

2019 edition



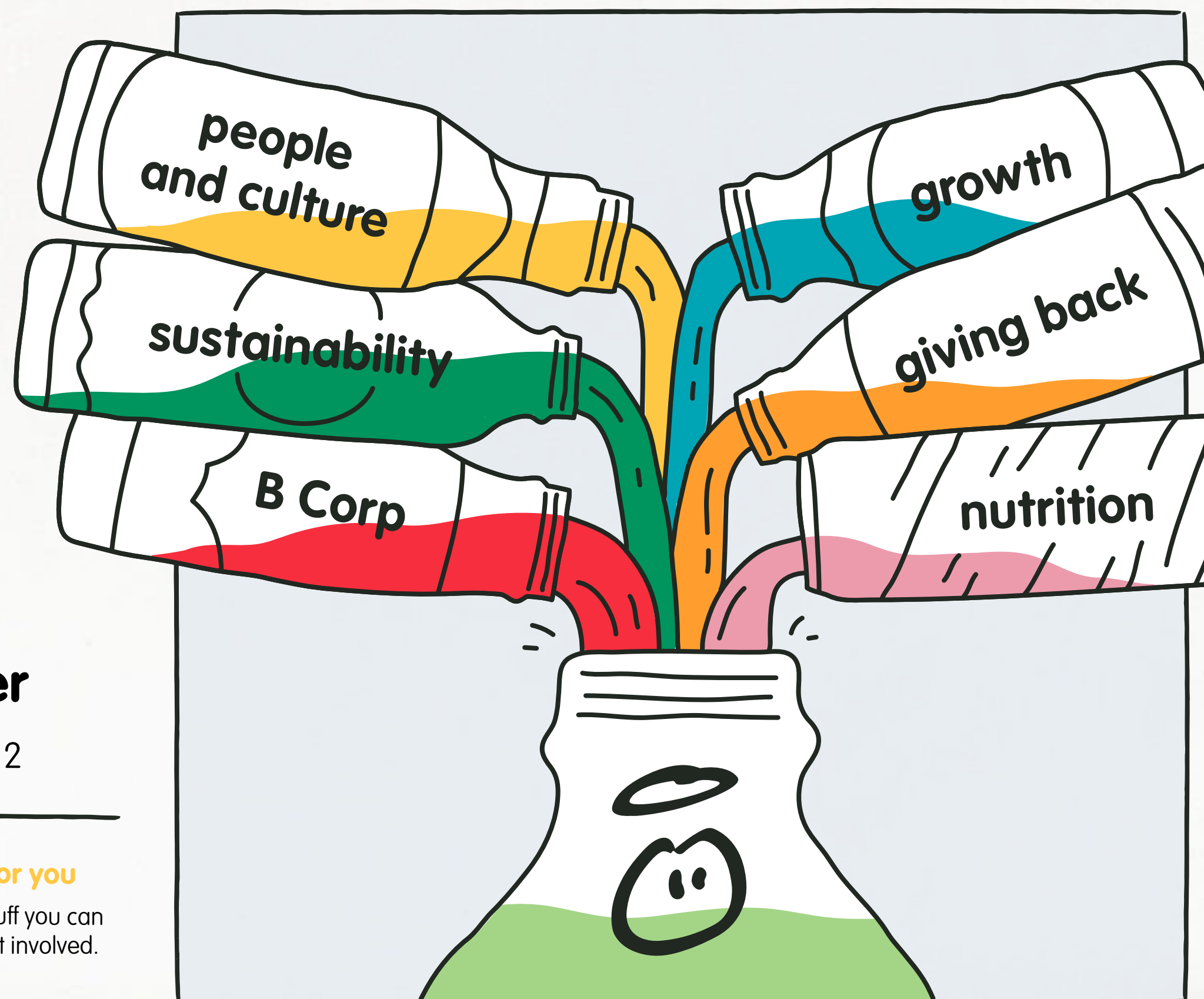
innocent drinks

## the good times

# drinks company spills all

We're on a mission to become good all round and this newspaper shares our progress in 2019. Cont pg 2

innocent is bottling up some goodness



### good stuff

Much like our drinks, we're stuffing this newspaper full of good stuff.

### stuff we're making better

There are always things we can do better. So we've put that in too.

### stuff for you

Good stuff you can do to get involved.

## a little note from our chief squeezer



Creating a fairer and more sustainable world is a challenge. Not only do we all need to play a part individually, but businesses need to make brave and bold commitments to lead the agenda. As Barack Obama noted “we are the first generation to feel the effect of climate change and the last generation who can do something about it”. That’s a pretty compelling call to action.

At innocent, we have a purpose ‘to make natural, delicious food and drink that helps people live well and die old’. It defines who we are and what we do. Creating healthy products in a responsible and sustainable way needs a number of critical elements to be delivered successfully. This is what we call ‘becoming good all round’. While not part of 2019 activity, it feels appropriate to mention the Covid-19 pandemic which

has brought rapid change to both businesses and individuals. Our purpose, vision and values now seem more relevant than ever and it has increased our determination to grow our business in a responsible and sustainable way. This report details what we are doing to continue to make balanced progress across all aspects of our business, and how we’re getting on.

We’re not perfect by any means. We make mistakes, reflect on our experiences and try again. But we are driven by our belief that everything we make should do good, as well as taste good.

Many other businesses are on the same journey. As technology and innovation unlocks new ways of doing things, we look to get better. For us, continuous improvement is what it’s all about. Not just for us, but for everyone. So as well as reporting on our progress and indicating our direction of travel, we are happy to share what has worked and what hasn’t. So we can make progress together.

We’ve grown a lot since our business began in 1999. But we still recognise that on our own we can only do so much. That’s why in 2018 we joined the B Corp movement, a growing number of companies across 150 industries in over 70 countries. This movement has one unifying purpose – demonstrating that business can be a force for good. This is done by considering the impact of business decisions on both

people and the planet, and setting a more balanced measure of business success.

As part of the B Corp movement, we commit to transparent and measurable social and environmental performance. This brings rigour to our business, supports our purpose, and shows that being good all round is not only the right thing to do, but the smart thing to do. Which our continued growth around the world hopefully shows. As a B Corp we can shout much louder together about the change we want to see, and learn from and find inspiration in each other too.

In November 2019, we made the accelerated commitment to be carbon neutral by 2030. As part of that journey we are making a significant investment to build the world’s most sustainable blending and bottling site. This will challenge like-minded partners to think outside the box and help us transform the current manufacturing process for the better. It will be a real game changer for our industry and is just one in a long line of sustainability commitments. Many of which are detailed in this report.

This is our first ‘good all round’ report. I hope you find our approach interesting. And if we help in some way to inspire wider change, we’ll consider it a job well done.

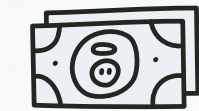
– Douglas Lamont, CEO

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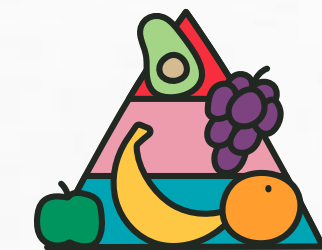
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# B Corp



## A note from Henry Gounot, our French B Corp Ambassador and Head of FBII Finance and Operations.

We've always tried to do business the right way and are prouder than we've ever been of what we stand for. In 2018, we decided to become a B Corp. That meant joining a growing group of businesses from around the world, who, like us, believe in doing business differently.

Becoming a B Corp means having every part of your business looked at through a microscope, to make sure

we're meeting extra high standards of social and environmental performance, accountability and transparency. We joined the B Corp movement with a score of 92.5, and have challenged ourselves to be at 100+ points by 2023 as our global business keeps on growing.

To us, being a B Corp is more than just getting a (very nice) certificate. We know that we have a duty to step forward and prove that our business can act responsibly. Not with the narrow mindset of profit above all else, but with a genuine commitment to all of the people who work here, the people who drink our drinks, and the planet upon which we live and do business. We're serious about making sure purpose is at the core of everything we do and inspiring other businesses to do the same. In fact, in 2019 we spoke to 20 aspiring B Corps to share what we've learnt and encourage them to join us. This section is where you can learn all about how we got on in 2019.

## to B, or not to B, that is the question

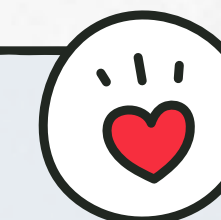


### In 2019, for the first time ever, we put meeting our B Corp ambitions onto our company scorecard.

For anyone who doesn't know, our scorecard is the way we measure how we're doing as a business. Each year, we set targets on our revenue, margins, profits, market share, customer service and employee engagement. And now we've added our B Corp score ambitions too.

This means that at the end of the year, our company performance and everyone's bonus depends on us meeting our B Corp targets as well as our financial targets. So the whole company can get on board with our B Corp ambitions and feel like they have a part to play in helping us reach them.

## how to help: Do Nation\*



Early in 2019, we joined other B Corps for a competition to see who could pledge the most individual actions to reduce their carbon footprint with the Do Nation (spoiler alert: we didn't win).

Since our first campaign with the Do Nation in 2015, we've run three more campaigns to get people across all innocent offices to reduce their individual carbon footprints. We love how easy the Do Nation makes it to take simple actions and calculate your carbon reduction. Across all three campaigns, people from innocent have made over 3,000



pledges to reduce their emissions, which adds up to 159,115 kg of carbon saved every year. You can find out more about how the Do Nation can help you reduce your footprint here:

[www.wearedonation.com](http://www.wearedonation.com)

\*also a B Corp



# a good point worth making

**We've set ourselves the ambitious target of meeting 100 points on our B Impact Assessment by 2023 across our whole business.**

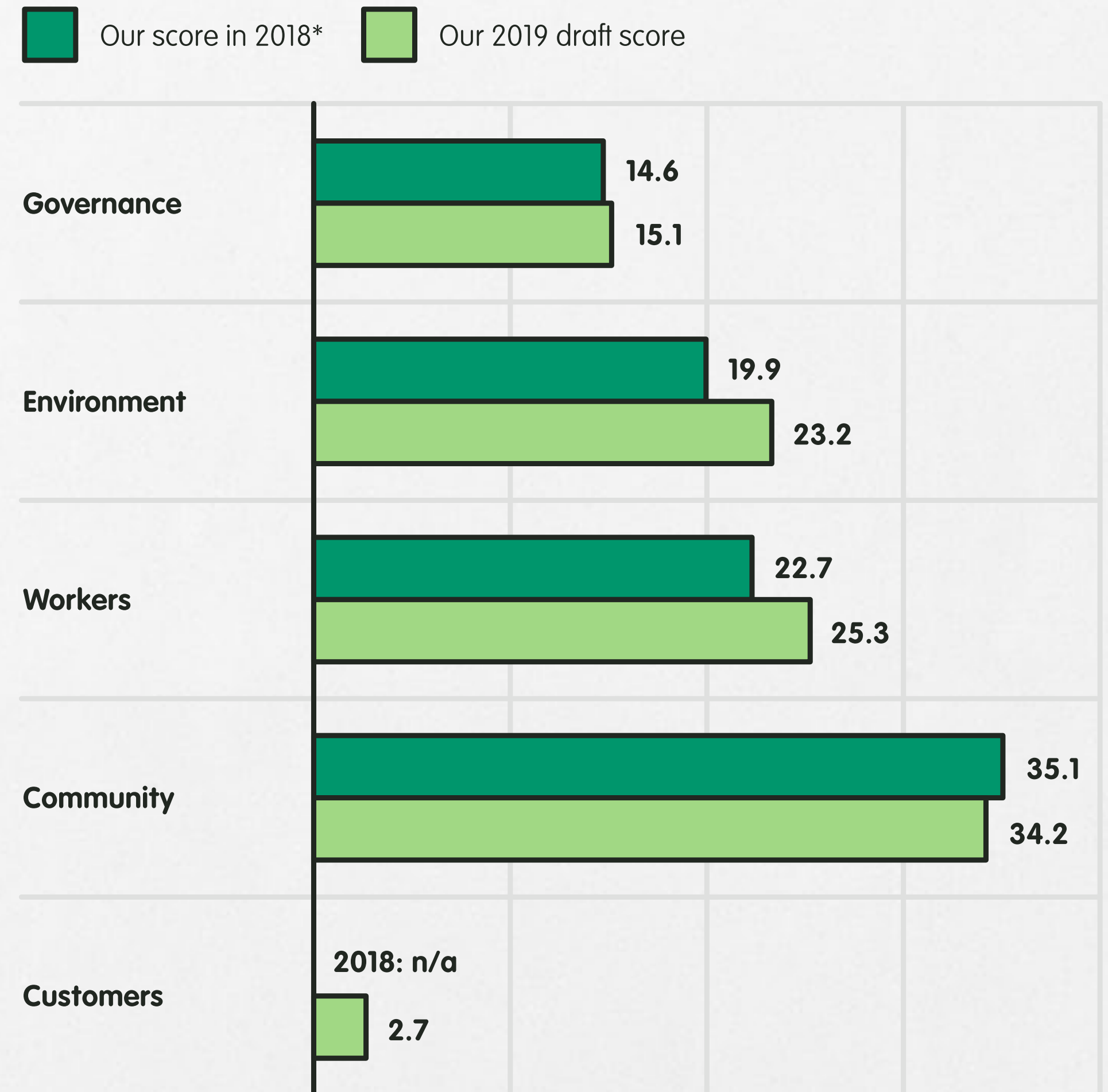
We set ourselves a goal to reach 97 points in 2019. But, B Lab (the people who decide whether companies meet B Corp requirements) only complete audits and official assessments every 3 years. That means our next official B Corp audit will take place in 2021. Until then, we're going to measure how we're getting on every year to make sure we're on track to hit 100+ points by 2023 across our global business. The countdown begins.

We're proud to announce that in 2019 we actually got to a score of 100.5. While we're chuffed with the changes we made

to increase our score, we're only just getting started. We know that the B Impact Assessment (BIA) is made to be difficult. It will be a challenge to maintain this score as our business grows and we build our very own blender. Whatever happens, we're looking forward to sharing the ups and downs of our journey to reach 100+ points by 2023.

There were lots of different things that we changed to improve our score in 2019. Things like expanding our mental health training across all **our offices**, tracking **our supplier greenhouse gas emissions** and setting targets to better monitor **our volunteering programme**. You can read more about these areas and more in this paper.

## Here's how we did score wise:

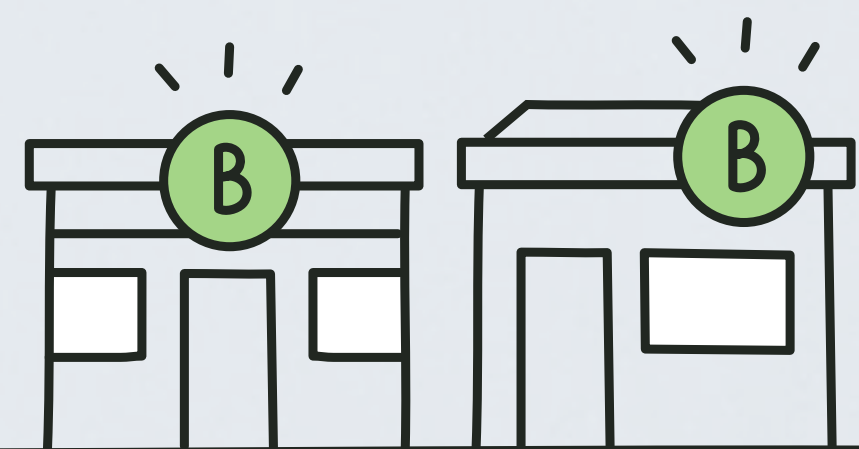


\*Just so you know, the BIA has been updated since these scores were calculated. Thanks to something called rounding, the totals might not add up exactly.



## how to help: think before you buy

Next time you're out shopping, think about switching (if you can) to a brand that's B Corp certified. You could even get your own workplace to think about becoming a B Corp too.



Find out more [here](#).

# check out our new force for good objectives

We updated our sustainability roles for innocent employees to take on as part of their objectives.

### A bit about the role

When we released our sustainability strategy back in 2016, we realised we had a big task ahead of us to make sure everyone in the business was being truly sustainable. So we launched our sustainability roles to encourage four different ways for people to get involved.

**1 Agitator** → Looking out for how to be a more responsible business.



**2 Ambassador** → Sharing our force for good work with others.



**3 Activator** → Delivering a specific element of our force for good work.



**4 Protector** → Guarding our approach to being a responsible business.

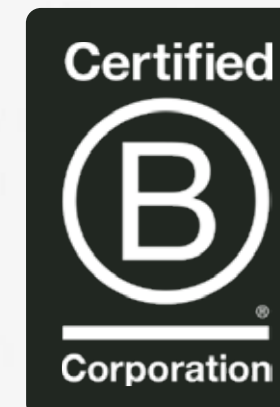


### A bit about us

To make sure that people were taking on these roles, we looked into how many employees had written a sustainability objective. And based on a review of 10% of our people's objectives, 86% of them had. In 2020, we want to get this to more than 90%, so we edited the roles to make them better linked with our B Corp ambitions to be a force for good, and are giving people a choice of even more areas to get involved in (not just sustainability). We hope that by reframing things, relaunching the roles and reminding everyone that they exist – we'll increase the number of people using them.

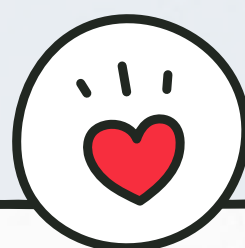
### Over to you

Check back next year to see how we got on.



## how to help: an easy switch

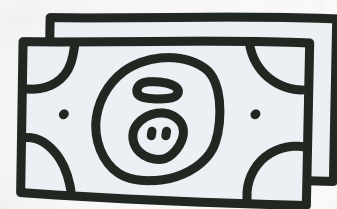
We're big fans of supporting our fellow B Corps. If you want a free and easy switch, try using **Ecosia** as your search engine. It's just like any other search engine, but they use their profits to plant trees.



## building the B Corp community

Since we became a B Corp, we've been really excited to find other like-minded businesses to help us grow the network across the world. In France we took an active role in the creation of the French B Lab (the non-profit that certifies B Corps) and our Henry is even a member of the board. We've volunteered to run events in our offices across Europe – like our Simon hosting the B Corp Climate Change Collective in

London's fruit towers and the B Corp community social in our French office. Finally, we've started to join and even create our own B Corp working groups to chat and collaborate with fellow B Corps. A recent example is when our Katie worked with Propercorn's co-founder, Ryan, to set up a UK commercial working group.



# finance



## A note from Pete Ford, European Finance Director

We want to prove that doing things the right way is the best way to do business. If we truly want to show that being good all round is possible at scale, we need to share some of the finances too. So this is our platform to encourage businesses (whatever size they may be) to operate as a force for good. Just like we're trying to.

Our ambition is to reach €1bn of retail sales, to keep growing ahead of our competition each year, to deliver double digit profitability by 2023 and continue to give 10% of profits to charity. And as proof that you can balance profit and purpose, we plan to do it all while moving our B Corp score to 100+ points across our globally expanding business.

We'll try to keep the finance talk as short and as sweet as possible. If you're really into that stuff, you can find our full financial results online.

## our offices: Europe



## Asia



# the fruit of our labour

## We grew our revenue by £34 million (€38 million)\* last year.

By the end of 2019, we'd had another good year financially. We managed to grow our revenue by 8.6%, and extend our market leading position in chilled juice across Western Europe by +1.5ppts to 21.3%.

In the second half of 2019, we saw the launch of innocent in Japan, with China ready to go in 2020. This is an important milestone for us as we continue towards our vision of becoming Earth's favourite little healthy food and drinks company. We know we probably won't see much money coming in as things get going, but moving into a new continent with its own local teams and blending and bottling set ups is exciting enough for us.

A little closer to home, we've also expanded our presence in Italy and are piloting the brand in the Czech Republic. So it really is all systems go.

Finding new and interesting ways to produce healthy drinks has always been central to our growth agenda, and 2019 was no exception. We are proud to be helping our drinkers get their fruit & veg portions and in 2019 alone, we served over **1.3 billion** portions globally. Our new Juice+ range (juice with added vitamins) was the stand out performer and our largest ever launch, with £45 million (over €50 million) of Retail Sales Value (RSV).

\*using an exchange rate of 1.12



We've always believed doing good business is more than just maximising your profits at all costs. But if we want to prove that this better way of doing things can work, we have to make sure that we're building a business of scale too.

**this graph here shows our revenue growth over time** →

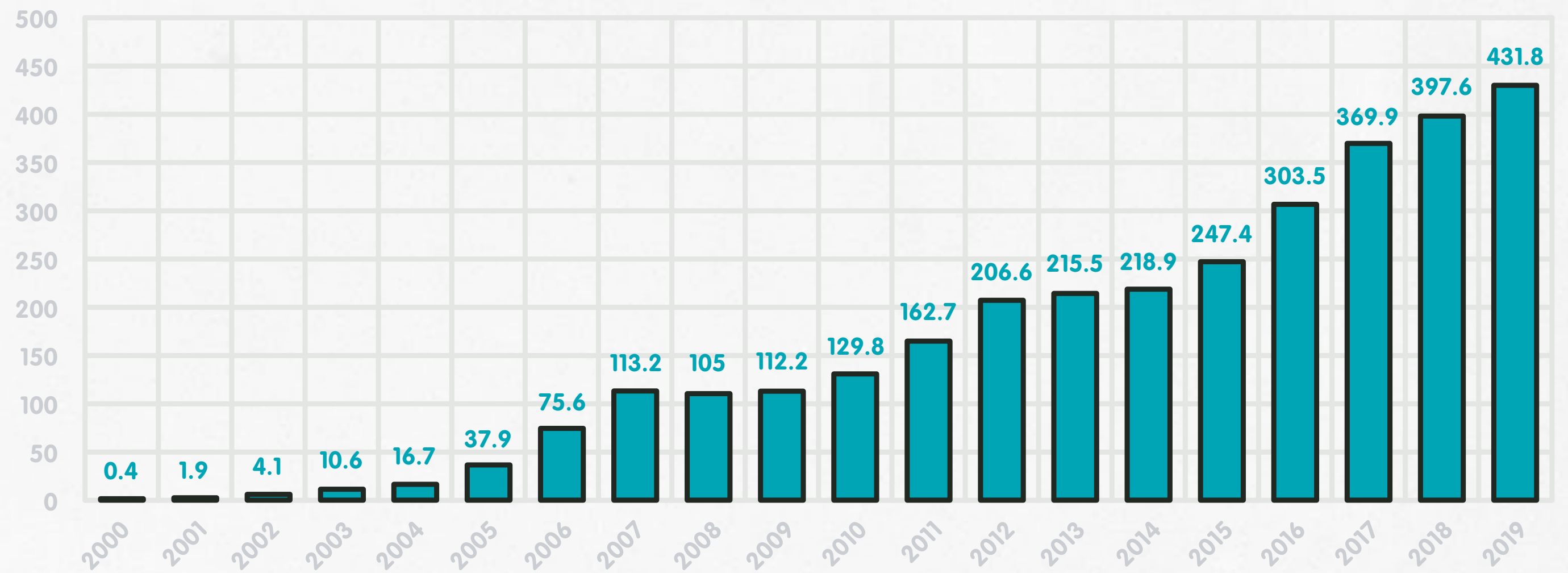
Our vision is to help people live well and die old and we aspire to do that at a large scale. So with the support of our shareholders, in recent years we have chosen to re-invest all profits earned into growing innocent further. 2019 was no exception to that, we made an adjusted operating profit of £1.8m.

As our revenue heads towards £500m we have an ambition to deliver double digit profitability by 2023, while continuing to invest to deliver on-going growth. At that point we will be able to prove that, even as a large business, being good all round is rewarding for all stakeholders. Hopefully we can then inspire more businesses to adopt a model that balances people, planet and profit.

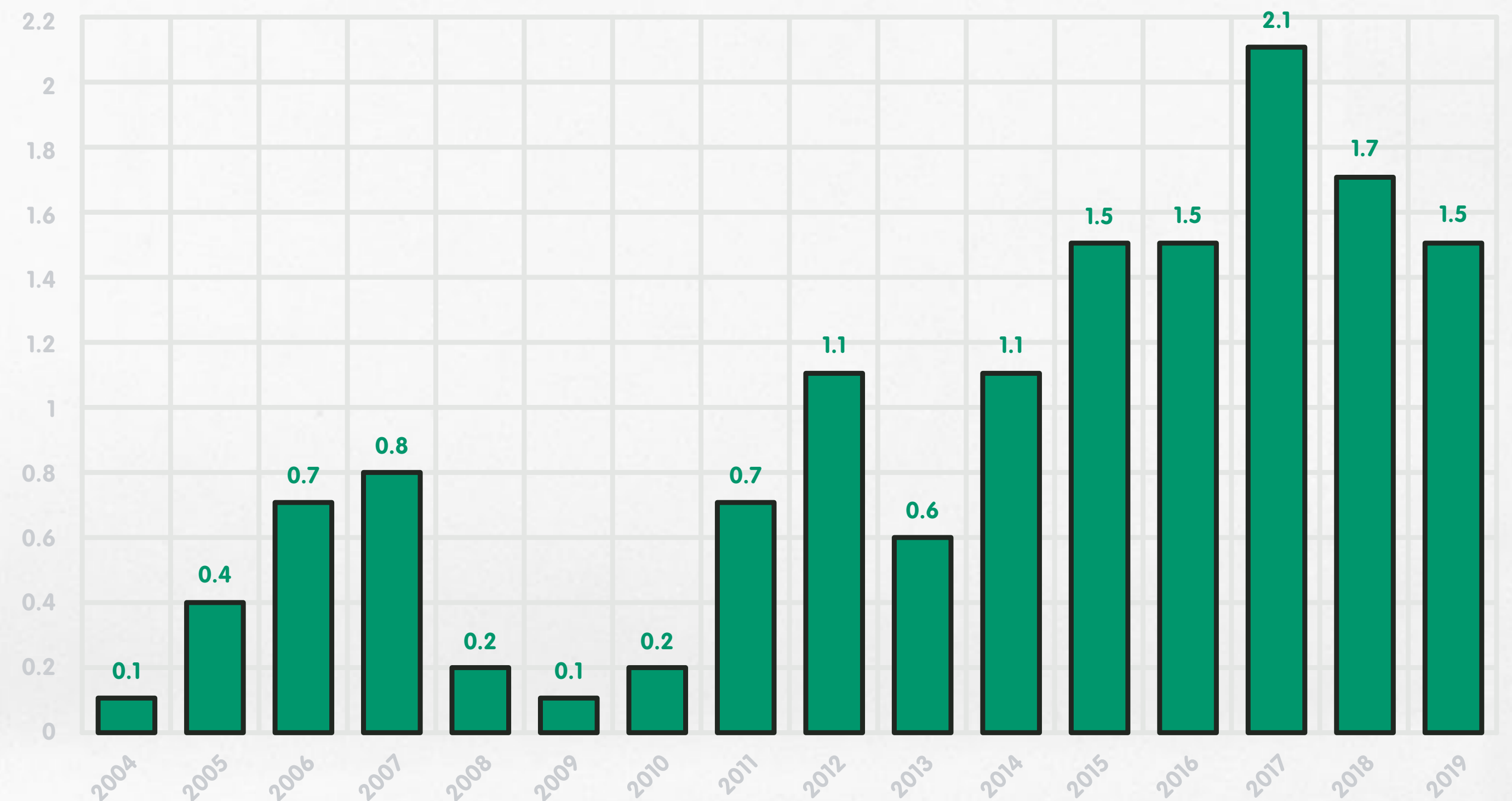
Despite our choice to re-invest our profits in growth, we have continued to make consistent and significant charitable contributions, even when our profit levels have been low. In 2019, we gave £1.5m to charity. Given the really important work that the innocent foundation is doing, we know that having a reliable source of income is a key enabler for it to be able to commit to multi-year projects and continue to focus on helping feed the world's hungry. Our commitment to give 10% of our profit after tax is measured on a rolling three year basis to enable this.

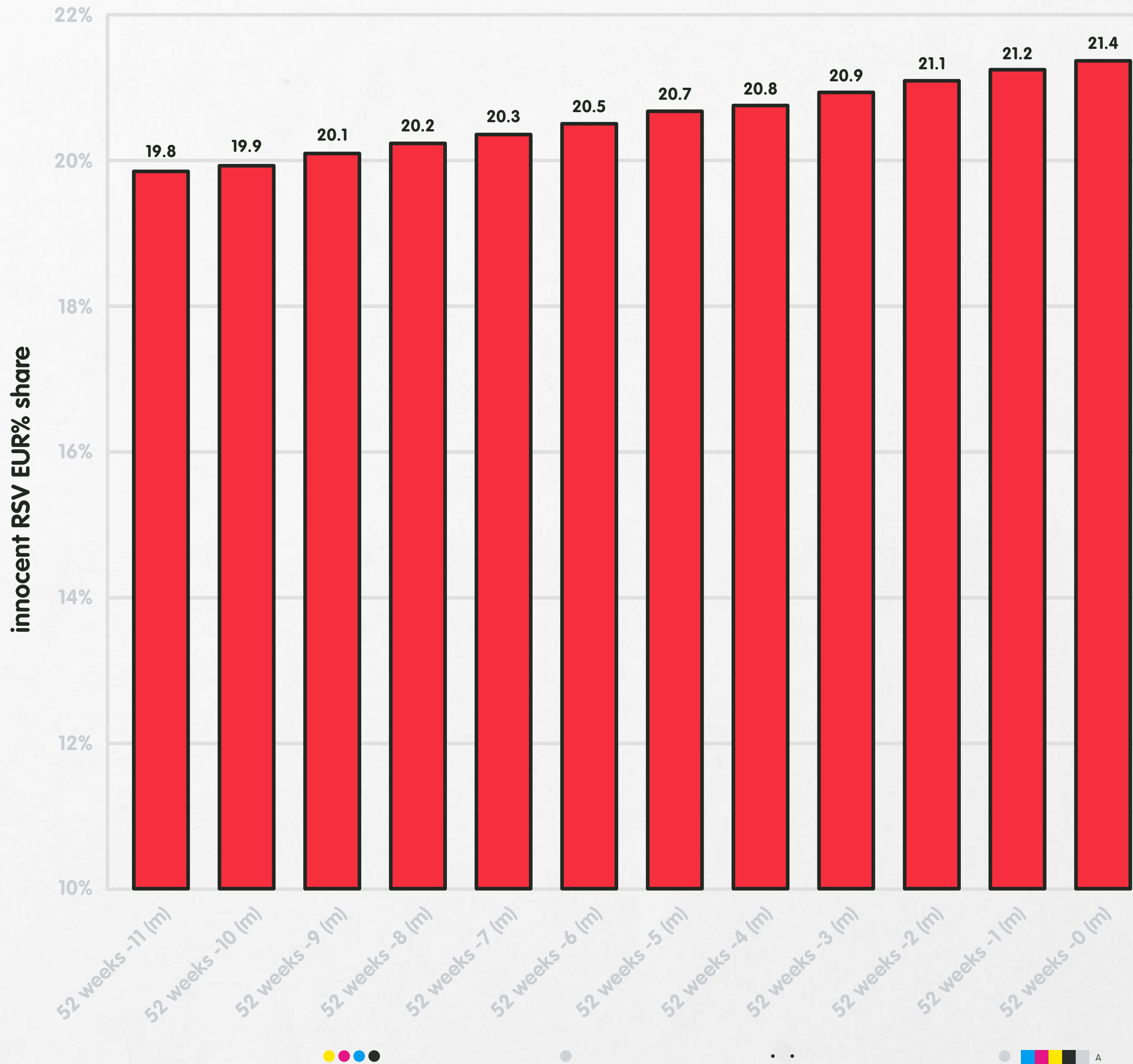
**this one shows our charitable contributions** →

Group net revenue (turnover, GBP millions)



GBP millions





this one shows our 2019 European market share within the chilled juice category

Even though it's not part of 2019, we think that the changes Covid-19 has brought to the world is worth a footnote. We're so proud of our partners in our supply chain and in retail who have performed heroically during these very strange times. It has also shone a light on what a talented and creative bunch we have here. They have responded with agility and determination, and we are very grateful for each and every one of them.

We acknowledge that we are less badly affected as a business than many. And though our sales are down, we have been given a level of protection others don't have, as we are mainly selling our healthy products through grocery channels. Even though it's probably too early to predict what the long term implications are for our business just now, we are determined to find ways to come out of this stronger and continue on our long term vision to become the Earth's favourite little healthy drinks company.

One of our values is generosity and we are proud that between ourselves and the innocent foundation, we'll be able to give at least €1m to support people directly affected by this crisis, through our existing relationships with age concern charities across Europe and our innocent foundation partners.





# sustainability



## A note from Rozanne Davis, Head of Sustainability and Nutrition

We think it's very important that as a business, we take full responsibility for our impact on society and the environment. So we're making sure that we're doing our bit to help solve some of the big challenges facing our planet and the people we share it with.

When it comes to leaving things better than we found them, there are three main areas we need to focus on to hit our targets by 2023.

First off, we're working towards creating a circular economy. Our aim is to cut 2,500 tonnes of plastic and 10,000 tonnes of CO<sub>2</sub>e from our

business, which is no easy feat. But we have a plan. Read on to hear all about it.

Second, we're doing our bit to fight climate change and have committed to being completely carbon neutral by 2030. We're working hard to do it even sooner, a commitment which includes building what we hope will be the world's most sustainable, zero-carbon blender.

Last but not least, we're working hard to be champions of responsible sourcing. That means investing in our farmers to improve the livelihoods of 10,000 people by the end of 2023, in line with the UN's Sustainable Development Goal 10. In turn, these farmers can then give mother nature a hand. We'll be working with our supply chain to reduce our emissions associated with farming by 5% by 2023. At the same time, we want to make sure 100% of our ingredients are **SAI-FSA verified** or equivalent (the Farm Sustainability Assessment developed by the SAI Platform). Watch this space.

## section 1: recycling activists

### A note from Louise Stevens, Head of Circular Economy

Our mission is to get healthy drinks to people. At the moment, plastic is still the most sustainable way to do that. But, to do our bit for the planet, we need to do our bit to tackle plastic pollution and climate change by working towards a circular economy.

We've always tried to be packaging pioneers. In fact, we've been using recycled plastic in our bottles since 2003. But now we're looking onwards and upwards. By 2023, we plan to have reduced the amount of carbon in our packaging by 10,000 tonnes CO<sub>2</sub>e.



To do this, we're reducing plastic used by 2500 tonnes, using a minimum of 50% recycled plastic in all of our drinks bottles, and creating an innocent bottle that doesn't use any new oil-based plastic at all. None. Nada. Zilch.

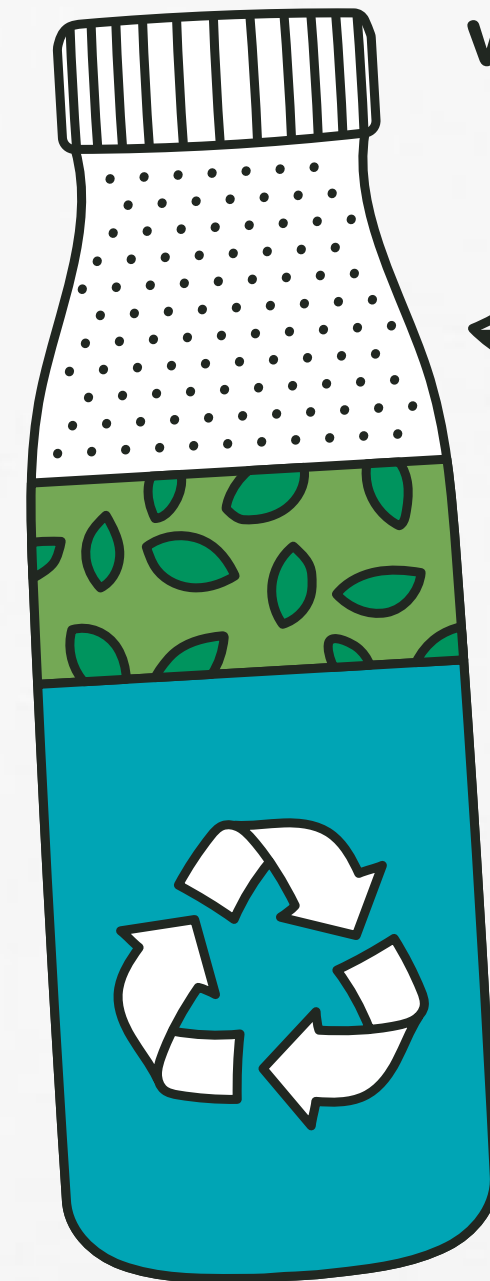


# our journey to zero

We're on a quest to beat our own packaging personal best, by turning our 100% recyclable bottle into a 100% renewable one that can be recycled over and over and ov- you get the gist.

Today, all of our drinks bottles and cans are 100% recyclable. When it comes to recycled content, 50% is a sustainable level to aim for in drinks bottles. If all companies were using 100% recycled plastic, the quality of the plastic would decrease as each bottle can only be recycled a certain number of times. To create a true circular economy, we need to have some kind of new plastic input. That's why we created our brighter bottle, with 50% rPET and 15% plant PET.

We had planned to develop a zero virgin plastic bottle by 2022. This would mean that the plastic would come from rPET and plant PET instead of oil-based plastics. But as we've got nearer to the deadline, we've realised this is unrealistic. That's because it's a really complex challenge and we've not quite come up with a solution yet. But when we do (and we will) our packaging will be able to be recycled over and over, without decreasing in quality.



we're working on the rest...

50% rPET

15% plant PET

## nearly there

We had hoped to make all of our juice bottles with at least 50% rPET by the end of 2019, but struggled to get enough good quality rPET resin to hit our target. Although we didn't crack it in 2019, at the time this report launches, all our juice and smoothie bottles are now 50% rPET. The rest of our bottles will follow suit by the end of 2021.

## an easy guide to recycling our packaging



bottles & carafes



cartons & wedges



caps



cans

made from

PET

cartonboard

HDPE

aluminium

before recycling

rinse it, squash it, put the cap on

squash them

put it back on the bottle

squash them (if possible)

where to recycle

in your recycling bin at home

local collection banks and check your local recycling guidelines

in your recycling bin at home

in your recycling bin at home





## \*to recycle

We know that to keep using recycled material in our bottles, we need our drinkers on board. So in 2019, we launched new back of pack recycling messages to help them recycle better.

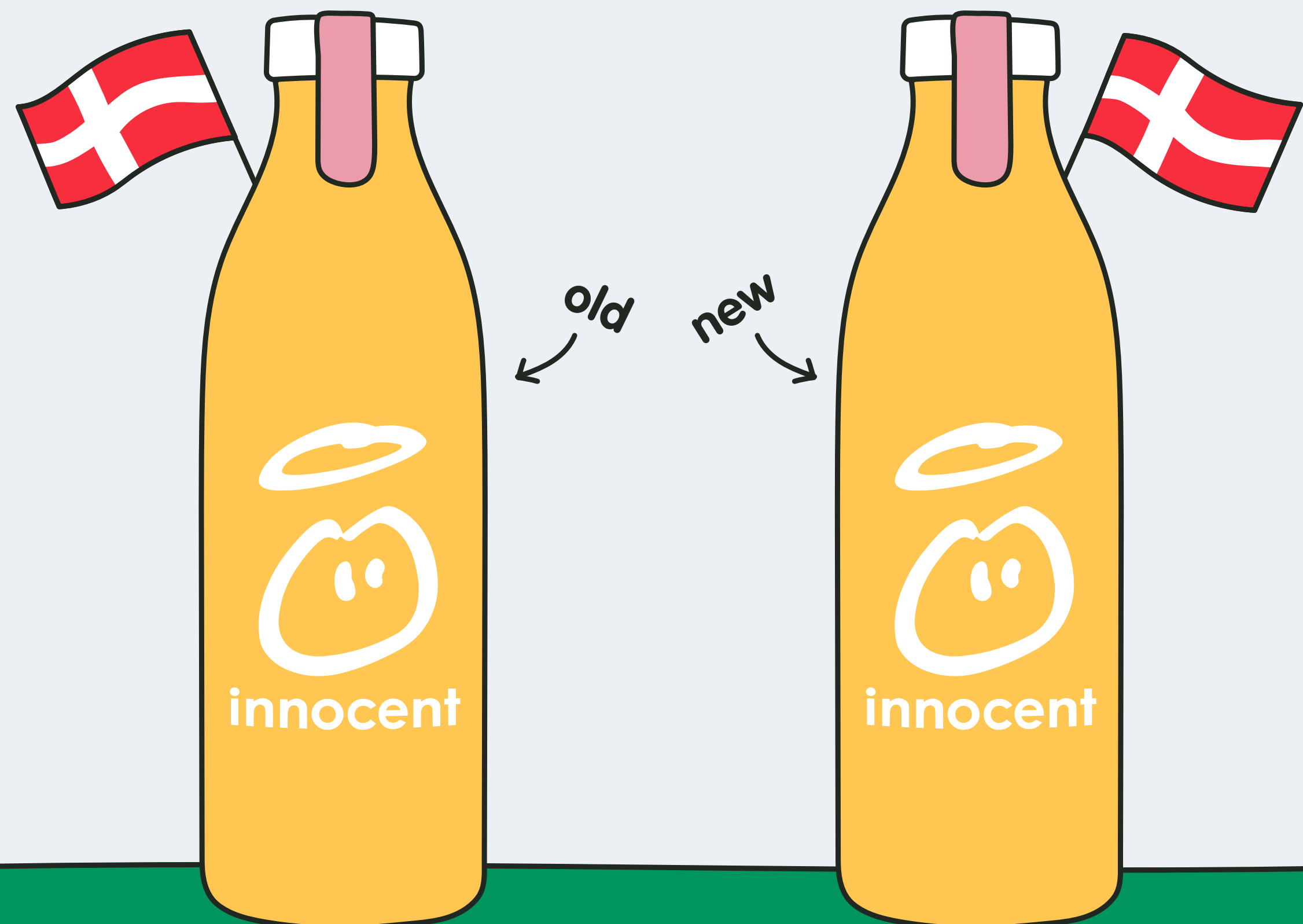
We sometimes get asked why we haven't switched to glass. Well, our research tells us that glass would triple the carbon footprint of our packaging. Instead, we're working to create a circular economy for plastic by designing our bottles to be 100% recyclable and working together with government officials, businesses, local authorities, NGOs and regular folk through things like the UK and French Plastic Pacts.

## spot the difference\*



In 2019, we made 31 different Danish drinks fit for the Denmark DRS (Deposit Return Scheme).

We're fully supportive of well-designed deposit return schemes (DRS) that improve recycling rates. They make it more likely that our plastic bottles will get collected and recycled again and again. That's why we made 31 different Danish bottles fit for their DRS system. We also did lots of work on our Swedish drinks packaging too. And made changes to 15 different bottles so that they'll be fit for the Swedish DRS system from early 2020.



\*Our bottles were already 100% recyclable – so to make them fit for DRS, we only had to change a couple of things that you can't actually see.

# find the black caps

**We've cut the black plastic bottle caps from our smoothies.**

Black plastic is a tricky business. Recycling machines can't see it to sort it into the right places, and caps of all colours can slip through the cracks if they're not

put back on the bottle first. So in 2019, we switched to clear plastic caps for our new super smoothies. We're now looking into clear plastic caps more broadly, because we know it will be better for the quality of recycled material at the end.



# creating a circular economy

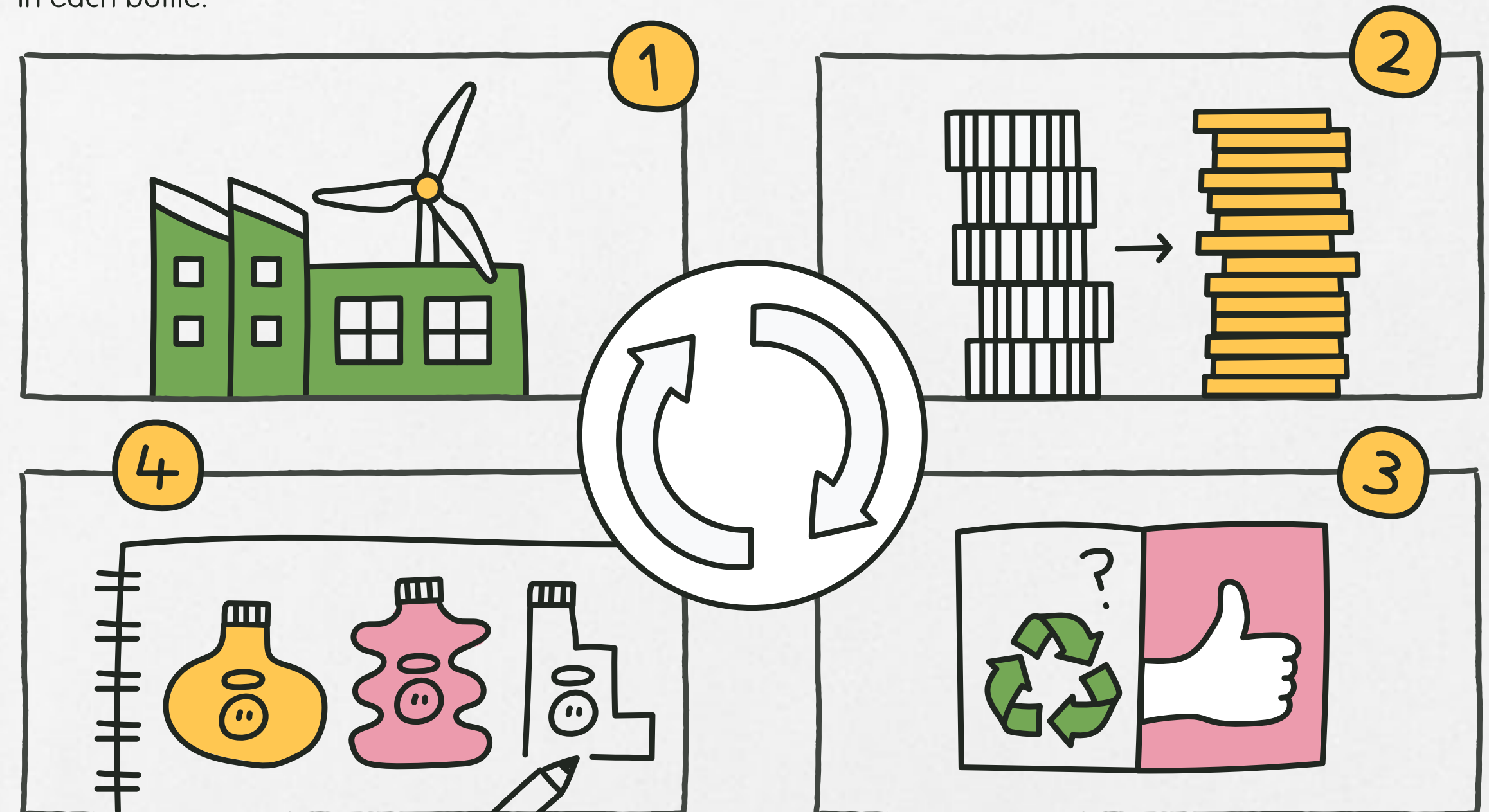
**We work hard round here to do things in a way that will help create a circular economy. Everything we do on packaging falls into one of these four areas.**

## reduce

We use recycled and plant-based content in our bottles to keep our carbon footprint as low as possible. Our aim is to cut out 2,500 tonnes of plastic by 2023, by reducing the amount of plastic in each bottle.

## recover

We support well-designed Deposit Return Scheme systems that will help more of our bottles get collected and recycled.



## redesign

We are exploring how we can create a future with better plastic, less plastic or no plastic at all.

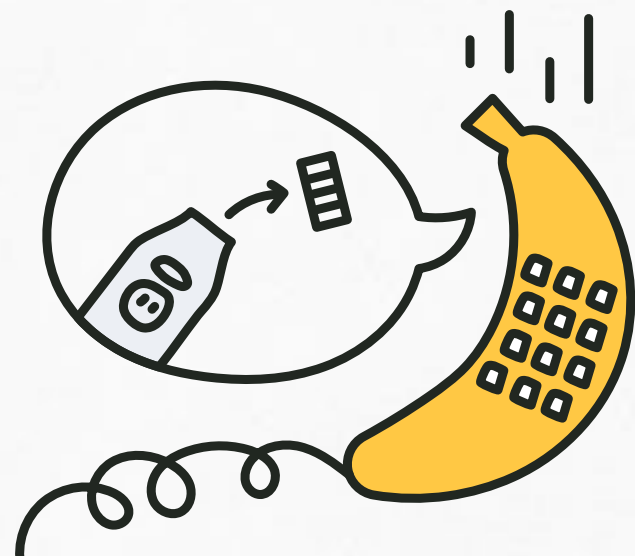
## recycle

We encourage people to recycle as much as possible and run campaigns to help show them how. We want to make sure that every bottle has a call to action to recycle.

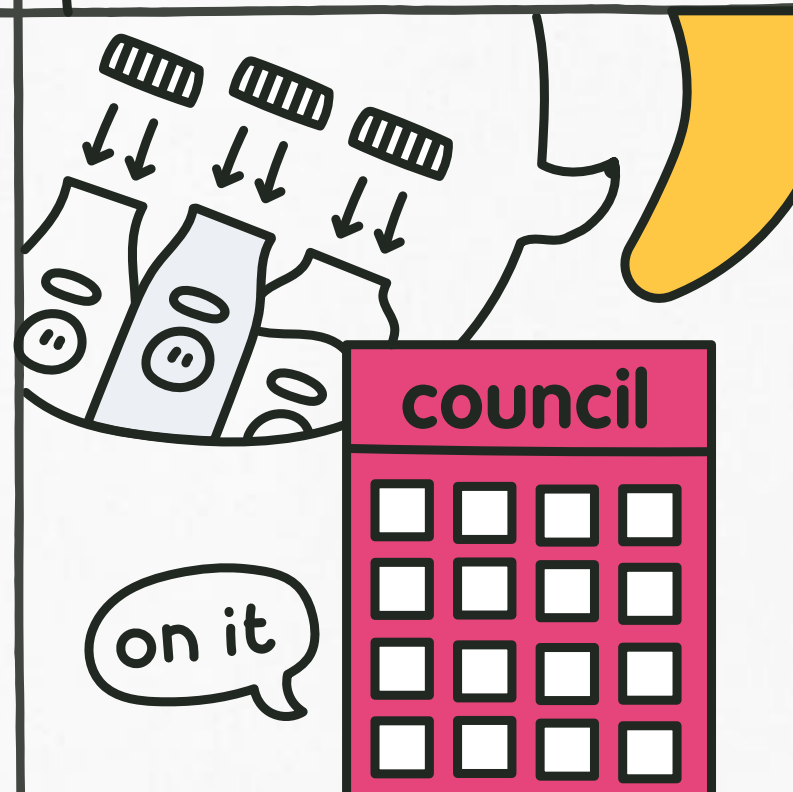
## one small step for our Daiane, one huge leap for UK recycling



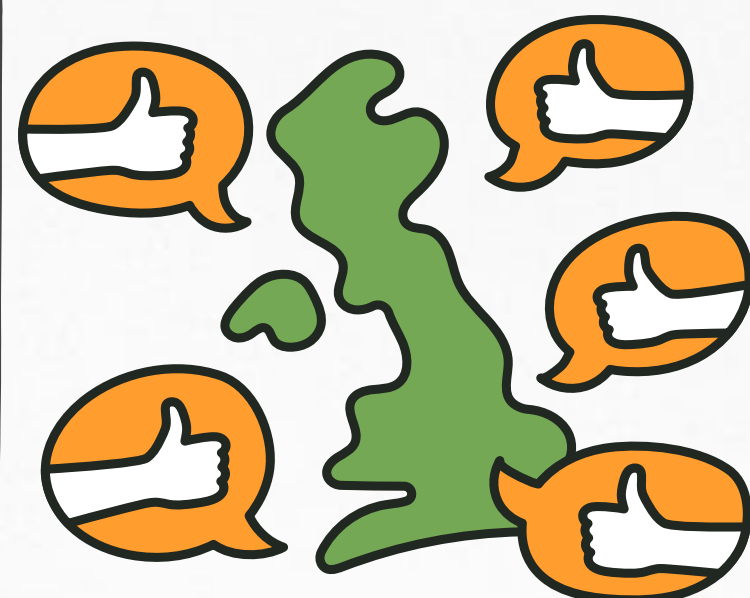
Last year, Daiane from our packaging team got a call on the banana phone from one of our drinkers. They told her that their county council was telling people to take the caps off bottles before recycling them.



Daiane got straight in touch with the council to set the record straight. She told them that bottle tops like ours (on PET bottles) should be popped back on the bottles before recycling so they don't slip through the cracks. The county council quickly changed their guidance.



Daiane didn't stop there. After some careful conversations with the right people, Daiane managed to get counties across the UK to change their guidance on how to recycle our bottles. You go Daiane.



### section 2:

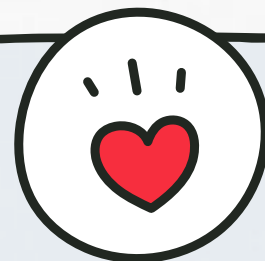
## climate changers

A note from Simon Reid, Sustainability Manager



Climate change is one of the biggest challenges facing humankind right now. That's why we're doing everything we can to keep global warming below 1.5 degrees. Our main aim is to make sure that we keep the carbon footprint of our drinks as low as possible. To do that, we're committed to reducing our carbon footprint per bottle by 20% between now and 2023. As part of this, we're

building our very own world class carbon neutral blender in Rotterdam, using our hero supplier programme to help develop resource efficient suppliers and working with our farmers to reduce emissions in our ingredient supply chains. 2019 was a big year for us, and we joined a community of more than 500 B Corps to announce our commitment to being **carbon neutral by 2030** at the December COP in Madrid.



### how to help: sustainable development goals

The UN's Sustainable Development Goals are "the blueprint to achieve a better and sustainable future for all". The UN website on the **SDGs** gives lots of useful advice on how you can get involved with supporting each of these 17 goals:



#### Goal 1: No poverty

- Donate what you don't use (more than 700 million people still live in extreme poverty)



#### Goal 6: Clean Water and Sanitation

- Avoid wasting water (water scarcity affects more than 40% of the world's population)



#### Goal 7: Affordable and Clean energy

- Use energy-efficient appliances and lightbulbs (three billion people still lack clean cooking fuels and technologies)



#### Goal 11: Sustainable Cities and Communities

- Bike, walk or use public transportation (9 out of 10 urban residents breathe polluted air)

# carbon emissions and where to find them

Our farm-to-retail emissions for 2019 were 275,000 tCO<sub>2</sub>e.

## did you know?

More than 80% of our drinks are blended and bottled in factories using renewable energy. By 2023, we want 100% of our drinks to be.



## did you know?

All of our innocent-only offices run on 100% renewable energy

In 2019, we changed how we capture data on our carbon footprint to make it a bit more accurate. This tool helped us see that our footprint in 2019 (275,000 tCO<sub>2</sub>e) was roughly the same as it was in 2017 (277,500 tCO<sub>2</sub>e) even though the company has grown a lot in just two years. That's a good sign. Now we have a system in place that can help us track our footprint every three months and meet our ambitious target to become net zero by 2030. Let's take a closer look at the parts of our business that make up our emissions.

## we all have our highs and lows

In 2019, our highest carbon product was pineapple juice and the lowest was our dairy free oat drink.

### lowest ↓

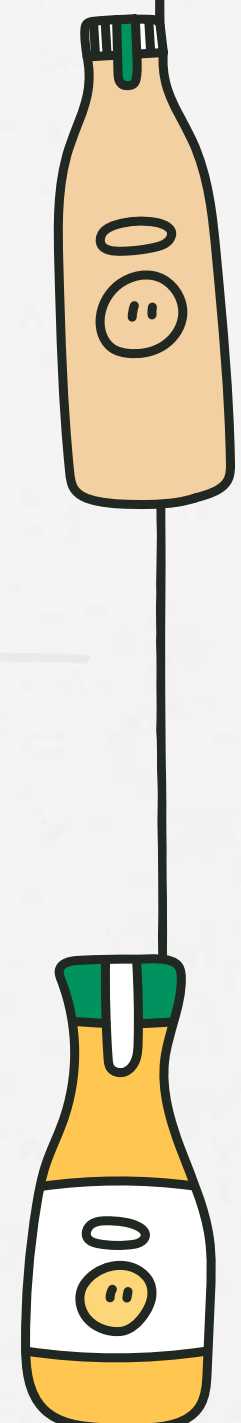
dairy free oat

Our dairy free oat drink is one of our lowest impact products. That's because oats are grown right here in Europe and our dairy free drinks use lighter packaging than our juice carafes.

### highest ↑

pineapple juice

One of our highest impact drinks is our pineapple juice. As it turns out, growing pineapples is more carbon intensive because you get much less juice from a pineapple than other fruit. And our pineapple juice has to be shipped over from Costa Rica. But we have a plan. We'll reduce this footprint by cutting the energy used by our processing sites in Costa Rica and we'll be looking into the amount and type of agricultural inputs used on farms.





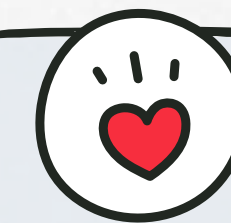
# hey big blender

**Our very own chief squeezer Douglas Lamont and Rotterdam's Mayor Aboutaleb use pedal power to mix a smoothie in the construction site of our new carbon neutral blender.**

On September 18th 2019 a smoothie was blended in the middle of a construction site in the Rotterdam harbour area. If that wasn't weird enough, the blender was powered by our CEO and Mayor Aboutaleb.

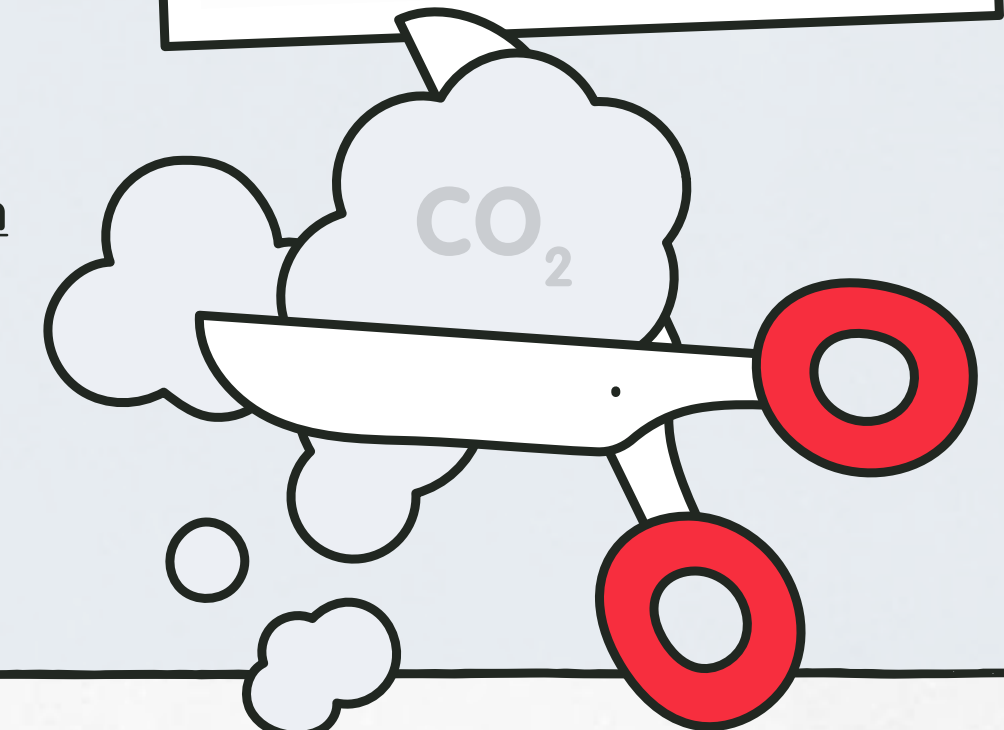
Over the past four years, we've put a lot of work into the construction plans for our new factory. Even the location is sustainable. By choosing Rotterdam as

our new home, we'll be making our drinks really close to where our ingredients actually arrive. And by using renewable energy, seeing waste as a vital resource and significantly reducing our use of and dependence on water, we can really cut our carbon footprint. For example, most factories are like giant fridges that use a lot of energy to keep the inside cold, then waste all of this excess heat by releasing it into the atmosphere. But the blender will



## how to help: set it off

We think fellow B Corp **ClimateCare** are a great place to start if you're thinking about offsetting any emissions you make. As a business, we've committed to reducing emissions by 20% across our whole business by 2023. You can do that through small actions like cycling to work or eating less red meat (check out the **Do Nation** for more ideas). While we work on eliminating our emissions, we'll offset what's left through strong partnerships - and we'll do it in a way that means our drinkers can get involved too.



take all of that waste heat, make it a useful temperature and re-use it to meet the blender's heating requirements. This will really reduce the predicted energy consumption for heating and cooling by an estimated 45%.

In fact, our current energy model shows us that the blender will actually consume 28% less energy than the 16 global beverage companies included in the Beverage Industry Roundtable 2017 benchmarks, and 70% less than the initial project feasibility study. We're hoping to share our sustainability learnings to encourage more companies around the world to make the move to more sustainable factories.

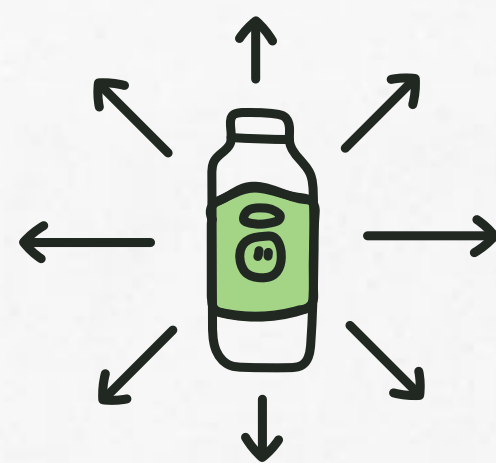
Here's what Douglas had to say about it:

**"This is the beginning of an exciting adventure for our company. By building this sustainable blender we can show that it's truly possible to massively reduce waste, use of water and energy, all whilst making it a great place to work. By doing this we hope to inspire wider change in the world. This feels like an amazing step forward."**

# waste not, want not

Last year in Europe, we redistributed more than 99% of our finished goods waste.

Growing up, our mums wouldn't let us leave the table until we'd finished all of the food on our plates. It must have stuck with us because now we make sure none of our tasty drinks or resources go to waste. And when we do have some drinks that are going spare, we want to make sure that they are still enjoyed by a human. Our ambition is to redistribute 100% of those spare drinks. That's why all across Europe we've partnered with some amazing organisations (such as fellow B Corp Neighbourly in the UK, Phenix in France and Tafel Deutschland in Germany and Austria) who help make sure all of our drinks get to the charities and local food banks that really need them.



**A** We work with organisations to redistribute stock amongst charities.



**B** We sell stock at discounted prices or use them for sampling promos.



**C** We offer stock to our operational warehouse staff for free.



## the fast and fully electric



We trialled one of a kind fully-electric logistics trucks in Germany and trucks that run on compressed natural gas in the UK.

Fully electric trucks and trucks that run on compressed natural gas (CNG) will be game changers for cutting emissions from our transport network over the next decade. We did spot some things that will need smoothing out to make these trials a long-term success. Having enough refill and recharge stations along the truck route is one of the biggest hurdles we need to get past.



## dust yourself off and try again

We tried to make a bottle of zero carbon apple juice in 2019. It didn't quite work out.



We reckon it's important to celebrate the failures as much as the victories. So even though our first go at a zero carbon bottle of apple juice didn't quite work out as we'd hoped, we can look back and say we learnt a lot for next time.

- ① It takes 401g CO<sub>2</sub>e to make a 900ml bottle of apple juice
- ② 44% of emissions come from juice production, 17% come from logistics to the UK and 38% come from packaging production
- ③ We think we can halve the emissions over the next 4-5 years

### NEWSFLASH

Gropper (the bottler for our apple juice) has become carbon neutral thanks to the research from this project.



## fear of flying

**One of our commitments is not to fly our ingredients or our drinks. But last year something came up out of the blue, and we want to share the exception we made.**

Flying around is pretty carbon intensive and we want to reduce carbon wherever we can. That means not flying our ingredients or fruit around. But, we also want to be responsible and deliver a great service to our customers. So, in May

2019, when our drinkers bought more of our blue juice than we were expecting, we had huge shortages on coconut water (one of the core ingredients in our blue juice). After trying everything we could to avoid it, our last resort was to airfreight 140 tonnes over, so we wouldn't let our drinkers down. To reduce the environmental impact, we offset the emissions of the flight by spending £13,000 on a project in Brazil that's tackling deforestation.

# not all heroes wear capes

We have 23 suppliers involved in our Hero Supplier Programme, and will have 38 by the end of 2020.

Our Hero Supplier Programme has set a clear vision for what we want to see from our supply partners on sustainability, and helps us track and reward good practice.

All of the suppliers involved have sustainability as an integral part of their business management. They are doing their bit to keep climate change below 1.5 degrees by improving their water use and sending zero waste to landfill by working to reuse or recycle everything.



## section 3: farming champions

A note from Ben Summers, Sustainable Agriculture Manager

There's a lot of fruit & veg that goes into our drinks. So we work closely with all of our farmers to make sure our ingredients are grown in a way that's good for the people who grow them and the planet they're grown on. We're always looking into the challenges our suppliers face and figuring out ways to help.

Our agriculture work promotes human rights through responsible sourcing. We're making sure the suppliers we work with become SAI-FSA and SGP compliant. We're also reducing inequality by helping our priority farmers increase their incomes by 7% by 2023, and have launched pioneering projects that protect nature - like our orange juice project which began in 2019.

	2020	2021	2022	2023	2024
<b>blending and bottling</b> 	2 dudes or more by the end of the year		3 dudes by the end of the year		
<b>packaging</b> 		2 dudes or more by the end of the year		3 dudes by the end of the year	
<b>logistics</b> 	Bring all logistics suppliers on board		2 dudes or more by the end of the year		
<b>ingredients</b> 		Bring ingredient suppliers on board	Our logo is affectionately known as 'the dude'. So, our hero suppliers are scored on a scale of 0-3 dudes, depending on how they're managing the impact of their site. Over the next few years, we're working to grow our Hero Supplier Programme to new areas of the business (like logistics and ingredients) and get those already involved to raise their scores to 2 or 3 dudes as soon as possible.		
<b>other</b> 	Build out social side of the programme				

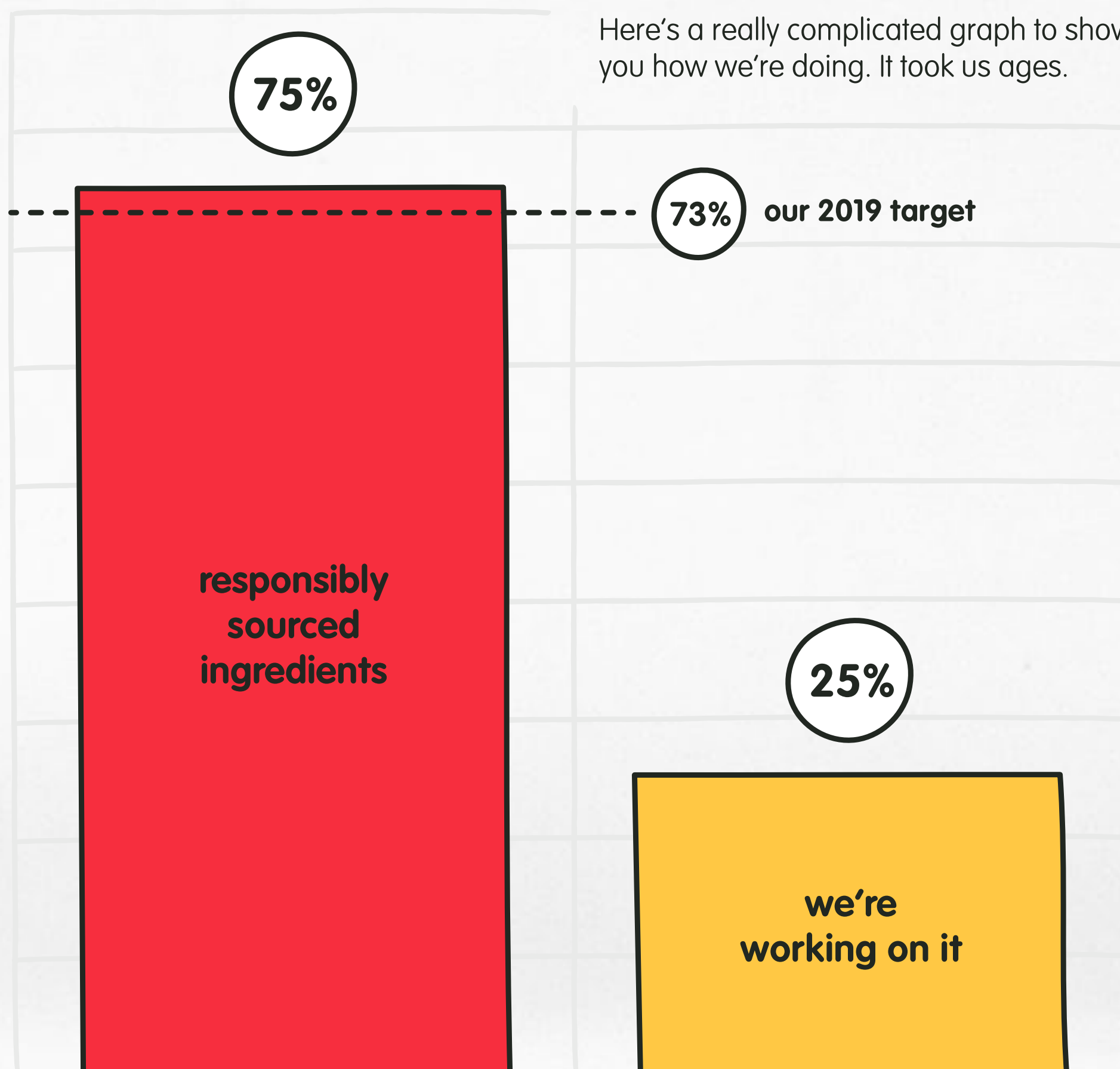


# ingredients so good, they tick all the boxes

By the end of 2019, 75% of our ingredients were verified as responsibly sourced through our **SAI-FSA programme**.

That's good, but we're on a mission to make that 88% by the end of 2020, 95% by the end of 2021 and 100% by 2023. Put simply, we only want to use good stuff from good farms. And we're almost there.

Here's a really complicated graph to show you how we're doing. It took us ages.



## top bananas



Our bananas have been **rainforest alliance certified for over 10 years.**

We source from thousands of farms of all shapes and sizes (large plantations, co-operative groups and tiny family businesses). There isn't one single certification scheme that covers all of the ingredients and

sustainability issues that are important to us. So we focus on getting all our ingredients verified to our SAI-FSA standard or equivalent. That equivalent part means that our suppliers could be working towards different standards or certifications, whichever they decide is right for their farms.



By the end of 2019, we had **up-to-date human rights audits at 95% of our factory and warehousing suppliers.**

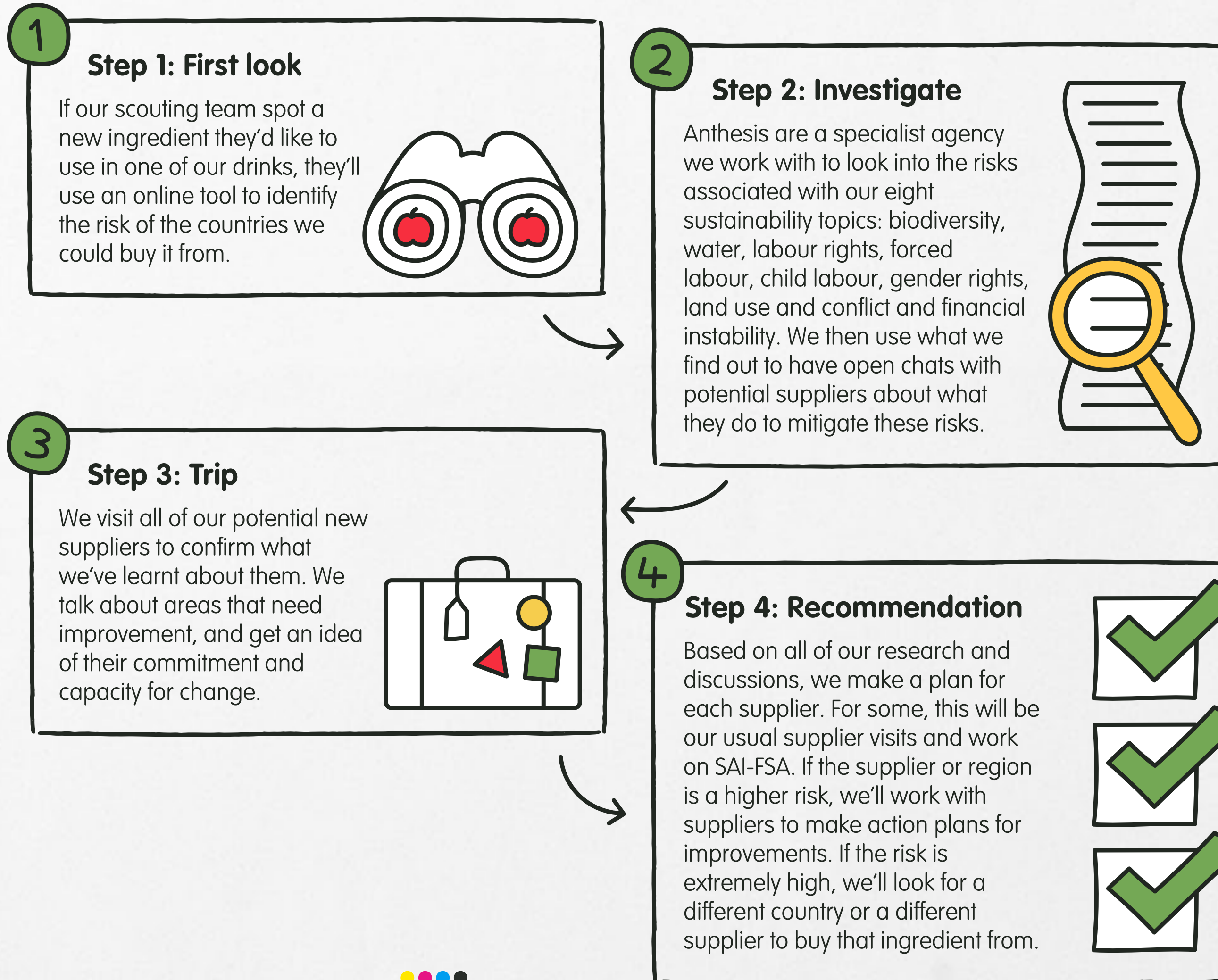
Here at innocent, we like people and think it's only right that everyone is treated with dignity and respect. Our human rights policy shares the standards we expect and it's up to all of us here to keep to them. By the end of 2019, 79% of our factory suppliers were fully compliant and

the rest have live action plans in place to get there. Our 2020 target is for over 90% of our suppliers to be fully-compliant. In the meantime, we've trained 93% of our people in relevant roles (including our whole supply chain team) on how to spot human rights issues and discuss them with our suppliers. By 2020, we hope that this will be up to 100%. We've trained 3 more people to help us make sure that it does.

Read our **human rights policy** and **modern slavery statement** here.

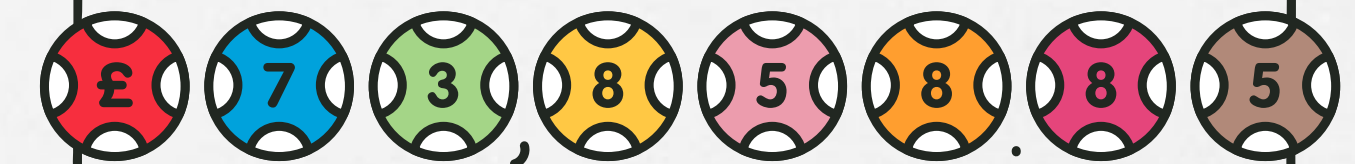
# getting FITR in just 4 steps

By the end of 2019, we worked out that we'd completed 34 external FITR reports since 2017. If you haven't come across FITR before, it's a 4 step process we use to make sure our innovation pipeline and scouting work is fit for the future.



## putting our money where our mouth is

Last year we invested more than **£73,000 (€81,000)** into sustainable agriculture projects



We invest money back into projects on the ground every year. In 2019, those investments went towards projects like these:

**CAMFED** Our ongoing partnership with CAMFED aims to help girls in Zimbabwe get a secondary education.

**Emerging Leaders\*** Our leadership training programme with Emerging Leaders for farmers in India.

**New passion fruit supply chains** Working closely with our only B Corp certified ingredients supplier in Nicaragua.

**Water conservation in Spain** For over 10 years we've been working with our Spanish strawberry growers to reduce water use, and found it's possible to grow strawberries using 10-40% less water, without a negative impact on quality or yield.

**\*find out more about our Emerging Leaders programme [here](#)**

# making more of our mangoes

**In India, growing mangoes sustainably has led to a 48% increase in farmers' yields.**

We crush mangoes into quite a few of our smoothies and juices. That's why we've been working to make sure they never run out. Over the last few years, we've been working with some of our Indian mango farmers to reach the SAI-FSA standard.

Yields on mango farms in India are often lower than they could be. A big part of that is down to unpredictable rainfall patterns (there's either too much or too little, or not at the right time). A limited understanding around which chemicals to spray and when, meant that farmers were often applying more chemicals than they needed at the wrong times. And doing so without protective goggles, gloves or masks.

We wanted to help our farmers grow their mangoes as sustainably as they could. To do this, we worked really closely with our suppliers to implement a program that focused on the key challenges mango farmers face. After several years of visiting and talking to our farmers, we

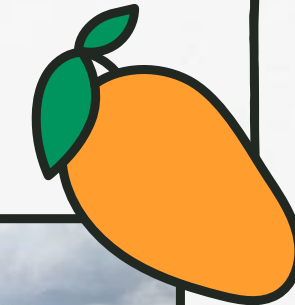
were able to implement the FSA (Farm Sustainability Assessment) standard at scale.

Since then, we've seen these sustainable practices have a really positive impact for farmers. Contouring of soil around the mango trees (a practice known as bunding) and applying better targeted chemical sprays at the right time has had significant results. Farmers have seen a 48% increase in their yield in comparison to conventional farming and an 80% reduction in chemical costs. With better working conditions on farms, like toilets and waste chemical container collections, farmers are also finding pickers more easily during harvest time.

This is just the beginning. We plan to take our sustainable mango program even further in 2020 by investing in farmer leadership training. This will encourage farmers to come up with great ideas of their own to make mangoes more sustainable and improve other things that really matter to them. Like engaging the local community to support a much-needed road to transport the mango from the farm.

## Bunding around mango trees to:

- Improve water retention when it rains
- Reduce the impact during droughts



this helped improve yields

## Providing toilets meant:

- Improved sanitation on the farm
- Better conditions for workers



and ultimately a more loyal workforce

## Collection and incineration of empty chemical containers

- Cleaner and safer farms

## Provision of targeted chemicals and protective clothing

- Less chemicals needed (eg. from 10 applications to 2)
- Less money spent on ineffective chemicals
- Better health and safety for workers



before



after

# emerging leaders

We've been working closely with Emerging Leaders to offer leadership training to the farmers in our supply chain. We spoke to Steve Miles, CEO of Emerging Leaders, about the programme.

### So tell us, what exactly is Emerging Leaders?

Emerging Leaders runs programmes that are designed to empower people in vulnerable communities with the motivation, mindsets and skills needed to flourish at work, at home, and within their communities. We've been working closely with Emerging Leaders to offer leadership training to the farmers in our supply chain. We wanted to create an opportunity for them to develop and help us bring about the systemic change that is needed for real impact in sustainability.

### Can you tell us in one sentence why Emerging Leaders exists?

We all have leadership potential within us and there is no fundamental change without good leadership.



### What did innocent's Emerging Leaders programme consist of?

We worked on a leadership development training programme for 38 farmers in Ramanagara in Karnataka (India), which is both dynamic in its approach and practical in its application. The training ran in August 2019 for 4 days and included 2 follow ups, one in September and another in December.

### What three big things have changed because of the training?

Three things. Wow. Ok, so it's been really amazing to see that 34 of the 38 participants have started to mentor other farmers, sharing not just what they learnt in the training, but good practices on farms too. Many are now working towards SAI-FSA certification.

The second thing is that 60% of those who attended also said they've started new record keeping since taking the leadership for life training. Before the training, 84% of our group were not budgeting. Now it's the opposite – 84% say they now budget and only 16% don't.



And last but not least, 60% of farmers started a new project to make extra money (like producing milk or market trading). And those who did have increased their monthly personal income by 78%.

## smallholders, big opportunities

Last year we became a founding partner of a project within our Brazilian orange supply chain.

Back in the day, we used to love working with our best friends on a group project. That's why we joined Solidaridad, Cutrale, The Coca-Cola Company, The Coca-Cola Foundation and Eckes Granini on a project within our Brazilian orange supply chain.

In the next three years, we'll collectively invest over \$2 million to help 480 small orange farmers (those with less than 50 hectares of land) improve farming and sustainability practices. When the three years is up, our aim is for 50% of the smallholders involved to have adopted international best practice equivalent to the SAI-FSA Bronze standard.

The majority of our oranges already come from farms that are verified as meeting the SAI-FSA. There have also been improvements in how sustainable good practices are being shared within the sector in Brazil, especially when it comes to disease controls. Now we think it's the right time to help smallholder orange farmers in Brazil to implement them.



Solidaridad will be leading the project by providing technical assistance and training, and using digital tools and systems to help farmers to assess their current situation and report improvements.

The project will focus on supporting producers in the Brazilian Citrus Belt (in the states of Sao Paulo and part of Minas Gerais). But we intend to share what we have learnt with a wider audience of smallholder orange farmers, in the hope that we can inspire wider change and benefit smaller orange growers in Brazil as a whole.

This project only launched in 2019, but we're so excited to get started that we couldn't wait to share it. We'll have more of a report on the impact the project is having in our 2020 report.





# nutrition



## A note from Louisa Handley, our Nutritionist

At innocent, we've always wanted to help people live well and die old. That's why making healthy drinks full of simple honest goodness has been a big part of who we are since day one. As obesity and health related concerns are increasing around the world, we are all about making it easy for people to get good stuff into their bodies.

Around the world we know we need to eat more fruit and veg. Our smoothies and juices are a great way to help change that. We sold 1.3 billion portions of fruit and veg to our drinkers in 2019, and 10 billion portions of fruit and veg since we first started. Now that's a lot of fruit and veg.

We know that positive nutrition will continue to be a key part of our future success. Which is why we have 5 key nutrition promises to our drinkers:

- healthy drinks
- more fibre
- more choice
- lower calories
- lower sugar

We'll make sure we come back and share how we're getting on each year.



## section 1: our promises

### we promise to stick to our promises

Here they are (so you can hold us to them).

#### more fibre

We will be making sure that all of our smoothies are a natural source of fibre. All of our smoothies, including our original and super smoothies, are a natural source of fibre. We only have one exception – our recharge super smoothie – which we're working on.

#### healthy drinks

We commit to making sure all of our drinks are healthy, so every one will have a legal health claim. Every drink we launched in 2019 met this promise.

#### lower calories

We will reduce the amount of calories per bottle. We've been working really hard on some exciting stuff which will be launched in 2020. So watch this space.

#### lower sugar

We will reduce the average amount of natural sugar year on year across our portfolio.

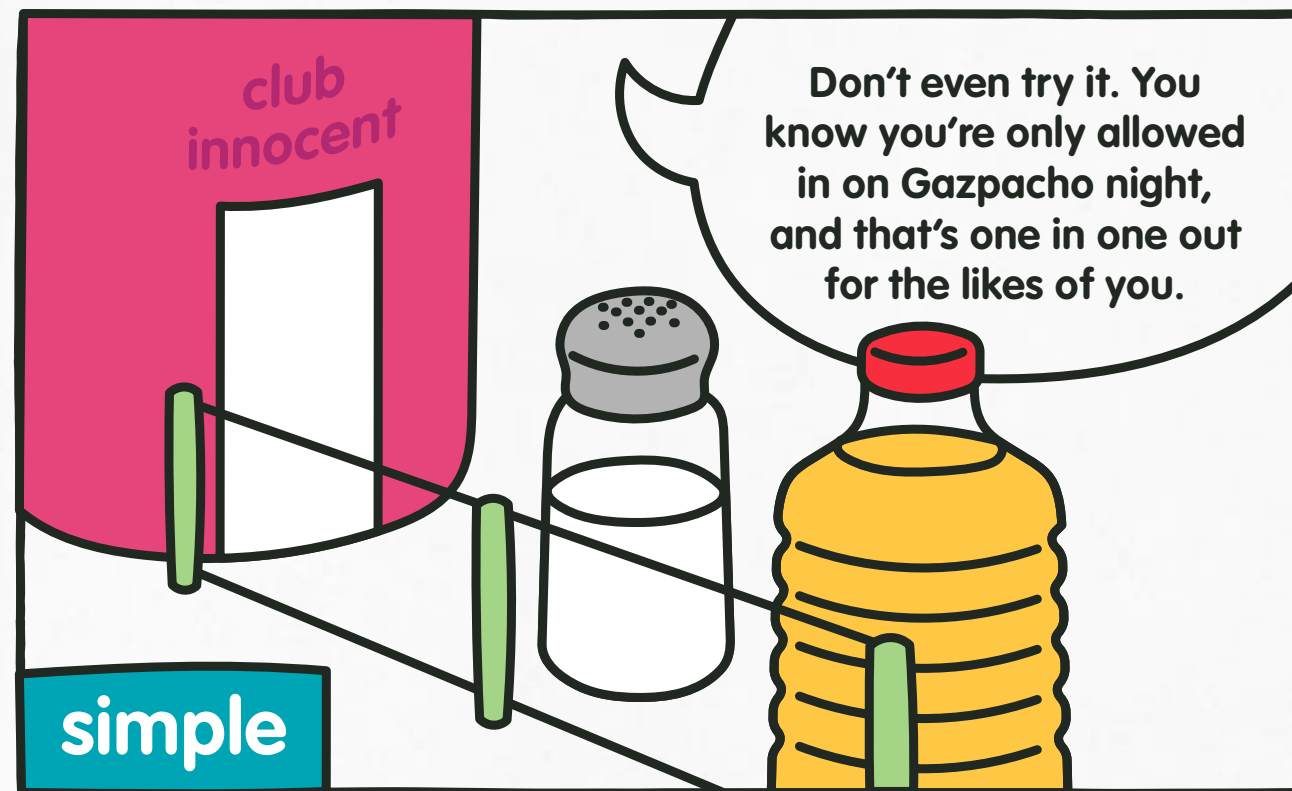
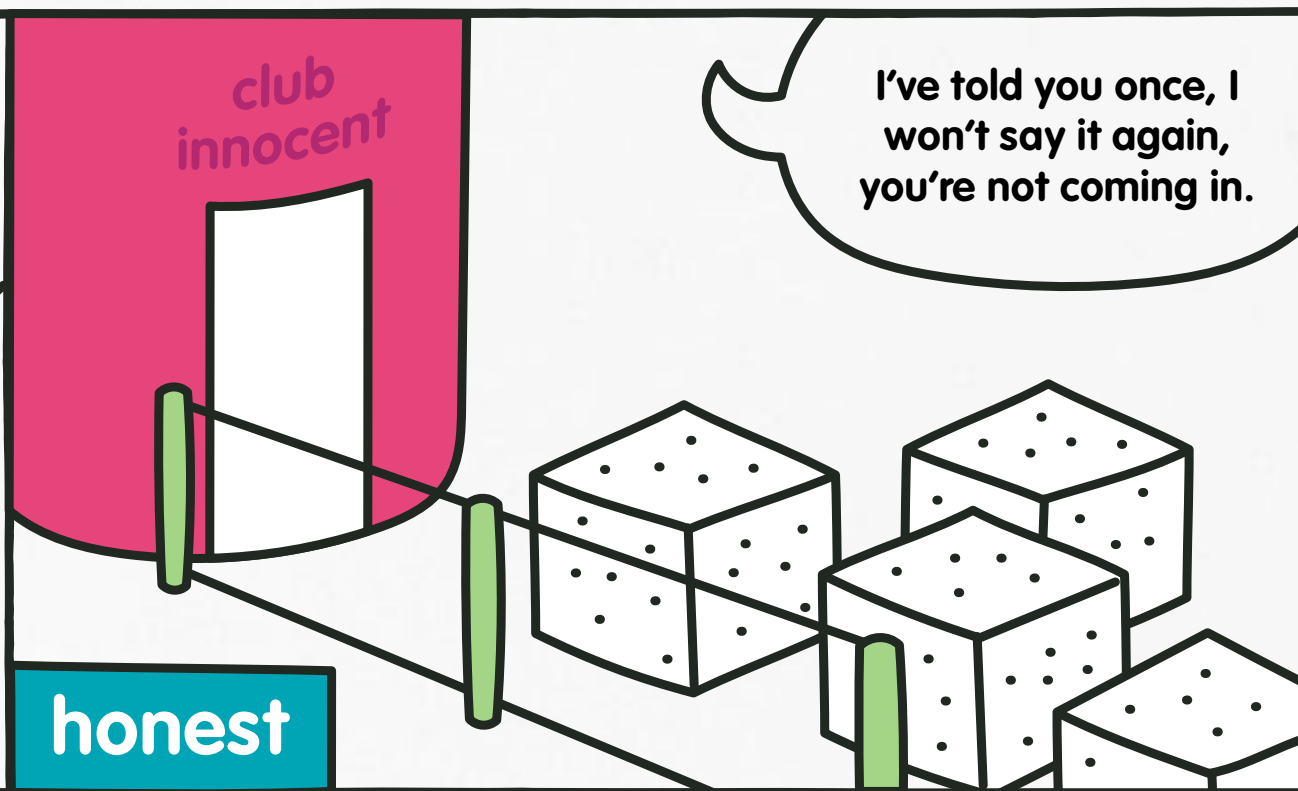

#### more choice

We will never add sugar to our drinks and will continue to innovate and offer lower sugar choices for our drinkers. Launching our Refreshers in 2019 was a great example of this.



# healthy drinks

We're on our way to becoming the Earth's favourite little healthy drinks company. That's because we make sure every one of our tasty juices and smoothies stays true to these three things:

 <p>Don't even try it. You know you're only allowed in on Gazpacho night, and that's one in one out for the likes of you.</p>	 <p>I've told you once, I won't say it again, you're not coming in.</p>	 <p>In you go, have a good one.</p>
<p><b>simple</b></p> <p>We take the best of nature and bottle it. No artificial sweeteners, no preservatives, no funny business. The only time we ever add oil or salt to our drinks is to give it a bit of seasoning, like we do with our gazpachos.</p>	<p><b>honest</b></p> <p>We've never added sugar to our drinks and we never will. The only sugar you'll find in each of our juices and smoothies is the natural stuff that comes in fruit and veg.</p>	<p><b>goodness</b></p> <p>People aren't eating enough fruit and veg. So we pack loads of it into every one of our juices and smoothies. It's part of our promise to make all our drinks healthy, every time.</p>

## three reasons our smoothies are healthy

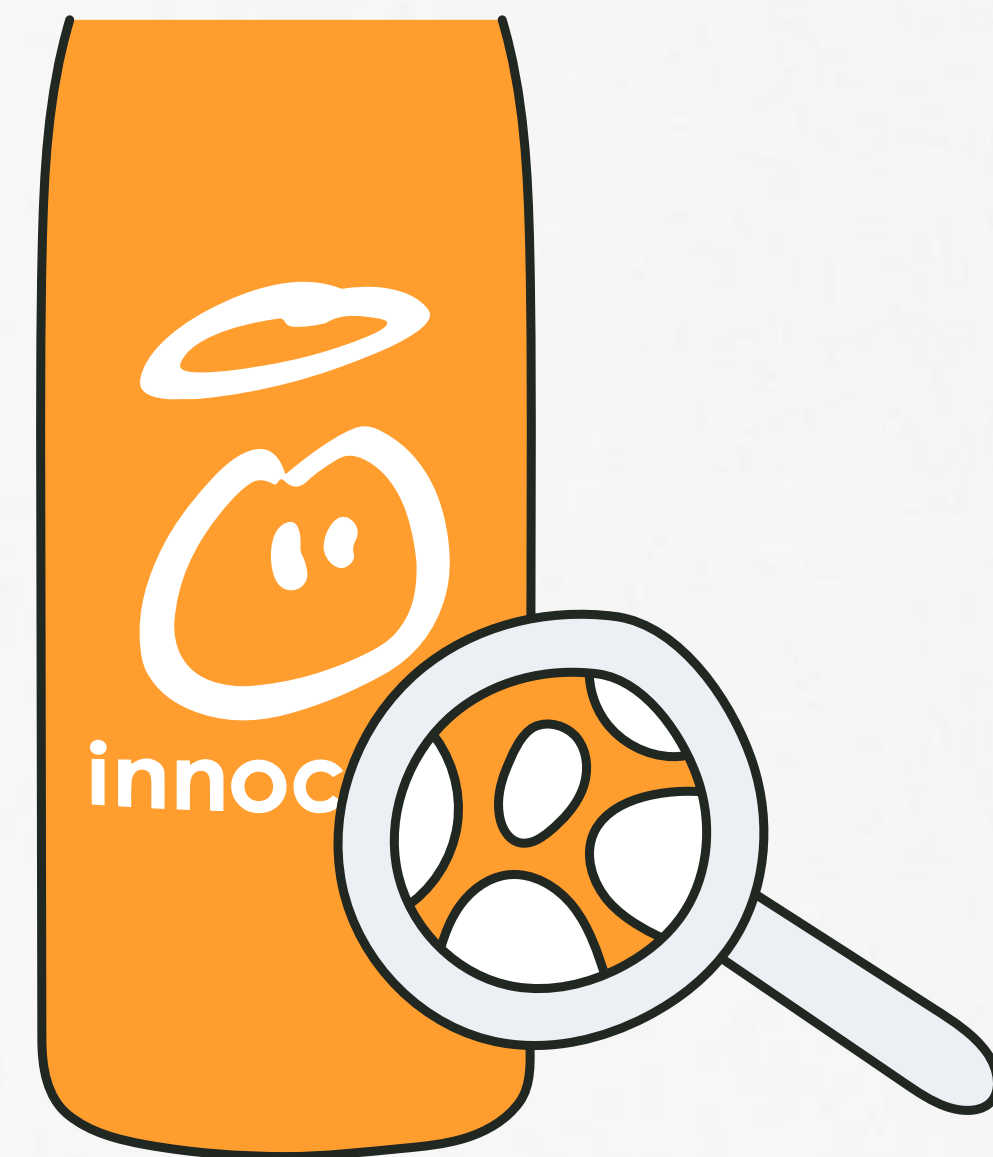
We all know fruit and veg is healthy. That's because it's full of things like fibre, vitamins, minerals and phytonutrients that help our bodies do what they do best. Here's everything you need to know about why our drinks are so good for you.



### a whole lot of fibre

Our smoothies are a natural source of fibre.

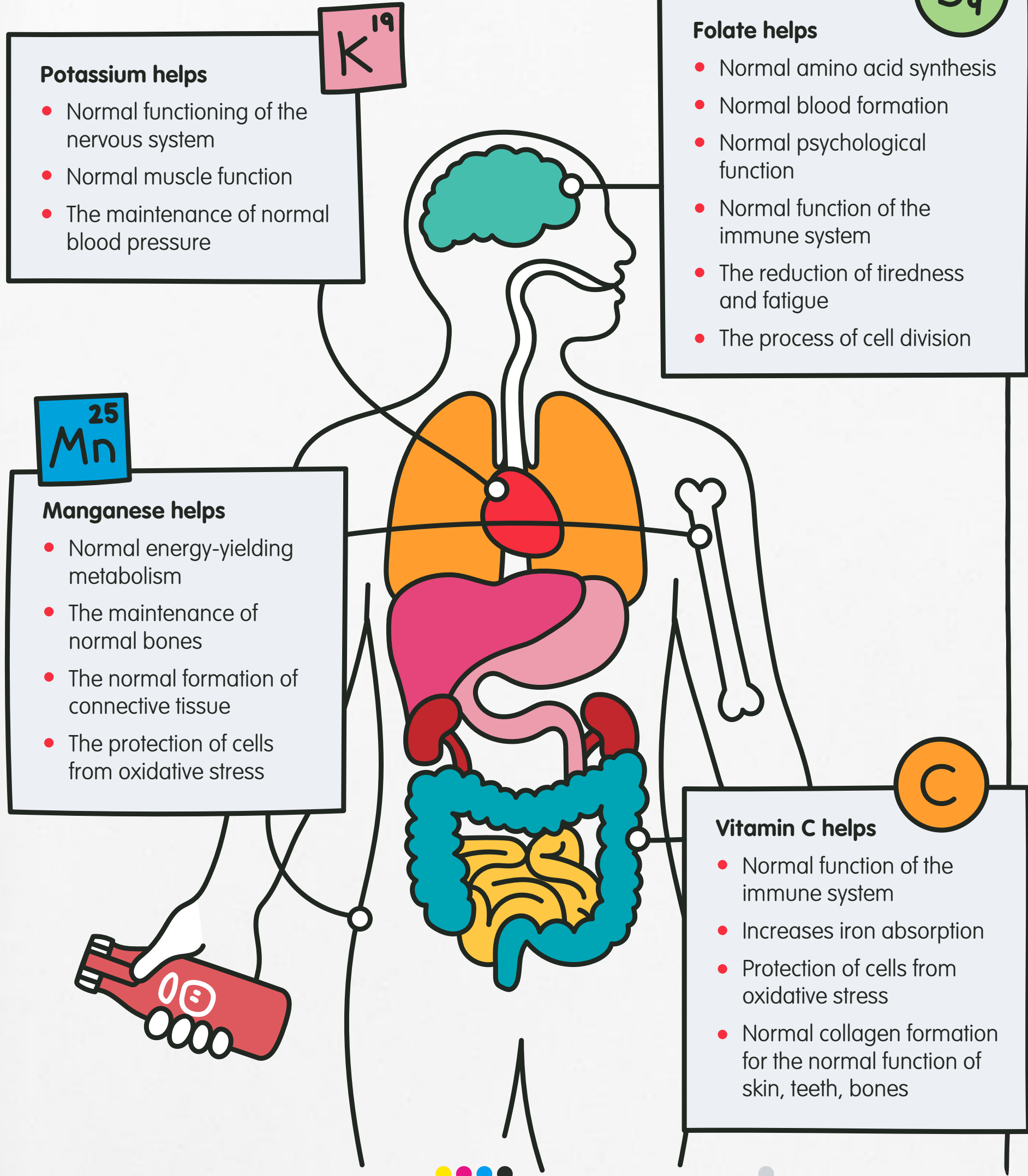
Fibre is something our bodies need and there are loads of people out there who aren't getting enough of it. We did some research at the University of Leeds, and under a microscope the fibre cells in our smoothies look just like the fibre you would find in whole fruit and veg. All of that natural goodness, bottled.



2

## you are what you eat (or drink)

Here's how the natural stuff you'll find across our juices and smoothies can help your body feel good.




**p o t a s s i u m**

**m a n g a n e s e**

**f o l a t e**


**v i t a m i n c**

3

## good stuff made easy

Micronutrients are tiny amounts of natural substances needed for the normal growth and development of living organisms, like vitamins, minerals and antioxidants.

After carrying out lots of nutritional analysis on our juices and smoothies, we found that there was even more good stuff in our drinks than we thought.

Now we're making sure our drinkers know that too, by putting all of this good stuff on our labels. So, when you pick up a drink – like our strawberry and banana smoothie – you'll see the nutrition table packed full of naturally occurring potassium, manganese, folate and vitamin C. It'd be rude not to take a look.



In 2019, we added lots of healthy new recipes to our existing portfolio. Here are 2 of our launches with added vitamins:



### our top performers

**In March 2019, we launched our innocent plus range, boosted with vitamins and our brightest drinks yet.**

But they don't just look pretty, they performed exceptionally well too (you may have heard of our blue juice? Some people said it was green. But we confirmed that it was, in fact, definitely blue). Each of the 4 recipes contains a blend of different, top quality ingredients from all over the world, including matcha, spirulina and ginger. They are a rainbow of juicy goodness to keep people feeling tip-top at any time of the day.

Here are 3 reasons why innocent plus are good for you:

- 1 All recipes are high in vitamins B<sub>1</sub>, B<sub>2</sub>, B<sub>3</sub>, B<sub>6</sub> & E
- 2 These vitamins are added to help you feel brighter from the inside out. They are kind to your mind, help you go go go, relight your fire – the list goes on
- 3 Each bottle contains less than 150 calories (per 330ml)

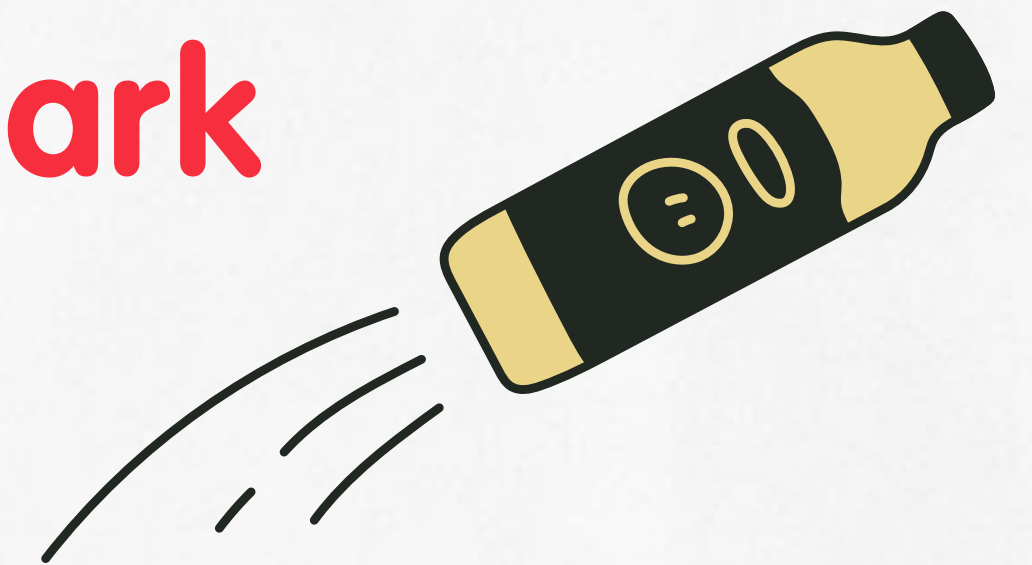
## adding a spark to supers

**Last year we launched 2 recipes in new countries to add to our existing super smoothie range.**

Life can be pretty hectic and pretty tiring, so sometimes your body needs an extra healthy boost to help you get through the day. That's why we created our super smoothies back in 2014. They are our most nutritious smoothies ever because they are a delicious blend of fruit boosted with veg, seeds, botanicals and added vitamins.

In February 2019, we launched Spark super smoothie in the UK, Sweden, Finland & Denmark, after launching them in France, Belgium, Netherlands, Luxembourg, Germany, Austria and Switzerland the year before. Spark is a tasty blend of pineapple, apple, banana, white guava, lime and baobab, boosted with flax seeds & vitamins B1, B2, B3, B6 and E. We wanted to add in some extra vitamins that help with tiredness to give you a little boost when you need it most.

In September 2019, we launched Cacao & Cherry super smoothie in the UK, Belgium, Netherlands, Luxembourg, Germany, Austria and Switzerland for people that fancy a bit more of a treat. It's still a healthy blend of fruit, vitamins and other good stuff, but it's also topped off with a dash of rich cacao for a deliciously



chocolatey taste. Even though it feels naughty, it's still a source of vitamins B2, B3 and B6, which can help with tiredness, and vitamin E, which helps protect our cells from damage.





## more choice

Here are two of our 2019 lower sugar launches that offered our drinkers more choice.

## giving water a refresh

Over the years, we've been asked why refreshment can't be both naturally healthy and tasty. Our answer to that was to create two thirst-quenching innocent Refreshers recipes; Lemon & Ginger and Raspberry & Rosemary, both with natural mineral water. These launched in the UK and Switzerland in March 2019.

Here are 3 reasons why refreshers are good for you:

- 1 They are made with real squeezed fruit
  - No artificial sweeteners, flavouring and concentrates.
- 2 They are low in calories
  - Less than 20 calories in every bottle.
- 3 They are a source of vitamin C
  - Does your body good by helping the normal function of the immune system.



## something savoury

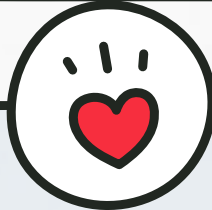
In April 2018, we launched our very own Gazpacho in France.

Breaking into the world of savoury was something brand new to us. But luckily, our Gazpacho was a hit. So in 2019, we took it further by launching it in Germany, Austria and Switzerland too. As well as selling Gazpacho in take-home sizes, we now also sell it in smaller bottles so people can enjoy it on the go.

Here are 3 reasons why Gazpacho is good for you:

- 1 They are high in fibre
- 2 They are low in fat, saturated fat and sugar
- 3 They are a source of potassium, which does your body good by helping the normal function of the nervous system





# how to help: a to-do for you

Humans already produce more than enough food to feed everybody on this fine planet of ours. But around a third of it never gets eaten. If you want to help, there are loads of ways you can do your bit close to home:

- 1 Meal plan before you food shop.
- 2 Donate to food banks and registered charities.
- 3 Ask your local supermarkets and restaurants if they have food donation programmes.
- 4 Freeze and label your leftovers.

section 2:

# the big grow

Every year we give away thousands of free seeds to get people growing their own veg at school and at home.

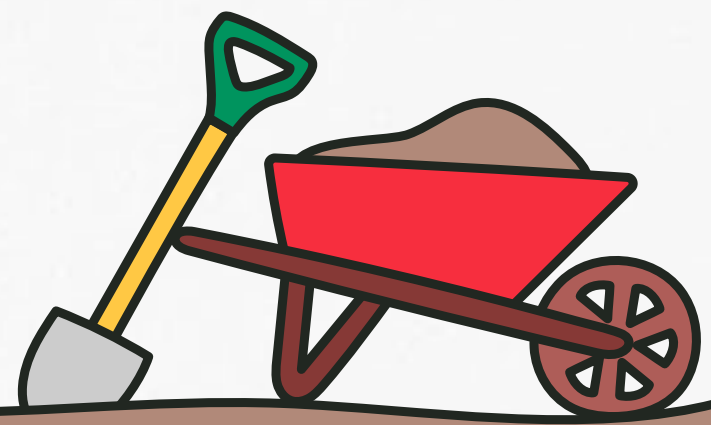


Our Big Grow campaign was created to get kids to eat more fruit and veg by educating them about how to grow their own. It's based on the idea that by helping kids learn about nutrition, we can encourage them to develop better eating habits for the rest of their lives.

We want to use our Big Grow campaign to be an ambassador for positive nutrition. Our aim is to reduce childhood obesity rates by encouraging kids to grow their own healthy food. In 2019, we gave away 60k growing

kits to schools and homes and reached 226k growers in the UK and Ireland. By 2023, we're aiming for the Big Grow to be part of the national curriculum.

As well as the Big Grow in the UK, we sponsored the British Nutrition Foundation's **Healthy Eating Week initiative**. This ran from 10th June to the 14th June 2019 and recieved nearly 7,000 registrations, which represents participation from over 3 million children, young people and adults. It was a great success, helping encourage children to eat breakfast, get their 5 a day, drink lots, get active and sleep well.





# giving back

## A note from James Davenport, our Chief Operating Officer

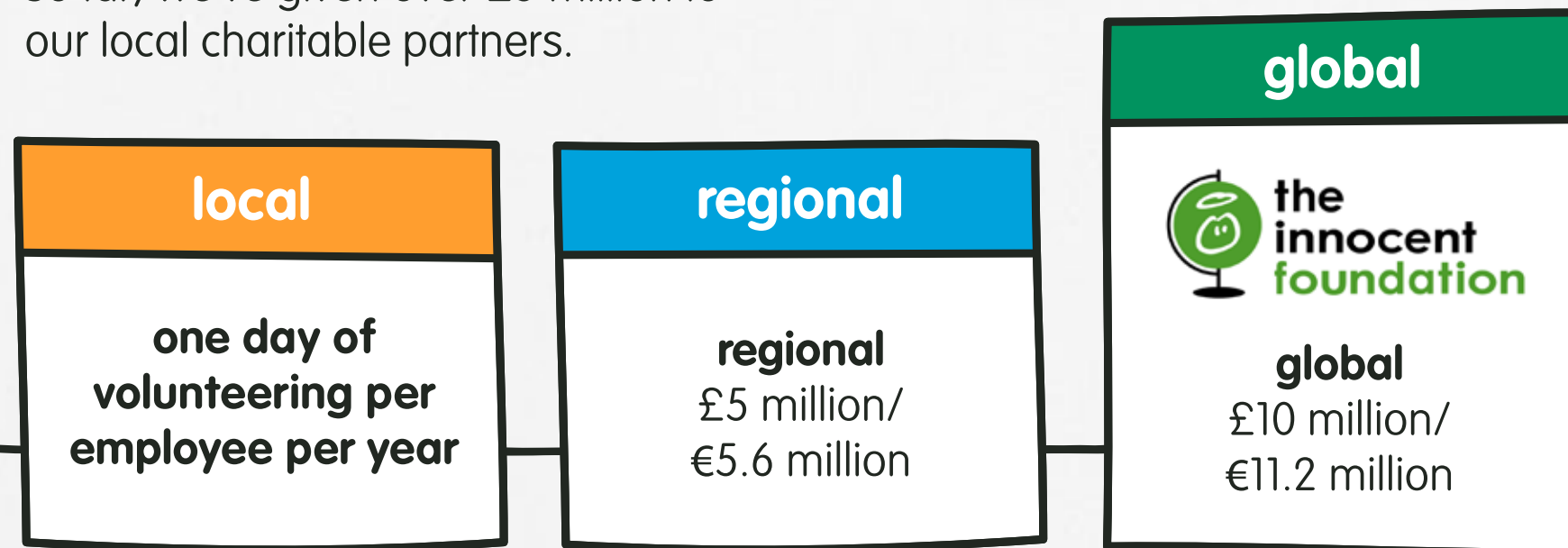


By being a successful and profitable business, we can do our bit to support those less fortunate than ourselves. That's why we give 10% of our profits to charity each year, which has meant we've donated over £15 million (€16.8 million) since we began. Here's how we do it.

To start with, we're hands-on in the communities around our offices and give every single person at innocent a volunteering day to use as they'd like. We want to make sure that more than 75% of our employees across our global business take this opportunity to give back every year.

We also support regional causes in the countries we're based in, through campaigns like our Big Knit, which gets our drinkers involved too. So far, we've given over £5 million to our local charitable partners.

And, last but not least, we help the world's hungriest people by donating to our innocent foundation, an independent charity we set up in 2004. The work of the foundation supports Goal 2 of the Sustainable Development Goals, and shares the global ambition of zero hunger by 2030. Since it began in 2004, innocent has donated over £10 million to the innocent foundation. As we continue to work on being a business that's good all round, we will make sure we carry on doing our bit to give back.



## section 1: volunteering

# time well spent

Last year, 66% of the company dedicated a day to volunteer for a good cause. In 2020, we're working to increase this to 75%.



Japan



This is Yuki and Momoko volunteering at a city farm called Earth Farm, where they helped with planting wheat and harvesting potatoes. The farm itself works hard to recycle all its resources and the vegetables they grow are given to facilities that support people with disabilities.



Italy



Our small team in Italy took their volunteering days in a local charity canteen. They helped prepare meals, serve visitors (mainly local homeless people) and clean up the space. Here's a picture of our Giovanna during one of her afternoons there.



**France**

14 of our team from France volunteered with Initiatives Océanes to support a trip to the beach with children from a children's home. This was to make the children aware of the impact littering has on ocean pollution. They spent the morning doing a litter pick on the beach and the afternoon learning to surf.



**Spain**

The Spanish team headed to a nursing home to spend some time with the residents. They heard lots of interesting stories and played lots of games – most of which they lost. Never underestimate the strategic know-how of people in nursing homes.



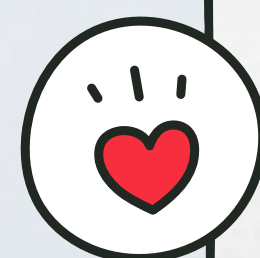
**Germany**

The lovely people in this picture are Sonja, Eva, Carla and Flo from our Munich office. Usually they are looking after our customers, but as we often support food banks with our spare smoothies, our

German sales team wanted to get involved. They spent their volunteering day supporting the food bank by sorting food, serving meals and cleaning up at the end of the day too.

**how to help: give it back**

- 1 **Volunteer time**
  - Give up a day a year to volunteer with a local charity or cause
- 2 **Think about the circular economy**
  - Give back by donating to and shopping at charity shops
- 3 **Buy thoughtful gifts**
  - Give a gift donation on a friend or family member's behalf. We'd recommend **Send a Cow** – one of our foundation partners.



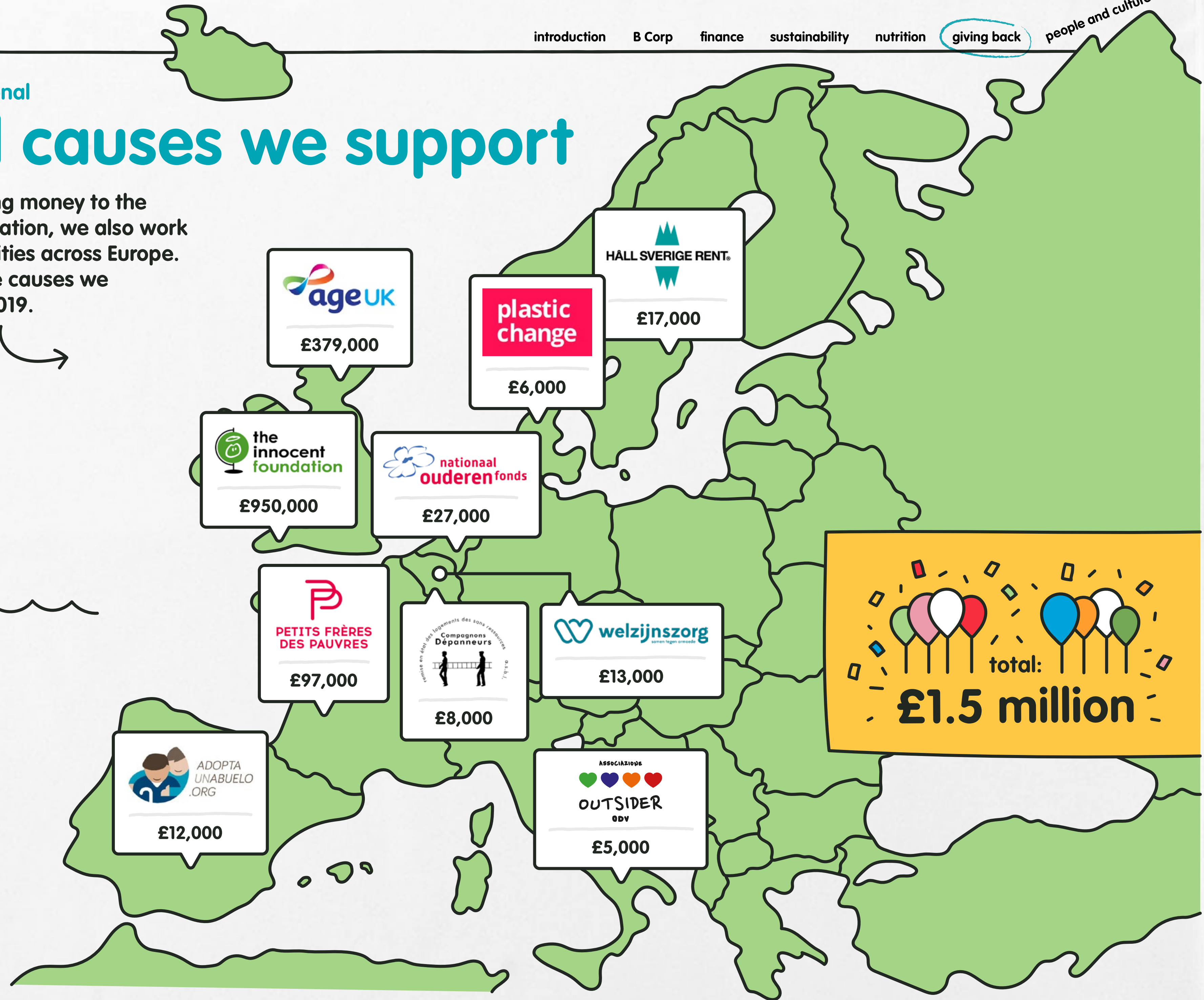
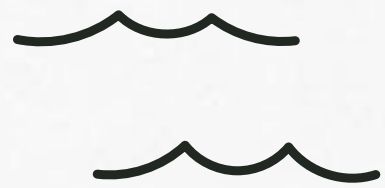
**UK**

Renee, Rachel, Nikoletta and Reka teamed up to volunteer with a school near fruit towers in London. Because they all come from different parts of the business (creative, product development, finance and marketing) each of them had a different perspective to share with the students. They gave a 20 minute presentation, a 40 minute Q&A and supported the students through a 1 hour innovation challenge in smaller groups (taking them through product development, financial planning, pack design and marketing). The students loved it, and it gave them a real insight into what it means to work for a company like innocent.

section 2: regional

# good causes we support

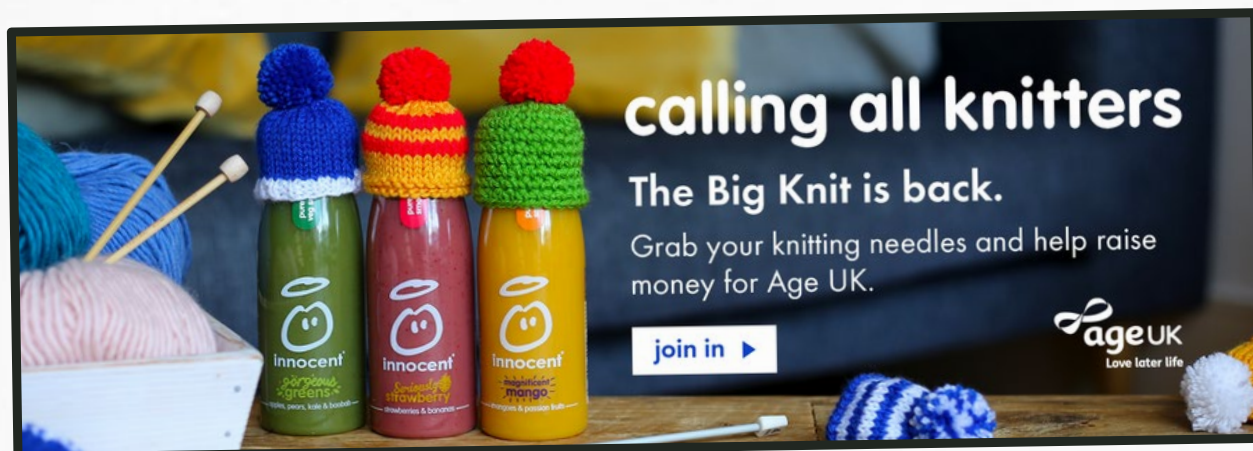
As well as giving money to the innocent foundation, we also work with local charities across Europe. Here are all the causes we supported in 2019.



total: **£1.5 million**



# the regional giving breakdown



One of the biggest ways we give is through our Big Knit campaign. It runs across Europe and involves our drinkers knitting thousands of little hats for us every year. We also give through individual campaigns run by our regional teams, like our tidy up tour in Sweden and Denmark in 2019. Here's where all of our regional donations went in 2019.

## how to help: the big knit

If you want to support our regional Big Knit campaigns, we're always looking for people to get involved with knitting. Don't worry, we've got knitting patterns if you're not already a knitting extraordinaire. You can find more about the Big Knit here:

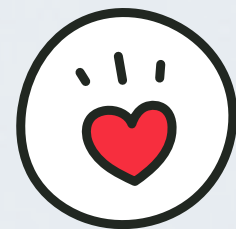
**UK:** [www.thebigknit.co.uk](http://www.thebigknit.co.uk)

**Ireland:** [www.thebigknit.ie](http://www.thebigknit.ie)

**France:** [www.metstonbonnet.fr](http://www.metstonbonnet.fr)

**The Netherlands:** [www.degoedgemutstebreicampagne.nl](http://www.degoedgemutstebreicampagne.nl)

**Belgium:** [www.degoedgemutstebreicampagne.be](http://www.degoedgemutstebreicampagne.be)



### UK: The Big Knit



- 1,500,034 hats went on bottles.
- Our donations go towards the Age UK Advice Line and friendship services like their telephone befriending service.
- We had our local Age UK over to Fruit Towers for lunch. They knitted nearly 1000 hats for last year's Big Knit.
- We donated an extra £10k (€11.2k) to Age UK Barnet, so they could buy a new van to help get older people to the centre.
- We thanked the crafty knitters and crocheters who make it all possible with thank you gifts, and a Star Knitter day at fruit towers.

### Netherlands: Goedgemutste Breicampagne



- 155,189 hats on bottles.
- Donations were made to the Nationaal Ouderenfonds (the National Elderly Foundation).
- Our donations went towards a number of different things, some of which our Dutch team volunteered to join in with – like beach visits and boat trips.
- The team handed over the cheque to the Nationaal Ouderenfonds in an old people's home, where the knitting club have knitted more than 10,000 hats for us.

### France: Petit Bonnet Bonne Action



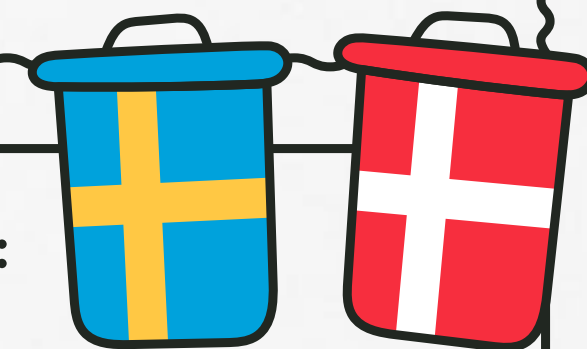
- 553,648 hats on bottles.
- Our donations raised money for Les Petits Frères des Pauvres – a charity that supports older people who are isolated or living in poverty.
- Our French team held an event called café tricôt with knitters and volunteers from innocent.

### Belgium: De Goedgemutste Breicampagne and Tricothon



- 120,235 hats on bottles.
- Donations were made to two charities: Compagnon dépanneurs and Welzijnszorg.
- These charities support those living in poverty in Belgium.

### Sweden and Denmark: the Tidy up Tour



- This was a bit different from our other regional campaigns, as it was a collaboration with two charities (Håll Sverige Rent in Sweden and Plastic Change in Denmark) against littering plastic in nature.
- The tour had 138,080 visitors across Sweden and Denmark.
- We helped to collect 522 kilos of plastic across the tours.

section 3: the innocent foundation

# all in a year's work

2019 has been a big year for the innocent foundation. Take a look at the top 6 proudest moments and [click here](#) to see all of the projects the innocent foundation funds.

1

## the £10 million milestone

In 2019, we hit £10 million (€11.2 million) donation mark to the innocent foundation.

Did you know that 1 in 9 people in the world go hungry? That's 820 million people globally. The innocent foundation is committed to funding innovative and scalable projects that have the power to help the world's hungry, with two main focuses. The first is to stop children dying of hunger, and the second is to help the world's poorest families to feed themselves.



2

## our foundation guardians go above and beyond

We've had 127 innocent employees volunteer to support innocent foundation charity partners.

We've got foundation guardians in London, Dublin, Amsterdam, Paris, Stockholm and Salzburg. In 2019, we brought 14 new guardians onto the team. Outside of their day jobs, they can volunteer their own time and skills to our partner charities or put them in touch with someone who has the skills they're after. Like the time our Louisa created recipe cards with the innocent creative team for her charity partner, the MicroLoan Foundation.



3

## 850,000 people, 39 countries, 16 years

We've helped hundreds of thousands of people since we launched in 2004.

Last year we approved a new project in Senegal with myAgro. That's taken the number of countries we've worked in from 38 to 39.





4

**strong foundations**

**In 2019, we sent four innocent employees on foundation scholarships.**

Foundation scholarships are where one of us lot volunteers two weeks of our time to support a project with one of our charity partners. The idea for our scholarship programme began in 2007, when Helen from our UK team went to India for two weeks to support the Irula Tribal Women's Welfare Society (which was supported by the innocent foundation at the time). It was such a success that we made it into an annual programme, giving partner charities access to skills they need while we get a unique development opportunity in return.

5

**making a million**

**innocent donated £950,000 (€1,064,000) to the innocent foundation in just one year.**

Did you know the UN and its member countries have pledged to achieve zero hunger by 2030? The innocent foundation is funding projects that help work towards that goal.



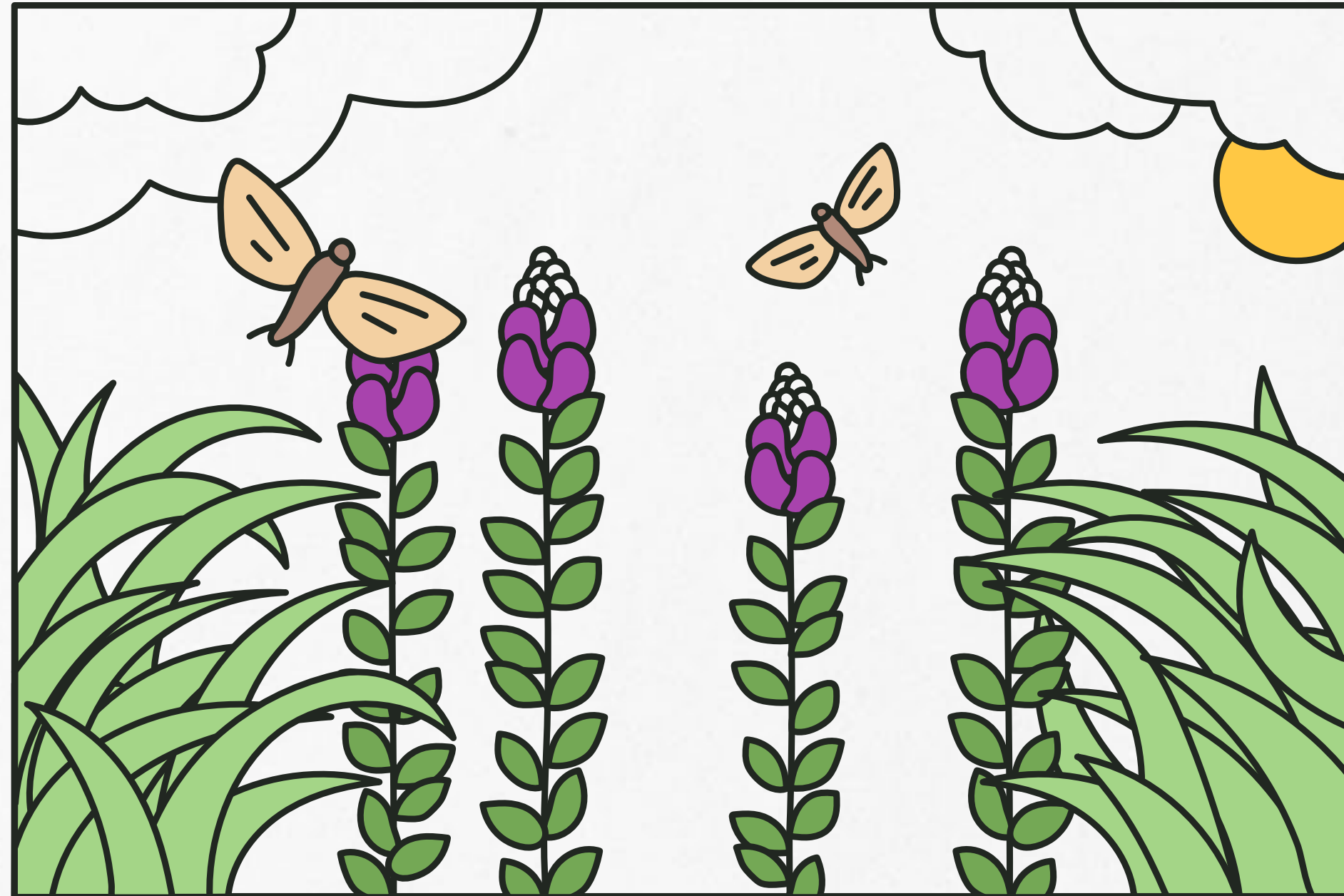
6

**84 projects and counting**

**Since it first began, the innocent foundation has funded over 80 projects to help the world's hungry.**

The innocent foundation approved the funding of six new projects with these organisations:





## the problem with pests

The innocent foundation has partnered with **Send a Cow** on lots of different projects since 2005.

Growing food is tough in the Petauke District. Pests like Stemborer moths, parasitic Striga weed and Fall Armyworm are a big problem, so Send a Cow wanted to test training farmers in Push:Pull technology.

By intercropping Desmodium and Napier grass, cereal crops are protected. This is because the Desmodium releases a

natural chemical that repels pests (push) whilst the Napier grass attracts them (pull). It's simple but really effective. The goal is to protect growing crops so there will be enough for everyone to eat, with extra to sell for profit. Innovative and easy to adopt, it's a brilliant way to help beat hunger. You can find out more here, if you'd like.

In 2019, the innocent foundation further supported Send a Cow by sending one of our innocent scholars and nutritionist Louisa to spend to weeks in Kenya. There she would help develop a tool that could educate people about varied and healthy diets.

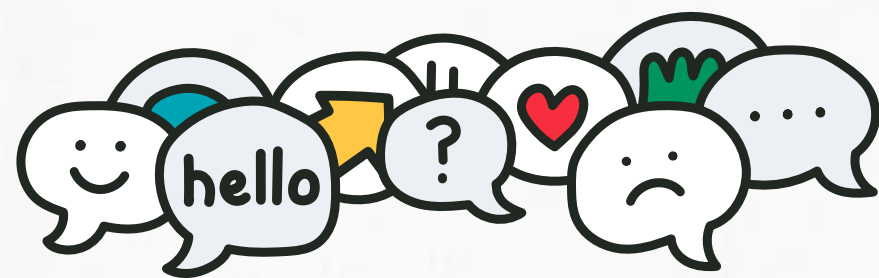
## signed, sealed, delivered

Late last year the innocent foundation trustees approved a new project in Senegal through their partner myAgro.

myAgro is a nonprofit social enterprise that helps smallholder farmers to save up their own funds to invest in high-quality seed, fertiliser, tools and agricultural training. Using mobile phone scratchcards, farmers can save up small amounts of money each week towards a complete package of agricultural inputs delivered just in time for planting.

With innocent foundation funding, they're now testing new vegetable packages for farmers in Senegal. These investments allow farmers to grow 50-100% more food each season which could help them increase their income. myAgro's aim is to help 1 million small-scale farmers earn an extra \$1.50 per day by 2025. They're well on their way to meeting this goal, and we're excited that the innocent foundation is part of it. Feel free to find out more [here](#).





# people and culture



## A note from SJ Norman, our People Director

Our people have always been really important to us. They are what makes our culture so special and it's their talents that have been central to innocent's success. We've even won a few awards for our environment and culture along the way. Not that we ever mention them or anything.

We've worked hard to create a welcoming environment for the many talented people who work for us all around the world. When we became a B Corp in 2018, we were happy to see that a lot of the things we'd put in place to support our people were recognised. In fact, over 50% of our current B Corp score comes from our people and culture areas alone. Things like our employee review processes, flexible working environment and policies around career development. Which is great, but there's always room for improvement. So we've looked at a couple of key areas to focus on over the next few years.

We've always said we want to stand up for what matters and leave things better than we find them. Inclusion and diversity is one of the areas where we know we still have lots to learn and do. In 2019 we created our five core principles for inclusion and diversity. We then used these principles to build our action plan. Now we have the basics in place, we are sharpening up our action plans to ensure we're targeting areas where we have the most to do - for us this is representation of BAME employees.

To do this, we'll be working with our newly set up BAME affinity group and external experts. We're also committed to sharing our plans externally so that people can see how we're doing on our journey to being an inclusive business for everyone, whether they are visiting our offices, applying to work with us or already working here.

We also want to make sure our office spaces continue to support our people as we grow. Our offices play a central role in creating our culture, but we know they can also contribute to helping us make innocent a more inclusive place to work. We made lots of progress on this during 2019 and will continue this work over the next few years.

We will also be taking everything we learnt from working from home during Coronavirus and making sure we complement great offices with a flexible approach to how and where people work.



### section 1:

## putting our people first

### We're creating an environment that won't give you the Sunday night blues.

Coming to work at innocent means joining a wildly ambitious and entrepreneurial team working towards our dream of becoming the world's favourite healthy drinks company.

Looking after our people means a lot of different things. It's about paying competitive salaries, pension plans,

private healthcare and a bonus at every level. It means a flexible working environment, free breakfasts and subsidised activities like yoga, cheese and craft clubs. It's about providing mental health resources and offering sabbaticals. It means getting together as a company for things like Christmas parties and a weekend away in the summer. It's giving every person the opportunity to volunteer in their local community or with our innocent foundation. It means making sure that innocent is a great place to develop your career by providing top notch

training. It means learning in your role every single day and having managers who provide coaching and guidance, with the option of taking it a step further with our innocent mentoring scheme. And last but not least, it means always having a fridge full of free drinks (obviously).

If we want to be good all round, we need to make sure that we're always doing great stuff like this, creating inclusive and diverse environments and paying attention to what's happening externally too.

# a good fit for all

## An interview with innocent's I&D lead, Marta



### What are you doing to improve I&D at innocent?

If we want to be good all round, we need to make sure we're an inclusive and diverse bunch. In 2019, we created a team of volunteers to learn about inclusion and diversity, hear inputs from their colleagues and recommend an approach for innocent to do better.

### What did they find out?

One of the first things our newly formed inclusion and diversity team did was ask everyone at innocent if they'd help us out by filling in a survey. Over 300 people responded. Here are some of the things we learnt:

Most of our people feel that they belong at innocent, and our values play a huge part in that

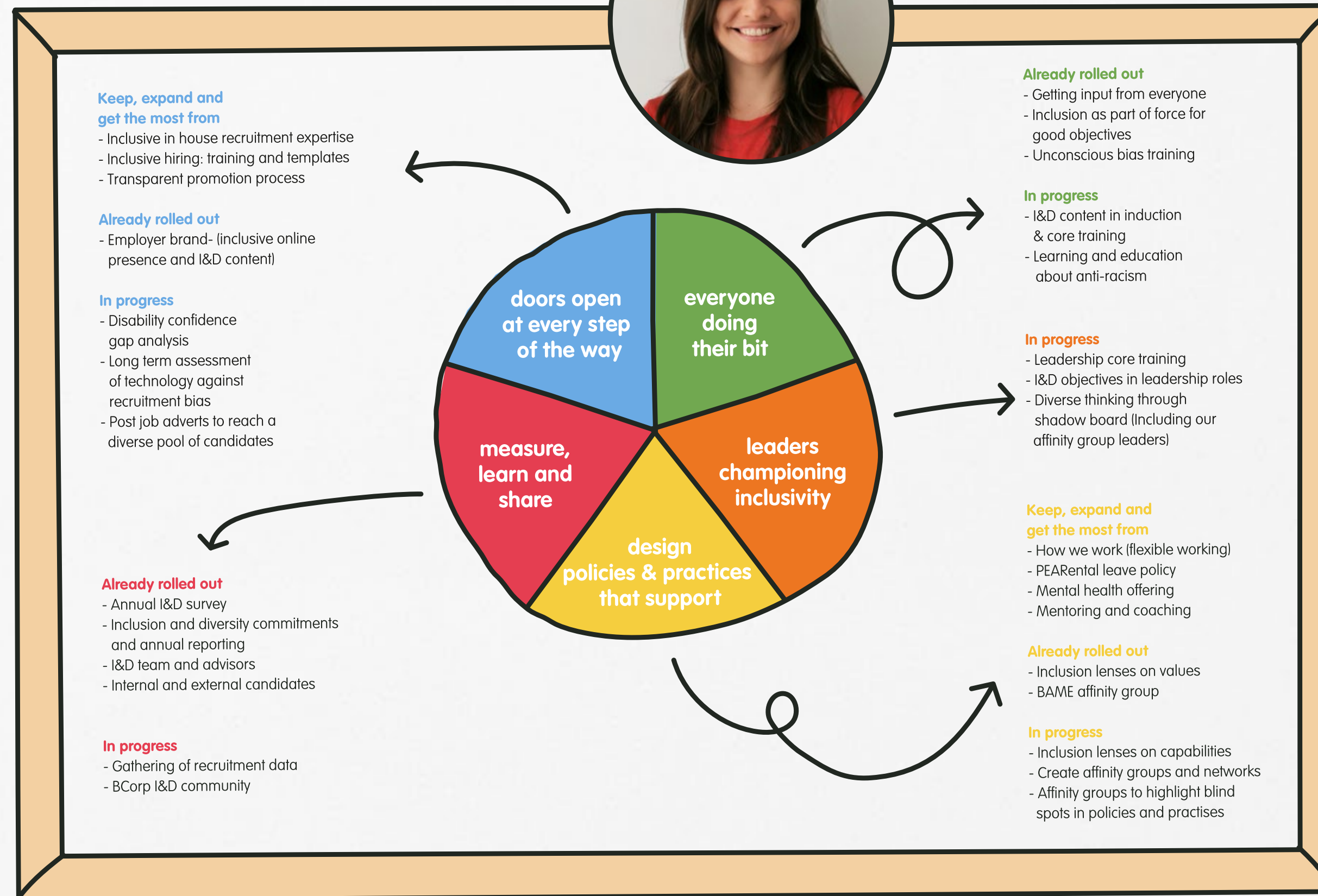
We need to do more to make innocent inclusive. Our people were very keen to be involved with making that happen

Most of our people feel very valued, but they also think that they care more about diversity than their managers. The good news is that our managers told us that they do care.

Quite a few of our people are privately educated. Even more went to university. This is true of our people and their parents.

At innocent, we're not attracting, selecting and/or retaining people with disabilities.

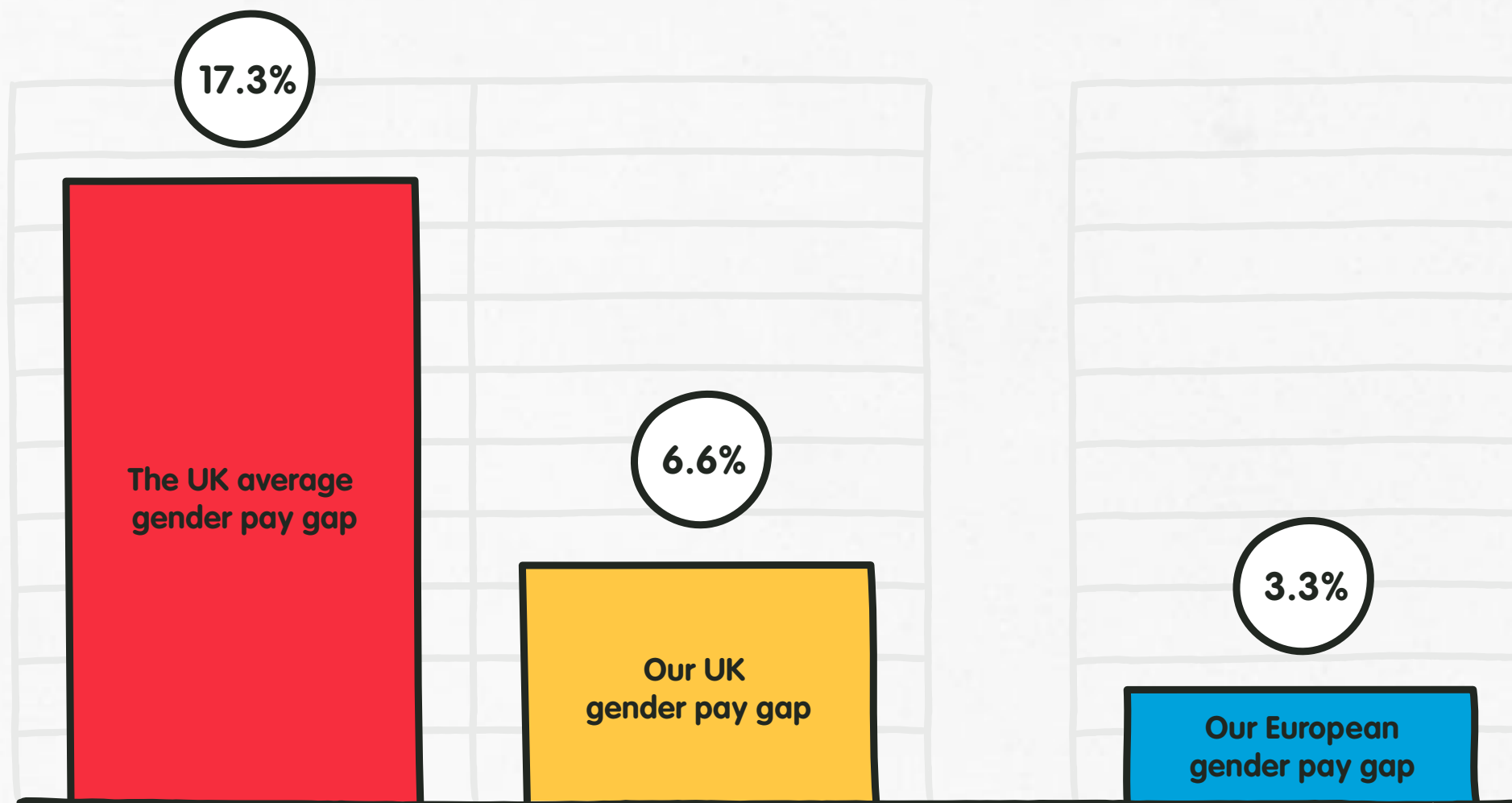
Generally, ethnic diversity at innocent is comparable to that of Europe. We found that this isn't true of London, where our HQ is. We have lots of work to do, and are working hard to improve representation of BAME employees.



### How did you respond to these findings?

Using what we learnt from both external training, this survey and many hours of conversations, we created 5 principles we need to have to be a truly inclusive business. For each of these principles, we realised there are some great things already happening (like our unconscious bias training), and some that need expanding to all our offices (like our PEARental leave offering). Then we highlighted what else we need to put in place, like an annual I&D survey and creating affinity groups. These groups will help us to identify blind spots in our plan and advise us on how we can use it to make

sure we're inclusive towards everyone. This is especially important in areas where we know we have work to do, like ethnicity. We know we have a lot of work to do and these 5 principles are just the start. We want to respect, support and protect everyone, especially those protected characteristics of race, disability, gender, LGBTQ+, mental health, religion or belief, age or any other attribute. We will be sharing updates on these action plans every year and will also be sharing our commitments to I&D on our website. We promise to always support people in the best way possible and we'll be constantly learning, listening and adapting our approach as we do.



# mind the gap

**Part of being a business that's good all round means making sure we get it right on the gender pay gap, which helps make innocent a great place to work.**

The gender pay gap is the average difference between pay for men and women. UK organisations with over 250 people have had to report their number for a couple of years now. There are 600 of us in offices across Europe and Asia, with just over half based at fruit towers in London. But because of Covid-19, the UK Government said companies didn't have to publish their figures this year. Well, we decided to report them anyway and include our numbers for Europe while we're at it.

Our UK gender pay gap has decreased to 6.6% because we now have more women in senior positions. That's a lot lower than the UK average of 17.3% and we expect that gap to carry on closing. And our European figures are even better at 3.3%, as we have bigger field teams in Europe with more men in junior roles.

So it's good news but we've got to keep going. We actively encourage our staff to use our development and career planning tool 'Your Future' and are always improving how we hire and promote people. This means focusing on shortlists, structured interviews and unconscious bias training for all our managers. Our work on all these areas will improve our level of inclusivity across the board, not just our gender pay gap.

## a badge of honour

**We're all about staying healthy. And that means looking after our mental health just as much as our physical health.**

Sometimes our mental health will be in a great state, and sometimes it will be not so great. Mental health problems and stress can affect anyone. So we are creating a work environment that looks after mental health and gives people the tools they need to support their team too. We believe that there should be no stigma attached to mental health. So the individual's mental health needs will always matter to us.

In 2019, our focus was to make sure that everyone, across all our offices, had access to the everyday things that can support their mental health. So we started our search for a mental health partner for each of our offices, made sure everyone knew about our employee assistance programmes and worked really hard to let everyone know what mental health support was available to them. We also worked on our training courses to give people a better understanding of mental wellbeing. One is to improve general awareness for everyone in the company, and one is just to make sure managers have everything they need to support their team. We were even awarded a Mind Workplace Wellbeing Index Silver award for 2018/19.

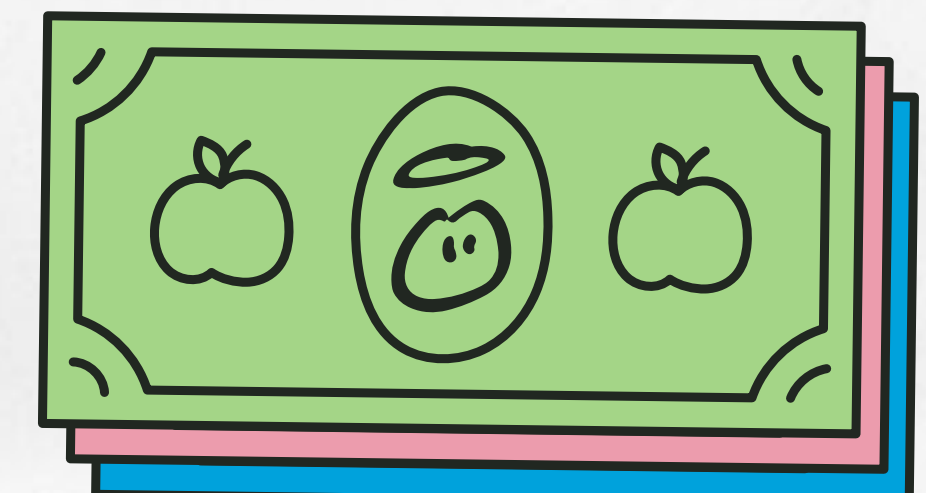


## in for a penny, in for a pound

**100% of our permanent employees are paid the equivalent of the living wage.**

Call us old fashioned, but we think it's a good idea to pay people a wage they can actually live on – wherever they are in the world. In any country that has an established living wage

(the UK Living Wage for example), we make sure all of our employees get paid that amount or higher.





# a historic hire

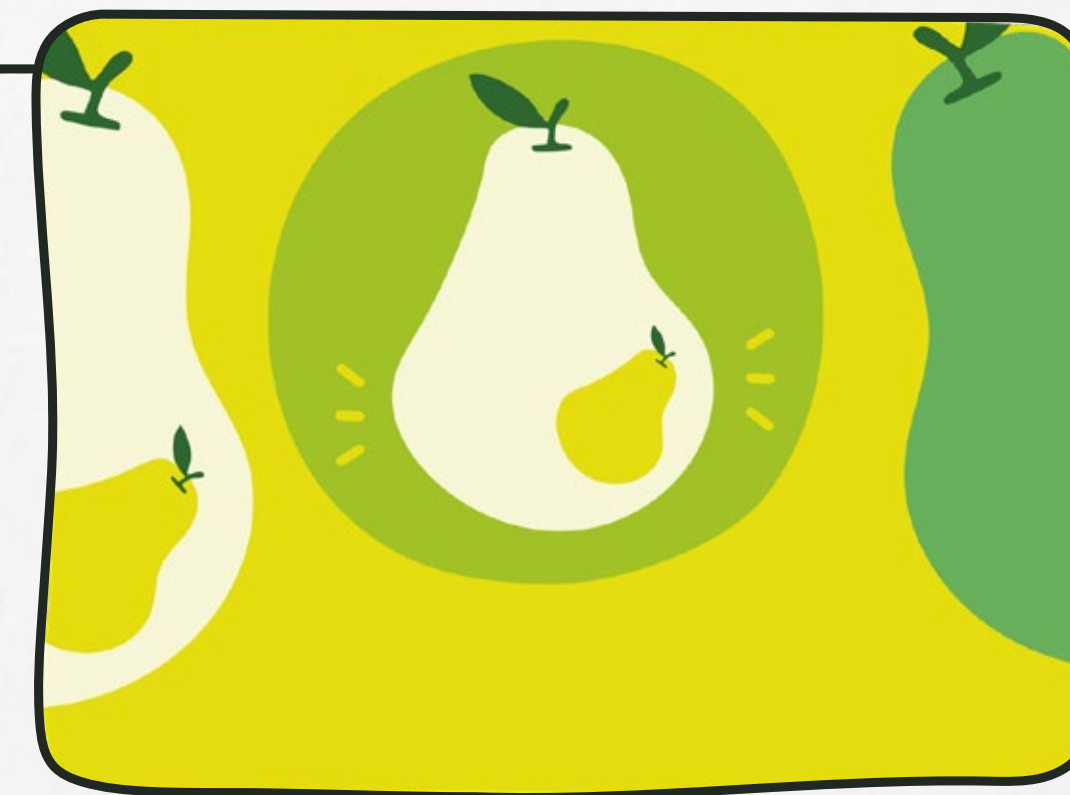
**Our Lotte and Maria are innocent's first ever team leader job sharers.**

Lotte and Maria both have busy lives outside of innocent, Lotte runs her own family business and Maria balances looking after her 3 year old daughter and keeping up with her family in Argentina (where she grew up).

When the fruit technical team leader role became available in 2018, Lotte and

Maria applied together and made innocent history as the first job share applicants ever. To make the application process fair for two people, we flexed the way it would normally work to accommodate both Lotte and Maria.

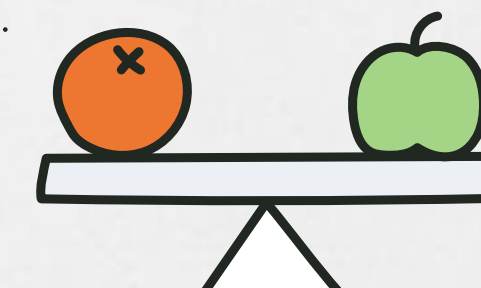
And you guessed it. For the last year, they have been the joint leaders of our fruit technical team, making sure that all our tasty ingredients get to drinkers in the very best tasting, safest and most sustainable way possible.



# PEARental leave

**We believe that everyone should have access to equal support when they become a parent.**

We want everyone to be able to take maternity or paternity leave at innocent. But for that to happen, we knew we needed to create a much more flexible way of working to accommodate these breaks and create more gender balanced senior teams. In 2019, we created our PEARental leave policy to officially launch in early 2020. This new policy means that any parent can now take 52 weeks off to look after their child, with the first 16 weeks fully paid in the UK and Ireland.



By equalising this policy we hope to minimise the impact of gender in hiring and promotion decisions. Over time we think this will create greater empathy and understanding of career gaps and caring for children or other dependents too. We also hope it will make us more effective and agile as we get used to managing a higher percentage of our workforce taking time away from work to care for their families.

There are lots of things to think about when it comes to local laws and requirements for parents having children, so it'll take us some time to adapt this policy and roll out something similar across all of our offices globally. But rest assured, we're working out how to make PEARental leave work for everyone, in every office, as soon as we can.







section 2:  
**our offices**

**Our Head of Culture, David McKay, wanted to get in on the action**

A lot has changed for innocent in the last few years. Since 2010, we've gone from a company of 250 people to nearly 600 people across Europe. And that's not all, we've just taken our first step outside of Europe too by launching business in Japan and China. We've also been building our brand new carbon neutral factory, the blender, in the Netherlands. We're a much bigger business now, and operate very differently to how we did 10 years ago.

We've always used our office environments as a way to nurture communities, create an open and communicative culture and have fun whilst working hard. As we've grown as a business, our culture has evolved with us. And in 2019 we realised it was time to shake things up a bit across all of our offices, starting with an office revamp in London (our HQ) and building our first ever sustainable office promise.

# a new way of working for fruit towers

**We're doing a company-wide office revamp starting with fruit towers.**

Our offices have always reflected our brand really well and (we think) are pretty cool places to come to work every day. But one thing that hasn't really evolved much over time was the traditional set-up of our offices. In 2018 our London HQ (fruit towers in London) ran out of desk space\*. With help from a small group of volunteers and lots of input from across the business, we came up with a concept for a new fruit towers.

The solution was obvious, we can't believe we didn't think of it sooner. Desk

sharing and a neighbourhood-based seat allocation would improve the 'buzz' at desks, whilst freeing up space for a variety of new areas. So we made sure each desk had a good mix of roles at different levels in the business, then got to work changing the rest of the office.

Now, we have new spaces for catch-ups, our meeting rooms are less busy, video calls happen in places that are disruption free and our environment caters for a more diverse population and ways of working.

\*oops



## our promise to the planet

**We launched our first ever sustainable office promise.**

Our sustainable office promise is based on lots of criteria set out by the B Corp Impact Assessment. It will make sure that all our offices are launched with and maintain the highest standards to look after our people and our planet. The promise covers everything from how we buy renewable energy to how we build an inclusive working environment. We have lots of offices, so started trialling our new office promise with our four biggest, which are fruit towers in London, la halle aux fruits in Paris, alpine lodge in Salzburg and fruit dam in Amsterdam.

In 2020, we're working to link this promise directly with our B Corp Impact Assessment to make sure we're measuring the right stuff and have a blueprint for every new innocent office too.



**A note from Katie Leggett, our Sustainability Cheerleader**

Thanks for reading our first ever good all round report. It has been such a great chance to see how passionate everyone at innocent is about using our business as a force for good. I hope you enjoyed reading it as much as we enjoyed writing it.

We always love to know what you think, especially when we're trying something new like this. You can drop us a note at [hello@innocentdrinks.co.uk](mailto:hello@innocentdrinks.co.uk) to let us know what you liked, how we can do better next year and chat about how you can get involved too.

Before I go, a huge thanks to the team at Nice and Serious who helped us bring the good times to life, we couldn't have done it without you.



**visit us**

**Fruit Towers**  
342 Ladbrooke Grove  
London W10 5BU  
(or any of our innocent offices)

**contact us**

**call the banana phone**  
020 7993 3311  
[hello@innocentdrinks.co.uk](mailto:hello@innocentdrinks.co.uk)

