-up biscuit tin though. We look after our people around the world with competitive salaries, pension plans, private health care and a bonus at every level. We offer flexible working, subsidised clubs, mental health resources and sabbaticals. And like lots of big families, we get together at Christmas and for a weekend away every summer.

In spite of all that good stuff, we know our people won't be at innocent forever, so we make sure it's a great place to develop your career before moving onto the next adventure. We provide top-notch training, managers who offer support and guidance, a 'your future' career planning tool, mentoring and coaching programmes, and the opportunity to learn in your role every single day. (Alright, some days more than others. We're only human.) And let's not forget free breakfast, plenty of free lunches and a fridge full of free drinks.



## blends with benefits

The Blender, our factory in Rotterdam, isn't your average factory. It's got giant blenders and laser guided robots for a start, and it bottles drinks round the clock. We've been working hard to get staff onboard (we now have 131 employees) and take the innocent culture to a new working environment, without losing any of the bells, whistles or ping pong matches. To make sure we're doing it properly, we're working to achieve our BREEAM Outstanding and WELL Platinum certifications. We'll be able to give you more details next year.



# inclusion and diversity

We want people to feel safe and welcome at innocent, whatever their background and identity, and we're working hard to create an even more inclusive work environment. Pillars are good at holding most things up, so we've based our inclusion and diversity commitments on these three.

## make sure we're a diverse bunch

Attract, recruit and develop talented people in an inclusive way.



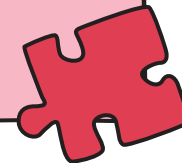
## everyone does their bit

Use our individual and collective power to encourage different perspectives and make sure they're all valued.



## use our business as a force for good

Check in on how we're doing, make a promise to keep improving ourselves and share our work to inspire others in the outside world.



To be sure this isn't just a pretty picture, we're continuing the work we started in 2020 by putting actions in place connected to each of these commitments. Here are some of the ones we took last year.



## attracting a wide pool of candidates

- We're attracting different kinds of people using diverse job boards, and to make our hiring process fairer we don't ask for degrees in any of our European offices anymore.
- In the UK, we've moved from graduate schemes to apprenticeships, to give more people a stab at them.
- Both those things are helping increase our socioeconomic and educational diversity – in other words, giving more people a fairer chance.



## being clear, transparent, flexible and fair

- As part of our commitment to people with disabilities and our pledge to [Valuable 500](#), inclusion, diversity and disability are discussed at every board meeting.
- We've got a new policy explaining our approach to disability, and we've formalised our reasonable adjustments process in the UK and Ireland. We'll adapt both those things for France, Germany, Austria and the Netherlands.

## being consciously inclusive

- Everyone in the company learns to be consciously inclusive through conscious inclusion training, and can ask questions about inclusion and diversity at regular Q&A sessions.
- There's an inclusion and diversity session in our company induction, so our people are clear from the start that this stuff's a priority at innocent.
- To help us recruit more people with disabilities, we've become members of the Business Disability Forum. It's a not-for-profit organisation helping businesses get better at bringing people with disabilities onboard, and making them want to stay.

## levelling the playing field

We have five affinity groups at innocent who act as support networks, run sessions, and lead conversations about ethnicity, gender equality, LGBTQIA+ equality, and disability and neurodiversity. Last year we welcomed our 'Pearants and Carers' affinity group to the line-up. All the groups have their own budget and a board director acting as a sponsor. They bring fresh perspectives to tricky topics, point out blind spots and help our senior leaders make better decisions.



## inspiring wider change

We committed to mentoring LGBTQIA+ refugees in the UK and refugee women in the Netherlands through the Tent mentoring scheme. Our beam affinity group also launched a mentoring programme in October in collaboration with ROK, mentoring under-privileged young people from our local London community.

## the test of success

We reckon the best way to tell if we're doing things right is to ask the people who work here. To measure our progress, we carry out an annual inclusion and diversity survey to get hold of data that helps us plan for the future.

We share the results with our shadow board and affinity groups, who bring diverse perspectives to our main board's decisions. We also share them with our regional inclusion and diversity leads so they can make plans for their parts of the business, and with our affinity group leads to help them see what's important to prioritise.

### Our 2021 I&D survey was our third ever, and we found out:

- We've got more people disclosing a disability than ever before. Our London office and Blender now reflect the 11% European average for employment disability.
- In our biggest offices, we've got closer to reflecting the proportion of people who are state educated in the outside world.
- Our Blender closely reflects the population of the Netherlands, with lots of ethnicities in the Netherlands represented in our factory.
- We didn't improve our ethnic diversity in London as much as we'd aimed to this year. We'll keep working on it.
- The number of LGBTQIA+ people who work for us closely reflects the global population.
- Parents with kids at home said they felt strong feelings of inclusion, but carers said they find it harder to be their authentic selves at work.

We want people to know what we're doing to make our workplace safer, more inclusive and more diverse, so we're sharing our plans with people outside innocent too. The good news is that all this work has had a positive impact on our people – the response to 'how proud I feel about I&D at innocent' rose from 64% to 83% in our 2021 People Audit. Which makes us 100% proud.



# our gender pay gap

One of the gaps we report on is the gender pay gap. It's the difference between pay for men and women in a business, 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.

Before we get stuck into the numbers it's worth mentioning we've grown since last year, with over 750 people working at innocent across Europe and Asia and just over 350 of us at Fruit Towers in London (our headquarters). The reporting below is the gender pay gap data for everyone based in the UK.

## hourly fixed pay (difference between men and women)

**median: 9.73%**

**mean: 13.68%**

The gender pay gap in our bonus pay has carried on dropping thanks to a better balance of males and females in senior roles getting the highest bonuses. This is a great sign that succession planning we began in 2017 is doing the job.

## bonus paid (difference between men and women)

**median: 19.16%**

**mean: 40.4%**

Our combined UK gender pay gap for everyone who works in the UK is 9.73%. We're chuffed it's a lot lower than the UK average of 15.5%, and that it's decreased a tiny bit from 11.3% in 2020. We're less chuffed that we haven't closed the gap yet.

We have a gap because, although we employ over 60% of women in our UK based jobs, we

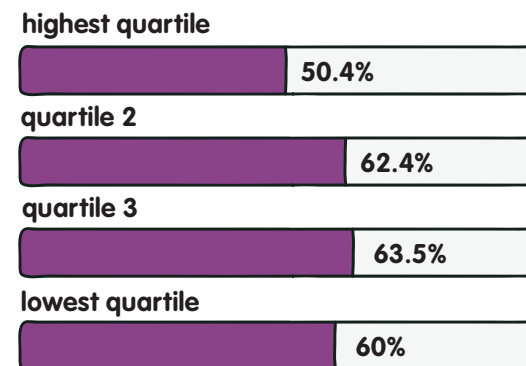
have more men at the top. 17% of the women who work at innocent are in leadership roles compared to 23% of the men.

On a more positive note, the mean gender pay gap (the gap in average hourly rate) has decreased by 6% since last year thanks to an increase in the number of women in our senior roles.

## the proportion of men and women paid a bonus



## % of women in each pay quarter



Our 'quartiles' are four different pay bands, each containing equal amounts of people – quarters, if you like. At innocent in the UK, we're made up of 60% of people who are female or female identifying and 40% male or male identifying. At our highest quartile we have an equal gender split of men and women, and at all other quartiles our representation is skewed towards female or female identifying.

This contributes to our gender pay gap. To close it we are focused on getting more women into senior roles. To get us there, we're improving how we hire and promote people with things like, structured interviews and unconscious bias training for every manager.



## doing human rights right

We believe every person who works with us should be treated with dignity and respect - from the ones who work in the factories where we source our ingredients, to the farmers who grow those ingredients, to the people who work at desks in our offices and the people who clean them.

We audit our factories and farms against our [human rights policy](#) alongside local legislation. At the end of 2021, 74% of our factories had an in-date audit and 71% of those were fully compliant with our policy. This year we're prioritising getting the other factories there, and checking in on our supply chain to be extra sure there's no risk of human rights breaches. To help us along, 100% of our supply chain and people teams have been trained to spot human rights issues and discuss them with suppliers.

We want to protect human rights beyond our own business, so we're funding and getting involved with the Food Network for Ethical Trade (FNET),

Stronger Together, the Spanish Ethical Trade Forum and AIM-Progress. They provide things like training for food and drink companies on preventing forced labour.

When we spot something that isn't right in our supply chain, it's really important to us to work closely with our suppliers to help fix the problem instead of taking our investment away from the area. The community we source our baobab from in Zimbabwe has had systemic issues with child labour, for example. To tackle the root cause, we've invested in the community and supported 30 girls to go to secondary school for four years, setting them up to thrive, lead change in their communities and build their own livelihoods. We always want to work with our suppliers to fix the problem instead of taking our investment away from the area.



## seeds of change

We wouldn't be much without fruit and veg, so we're investing in the farmers who grow it to be sure they're getting paid enough. By 2023 we'll have boosted the livelihoods of 10,000 farmers.

We're also partnering with non-profit organisation [Emerging Leaders](#) to offer farmers leadership and financial management training. The first group of trainees bumped up their monthly incomes by an average of 78%, and last year we expanded the training to 60 mango farmers in India.

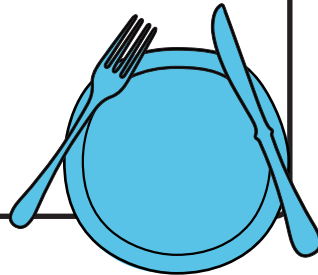
In Brazil, we've partnered with the NGO Solidaridad, The Coca-Cola Company, The Coca-Cola Foundation, Cutrale and Eckes Granini to improve farming practices and labour standards on orange farms in Brazil. Of the 800 orange growers who've been sent materials and training produced by Solidaridad, 60 are now actively participating in the project. By the end of 2022 our goal is to get 200 farmers signed up to join the project, and 480 signed up by 2023.

We're big on collaborating with experts, so we're also funding and partnering with the Spanish Ethical Trade Forum. They've developed best practice guides to support farmers to recruit, manage and host migrant workers. We brought this guidance to life in November last year, when we hired an expert to run some training with one of our strawberry farmers on facilitating feedback across different cultures and in different languages.



# a strong foundation

Since 2004, we've been donating 10% of our profits to good causes, including our independent charity, the innocent foundation. The foundation supports Goal 2 of the UN Sustainable Development Goals, working towards zero hunger by 2030. The innocent foundation helps the world's hungry by funding projects that fit into one of two goals – stopping children dying of hunger and helping the poorest families feed themselves.



In 2021 we donated £1 million (EUR€1 million) to the innocent foundation, bringing our total donation since it began to £11.7 million (EUR€3.1 million). That amount has helped 1 million people get hold of or grow safe and nutritious food. We hope our 2004 selves would be proud.



## some more of the foundation's 2021 achievements

- 150 innocent employees have had a go at being a guardian for a project funded by the foundation, donating more than 5,000 hours to the cause. Recently, guardian volunteers have brought their skills to the table supporting projects with training and one-on-one consultations.
- The foundation has big ambitions to support projects that have an even broader impact. For example, they're working with Semilla Nueva to get more nutritious corn to 29,000 Guatemalan farming families.
- They're also supporting the [Aga Khan Foundation](#) to bring rice growing methods that are higher yielding, lower labour and more climate-smart to smallholder farmers in Madagascar. They've helped over 20,000 so far.
- After a really successful project in Kenya, [Kickstart International](#) are using an innocent foundation grant to take their radically affordable irrigation 'Starter Pumps' to smallholder farmers in eight countries in Sub Saharan Africa.



## local legends

We're a successful business, which means we can and should do our bit to help others. We're hands-on in the communities around our offices and we're always on the lookout for ways we can use our resources, know-how and connections to make life easier for less fortunate people living nearby.

Every single person at innocent is given a volunteering day to use as they like. We shouldn't ever be too busy to help other people, so we want to make sure that more than 75% of our employees across our global business use their volunteering day every year.

We also lend a hand to regional causes in the countries we're based in, with our own initiatives and charity partnerships.



## the innocent big knit



We started putting little hats on our smoothies in the UK back in 2003, giving 25p to Age UK for every behatted bottle sold. These woolly masterpieces are knitted and crocheted by thousands of legendary volunteers. They sent us a whopping 1.5 million little hats for last year's Big Knit, bringing our total raised for Age UK over the years to just under £3 million (EUR 3.4 million).

In 2021, our team in China ran their first Big Knit campaign. It was a small-scale affair, but the plan is to go a bit bigger next year (and every year after that). The team's also run collaborations with B Corp to let people know what a 'force for good' looks like. Not Darth Vader, incidentally.



# doing good, all round europe

## UK and Ireland

The Big Grow turned the ripe old age of 10 in 2021. The initiative helps young people across the UK and Ireland learn about growing their own food. We send seeds and loads of resources to get them growing, and their green fingers take care of the rest.

Recycling isn't the most exhilarating activity, but it's one of the most important ways we can look after the planet. Back in 2020 we worked with the environmental charity Hubbub to help people in Kensington and Chelsea get better at recycling. We printed recycling bags and decorated the side of recycling lorries, which you can still spot if you ever find yourself in SW10 – and we're looking to do the same in other London boroughs. We also joined Hubbub's Recycling On the Go campaign, testing a few ways to get people recycling in the city centres of Leeds, Swansea, Edinburgh and Telford. Over three million bottles, cans and coffee cups have already been recycled in the trial period, and some cities are even taking the campaign further afield.



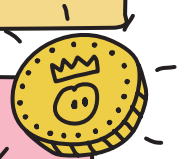
## France, Benelux, Italy and Spain

Big achievements often take a lot of small steps. Building flat pack furniture, for instance. Or 'Les Grands Petit Pas', France's initiative to support local projects doing good stuff for people and the planet. They hid QR codes on juice bottles, which drinkers scanned to donate 20 cents (£0.17) to one of the projects. They raised EUR 305,660.80 (£262,868.28) and supported 117 solidarity projects, like the Rire Médecin who put on shows for over 60 sick children at the Necker hospital, and The Croûte de Pain, a social and solidarity grocery store who improved their garden, built an insect hotel and planted fruit trees.



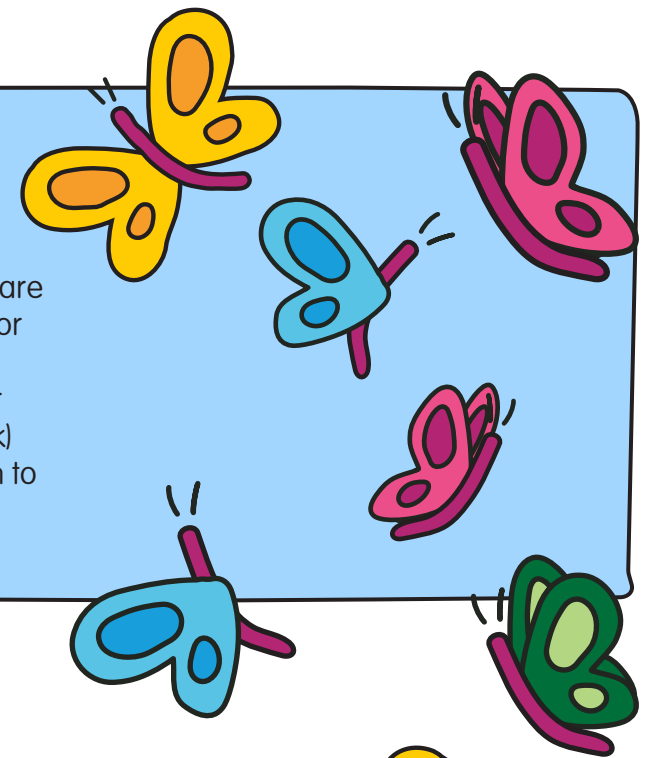
In the Netherlands, we launched a PETition to include our juices and smoothies in the Dutch Deposit Return Scheme with an outdoor and social campaign. It all paid off when the Statiegeld Nederland – the institution who manage the DRS - agreed to let our juices and smoothies join in.

And after the success of France's 'Les Grands Petit Pas' Campaign this year we launched Groen Vrienden in Belgium and the Netherlands. We made a donation to environmental charities with every juice bottle we sold.

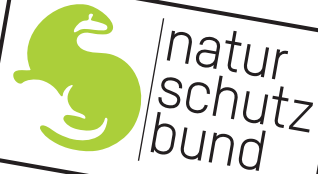


## Germany, Austria, Switzerland and the Nordics

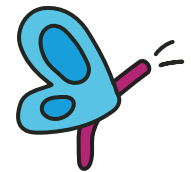
Butterflies. Not only do they transform from small green blobs into flying works of art, they're also brilliant pollinators who help keep the planet healthy. Which is why we've been doing our bit to make sure there are plenty of them around. We ran our 'Retterling vom Schmetterling' or 'become a butterfly rescuer' project for the second year in a row in Germany, to reclaim space for native butterflies and caterpillars. In 2021, the project created 365,682 square metres of flowering areas in Germany, Austria and Switzerland. And our 2021 donation of EUR 50,000 (£43,000) to Netzwerk Blühede Landwirtschaft (Thriving Agriculture Network) helped create an extra 144,682 square metres of butterfly-friendly land. But we're not done yet – we plan to rewild another 144,682 square metres of land.



Over in Austria, we donated EUR 25,000 (£21,500) to Naturschutzbund (Nature and Biodiversity Conservation Union) to create 156,000 square metres of new habitat for butterflies. To keep track of the changes we're helping to make, we've also partnered with Naturfreunde (Friends of Nature) to record what different plants are up to over time.

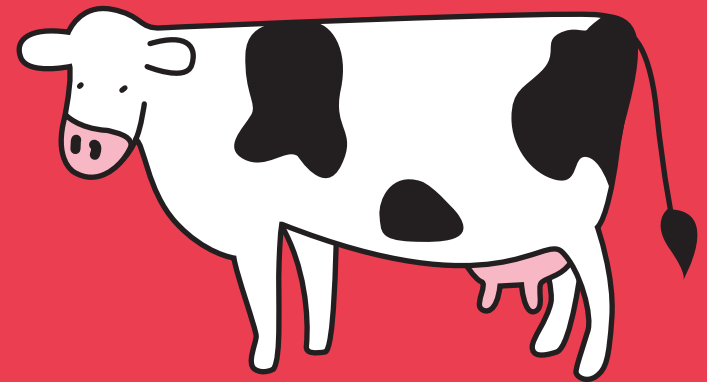


In Switzerland we partnered with Schmetterlingsförderung to create 65,000 square metres of habitat for butterflies in Zurich. Our donations are also supporting local farmers in different areas to keep their meadows in tip-top shape.



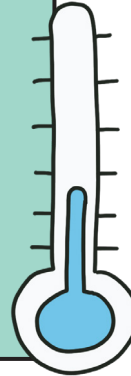
# healthier planet

Climate change is the biggest challenge facing humankind right now. Businesses like us need to act quickly and boldly to help slow things down. We've come up with a sustainability strategy to help us do just that.

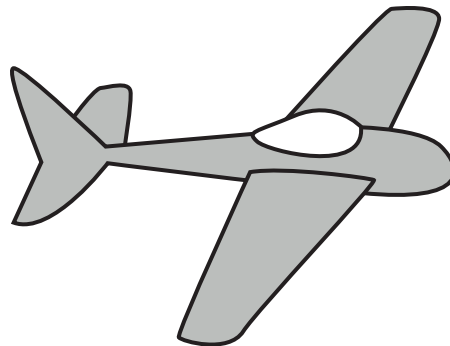


# staying cool

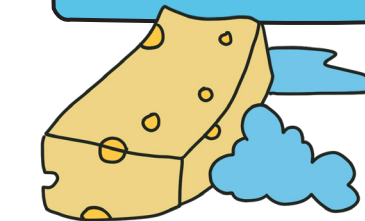
Back in 2020, when we became a signatory to the Business Ambition for 1.5°C, we set science-based targets to significantly reduce our carbon emissions by 2030. Specifically, those targets are to reduce our Scope 1 and 2 emissions (all our direct and indirect emissions for things like fuel use, heating our offices, business travel and electricity) to zero by 2030 and to reduce our Scope 3 (all the indirect emissions from our value chain) emissions by 50% per litre.



We know the climate crisis is moving faster than climate action, so we'll be investing in nature-based solutions to offset our emissions and get us to carbon neutral by 2025. **In late 2021 we also committed to reaching net zero by 2040**, reducing our emissions to get them as close to zero as humanly possible.



If you ever find yourself needing to explain the difference between carbon neutral and net zero to your mates down the pub (it could happen), imagine the greenhouse gases in the atmosphere as water in a cup. To get to net zero we need to reduce our emissions by 80 to 90% - or in other words, turn off the tap. To get to carbon neutral we need to soak up the water from the cup (imagine a giant sponge) faster than the water's filling it, so it doesn't overflow. We're reducing our emissions by helping the farmers we work with to reduce theirs, tweaking our packaging, and investing in our world-first, fully carbon neutral juice production plant. We've also set up a Hero Supplier programme, and 53 of our main suppliers are involved. They don't wear capes, but they have committed to improving their performance in a bunch of environmental and social areas.



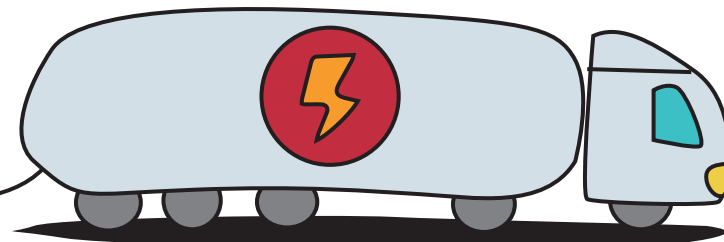
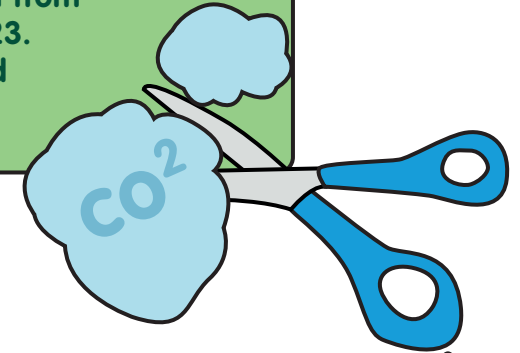
# a giant green blender\*

The Blender, our carbon neutral factory, has come a long way since we first broke the soil in 2020. This big green blending machine is run entirely on 100% renewable energy. At the moment that energy is bought from the grid, but we'll be installing on-site solar panels later this year and our very own wind turbines in 2023. Those will make the factory fully carbon neutral and mean every single one of our drinks is blended and bottled using renewable energy.

We haven't stopped at panels and turbines. We're reducing the energy and resources the Blender uses wherever we can, with things like an air vortex cleaning system that uses tornado air to clean machinery, cutting the water used to make our drinks by 50%, and heating the factory using heat generated from cooling it (go on, read that again). We also have big ambitions to make the Blender a zero-waste factory, with none being incinerated or ending up in landfill. Watch this waste. Sorry, space.

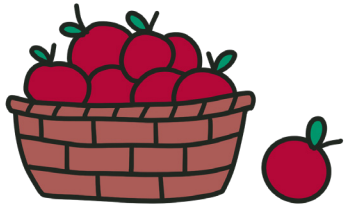
By building the Blender in the Port of Rotterdam, where most of our ingredients are shipped, we've taken thousands of miles off the road. We're also using some of the world's first 50 tonne fully electric trucks to carry our orange juice to and from the Blender.

It would be a shame to keep all this to ourselves, so we're sharing the technologies we've developed, the sustainability work we've done and the mistakes we've made along the way with other businesses. Hopefully it'll inspire them to do the same - or even better.

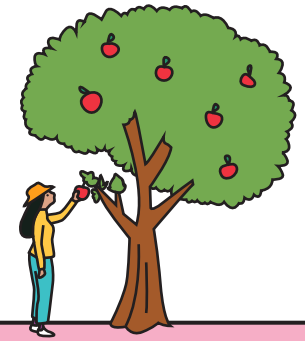


\*white, technically





# supply chain of good



We get our ingredients from thousands of different farms, big and small. But whether they're large plantations, co-operative groups or tiny family businesses, they all care about growing stuff in a way that's good for people and the planet. We're making sure of that by verifying our ingredients to the bronze performance level of the Sustainable Agriculture Initiative (SAI) platform's Farm Sustainability Assessment

(FSA) or an equivalent standard that's been benchmarked against the FSA. That means even if our suppliers are working towards different standards or certifications, we know they're doing things in the right way. In 2021, 89% of our ingredients were verified - and we'll take that to 100% by 2023.

In 2020, 99% of our carbon emissions came from our ingredients and our wider supply chain. We're always on the look-out for ways we can help support our suppliers to do things better, and as part of our Hero Supplier Programme they track, measure and monitor their environmental footprint and find ways to improve it. To speed up our own carbon reduction, we're learning from their efforts. In 2021 we launched our Farmer Innovation Fund to support projects reducing carbon in agriculture. We funded things like AgriSound's fake flowers, which help farmers count pollinators on a plot of land, and let other farmers know about the things they're doing to improve biodiversity and capture more carbon in the soil. We also funded the Brazilian Agricultural Research Company (EMBRAPA) and the Fundo De Defesa Da Citricultura (Fundecitrus), carrying out the first research on oranges in Brazil to get a better understanding of how much carbon orange trees and wild areas of the farm can absorb.

We want the things we've found out to inspire as many other farmers as possible, and educate them about the best ways to conserve land and lower emissions. We'll share the results with 5,000 orange farmers in the hope that gets the ball (or orange) rolling.

The number of pollinators in Europe has fallen by 40% in the last 25 years, and without them lots of the fruits we pop in our drinks can't grow. Along with the Farmer Innovation Fund, we're working with the Beacon Project, a three-year campaign in Spain testing how well different farming practices look after wild pollinators while encouraging fruit trees to produce even more fruit. In 2020 we took the project to 18 apple and orange farms (which are the two ingredients we use the most), in the hope lots of our farmers can use the practices that are working.



# into the blue

**Water makes up two-thirds of our planet. Pretty cool, right? But mind bogglingly, only 0.75% of that's actually available for animals and plants to drink, since just 3% is freshwater - and three quarters of that's locked up in ice. With populations and industries growing, water pollution getting worse and access to freshwater varying from place to place, we need to get creative when it comes to storing and saving as much of the blue stuff as we can. Challenge accepted.**

70% of the world's water is used in agriculture, which is used to grow all ingredients. We're focussed on understanding how much water each of them needs and how to use it most effectively when our drinks are being made.

One way we've done that is through a decade-long water conservation project in Spain, which we hope is a pretty inspiring example of leaving things better than we found them. Back in 2010, we put our heads together with two of our major strawberry growers to figure out their water use, and ways to help protect protect the Doñana National Park in Andalusia for future generations.

Six years on, everyone wanted to get involved. Our strawberry project became a multi-stakeholder initiative run by the SAI Platform. 77 berry farmers across the Huelva region in Spain took part, which made up 10% of all berry production in

Spain. The FerDonana project, as it was known, involved training farmers and workers, tracking irrigation through the seasons, and trying out new technology to help farmers on the ground make decisions. By the time the project ended in 2020, farmers were able to use 15% less water, while still boosting their berry crops by up to 50%.

All the lessons learned from the project have been put to good use with a new, even bigger programme, set up by the Gabinete de Iniciativas Europeas. With an investment of EUR 2.2 million (£1.9 million) from the EU, the programme will help spread the vital stuff we've learned about land and water management to other regions of Spain, Portugal and France. We're keeping a really close eye on how things go in the hope we can take the findings even further afield (to some other fields with fruit in them).



# more lives than a cat

**We've always been pioneers in sustainable packaging. We were one of the first brands to trial rPET bottles in 2006, and we experimented with compostable bottles before anyone else (high five to our packaging team for paying attention in science lessons).**

There are pros and cons to each different type of packaging, and for now we think plastic is the right option for our bottles. While we work on an even better solution, we're making it as easy as possible for our drinkers to recycle our bottles - caps and all. By 2023 we want 70% of our bottles to be going on to live more lives, preferably as more bottles. We're getting there by educating people, improving awareness and lobbying for better recycling infrastructure. We're also pushing for Deposit Return Schemes. They charge anyone who buys a drink a small deposit for the bottle or can it comes in, which they get back when they recycle it - and they've got impressive recycling rates of 90%.

As part of our awareness raising, we held a Closing the Loop press event in Munich last October. We were joined by a bunch of sustainability experts from across the nation to talk about our campaign for our bottles to be included in the DRS. The whole thing happened in

a giant Ferris wheel (it was the sensible thing to do). We were really happy to be accepted into the scheme, and now we're pushing for a great Deposit Return Scheme in the UK as part of the Environment Act.

We also held a pop-up event in Paris for people to learn more about recycling and sustainability. The event included upcycling workshops, Q&As and a massive drawing of the lifecycle of an innocent bottle which guests coloured in. We had some budding artists pop by.



Longer-term, we're focused on finding more sustainable alternatives for our packaging. Right now, all our juice and smoothie bottles are made from 50% rPET and our 'better smoothie bottle' is made of 50% rPET and 15% plant plastic material. We're also on a mission to create our greenest bottle yet, made only from renewable or recycled material. That'll mean we can stop using any virgin plastics created from fossil fuels. Keep an eye out for it perching proudly on supermarket shelves from 2025.

We're also thinking about how we can reduce the total amount of packaging we need for our little drinks. We're working to make them lighter, saving 2,500 tonnes of plastic between 2020 and 2023, and we're also removing those stickers on our lids, switching glues and making our labels smaller to make them easier to recycle. We also switched the plastic straws on our kids wedges to paper ones, which will save over 50 tonnes of plastic. That's a big impact for a little straw.



Choosing the most sustainable type of packaging is tricky because so many different factors need balancing, like where the raw material comes from, how easy it is to recycle and how much carbon it creates. Which is why (along with all the other stuff we've mentioned) we champion the circular economy and are proud members of the Ellen MacArthur Foundation's New Plastics Economy Global Commitment, and the UK & French Plastics Pacts. And we're committed to being as transparent as our bottles when it comes to our progress.

# on the table

It's time to talk numbers. We're committed to being open and transparent about our progress and how we're performing against our environmental and social commitments. We want other businesses to see what we're doing and shamelessly copy us - so here's what we're up to. Steal with pride.



climate				
commitment	metric*	2019	2020	2021
We'll cut our absolute scope 1 and 2 greenhouse gas emissions to zero by 2030.	Scope 1 direct emissions - fuel use, refrigerants & business travel (tCO2e)	1,021	469	765
	Scope 2 indirect emissions - purchased energy (tCO2e)	14	10	0
	Scope 3 indirect emissions - value chain (tCO2e)	230,593	226,502	221,555
We'll cut our Scope 3 emissions 50% per litre of finished product by 2030 from 2019 base year.	% reduction in scope 3 emissions from 2019 base year	n/a	2%	2%

\* The eagle eyed amongst you might have spotted that the carbon emission data for our baseline year (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. Fancy.

## circular economy & resource efficiency

commitment	metric	2019	2020	2021
	total finished product redistributed (bottles)	1,373,906	2,767,625***	1,246,868
	total plastic packaging weight (t)**	14,805	14,404	14,105
Make our bottles from 100% renewable or recycled material by 2025.	total recycled content of plastic packaging*	28%	33%	35%
100% of plastic packaging to be reusable or recyclable by 2025.	% of total plastic packaging that is recyclable*	97.7%	97.5%	97.8%

## supply chain and ingredients

commitment	metric	2019	2020	2021
100% of ingredients verified as sustainably sourced by 2023.	% of ingredients sustainably sourced (FSA verified or equivalent)	75%	90%	89%
	% of suppliers of over Euro 1m spend involved in our Hero Supplier Programme	No data	75%	90%
100% of suppliers compliant with Human Rights Audit.	% of suppliers compliant with Human Rights audit	89%	77%	71%



## community impact

commitment	metric	2019	2020	2021
	total funds donated to charity	£1.375m (EUR 1.540m)	£1.635m (EUR 1.831m)	£1.460m (EUR 1.635m)
	number of employees volunteering	398	525	473
	total volume of product donated to good causes (litres)	563,190	1,134,501	581,224

## gender profile of employees

commitment	metric	total	male	female
	director level	11	7	4
	senior Leaders (AC and above)	115	55	60
	total employees	765	377	388

\*We report Scope 1, Scope 2 and Scope 3 emissions as defined by the GHG Protocol:

- Scope 1 emissions are direct emissions from the burning of fuels or from refrigerant losses by the emitter.
- Scope 2 emissions are indirect emissions generated by the energy purchased or acquired by the emitter.
- Scope 3 emissions are indirect emissions that occur in a company's value chain. All figures rounded to the nearest tonne.

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

\*\*\* Donations were significantly higher due to Covid19 pandemic implications.



Well done for getting to the end.  
We should probably give you a  
medal or something.

