

2020 edition



innocent drinks

the good times

cold off the presses - our 2020 impact report

You might want to forget last year, but we've gone back through it one last time for our 2020 report. It covers what we got right and wrong, and our big dreams for the future. Grab your finest toothed comb and get stuck in.



watch out Wonka

There's a new factory in town. No little orange men in this one, it's totally green.

little drinks big dreams

We might make little drinks, but we have big dreams to help people and the planet live well and die old. Read on to find out how it's going.



cheque mate



We donated £1.6m to charity last year. We didn't actually write any cheques though. This isn't the 90s.



charted waters

This report features 25% fewer graphs than the 2019 version.

a little note from our chief squeezer



At innocent, we've always tried to leave things better than we found them. 2020 tested that like never before. Did we get everything right? Absolutely not. But did we grow and evolve as a responsible, forward thinking company? Yes, definitely.

First, I think the food industry deserves huge praise for keeping supply chains running and shelves stocked. We should be incredibly grateful to everyone who made that happen.

For us at innocent, there was obviously disruption, but we feel lucky to have not been as impacted as many businesses. Lunchtime sales of our little bottles stopped overnight, but big bottles continued to sell and we ended the year broadly flat in revenue,

missing our growth target but hitting our profit one.

But at innocent, success is about more than numbers in a spreadsheet. We want to do things the right way, so I'm proud that we stayed true to our values. With so many unknowns, being **commercial** was of course important – but we also did the **responsible** things for our people, suppliers, retailers, and drinkers. We still pushed on with our **entrepreneurial** ambitions: growing our Asia business, building the world's most sustainable drinks factory, and transforming our systems. Our **generous** value was needed more than ever, and we donated £1.6m (€1.8m) to innocent's charity partners, so they could continue helping those in need.

We didn't get everything right. George Floyd's murder and the Black Lives Matter movement brought racial inequality into sharp focus for everyone, and we had to ask ourselves some tough questions. It became clear that we'd not done enough to promote racial equality, and we'd been too slow in some other areas of diversity and representation too. We promised to do better, and we've listened and grown since. Inclusion and diversity is now a priority, covering everything from recruitment and business policies, to the language we use. I'm confident

we're making great steps to being fully representative - our new affinity groups are a great example of this.

Sustainability needs a similarly all-round approach. With climate action more important than ever, the pressure is rightly on businesses to be part of the solution, not the problem. We've taken big strides towards being carbon neutral by 2030 and have been busy building what will hopefully be the world's most sustainable food and drink factory. It's carbon neutral, zero waste, and should be a game changer for us, and the industry. Beyond that, we're on a mission to improve the lives of farmers and protect bio-diversity, we've been working hard ahead of our B Corp re-assessment, and we're playing a big role in the Better Business Act campaign.

I'm proud that in a year like no other, we never lost sight of our purpose, vision and values. We looked after our people and delivered another year of progress.

My final words go to the incredible people who work for innocent, in 20 countries around the world. Thank you for the passion and commitment you've shown over the last twelve months. Faced with such challenging circumstances, I'm in awe of what you all achieved.

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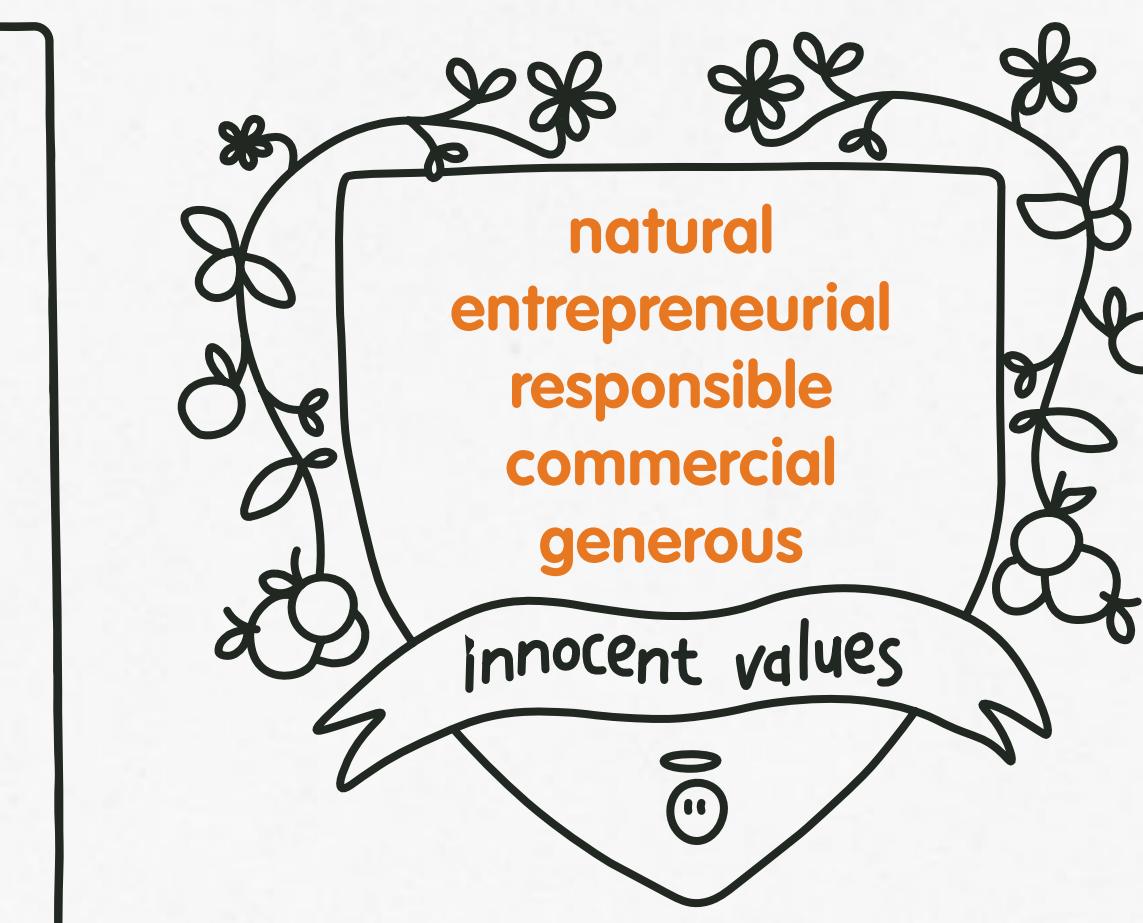
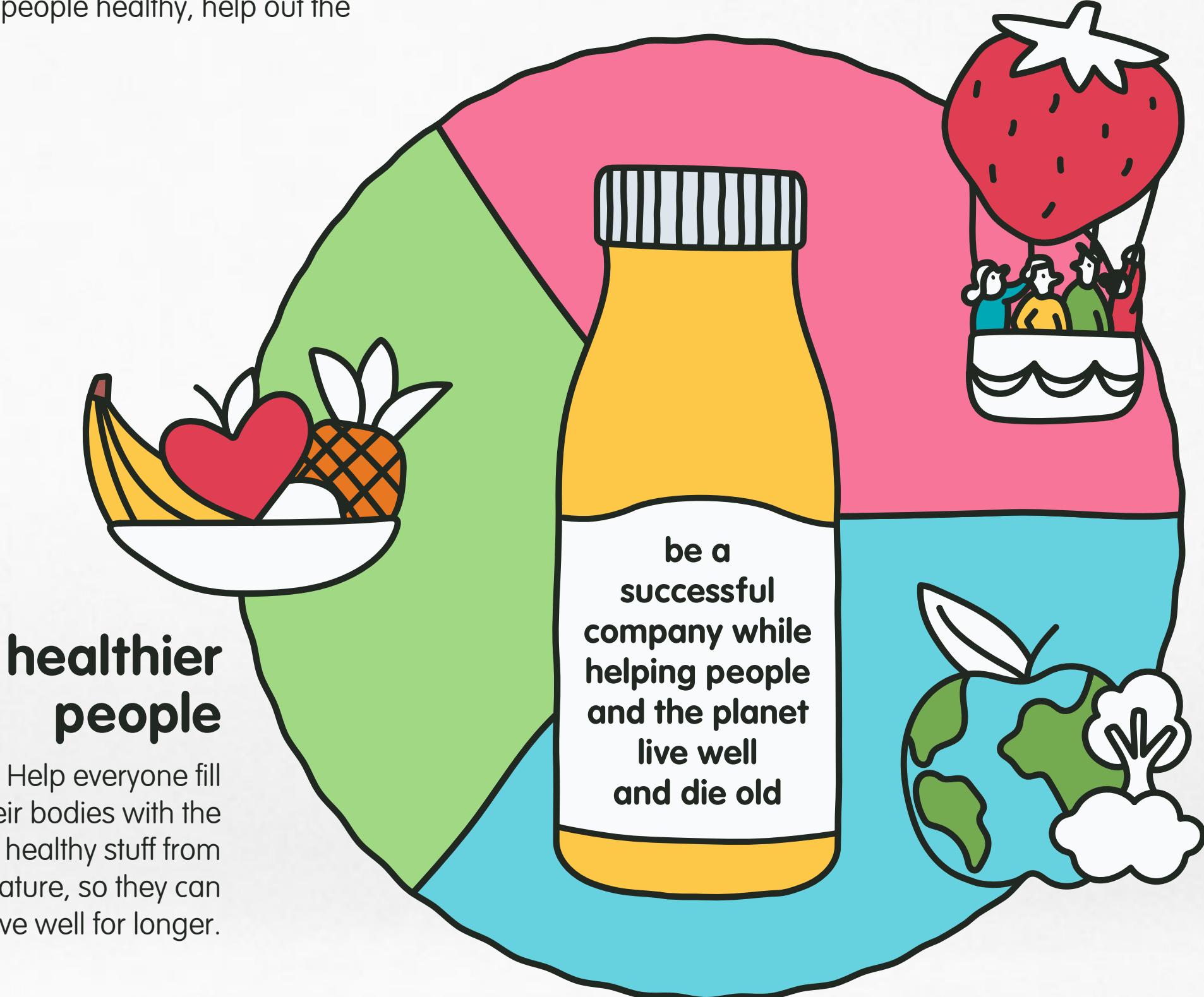
21 looking to the future



little drinks big dreams

We started innocent back in 1999 with the dream to make it easier for people to do themselves some good. Since then, our dreams have got bigger and bigger (while our drinks have stayed about the same size). Now we're on a mission to keep people healthy, help out the

communities who need us the most and make sure our planet becomes healthier too. That's why we pack our little drinks full of good stuff, give 10% of profits to charity and are aiming to be carbon neutral by 2030, if not before.



healthier communities

Nurture a fairer and more inclusive society where everyone can prosper.

healthier planet

Look after nature like it looks after us, so people and the planet can thrive together.

force for good

We think we can have the greatest 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 to their objectives for the year. They are:

1

agitator

Look for ways to be a more responsible business



2

ambassador

Sharing 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



86% of us chose one of these roles for 2019. We wanted to hit 90% in 2020 but fell just short at 88%. Gutted. We're aiming to crack it this time around.

B Corp

Our big dream is to be a successful business while helping people and the planet live well and die old - and we want to inspire others to do the same. We don't always have the answers, but we believe progress happens when we work together with other businesses and learn from one another.

One way we do this is through being a B Corp. We reckon it's the gold standard for assessing whether companies are having a positive impact. There's a rigorous assessment that covers every aspect of how you do business, from how you treat your staff to how you treat

the planet. There are 4000 companies flying the B Corp flag now, from 74 countries around the world. It shows more and more businesses want to do their bit and build a positive future. We're really proud to be a part of it.



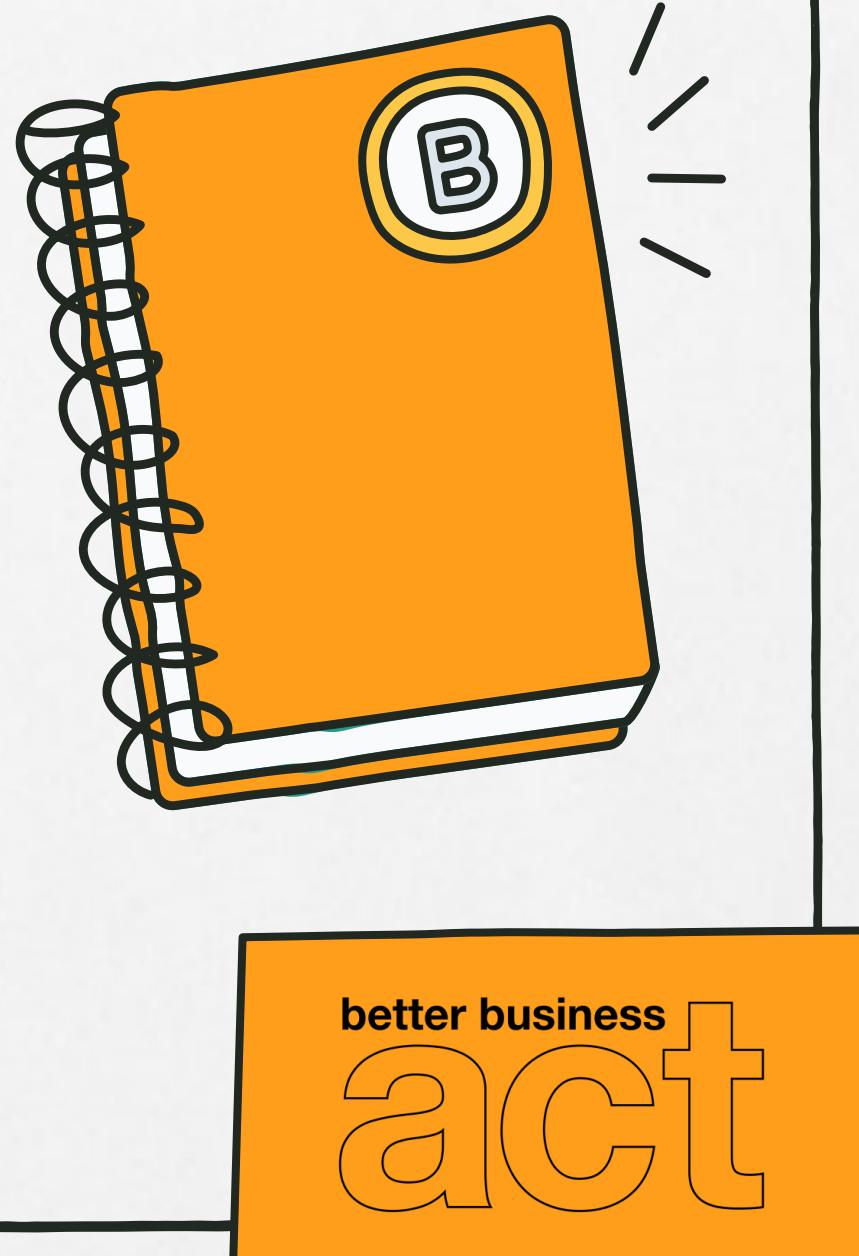
To become a B Corp you need to score 80 points on their assessment, and we notched up 92.5 back in 2018. B Corp's official audits take place every three years, but to make sure we're maintaining our standards, we've been doing our own mock exam version every year. We want to have more points than Jay-Z has problems, so we're aiming to reach our target of 100+ by 2023.



LET'S DO THINGS BETTER.

acting the part

We know that even if we play our part, it won't be enough. The world needs everyone to get on board. With that in mind, we've teamed up with hundreds of UK B Corps, and other like-minded businesses, to launch the Better Business Act. It's a campaign to change part of UK law, to make it easier for businesses to focus on having a positive impact, rather than just making profit at any cost. We're proud to say that Douglas (our Chief Squeezer, CEO, and the bloke at the start of this report) is the co-chair of it. You can find out more [here](#).



the good all round guardians



One of the great things about being a B Corp is that their assessment criteria makes it easy to find areas to improve, so we can keep getting better. In 2020 we created a new code of conduct, launched a new global health and safety policy, and 77% of us used our volunteering day - despite the pandemic. We're proud of how everyone across our business is committed to balancing people, profit and planet when they're making decisions, which is a big step on our journey to becoming "good all round".



healthier people

on a nutrition mission

Our dream is to help everyone eat enough good stuff to live better for longer. Quite a sizeable dream for people who mash bananas into bottles, but eating plenty of plants is one of the easiest ways to do yourself some good. Last year, our drinks got 1.3 billion portions of fruit & veg into people, bringing us up to 11 billion portions since we started. Not to get scientific or anything, but that's officially loads.

We have five nutrition promises that we stick to: healthy drinks, more fibre, less natural sugars, lower calories, more choice. Here's how we've been delivering on them:

vitamin D-lightful

We make sure every drink we sell is healthy, with no added nonsense. Last year, we launched drinks that were a source of vitamin D for the first time. It helps keep bones, teeth and muscles healthy, and supports the immune system. Most of it comes from the sun, so with everyone stuck inside this was perfect timing. We knew that crystal ball investment would pay off.

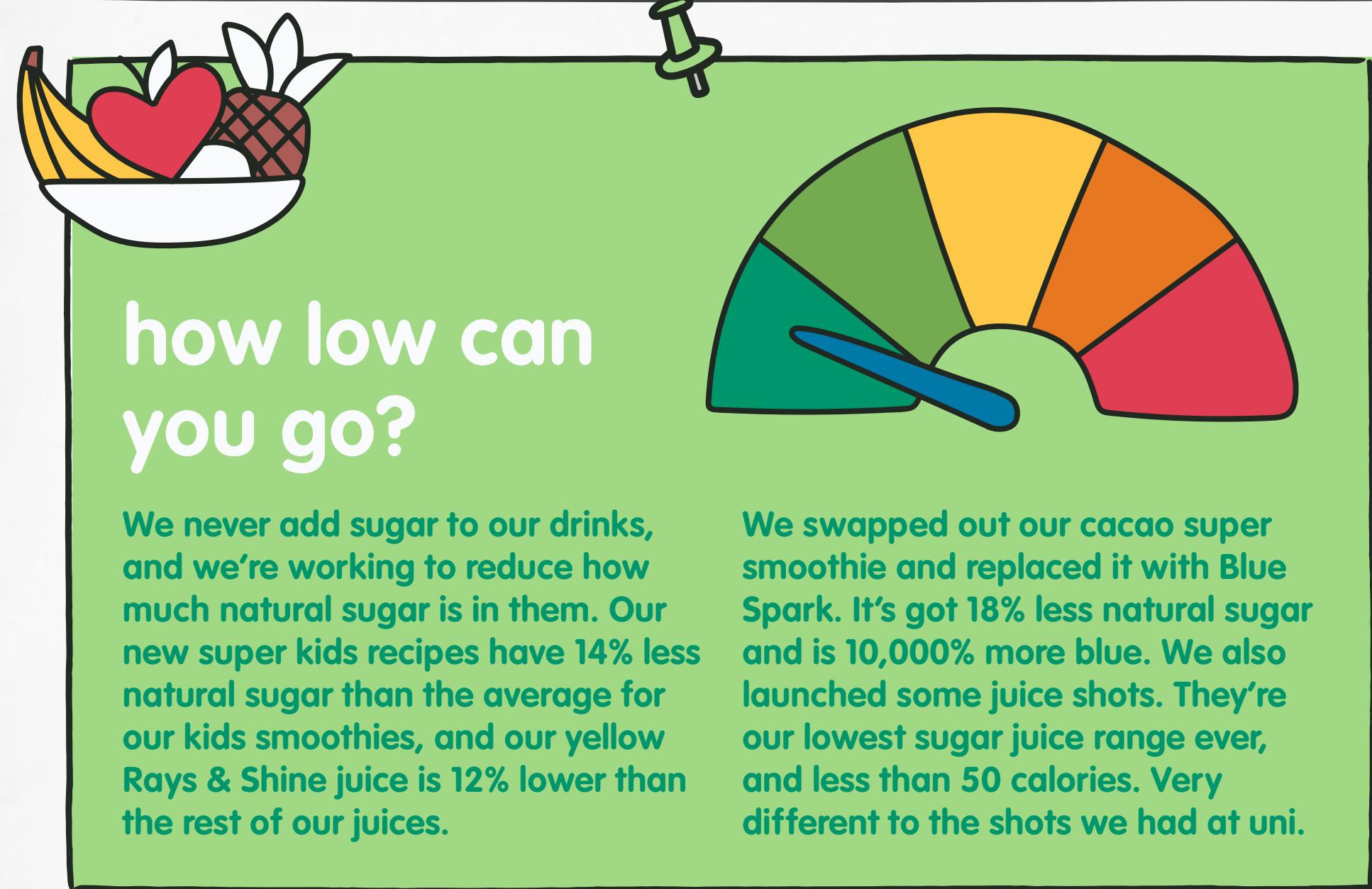
getting fibred up

Adults need about 30g of fibre a day but most only get half that, so we make sure all our classic and super smoothies are a source of fibre. Our Banana Break super smoothie has a whopping 8g in every little bottle. That's more fibre than you can shake a stick at. In fact, it's more fibre than if you ate the stick. (We don't recommend stick eating.)

honey, I shrunk the drinks

We reduced the size of a few drinks. Our kids smoothies went from 180ml to 150ml, so they're now all less than 100 calories and still one of your five-a-day. Or five-a-night, depending when you drink it.

We tweaked our super smoothies too, lowering the sugar in their recipes and bringing the bottles down from 360ml to 300ml. They're now all less than 180 calories, and a nice, round two servings. No more decimal points.



how low can you go?

We never add sugar to our drinks, and we're working to reduce how much natural sugar is in them. Our new super kids recipes have 14% less natural sugar than the average for our kids smoothies, and our yellow Rays & Shine juice is 12% lower than the rest of our juices.

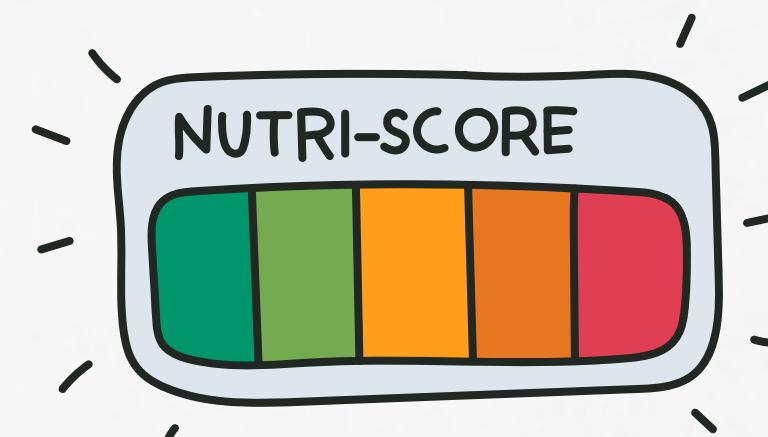
We swapped out our cacao super smoothie and replaced it with Blue Spark. It's got 18% less natural sugar and is 10,000% more blue. We also launched some juice shots. They're our lowest sugar juice range ever, and less than 50 calories. Very different to the shots we had at uni.



science, but juicy

Getting everyone eating healthily is a team sport. To aid everyone's understanding about the benefits of juice, we're members of the Fruit Juice Science Centre, helping them provide journalists, health experts and the public with all the fruit juice facts they could dream of.

what's the (nutri) score?



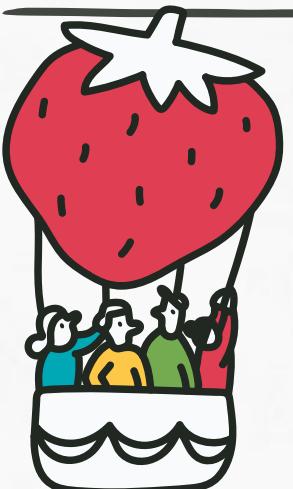
marks, set, grow

The younger people start eating healthily, the better. Kids are more likely to eat fruit and veg if they've learnt about where it comes from, so every year we run the Big Grow. It teaches kids about growing their own food, and gives them an excuse to play with mud. We normally run it with schools but when kitchen tables replaced classrooms, we spent an extra £91,000 (€102k) on home kits and had 168,000 people mucking in. By our maths, that's 1.3 million green fingers, and thousands of green thumbs too.

Speaking of 1.3 million, by some strange coincidence that's how many people took part in the British Nutrition Foundation's Healthy Eating Week, which we were proud to sponsor. 3 might be the magic number, but 1,300,000 seems to be the healthy one.

From traffic light labels in the UK to NutriScore in Europe, there are lots of ways to highlight what's in food and drink. We want to help people make healthy choices, so we're exploring the best way to show off about the nutrition in our drinks.





healthier communities

We dream of giving back to others (both near and far) and work hard as a business to make that possible. We've been giving 10% of our profits to charity since we started, with most of this going to the innocent foundation – an independent charity we started in 2004 to feed the world's hungry. Most of this goes to the innocent foundation – an independent charity we started in 2004 to feed the world's hungry. We've donated over £10.7m (£12m) to it, so it can support projects around the globe. You can read all about it on page 8.

It doesn't end there though. We give everyone who works here a volunteering day, try to give away all our surplus drinks, and partner with lots of charities beyond the innocent foundation, like Age UK. We've been raising money for them for years, via the age-old fundraising tactic of popping little woolly hats on smoothies. Our little hats have raised nearly £3m (£3.4) for Age UK since 2003, as well as lots of cash for similar charities across Europe too.

Read on to find out more about how we've been giving back.



top tier volunteering

We all get a volunteering day to dedicate to a cause we care about in our local communities. Despite the pandemic, 77% of us used them last year, up from 66% in 2019, and we got involved with everything from cleaning up lakes to helping tackle food poverty.

Precious from our logistics team used his day with Independent Visitors, who pair adult volunteers with young people in care. He enjoyed it so much he's carried on volunteering with them in his spare time.



"Some of the tough learning curves in my life could probably have been smoother if I'd had someone to advise me, so now I want to be that person for someone else. There can be tricky stuff to handle, like an instance of bullying, but there's also really fun times like when I let out the big kid in me with a post-lockdown trip to Sea Life London. I'm basically a volunteer big brother, and I'd recommend it to anyone."

lockdown legends

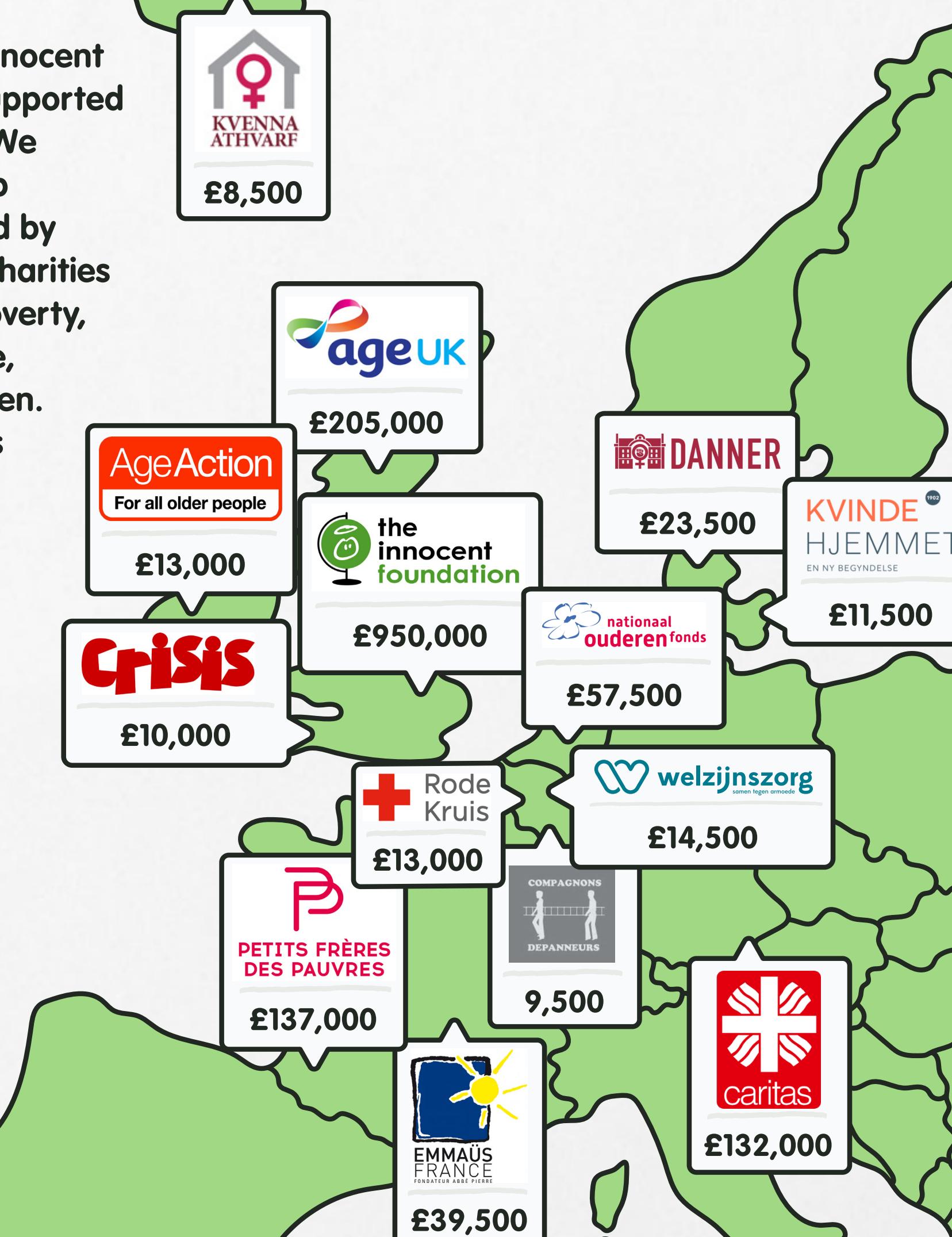
The pandemic made life even trickier for people who were already struggling, so we did our best to try and help. As well as giving away drinks left, right, and centre, we donated extra funds to Age UK to support them tackling lockdown loneliness. In Germany and Austria, we donated €150k to Caritas to help them provide support like food packages, emergency overnight shelters, medical aid, telephone counselling, and rent support for people facing financial hardship throughout lockdown.

"Every hat knitted helps Age UK to be there for older people who are most in need. We're so pleased to have innocent's support through the Big Knit, and also through their generous donation to Age UK's Emergency Coronavirus Appeal in 2020."

Lizzie Bekhradnia,
Head of Corporate Partnerships

who we support

As well as donating to the innocent foundation, we've always supported charities around the world. We stepped it up in 2020 to help people particularly impacted by the pandemic, donating to charities across Europe who tackle poverty, help older people in later life, and protect vulnerable women. Here are some of the causes we supported:





We've always given 10% of our profits to charity, and we started the innocent foundation in 2004 with the dream of helping feed the world's hungry. 2020 might have been a quiet year for our social lives, but it was the busiest one yet

for the foundation. They donated more money than ever, found ways around global restrictions, and even won a fancy paperweight. Take a look at their highlights and click [here](#) to see all the projects they support.

foundation

our biggest year ever

fast and furious flexible

The foundation had to quickly adapt to lockdowns, flight bans, and a complete lack of haircuts. They launched an emergency fund, donating £355,000 (€398k) to four vital projects in some of the world's poorest countries. They also carried on with their core work, and despite the new challenges and extra-long fringes, they managed to support 19 projects tackling hunger in 11 different countries.

As part of one project, they worked with KickStart International to fund 180 affordable irrigation pumps for farmers in Kenya. The pumps help to increase crops, so not only has the extra food helped 900 people get the nutrition they need, by selling the surplus it's helping families support themselves out of poverty.

With the project being so successful, the foundation is now working with KickStart to launch the pumps in seven other African countries.



the story so far



17
years



42
countries



54
charities



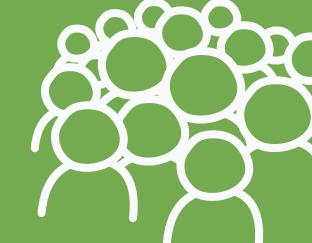
85
projects
to date



6
emergency projects
supported for 2020



£8.5m
donated

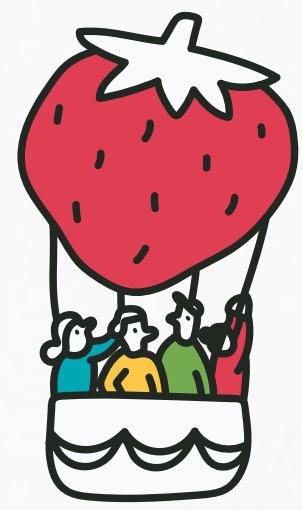


930,000
people helped



"I cannot tell you enough how this pump has helped me. Feeding a family of six, all at home because of coronavirus would not have been possible without it"
– Joseph





protecting partners

Charities found their funding hit hard by the pandemic, so the foundation launched a new Partnership Fund, giving no strings attached grants to Action Against Hunger UK (£568k/€647k) and Send a Cow (£332k/€398k). The foundation wanted to help protect their core work, so they could keep moving towards the shared goals of stopping children dying of hunger and helping the poorest families to feed themselves. With the foundation's support they were able to develop their IT systems and update their websites, which are great investments for the future. It's already seen some great results, including Action Against Hunger's winter appeal bringing in twice the online donations as last year. You can read a bit more about how it's helping [here](#).



Stevens/for Action Against Hunger



one for the mantelpiece

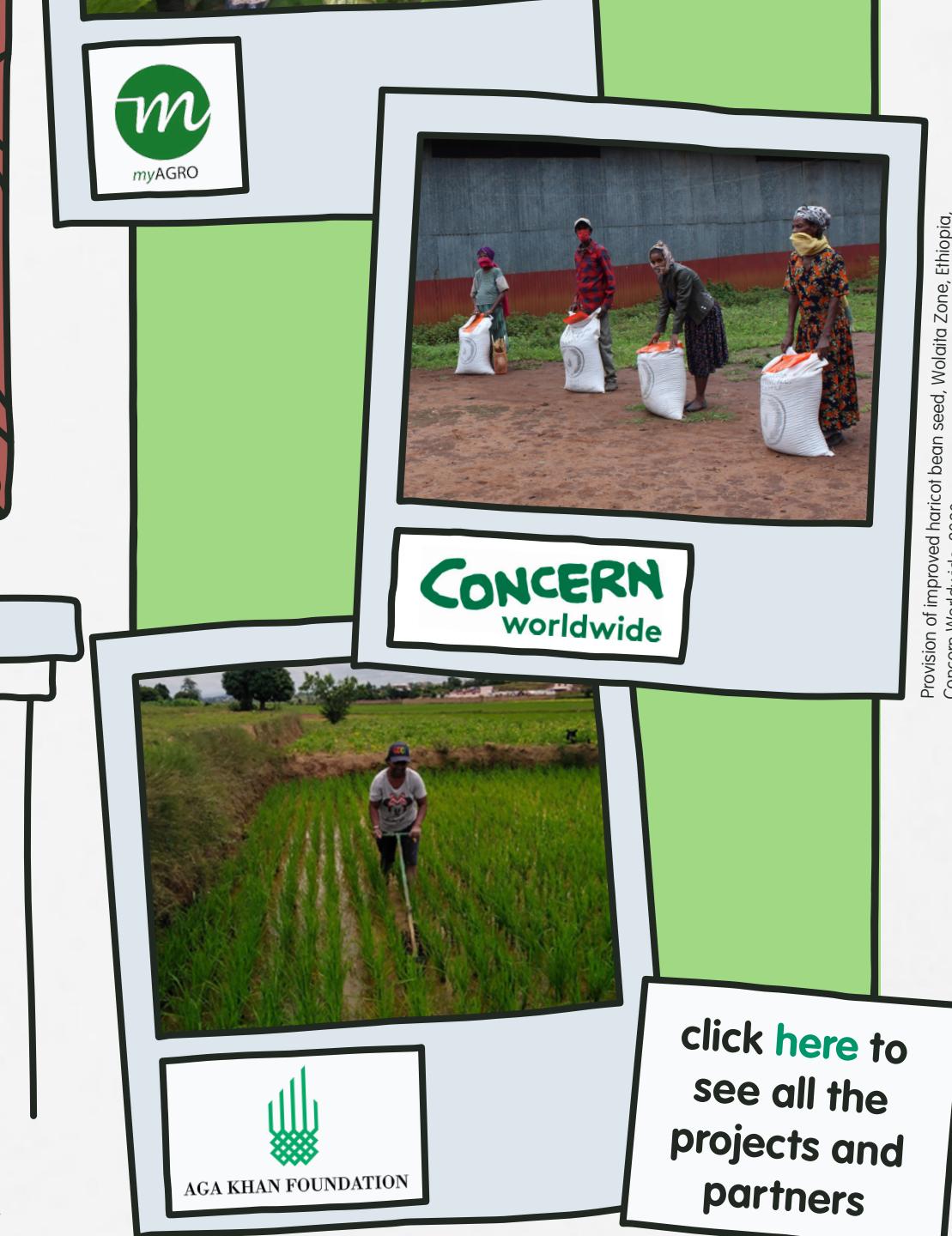
One of 2020's few silver linings was being able to attend swanky award ceremonies in our joggers. The foundation were chuffed to win the 2020 Philanthropy Award at the prestigious Better Society Awards. The judges called the innocent foundation "a real inspiration in a company with a true social purpose that is lived in everything they do". Cue monumental levels of blushing. We had to turn our cameras off.



foundation 2020 partners

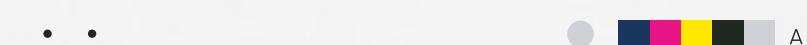


Victoria Hubert/ALIMA



Provision of improved haricot bean seed, Woldia Zone, Ethiopia, 2020. Concern Worldwide.

[click here](#) to see all the projects and partners



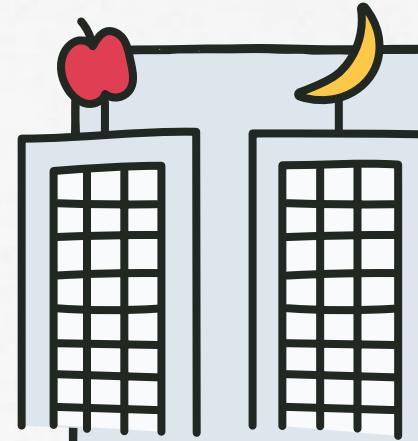


people and culture

We wouldn't be where we are without the people who work here. We're proud to have a culture where everyone is free to be themselves and can enjoy being at work. Even on a Monday.

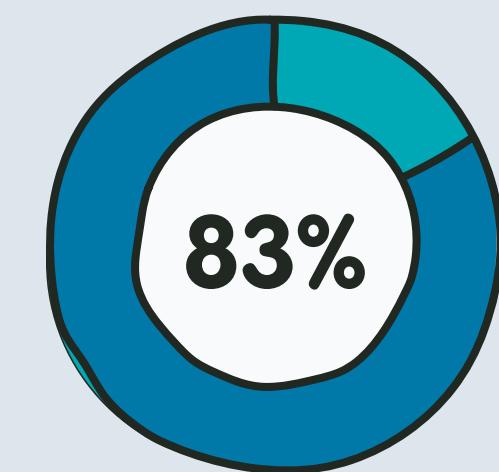
Our B Corp score backs this up - more than half our points come from how we support our people. This ranges from our career development and end of year review processes, to things like flexible working and our mental wellbeing programmes. They've been more important than ever during the pandemic.

We're always looking for ways to do even better, and we're going to keep adapting and improving. We're also doing lots of thinking about what work life should look like after the pandemic. Our dream is to create a culture where absolutely everyone who works here can fulfil their potential and be their best - whether they're in the office or working from home. Read on to find out how we're making that a reality.

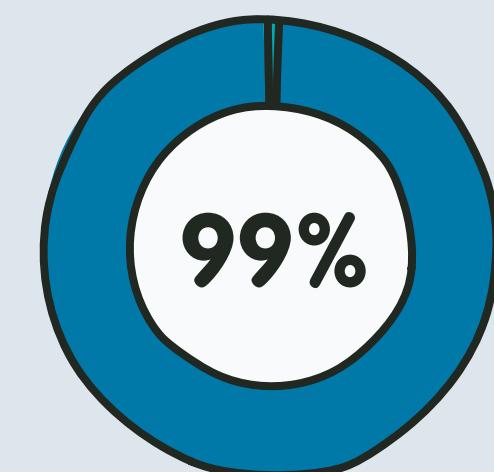


our office promise

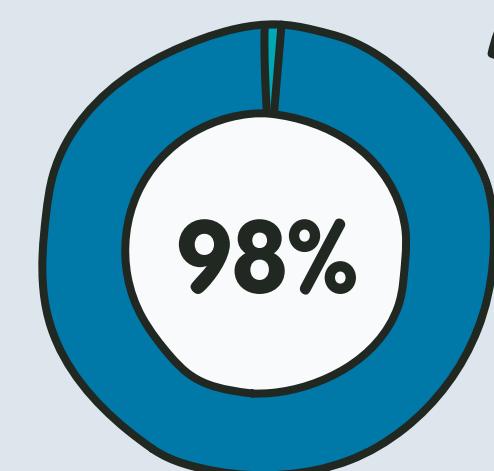
Part of being a B Corp means being a safe, sustainable and inclusive place to work, so in 2020 we launched our Office Promise. It combines all the info our offices need to help our B Corp score and our climate change commitments, while making sure they're great places to work. It also helps us find areas for improvement, so here are some of the changes we made last year:



of our loos are now gender-neutral



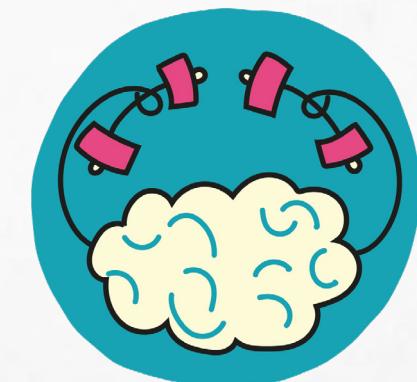
of offices now have water-saving measures, like low-flow valves on taps and showers



of our offices use our new 'local buying guides' to source things like stationery and cleaning products sustainably and locally

in it together

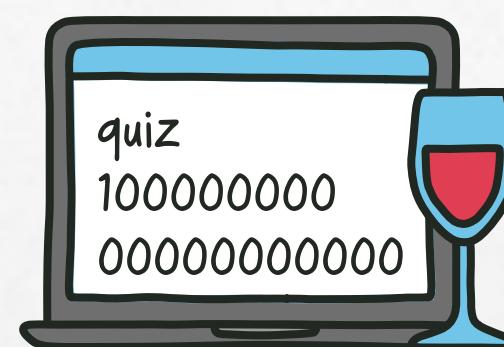
Our priority since the pandemic began has been looking after the people who work here. We tried to make it as easy as possible for everyone to work in the way that was best for them, so we took a no strings attached approach to flexible working. People could work whenever suited them and we trusted them to get their bits done. This was particularly helpful to parents and carers who were having to juggle home-schooling with everything else. Here are some of the other steps we took:



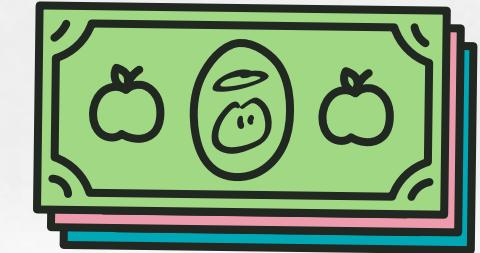
Upped our mental health and team leadership support.



Increased our internal comms with a weekly newsletter and monthly video updates.



Organised regular virtual activities and events (like everyone else, we're all quizzed out now).



Provided a Work From Home fund so everyone could buy the equipment they needed to work comfortably.



Introduced light-touch mid-year reviews which focussed on managing workloads and maintaining focus.



Gave everyone an extra day off in June.





inclusion and diversity

We want innocent to be a welcoming place for everyone - whether you work here, are coming for an interview, or simply popped in for a visit because one of our bottles told you to. Because of this, we're working hard on inclusion and diversity. We carry out an annual inclusion and diversity survey to help us track our progress and find areas to improve. 75% of us filled out our I&D survey in 2020, up from 50% in 2019.

We launched our five core principles in 2019, and in 2020 we used these and our survey results to start prioritising the areas with the most to do - like improving the representation of people from marginalised ethnicities, and increasing access to employment for people from socially disadvantaged groups. We've made lots of progress over the last couple of years, but still have plenty more to do. Take a look at the changes we're making:

speak up

It's not enough to be aware of our biases, we need to work to challenge them. Because of this, we've turned our old 'Unconscious Bias' training into 'Conscious Inclusion' training. It helps us tackle bias and understand how we can all be part of actively creating an inclusive environment. We've also made Inclusion and Diversity part of our new starter induction, and we've had speakers come in from a wide range of backgrounds to share their experiences and help everyone learn what life is like for others.

all together now

91% of people who answered our survey said they could be themselves at work.

Last year, our people founded our first four affinity groups to support those of us from diverse backgrounds. The groups cover ethnicity, sexual orientation, disability and neurodiversity, and gender. They're safe spaces for us to support each other and suggest changes we'd like to see. Each group has a proper budget allocated and a director from our Board as a sponsor.

rewiring our hiring

Our education diversity has gone up slightly - 14% of survey responders said they don't have a degree, that's up from 10% in 2019.

17% of people who answered from our London office said they identified as being an ethnic minority in the UK (the number for London as a whole is about 40%).

To try and improve these numbers, we're reviewing and tweaking our recruitment to help avoid bias and encourage people from all walks of life to apply. None of our job ads say you need a degree now, they just focus on the skills and experience you'll need. We've started advertising roles on diverse job boards, and are also looking to trial job boards that help target people with disabilities, and people from other underrepresented communities.

We've also improved our Early Careers Programme to offer better career options for people who haven't been to uni, and we're looking for extra ways to promote our apprenticeship scheme.

You can read what one of our apprentices, Ellie, had to say about her photocopying-free role [here](#).



valuable initiatives

Out of everyone who filled in our survey in 2020, only 6% of us identified as having a disability vs an 11% average across Europe. To address this, we've started work in the UK to gain our Disability Confident certification. We've also signed up to the Valuable 500 global initiative aiming to put disability on leadership agendas.

mentor arithmetic

We're also exploring how we can help people from underrepresented backgrounds to kickstart their careers. Last year, our MD Nick mentored a student through PSALT, which you can read more about [here](#).

diverse job boards

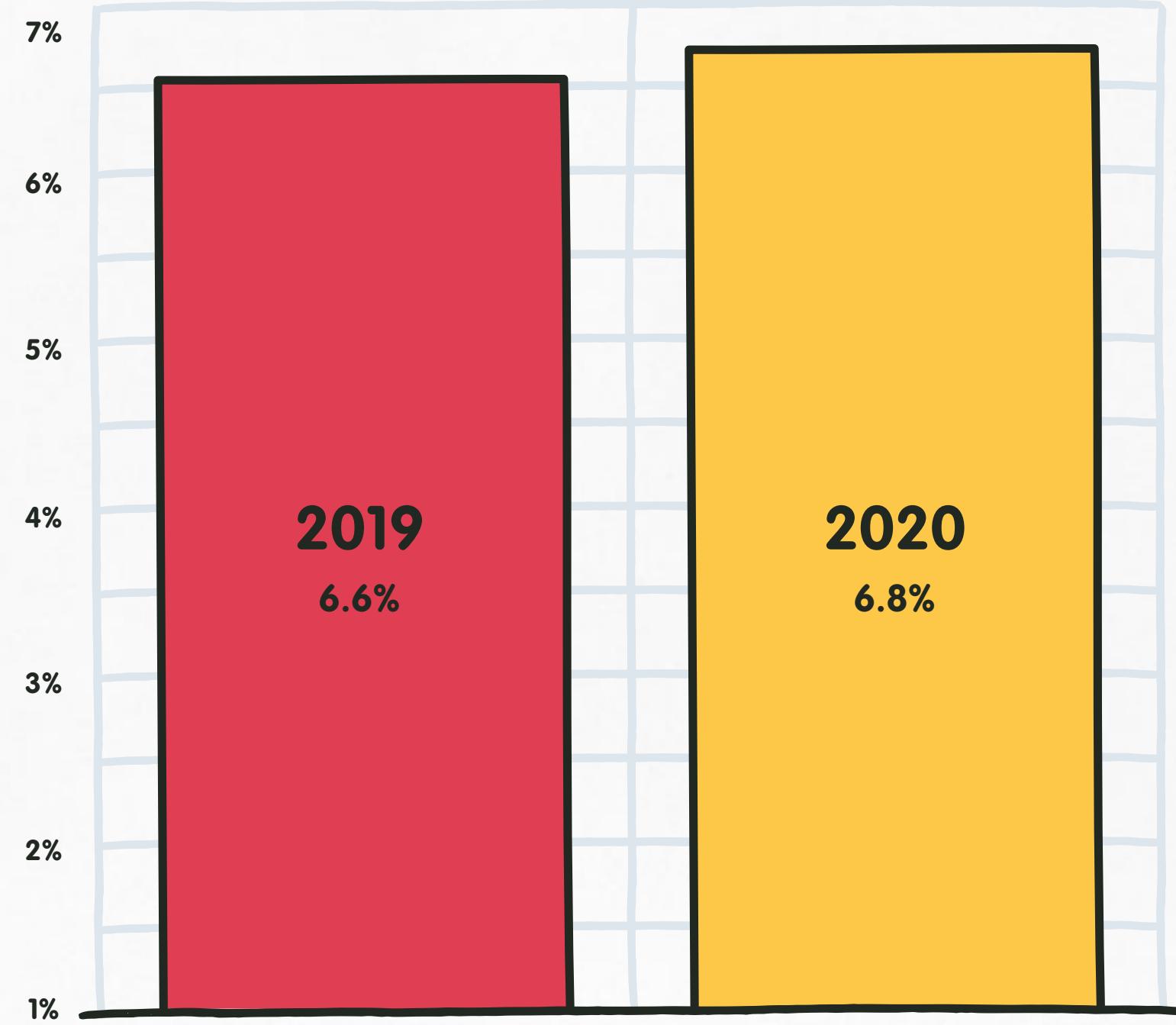
- [BYP Network](#)
- [Notgoingtouni.co.uk](#)
- [Seo-london.org](#)
- [The BAME apprenticeship alliance](#)



inclusion and diversity

our gender pay gap

Pay gaps shouldn't exist, so we were disappointed that our gender pay gap went in the wrong direction last year – it was 6.8% in our London office, a small increase from 6.6% in 2019. We're going to work hard to turn this around and bring it down to zero. In better news, more than half our senior team are now women (18 women to 15 men).

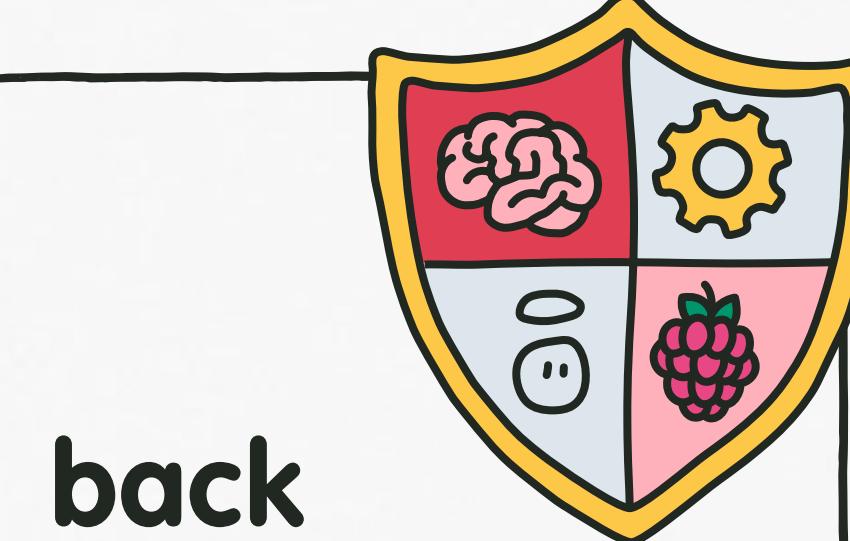


mental health

2020 was a tough year for everyone's mental health. We increased the support we offer, and reshaped it to work virtually. Here are the three main things we did:



- Extra online training aimed at helping leaders look after their teams. We upped the number of sessions and covered a wider range of subjects.
- A 12-week video series on looking after your mental health during these strange times. It covered things like staying connected, having a growth mindset, and tapping into hope & optimism.
- We upgraded our external mental health package, so specialist mental health support was available 24/7.



back to school

We want to bring the best out of everyone here, so we run a range of courses. Last year we launched "understanding change" to help people view change as an opportunity to learn. We also trained some of our staff as coaches, so they can help others overcome challenges and develop. Plus we have our own mentoring scheme, with 65 mentors supporting 75 mentees.



We've always got physical health first aiders on hand, in case someone tears an arm muscle while formatting a spreadsheet too vigorously. To make sure our brains have the same support, we've started training our staff up as mental health first aiders too. So far, we've got 29 MHFAs, and their role is to listen non-judgementally and provide support through knowledge and understanding of the options available to that person. We're aiming to have at least one MHFA in every country as soon as we can.



healthier planet

We've always wanted to leave things better than we've found them, so we work hard to go about our business responsibly. Our dream is to make sure every part of innocent helps the planet. To achieve this, our sustainability strategy has three strands - climate changers, farming champions, and recycling activists.

climate changers

Every business has to do their bit if we're going to keep global warming below 1.5°C and avoid the worst impacts of the climate crisis. We have two targets that were approved by the [Science Based Targets Initiative](#) in 2020, which will help us reach our goal of being carbon neutral by 2030.

Target one: Reduce our "scope 1" and "scope 2" emissions to zero (that's things like how we power our office)

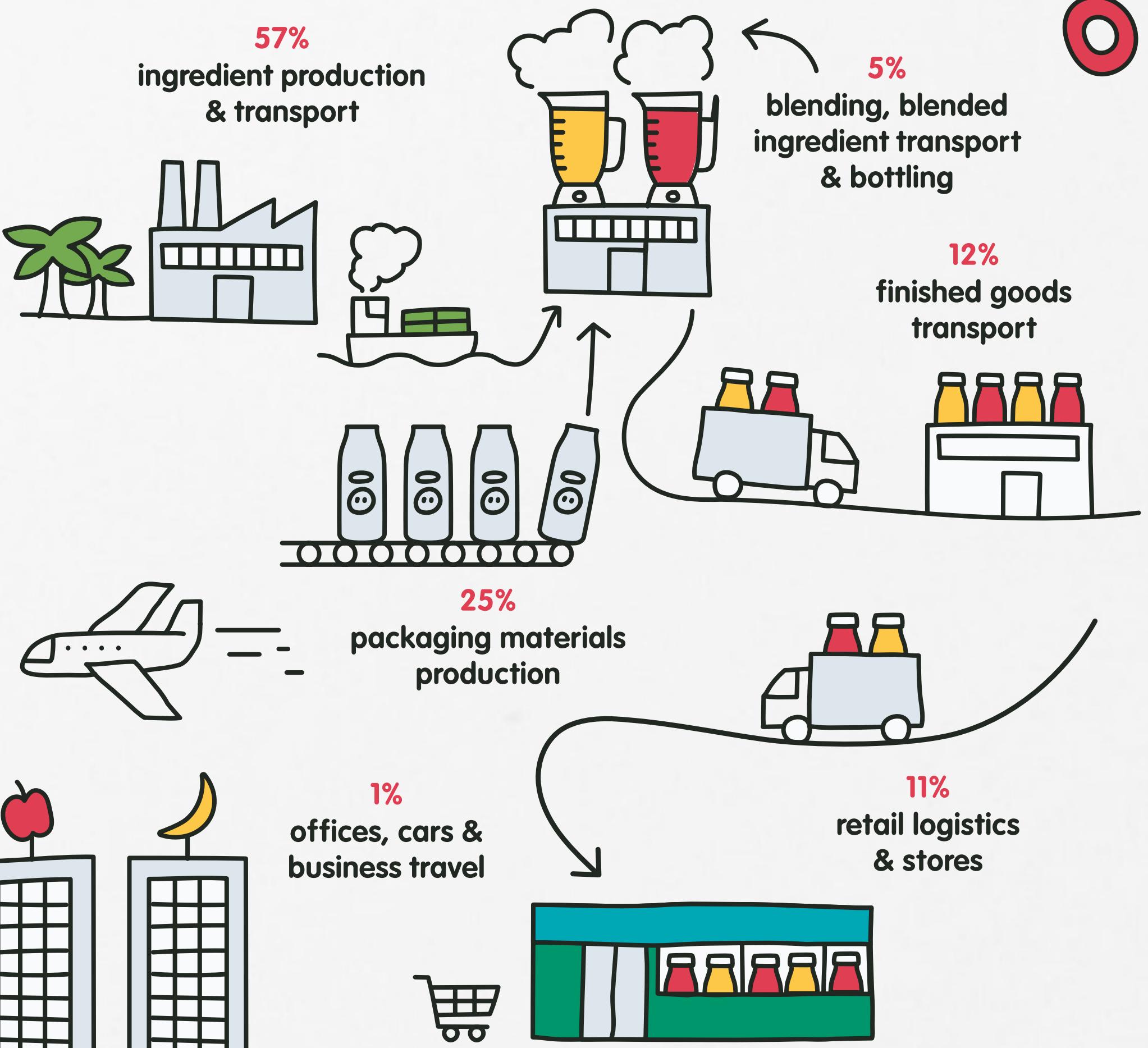
Target two: Reduce our "scope 3" emissions by 50% per litre of drink we make (that's stuff like transporting our drinks)

We keep a close eye on our emissions, and our 2020 footprint came in at 212,707 'tCO₂e', which someone smart tells us means "tonnes of carbon dioxide equivalent emitted". That's about five thousand

tonnes less than our 2019 total. This is thanks to things like using less plastic to make some of our juice bottles, or reducing the number of road miles in our supply chain. One project we ran knocked off over 3000 miles and saved over eight tonnes of carbon. 86% of our drinks were blended using renewable energy in 2020, and we're aiming for 100% by 2023.

Altogether, we've reduced the carbon per litre of our drinks by about 2% since 2019. This needs to be faster, so we're working on how to pick up the speed. Read on to find out what we've done so far:

where our carbon comes from





all's well that Blends well



We're channelling our inner Willy Wonka and building a first-of-its-kind carbon neutral drinks factory which should be up and running in 2021

Everything about it is designed with the planet in mind, from the recycled concrete foundations to the on-site solar panels and wind turbines that will supply us with renewable energy. We recycled about 90% of our construction waste and our fancy cleaning system reduces water usage by 75% which we find exciting (even if no one else does).

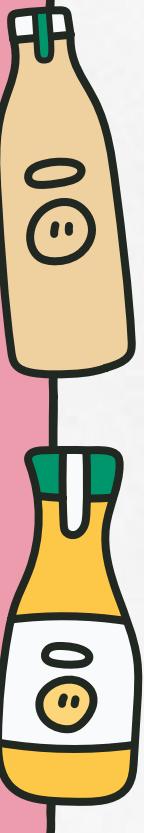
We want the Blender to be people-friendly too, so we've designed it to have plenty of daylight, lots of space to move around, great air quality and proper temperature control - no thermostat wars here.

After working so hard to make our blender good all round, we'd love to help other companies do the same. We're using conferences and case studies to share our learnings with everyone - even our competitors (you know who you are).



highs & lows

We keep an eye on the footprint of all our drinks, so we can see where to improve. For the second year running our dairy free oat drink had the lowest carbon impact and our pineapple juice had the highest. Oats are grown right here in Europe, and our dairy free range uses lighter packaging, whereas our pineapples are grown in Costa Rica, and they're not as juicy as some fruits so it takes more to fill a bottle.



farming to the future

In 2021 we'll be launching our Farming Innovation Fund. It's a pot of money we're using to fund sustainable farming ideas. The fund will have a different focus each year, starting with the carbon emissions that come from farming - they make up 57% of our footprint right now, so it's an important one for us to tackle.

We'll also be trying out transporting ingredients with the world's first electric 50-tonne HGVs. Vantastic.



farming champions

We get our fruit from farms of all shapes and sizes - large plantations, co-operative groups, tiny family businesses, and everything in between. We're investing in hundreds of farms to protect biodiversity, source sustainably, and cut the use of pesticides.

On top of that, we want to look after our farmers too, by improving their land and livelihoods.

Keep reading to find out how we're getting on.



the butterfly effect

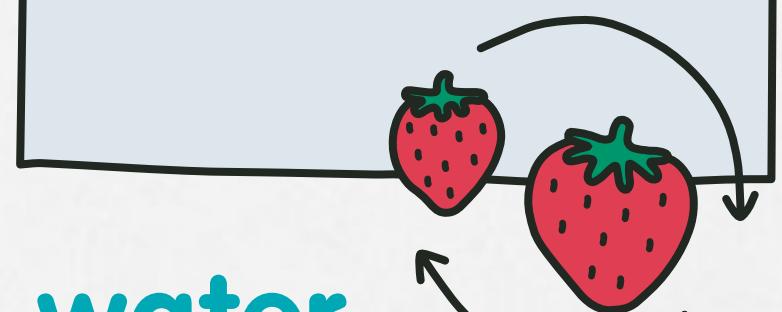
Three-quarters of the food we eat relies on pollinators like bees and butterflies, but their numbers are dropping - scientists reckon Europe's wild butterfly population has halved in the last 30 years. Last year, we launched a campaign to help change that. Working with volunteers in Germany, Austria and Switzerland, we planted 86,000 square metres of flower meadows and helped

to conserve 2,350 hectares of butterfly-friendly lands. We also sent 25,000 seedballs to our drinkers so they could plant flowers themselves. It was such a storming success, we'll be bringing it back this year.

On behalf of all of us, and the butterflies, massive thanks to our three partners - Netzwerk Blühende Landschaft, Naturschutzbund Österreich, and WWF.

sourcey stuff

We want 100% of our ingredients to be sustainably sourced. There isn't one certification scheme that fits all our ingredients, so we focus on meeting the Sustainable Agriculture Initiative's Farm Sustainability Assessment - you can read more about it [here](#). We reached 75% in 2019 and were aiming for 88% in 2020. Despite a few pandemic-shaped spanners in the works, we beat our target and hit 90% thanks to progress with our lemons, mangoes, apricots, apples and grapes. So, when life gives you lemons, make sure they're sustainably sourced.



water way to go

We've spent the last ten years working with the Sustainable Agriculture Initiative (SAI) to reduce water usage at two of our major berry growers in Spain. It's involved intensive training for farmers and workers, tracking irrigation through the seasons and applying new technologies to help save as much water as we can.

For the last growing season of 2019, the 77 farmers involved in the project were able to use 15-20% less water, and still increased their yields by up to 50%. The project has gone so well that the EU and other businesses are now spending 2.2m launching these strategies across more of Spain, as well as Portugal and France. That's ten years well spent.





holding out for a hero

We want to work with people who care about the same stuff as we do. Our Hero Supplier programme is a set of guidelines that we ask our suppliers to follow - from water usage and recycling, to looking after the people who work for them. We rate performance from 0-3 for every part of our supply chain and reward

good practice. In 2020 we set (and met) ambitious targets for blending, bottling, logistics, and social initiatives. We'll be pushing forward in packaging and ingredients in 2021. In total we have 33 suppliers signed up to the programme, up from 23 last year. That's more heroes than your average blockbuster.

2020	2021	2022	2023	2024
blending and bottling 	2 dudes or more by the end of the year		3 dudes by the end of the year	
packaging 		2 dudes or more by the end of the year		3 dudes by the end of the year
logistics 	Bring all logistics suppliers on board		2 dudes or more by the end of the year	
ingredients 		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 the new areas of the business and get those already involved to raise their score to 2 or 3 dudes as soon as possible.
other 	Build out social side of the programme			



Beacon Project

86% of our ingredients rely on pollinators like bees and butterflies, but their numbers are falling worryingly fast. We've launched the Beacon Project to try and prove that protecting pollinators can reduce carbon emissions and pesticide usage, and help farmers make more profit. We're aiming to reduce pesticide use and risk by 50%, and carbon by 10%, while increasing the farms profits by 10% If successful, we're hoping to extend it to other countries. If unsuccessful, we're planning to sulk. Pop a reminder in your calendar to read our report next year and see how we're getting on.





recycling activists

We want to prove that plastic isn't rubbish, so we're following the old adage of reduce, reuse, recycle.

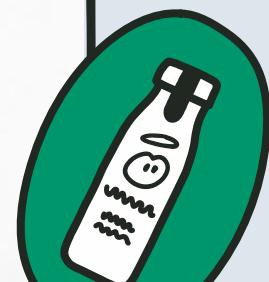
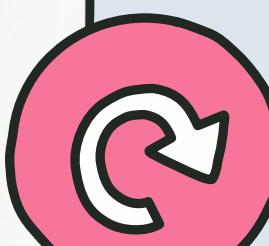
Reduce - we're aiming to reduce the amount of plastic we use in each bottle, with the hope of cutting out 2,500 tonnes of the stuff by 2023.

Reduce - we're part of the Ellen MacArthur Foundation's "New Plastic Economy Commitment" and we're aiming to use 15% less absolute virgin plastic by 2025.

Reuse - we're exploring reuse trial schemes.

Recycle - we're working to collect and recycle every single bottle by 2030.

Read on to find out more about our plans.



the final straw

With new straw laws in place, we've swapped the plastic straws on our kids smoothies for paper ones. It should save roughly 110 tonnes of carbon each year. That's about as heavy as 202 grand pianos, based on our current carbon-to-instrument conversion rates.

good things come in renewable packages

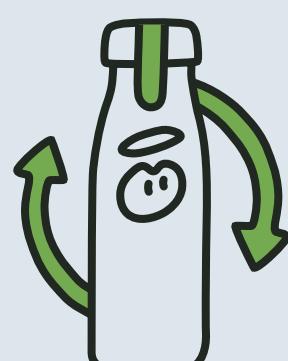
We've always wanted our bottles to be as sustainable as possible, so we're developing a prototype bottle that's 50% plant plastic and 50% recycled plastic (rPET).

Lots of people are switching to 100% recycled plastic. While it's great for encouraging recycling, we don't think it's a perfect solution. You can only recycle plastic about 10 times before it can't be used for food anymore, so you always need new plastic in the pipeline, and currently it's made with crude oil. By using plant plastic we'll be cutting out the need for oil. We don't want that plant plastic to get binned after one use, so using 50% recycled plastic means everything gets reused multiple times.

We're planning to trial the bottles later this year, with a target to have them on the shelves and in your fridge for 2025.



All juice bottles are now 50% rPET



Saved 273 tonnes of plastic through 'light-weighting' our bottles



Removed excess shelf packaging from 1.35l and 1.5l juice



Joined the Swedish deposit return scheme

return of the bottle

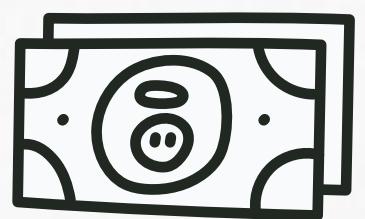


A big part of recycling every bottle by 2030 involves deposit return schemes (DRS) - where people get money back for recycling bottles. Some countries have tight rules and don't always include juice bottles in their schemes, while others don't have DRS at all. We want to be part of all DRS that already exist, and we want them to be introduced everywhere else too, so that all bottles get recycled and there's plenty of recycled plastic to use in the future.

Last year, we joined Sweden's DRS system, as well as Austria's RecycleMich-Initiative which rewards people for recycling by giving them the chance to win prizes like meals out or nights away

in hotels. We also campaigned for juice bottles to be allowed in the German one too. More than 76,000 people signed our petition, and we're pleased to say the German government are now going to include us in their DRS. Germany recycles about 96% of its bottles, which shows how well DRS works, so it's great news we can be part of that.

We're also asking the UK government to launch a DRS so the country's recycling rates can catch up with everyone else's. A little bit of friendly competition never hurts.



finance and performance

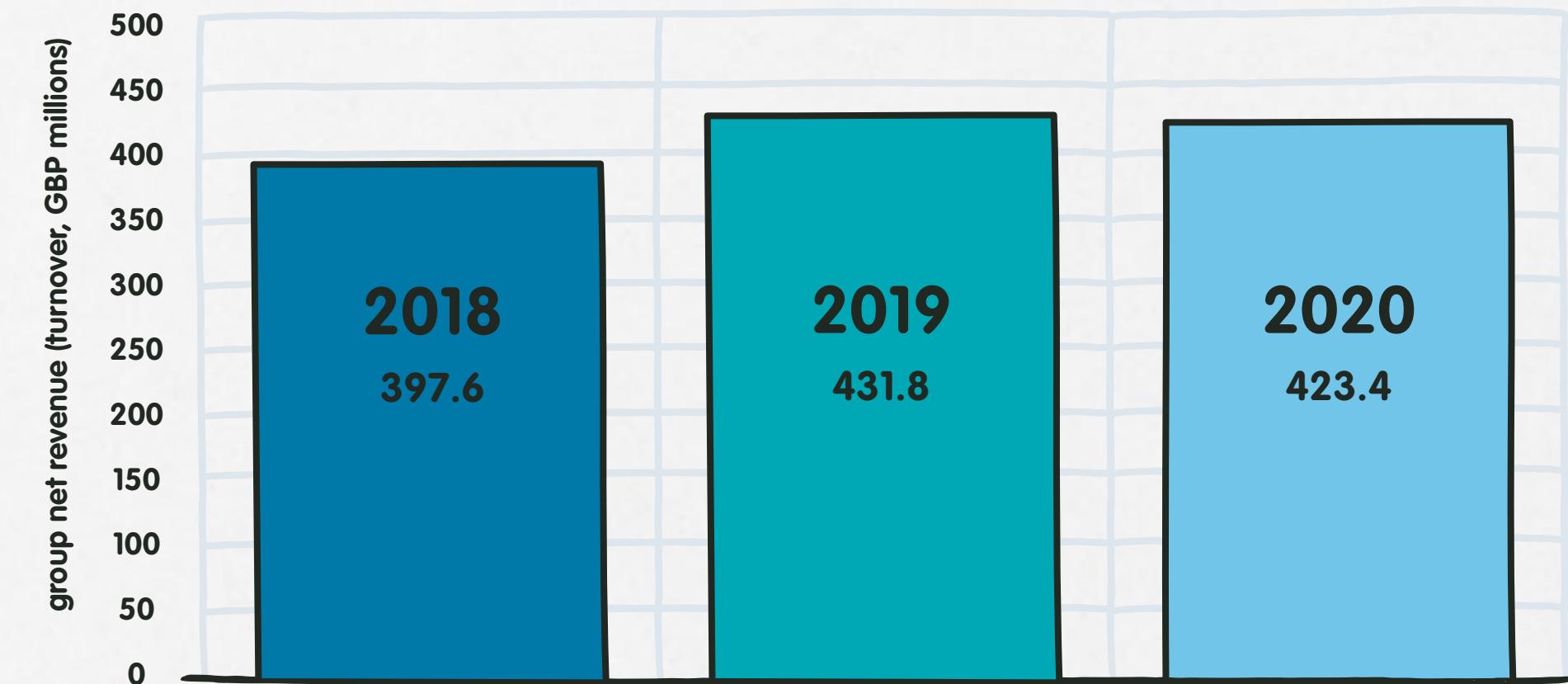
Grab an abacus, it's time to talk money. We've always dreamt of being a successful business that sells enough stuff to get bigger and better - the more we make, the more we can give back. We're really proud that how we've handled our finances meant we could support people during the tough last twelve months.

We've got big ambitions to keep growing ahead of our competition, reach €1bn sales, and get our profits up into double

digits. Our sights are set beyond Europe too, and we launched innocent in China during summer 2020, the first step towards becoming Asia's favourite little healthy drinks company.

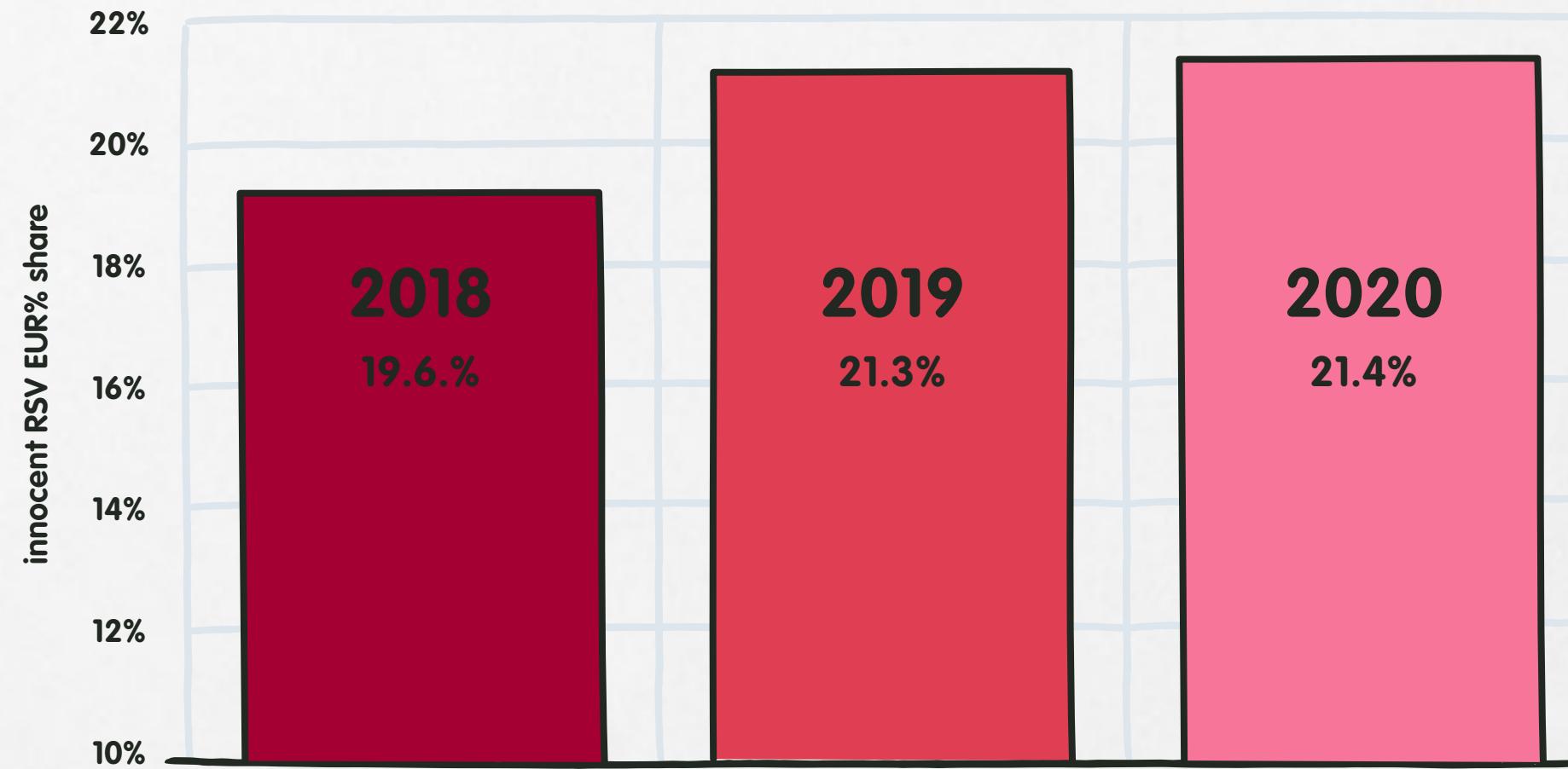
We're confident we do business in the right way, and we'd love other companies to shamelessly copy us. We have to prove we balance our books before anyone will take a leaf out of them, so here's all the data you could dream of.

this graph here shows our revenue over time

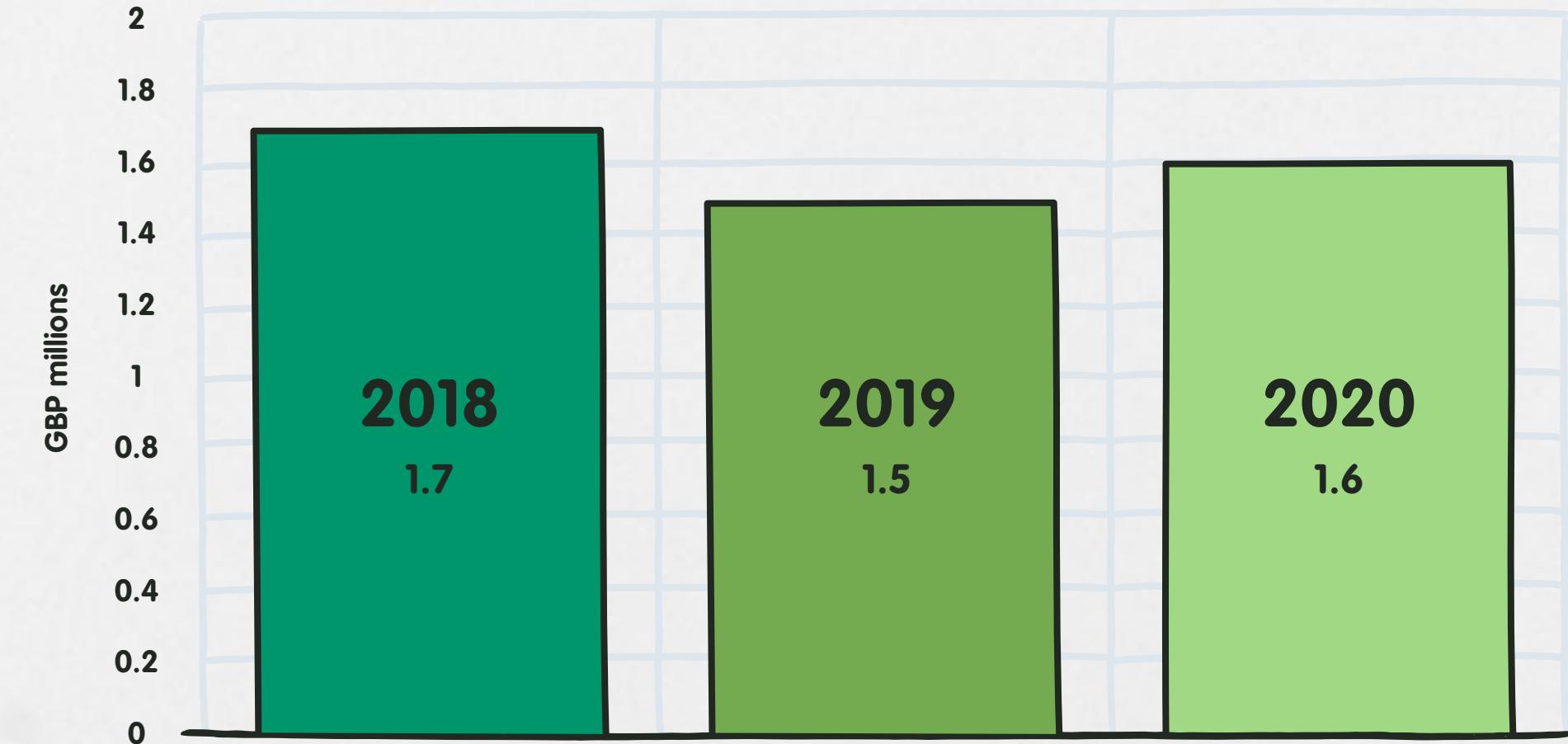


this is also how much a pint costs in London

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



this one shows our charitable contributions





stats and stuff

environmental data

GHG emissions			
metric	2018	2019	2020
Scope 1 direct emissions - fuel use, refrigerants & business travel (tCO ₂ e)	n/a	1,947	474
Scope 2 indirect emissions - purchased energy (tCO ₂ e)	n/a	14	11
Scope 3 indirect emissions – value chain (tCO ₂ e)	n/a	226,611	222,716
carbon intensity			
Scope 3- KGCO ₂ e per litre of finished product	n/a	0.85	0.83
circular economy & resource efficiency			
Total finished product redistributed (bottles)	1,268,715	1,373,906	2,767,625
Total plastic packaging weight (t)	15,338.7	14,726.3	14,182
Of which recycled content	27%	28%	31%
% of products that are recyclable	98.6%	97.6%	97.5%
supply chain and ingredients			
% of ingredients sustainably sourced (FSA verified or equivalent)	55%	75%	90%
% of suppliers of over Euro 1m spend involved in our Hero Supplier Programme	36%	no data	75%

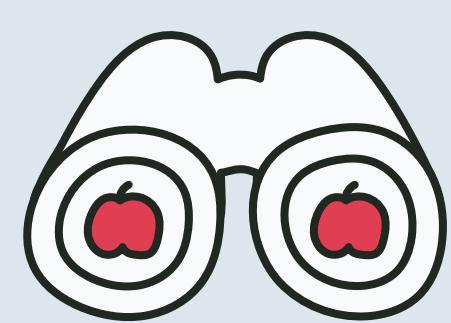
social data

community impact			
metric	2018	2019	2020
Total funds donated to charity	£1.656m	£1.375m	£1.635m
Number of employees volunteering	138	398	525
Total volume of product donated to good causes (litres)	520,070	563,190	1,134,501
% of suppliers compliant with Human Rights audit	71%	89%	77%

gender profile of employee

metric	total	male	female
Director level	11	8	3
Senior leaders (AC and above)	33	15	18
Total employees	776	368	408

More tables than a Swedish flatpack store.



look to the future now

2021's already proving to be an exciting year for us, with the launch of our "Little Drinks, Big Dreams" brand platform, the Better Business Act we mentioned earlier, and hopefully the grand opening of our brand new Blender. We're also approaching the midway point of our 2020-2023 business strategy, meaning lots of big projects are hotting up. Come back next year to hear how all that's going.

Transparency and accountability are important things for any business hoping to be a force for good, so thanks very much for reading our 2020 Good All Round report.

If you've liked reading it, please buy a smoothie so we can continue paying the person who wrote it.

If you've not liked reading it, please buy a smoothie so we can pay someone better to write it.



visit us

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**win
your
pet
in wool**



more fruit than you can shake a stick at

and never any added sugar



**little
drinks
big
dreams**

