



sustainable business report 2012

BRITVIC
plc



our strategy



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highlights

successful transition to our new Head Office in Hemel Hempstead



176 outdoor spaces regenerated via Transform your Patch campaign



first soft drinks manufacturer to introduce naturally sourced Stevia extract into drench juicy spring water



consistent reduction in water use in GB with a 17% improvement since 2010

in France we have increased focus on waste management introducing a new software system

Britvic Ireland has raised €360,000 through its Ballygowan Pink campaign for The Marie Keating Cancer Support Foundation

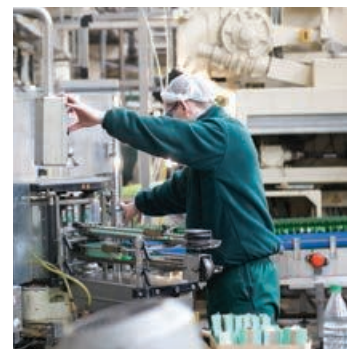


'Great Place To Work' survey already launched in Ireland and we plan to roll out to group, commencing 2013

paid volunteering days increased to three per year for all GB employees



three French sites have undergone a health and safety transformation to improve standards there



our funding helped deliver 147 clean water supply systems in Ethiopia, benefiting over 44,000 users



achieved 6.6% energy reduction across all GB power usages in 2012

switched two of our leading MiWadi squash flavours – Lime and Lemon – into No Added Sugar varieties in Ireland

about Britvic

Britvic is one of the leading soft drinks companies in Europe, with operations in Great Britain (GB), Ireland and France.

Across these three markets, the company has developed a strong portfolio of its own iconic brands, including Robinsons, Tango, J₂O, drench, MiWadi, Ballygowan, Teisseire and Fruité. In addition, in GB and Ireland, the company produces and sells a number of PepsiCo's soft drinks brands including Pepsi, 7UP and Mountain Dew Energy under exclusive agreements with PepsiCo.

Britvic is the largest supplier of branded still soft drinks and the number two supplier of branded carbonated soft drinks in GB, and it is an industry leader in Ireland and France. Through export, licensing and franchising, Britvic has also been growing its reach into other territories, including Australia and the United States.

our sustainable business vision

In the past year Britvic has realigned its corporate responsibility and sustainability principles under three core elements of People, Planet, Profit, all of which interlink and are critical components of a 'sustainable business.'

Our aim is to be trusted and respected in our communities, to ensure the future supply of resources and to minimise our impact on the environment in order to create and maintain conditions for continued business success. These new elements are a natural evolution of our previous Responsible, Sustainable, Progressive principles and underline Britvic's commitment to our ways of working going forward to 2020 and beyond.

In the past year, the business has made significant progress across all three pillars of the strategy. We have successfully demonstrated how commercial initiatives can deliver a positive social impact, environmental initiatives can have a significant impact on the bottom line whilst protecting the planet, and how business can benefit the local communities in which it operates.

introduction

from Paul Moody, Chief Executive

The economic outlook continues to be uncertain and the weather is virtually impossible to predict, but we can be certain of the need to conduct business with an ethical, sustainable and responsible approach.



This is not simple tokenism towards environmentalism nor is it a question of 'being green'; it is the awareness that our commitment to corporate responsibility must be authentic and at the heart of our long-term strategy.

As we progress as a global business, it is clear we must be mindful of the health and wellbeing of both our employees and consumers as well as the sustainability of the planet; particularly the scarce resources that are important to our brands and operations.

Over the last six years, we have developed our approach to responsibility and sustainability as we have explored the opportunities to help us prepare for, and tackle, the challenges that lie ahead.

Unquestionably, Britvic has a responsibility to deliver shareholder value. Successfully promoting a responsible and active approach to sustainability is an important component in building and maintaining that shareholder value, they are mutually inclusive ambitions.

Since our CR Committee (CRC) was first established, we have been implementing policies and programmes to support our company vision and values. As the role of the CRC has evolved, every aspect of the business has become engaged. Every factory and office location recognises that it has a role to play in helping us achieve our long term ambitions for a sustainable business. Increasingly, our consumers are demanding that companies place sustainability at the centre of their operations, whether it concerns improved packaging and recycling, ethical sourcing, healthier products or giving something back to their communities. The people who drink our brands have high expectations of us. Government is also a key influence on how we operate. In particular the focus they bring on how we embrace legislation as a positive force in the company to meet the demands of reconciling sustainable practices with commercial competitiveness and profitable growth.

As part of the evolution of our approach to sustainability, Britvic has realigned its corporate responsibility and sustainability principles under three core elements: People, Planet and Profit. The move reflects Britvic's focus on business sustainability and creating and maintaining conditions for continued business success, recognising that if we act responsibly towards our people and the planet, we will be a profitable business.

I am extremely proud of the many ways in which Britvic has embedded the principles of CR throughout our business over the last six years. There is still much to be done, but we have made significant steps in the right direction, and I'm sure that we will continue to do so.

A handwritten signature in black ink, appearing to read 'P. Moody'.

Paul Moody
Chief Executive

lifecycle of a Britvic soft drink

responsible sourcing

All of our ingredients are sourced responsibly from a list of accredited suppliers, who are required to sign up to our Ethical Trading Policy.



all of our ingredients are sourced responsibly from a list of accredited suppliers

1

materials

We source our ingredients such as fruit juices, barley, vitamins and many other ingredients from all over the world, which in turn help develop local and global economies.



we help develop local and global communities' economies

2

deliveries

Our soft drinks are delivered to thousands of outlets via delivery lorries that are all Euro 5 compliant for primary logistics. We have focused on achieving 'fewer' and 'friendlier' miles by optimising stock movements, efficient routing and making direct deliveries to major retailers instead of using third parties.



we have focused on optimising stock movements and efficient routing

5

customers

We have a wide range of customers, ranging from supermarkets to pubs, newsagents, restaurants and theme parks as well as the people who visit them. We recognise the role we can play in helping them address the sustainability issues that affect them.



we recognise the role we play in helping customers address the sustainability issues that affect them

6

manufacturing

Our manufacturing plants are constantly monitored to ensure our processes are as efficient, sustainable and safe as possible. We are committed to reducing our water usage and are investigating sustainable energy to offset CO₂ production. We have also committed to sending zero waste to landfill.



we are committed to reducing water usage

3

packaging

Packaging is an essential element of soft drinks. However, we are constantly working to reduce its impact in both our primary and secondary packaging by light-weighting our cans, glass and plastic bottles. We have signed up to the WRAP Courtauld Commitment Phase 2 on packaging optimisation and waste prevention.

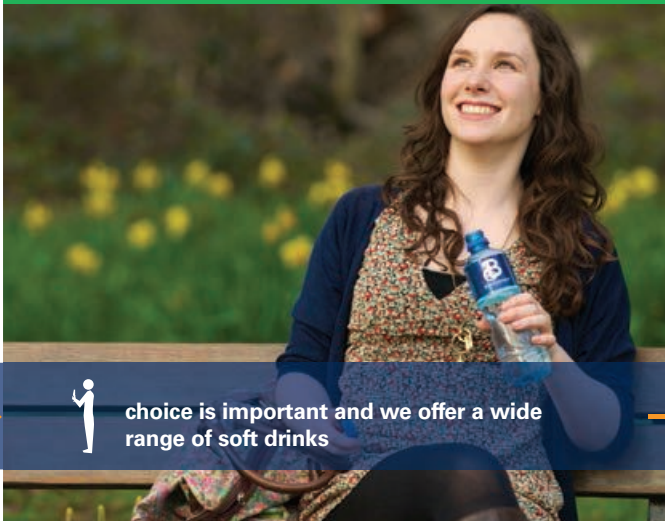


we have signed up the WRAP Courtauld Commitment Phase 2

4

enjoyment

Our drinks are enjoyed by millions of people. From the breakfast table to the gym or on-the-go to relaxing with friends and family – someone, somewhere is enjoying a Britvic soft drink right now. We believe choice is important and offer a wide range of soft drinks for all occasions, many with low or no sugar.



choice is important and we offer a wide range of soft drinks

7

recycling

It is our duty to encourage sustainable waste management among employees, suppliers and consumers and increase recycling. We promote recycling through labelling and provision of recycling bins and our packaging features 'Recycle Now' Information.



it is our duty to educate and encourage more recycling

8

about this report

Reporting boundaries

As 80% of our sales come from Britvic Soft Drinks (our GB business), we will be using 'Britvic' to represent the GB business unit throughout this report. When talking about our operations in Ireland or France or indeed group activities, we will make that clear.

Britvic and Corporate Responsibility

Our Corporate Responsibility Committee (CRC) was established six years ago (when we only had operations in GB) to ensure that CR was embedded throughout Britvic. Britvic has recently realigned its corporate responsibility and sustainability principles under three core elements of People, Planet, Profit, all of which interlink and are critical components of a 'sustainable business'. This report will cover the areas of People and Planet as Profit is fully explained in our Annual Report.

Sustainable Business Committee

As our business has since evolved into a group so too has our CRC, and we recently reconstituted and established a Sustainable Business Committee with senior managers from across the business, including Irish and French colleagues. This new committee will meet quarterly and own the Sustainable Business strategy. The committee will be developing goals, monitoring performance and cascading information through key working groups. The committee will specifically be putting in place the 2020 sustainability targets that will see Britvic make a significant step forward on its journey.

In addition, our CSR Manager is responsible for 'People' on a day to day basis, covering areas of community support and employee engagement, whilst our Sustainability Manager oversees 'Planet' and focuses on our environmental impacts.

London Benchmarking group

We are members of the London Benchmarking group (LBG) and use this as our measurement standard for all charitable giving. As a result of LBG's timelines compared with our own year-end, LBG has only been able to verify data from the year 2011. Therefore, for the purposes of this report it is worth noting that these official audited figures will be for the previous 12 months.

Our relationship with PepsiCo

We have exclusive manufacturing and distribution agreements with PepsiCo in GB and Ireland for a number of brands (Pepsi, 7UP, Lipton Ice Tea, Mountain Dew Energy, SoBe and Gatorade). As a result, we are committed to working in partnership with PepsiCo to support their environmental and health commitments.

corporate governance

At Britvic we have a number of mechanisms in place to ensure our business is accountable and operates transparently.

Directors

Our board of directors oversees the company's entire performance and management. Its members include our Chief Executive and group Finance Director, a Non-Executive Chairman and a number of Non-Executive Directors, one of whom is nominated by PepsiCo. They meet ten times a year.

Sustainable Business Committee

As noted, we have reconstituted this group with a team of senior managers working specifically on our long-term sustainable business targets, embedding it more fully throughout the business.

Stakeholders

Our stakeholders' views help to shape our approach. Employee surveys, customer feedback and focus groups are all used to inform our business operations, as is information gleaned from our investors, suppliers and government, or any groups that influence our business or those that we affect through our business operations.

our performance so far

Target	Update
Promote healthier behaviours through our marketing campaigns, especially relating to those brands consumed by children.	'Transform your Patch' across all core brands including Fruit Shoot, encouraging consumers to transform and utilise outdoor spaces such as playgrounds, football fields and skate parks. Funding for 'MEND programmes' – healthy recipes and healthy activity cards.
Continue to encourage on-the-go recycling through our packaging and other projects.	Recycling on-the-go pilot in venues across the UK. A range of new on-the-go recycling units now available to our customers. Significant achievements in packaging reduction.
Support the delivery of PepsiCo's Health and Wellbeing manifesto pledges where we bottle their drinks brands.	Use of naturally sourced Stevia extract in SoBe V Water. New 250ml cans size aiding portion control.
Look at ways to reduce the sugar content of our full sugar drinks.	First soft drinks company to introduce naturally sourced Stevia extract, as a sweetener across our SoBe V Water and drench Juicy Spring Water ranges.
Maintain full compliance from packaging and ingredient 'direct suppliers' to our ethical trading policy.	For GB and Ireland we have continued our focus on our suppliers' commitment to our *ETP and have made this a compulsory part of on-boarding new suppliers. In France we have made progress in rolling out our ETP with the first tranche of suppliers engaged, representing 80% of the spend on 'direct suppliers'. Continuing to roll out our ETP in France remains a priority for 2013 – So whilst we have not <i>achieved full compliance</i> , in GB we are at 75%, we have made good progress and next year we will be in a position to step up our monitoring of suppliers against this commitment to ensure compliance.
Through our membership with AIM-PROGRESS and work with SEDEX, we will continue our focus to enable and promote responsible sourcing practices and drive efficiencies in the assessment of our supply chain.	The focus of responsible sourcing across the group has been elevated this year. We have continued our support of AIM-Progress and have established robust reporting practices to allow efficient monitoring of our suppliers ethical performance. The French business has been engaged and is eager to roll out the best practice developed across GB and Ireland.
Achieve full compliance by 'indirect suppliers' to our ethical trading policy by December 2014.	We remain committed to achieving compliance of our ETP across our entire supply chain and in GB we have achieved 75%. We are developing ways to ensure compliance to enable us to achieve our goal.
Reduce our energy ratio by 2.5%.	Achieved 4.1% reduction from last year in energy ratio across the group.
Reduce water and effluent waste by 2% compared to 2010/11.	Achieved 9.2% reduction on effluent waste across the group.
Commit one more GB site to send zero to landfill and achieve a 20% reduction in waste not being recycled. (ie. going to incineration).	All GB sites now send zero waste to landfill and we continue to reduce waste being generated and recovered. In the last 12 months we have reduced our waste to energy by 30%.
Continue to work with schools, students and young people not in education through our Britvic Learning Zones and other partnerships.	All three learning zones (Beckton, Leeds, Norwich) have hosted Teacher training – 103 teachers across 54 schools. Beckton continued to host NEETs and Pre-NEETs.
Promote employee health and wellbeing through dedicated activities throughout the year.	New wellness@work activities launched this year include free Lifestyle Assessments, Meat-free Mondays and 5-a-day team competitions.
Support charitable partners on relevant health, social and environmental issues, especially in areas where we have a strong local presence.	Funded programmes with Barnardo's, a further MEND programme for use with families and our clean water project in Ethiopia.

*ETP = Ethical Trading Policy

● Green means we delivered against our target ● Amber means we are on target

trusted and respected within our communities

People are at the heart of our new Sustainable Business strategy community programme.

We recognise that where we have a presence, we must ensure our impact is a positive one and has beneficial effects. Understanding local needs and ambitions is crucial to our approach. Our aim is to form partnerships that aim to address issues such as education and employment, health and wellbeing and social and environmental concerns.

Our new community strategy has evolved to reflect these challenges, and this year we have supported further educational programmes at our Learning Zones, funded a clean water project in Ethiopia, helped transform more than 170 patches of outdoor space across the UK through a major brand campaign and grown our 'wellness@work' programmes for our employee community.



employee community

A happy, confident and empowered workforce is essential to ensuring our business grows.

Providing safe environments in which to work and allowing employees to achieve a positive work/life balance is a key responsibility for the business, alongside promoting ways to improve their health and wellbeing.

One of the biggest impacts on head office employees last year was the move of our group HQ to Hemel Hempstead, Herts from Chelmsford in Essex. This central location was chosen to allow employees from both GB and overseas business units to come together more easily and more frequently in an environment that was specifically designed to encourage greater levels of collaboration and improved communication.

Although it is early days, feedback shows that the move has been very positive and the open, engaging environment has brought about a more productive way of working. Moving to this new office obviously meant disruption for some employees, but Britvic was keen to offer trial periods for staff commuting, along with car sharing, travel assistance and flexible working to make the transition as smooth as possible.

Flexible working

Recognising the importance of getting the best out of people whilst supporting flexibility in our people's working lives, we have extended the legal right to request flexible working to all employees with at least six months service, widening the opportunity for them to change things like their hours of work. This, together with our 'Ways of Working policy', which supports more informal flexible arrangements, demonstrates our commitment to balancing business and personal needs.

When it comes to leave and pay conditions, we've created a comprehensive Family Friendly policy designed to suit all our employees. It goes beyond statutory provisions and provides enhanced benefits to those who have the responsibility of bringing up young children.

Talent management

Britvic's approach to learning and development has also undergone a makeover, giving employees more opportunities to sharpen their skills. Feedback from our Employee Opinion Survey (EOS) showed a need for quality training supporting personal development, so, we developed a new 'learning and development curriculum' as part of our response to that request. This demonstrated a step change in how we value and invest in our employee community.

This new suite of learning and development programmes aims to build overall organisational capability across every country in which we operate, creating a common approach towards development of our talent across the group.

Historically, Britvic's development programmes were delivered in-house and were process focused. The new suite is learner-led, and attendees now have the opportunity to practice new skills in a safe workshop environment - an approach that is proven to aid the transfer of learning back to the day job.

Nine courses have already been implemented and a further three are in the process of being piloted or are under development, with roll-out planned in due course.

Engaging with our employees

A priority for the business is to fully engage with our employees and a key part of this is listening to what they have to say. Britvic Ireland has been running the worldwide Great Place To Work (GPTW) programme for two years now, and from 2013 the plan is for the group to adopt this internationally recognised standard for employee feedback.

* Recognising the huge part our employees play in delivering CSR initiatives towards our Sustainable Business, all pictures featured on the front of this report are our own employees working across our Britvic group.





employee wellbeing

Britvic has continued to develop its workplace health programme, 'wellness@work', to help promote healthier lifestyles for employees. Using elements of the government's Change4Life programme – eat well, move more, live longer. Britvic embraced Change4Life's summer campaign 'Games4Life' with a walking team challenge aimed at getting employees up and active and completing 10,000 steps each day. 32 teams of ten notched up an amazing 45,534,884 steps – the equivalent to walking around the world!

In addition, our Beckton factory site used their social club funds to revamp their on-site gym to include new work-out equipment, a TV and an X-Box Kinect. Visits have since increased from 20 to 168 per month, whilst Britvic's new Head Office at Hemel Hempstead has been promoting its 'wellness@work' programme by offering fitness classes such as pilates, yoga and circuit training to any employees, Britvic or otherwise, based at Breakspear Park.

In support of Change4Life, Britvic recently promoted 'Stoptober' – a campaign aimed at helping smokers quit throughout October (or for a period of 28 days), which research shows can lead to smokers trying to quit, staying smoke-free permanently. Employees signing up for Stoptober were introduced to new methods of support and Britvic got behind the campaign by offering the chance to win a £300 bike for those who succeeded in the challenge.

This year also saw the launch of Britvic's first free 'lifestyle assessments' offering employees the chance to book a one-to-one 30 minute appointment with our Healthcare Provider Professionals. Following the appointments, detailed action plans were sent to the employees along with follow-up communications to aid progress.

In France we launched Health and Safety programme '6S' in three sites, focusing on six key areas – safety, sorting (disposing of unused equipment), setting (in order – designated places for everything), shine (cleaning), standardising (ensuring equipment is cleaned and ordered uniformly) and sustain (maintaining improvements). The objective of the programme is to improve standards across these sites and to ensure 6S becomes an integral part of the working culture.



local communities

This year, Britvic has focused on providing support for its local communities through a combination of corporate activity and employee involvement. Local foundation funds, employee volunteering and payroll giving have all played a key part in this support.

As members of the London Benchmarking group (LBG), which helps FTSE companies accurately measure their community investment, we saw our contribution rise to £600,000 this year, with increased numbers of employees participating in volunteering.

Employee volunteering

There is a strong desire among our employees to volunteer, and we are seeing higher numbers of staff taking part each year. Since our volunteering policy was first launched three years ago, we have seen year on year increases, with 7% of employees participating during 2012. This year, employees were given an additional volunteering day to support Britvic's marketing campaign 'Transform your Patch' (see P11). It proved so popular that this third day can now be booked for any personal volunteering opportunity employees wish to pursue going forward.

Whilst many employees already have causes close to their hearts, others are keen to volunteer but don't know how to get started. With this in mind, we launched a volunteering database allowing employees to find local volunteering opportunities. Employees who volunteered were further rewarded by earning a £50 donation to their chosen charity.

Charitable donations

Last year Britvic was awarded Payroll Giving's Silver status in the Quality Mark Awards, and has retained that status this year, testament to the support of our people even through tough economic times.

Our employee community also continued to raise funds for corporate charity Barnardo's. Throughout the three year partnership, we have raised nearly £70k via our Charity Lottery and local initiatives such as bake-offs and book sales. While this partnership has come to an end, Britvic has just entered into a new corporate charity partnership with Cancer Research UK, as voted for by employees. In Ireland, the Ballygowan Pink campaign has been supporting Marie Keating Cancer Foundation (MKF) since 2010, when they launched a range of pink bottles, raising awareness for the Marie Keating Foundation who aim to 'make cancer less frightening by enlightening.'



Through above the line advertising and PR support, Ballygowan Pink created a series of events with customers to raise funds, and drove Facebook activity to build an online community of 18,000 people supporting MKF. The initiative has now raised €60,000, monies which have been used to support the MKF 'Comfort Fund'. The Comfort Fund supports cancer sufferers and their families, alleviating financial difficulties experienced as a result of cancer. The average donation per family is €400 and up to 1000 affected Irish families have now been helped.

From 2013, employees will be even further rewarded for their fundraising and volunteering efforts via Blue Dots, a scheme to encourage employees to 'give more' of their time or pay to their favourite charities whilst earning bonus points (Blue Dots) for themselves, which they can redeem for prizes.

Local donations

Given our move from Essex to Hertfordshire, we now have established two community funds – one retained with The Essex Community Foundation and another with the Hertfordshire Community Foundation. Last year, Britvic's Widford factory presented the National Association for the Care and Resettlement of Offenders (NACRO) Chelmsford with a cheque for £2,500, helping to provide sports activities for youngsters from disadvantaged backgrounds. Additionally, our Hemel Hempstead head office presented local charity, ReachOut Plus, with a similar cheque towards creating life-changing experiences for young disabled people, via a fleet of specially adapted canal boats. In the last four years Britvic's Foundation Funds have helped eight different small and local charities with much needed donations like these.

Britvic also undertook a partnership with Anglia Ruskin University in its historic home of Chelmsford. The university's 'Invest in Impact' scheme is designed to support students studying Charity and Social Enterprise Management, who are committed to making a positive difference in the community. Student Kate Greer, a youth worker coordinator for Friends of Harlow Young People, was awarded the 2012 prize, receiving a bursary of £2,250 to develop her management skills and enable her charity to deliver projects including youth education and community radio.

Kate commented: **"The bursary I received will allow me to study management whilst still working in my community fulfilling a role I love. It's great to see a university and a local employer come together in this way to support and develop local charities!"**

Whilst across the UK Britvic continued to donate products to local charities, school's charity events and via partner 'His Food' who supply surplus food and drink to over 300 registered charities. One such charity – Lincolnshire Safer Communities' White Ribbon, who support women in Lincolnshire's women's aid refuges, received food, drink and toys for their children affected by their situation. Karen Shooter, Domestic Abuse Manager at Lincoln County Council said **"The ladies we support are often at their lowest ebb and these donations show they are valuable and someone cares. This kind of generosity will have far reaching and indeed life changing implications!"**



transform your patch

Britvic's Transform Your Patch initiative launched in February 2012, tapping into the feel good factor of 2012's celebratory year of the Jubilee and Olympic Games, and striking a chord with communities across the UK.

Demonstrating the ideal combination of commercial opportunity and community project, it offered consumers the chance to contribute towards regenerating outdoor spaces simply by buying their favourite soft drinks as they normally would.

The campaign saw our leading brands come together to help regenerate 176 outdoor spaces across 12 regions within the UK, including 5-a-side football pitches, playgrounds, skate parks, communal parks and picnic areas. Supported by four popular celebrity ambassadors: Robbie Savage, Denise Van Outen, Emma Willis and Fazer from N-Dubz, they battled it out to win an extra £100,000 for their particular projects by campaigning for votes from local communities.

Liaison with the local communities was key to ensure the people had their say in where investment went. Once the funds were in place, our charity partner, Groundwork, sent in staff and volunteers to transform the patch and return it to the local community for use by all. Volunteers included 350 Britvic employees who worked in teams to transform 12 Groundwork flagship sites.

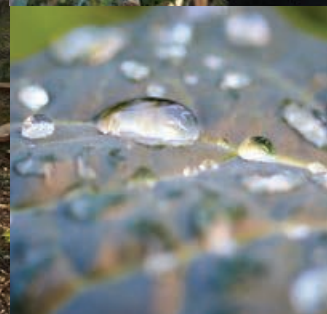
Local retailers were quick to engage with projects close to them, and we worked with thousands of convenience outlets within one mile of 'Patch sites' with chosen stores being given further support to reinforce their position at the heart of the community.

Nisa was one such supporter and their buyer commented: **"Patch created interest with both retailers and shoppers and there was high consumer awareness following the TV and on-pack campaign, as well as in-store point of sale. Patch is a noble cause and obviously very important to Britvic."**

More than 420 million people had the opportunity to read, hear or see the campaign with the chance to cast their vote for extra funding. When the votes were finally counted, Fazer stood atop the leader board, winning the £100,000 prize to spend on regenerating skate parks.

Fazer commented, **"It's been cool going out and meeting the people in the places that will benefit from the extra funding. Skate parks are an important part of the community, giving young people a place to practice a hobby together."**

Sir Tony Hawkhead, Chief Executive, Groundwork, said, **"We were thrilled to partner Britvic and PepsiCo to deliver the 'Transform Your Patch' campaign this year. Our charity's goal is to create real sustainable change for the future on a regional and national level. We carefully selected projects matching the interests and the needs of communities across the UK, so as many people as possible could benefit from the investment behind 'Transform Your Patch.'**



Educational programmes

Throughout 2012, Britvic hosted a further series of its award winning teacher training days across its learning zones (dedicated educational areas hosting teachers and young people) at our Beckton, Leeds and Norwich factories. These events support the BSDA Liquids Mean Life Enterprise challenge, with an introduction from Britvic, a factory tour and access to our education toolkit - www.Britviclearningzone.com.

Having previously been recognised by the IEBE (Institute for Education and Business Excellence) with an award for 'Enterprise and Innovation in Education', our training course was given additional funding from the Royal Academy of Engineering's Shape the Future STEPS at Work. This programme provides teachers with professional development through focused business placements with industry to ensure that all science, technology, engineering and maths teachers are aware of the latest career opportunities for their students.

The events were promoted to all secondary schools across East Anglia, Yorkshire, Humber and North Lincolnshire, and a total of 103 delegates were trained, including teachers from 54 different schools as well as PGCE student teachers from a number of universities. Evaluation forms were completed after each course, and 95% of attendees scored them four or higher ("very useful and interesting"), with nearly half stating it exceeded their 'objectives of the day'.

In addition, working with our corporate charity partner Barnardo's and our Education Trainers, we developed a programme designed to help some of the UK's most disadvantaged young people – those not in education, employment or training (NEETS). The two-day course, aimed at giving struggling young people practical support to make the most of staying in education, applying for training or getting a job or apprenticeship, helped them realise their potential, build self-confidence and apply a business-minded approach to their futures.

Barnardo's helped us identify small groups of young people in need of this training, and we used our Beckton Learning Zone to pilot the programme. We were then also approached by local schools concerned about youngsters aged 14-16 whom they have identified as most at risk of dropping out.

A total of 48 students have completed the course to date and 85% said they had learned new skills such as budgeting, concentration and focus, whilst 74% felt more confident about influencing their own futures.

Britvic has also continued to work with universities through its Brand Ambassador scheme, which helps prepare young people for the workplace by giving them paid work experience opportunities that identify a talent for marketing, project management, and commercial acumen.

Undergraduates at five universities took part in the Britvic Brand Academy, with each student 'Brand Ambassador' running events on campus. The students were responsible for organising interactive sampling events and setting up local promotions.

In addition, Britvic Ireland has also participated in educational schemes such as the Junior Achievement initiative, which has already proven successful with 12 students and plans to increase in years to come. Junior Achievement sees businesses and employees volunteering to teach structured enterprise, science, maths and life skills programmes to students.

Furthermore, employees have engaged with the Skills@Work Programme in Ireland to provide students with a unique insight into the world of work. A number of volunteers partnered an entire class, and over five sessions students were provided with the opportunity to learn about the partnering company and its business, and to consider career and further study options available to them when they finish school.



global communities

Many of Britvic's ingredients, particularly fruit, are sourced from global communities where we feel we can have a bigger impact beyond simply buying their local produce.

To this end, Britvic has partnered with a worldwide charity partner on a clean water project in rural Ethiopia where we have also been investigating the sourcing of passion fruit. As water is a critical resource and a fundamental element of our business, this project was a natural fit with our strategy around global communities.

Our support for this project has just been extended into a second year and going forward we plan to start similar initiatives in other countries too.



Ethiopia clean water

Poverty and hunger are widespread in Ethiopia and millions face chronic food insecurity and severe water shortages. In rural Ethiopia, less than one third of the population has access to clean drinking water, and less than 8% use safe sanitation facilities. Inadequate access to safe water and sanitation and poor hygiene kills over 17,000 children under-five in Ethiopia alone each year.

Britvic is supporting a charity project along with the Government of Ethiopia to help achieve a target of safe water and sanitation for every child by 2015. The project aims to provide water and sanitation to the most vulnerable communities, reduce diseases and contribute to a reduction in child mortality. Britvic's contribution is helping support the construction of sustainable water points, gender separated latrines, hand washing facilities, and hygiene education across local communities, schools and health posts.

Achievements to date

Collaboratively these are just some of the things we have been able to achieve:-

- Cleaning and disinfection of 147 water supply schemes in 12 districts has been undertaken, benefitting 44,100 users of these water systems
- Five shallow (drilled) wells have been installed and 27 dysfunctional water points have been repaired, in total benefitting 9,600 people with new or improved community water supplies
- A water supply well, gender-separated toilets and hand washing facilities have been installed in two schools and school sanitation clubs have been established with teacher training and hygiene promotion, benefitting a total of 1,340 school children

The project also promoted a community led total sanitation and hygiene (CLTSH) mass communication campaign on the importance of hygiene. A total of 721 households gained access to basic sanitation facilities, benefitting over 3,600 people.

healthy communities

A balanced approach

Health and wellbeing remain significant public issues, and Britvic is committed to encouraging consumers of our drinks to lead healthy, balanced lifestyles.

Britvic's balanced portfolio of soft drinks brands continues to give consumers the widest possible choice, including access to healthier options. We continue to support PepsiCo's Health and Wellbeing manifesto, explore ways in which to offer lower calorie options, educate our consumers and promote physical activity.

This year Britvic introduced naturally sourced Stevia extract as a new sweetener to its SoBe V water and drench juicy spring water range. During 2012, all variants were reformulated to include purified Stevia extract, giving consumers the option of choosing great-tasting, lower calorie drinks. SoBe V Water became the first UK soft drinks brand to contain the purified extract, and each bottle now contains just ten calories or less.

Over the years, we have evolved our portfolio to give consumers more choice. Last year, we reduced the calorie content of our Fruit Shoot regular range by 7.3% and reduced the number of variants in the range from four to two, while maintaining five low sugar Fruit Shoot flavours – 85% of Fruit Shoot sales now come from low sugar.

Additionally, we offer Fruit Shoot My-5, a blend of water and natural fruit juice, which provides children with one of their five a day. We also offer our no added sugar carbonates range in a 600ml pack, priced the same as our 500ml full sugar – encouraging consumers to make the switch from full sugar to diet - and this year we launched smaller 250ml multipack cans across our carbonates portfolio.

We consistently encourage active lifestyles through brand initiatives, with this year's Transform your Patch campaign creating outdoor spaces such as football pitches and skating parks for people to enjoy. Our brands in Ireland and France continue to provide sports sponsorships – Munster Rugby and the Tour de France respectively. Our Teisseire brand also sponsors a boat in the THG Regatta sailing race in La Rochelle. The event saw Britvic France sales and marketing teams compete with major customers, delivering some spectacular sailing in this fast-paced race, in what were very difficult weather conditions this year.

Britvic has been supporting the government's Change4Life initiative since its launch, aiming to promote eating less, moving more and living healthier longer. Fruit Shoot My-5 will support their consumer initiative 'Be Food Smart' early in 2013, which focuses on reducing calories, fat and salt and increasing people's 5-a-day. Sampling, recipes and tips and discount vouchers will all be included as incentives, and 'My-5' will further support families with money off vouchers.

We are also signatories of the Government's Responsibility Deal on Public Health, and have committed to a number of healthy lifestyle pledges. To this end we have been working with our Healthcare provider for chronic conditions, with our canteen suppliers to provide GDA information across many core meals sold and introduced workplace challenges such as 'meat-free Mondays' and 10,000 step walking challenges.

In 2013 we plan to sign up to the calorie reduction pledge but have already made significant reductions. Since 2009 the Robinsons Single Concentrate Regular range has undergone an average calorie reduction of 20.5% and Robinsons Fruit and Barley range is only available in a low calorie option. The introduction of Steviol glycosides into both SoBe V Water and drench juicy this year resulted in an average calorie reduction of 93.5% and 31% respectively.

We will continue to use the power of our brands to help address public health issues and look to introduce additional low sugar products to our portfolio, promote healthier behaviours and support Government initiatives.

supporting weight management programmes

We recognise that children can be easily influenced in their food and drink choices, and we believe that a responsible approach to marketing to children is vital. We aim, where possible to promote positive behaviour change to children, which for us is about making healthy lifestyle choices, including the consumption of a healthy, varied and balanced diet and a more active lifestyle.

We have worked with MEND (Mind, Exercise, Nutrition, Do-it), a social enterprise tackling childhood obesity, for a number of years now. Their work has involved helping children and families who are above a healthy weight, live healthier lives. Last year, we collaboratively developed and distributed 15,000 packs of healthy recipe cards to graduates of their schemes. The recipes were fun and easy to make, and designed by expert nutritionists and dietitians to form part of a healthy and balanced diet.

MEND's child weight management dietitian said **"Many families need support with ideas on what makes a healthy meal. Without Britvic's help, we would not have been able to produce this much needed resource for families. These fun recipe cards help kids to meet their healthy eating goals and continue to be fitter and healthier lives in the future."**

This year's partnership built on these healthy recipe cards and developed a set of interactive activity cards, which encourage families to make healthier choices and to be more active in their everyday lives. There are card games that educate families as to what counts towards 5-a-day, or how to stay properly hydrated, as well as tips on label information and portion size. Both sets of cards are now widely available under our Educational Resources on our website.



ensuring the future supply of resources whilst minimising impacts

The world's natural resources are finite and at Britvic we recognise the risks associated with unsustainable resource consumption, not only to us as a business but to society at large. We acknowledge the direct and indirect impacts we as a business have on the environment and are committed to minimising these.

We passionately believe our business success depends on us effectively managing our environmental footprint. As such the Planet is a core element of our new Sustainable Business Strategy and we have identified four key focus areas for us as a business; waste, water, climate change and materials. We believe these areas present our biggest environmental impact and we have developed challenging long term targets for each, together with associated management plans to achieve our Planet vision.



waste

At Britvic, we view waste as a resource and are committed to minimising its ultimate disposal. All of our sites have active waste management programmes in place, which aim to eliminate waste generation and optimise re-use and recycling options.

In GB, we have been involved in WRAP waste prevention reviews provided under the Courtauld Commitment Phase 2, which have identified a number of opportunities to eliminate waste at our sites. As a result of one of these reviews at our Widford site, we have been able to reduce the amount of shrink wrap wasted on reels by 75% by putting in place new work standards and modifying equipment sensors. All of our GB factories now send zero waste to landfill. We aim to continue our contributions to the Courtauld Commitment in the future.

In France, where we have four manufacturing plants, there has been increased focus on waste management and we have introduced a new software tool, targeting a number of specific waste streams.

Britvic Ireland is also underlining its commitment to reduce waste with investments in infrastructure including a 1.5m processing plant that came on stream in July/August 2012. The new plant measures raw materials more efficiently and provides right-first-time batch manufacturing, which reduces raw material losses in makeup and bottling processes. Returns on this significant investment are expected over the coming years with a 50% reduction in raw material losses and 10% reduction in energy consumption expected. Effluent levels will also be lowered as a consequence.

Across GB and Ireland we have witnessed a 39% reduction in waste to landfill compared to last year, sending 550 tonnes this year compared with 903 tonnes last year. Alongside our operationally focused waste management achievements, we have also extended our focus to promoting recycling within communities. This year, in partnership with the national recycling charity Recoup, we initiated our Recycling on the Go project aimed at raising awareness, driving behaviour change and delivering volume of collected recyclables.

The project provided recycling bins in public places such as shopping centres and hospitals. These sites had no previous recycling capability and through the on-the-go units we were able to divert over 110,000 bottles and 65,000 cans away from landfill in just seven months. We are looking at ways to work with WRAP and our customers over the next year to see how this project can be extended.

To date we have worked with Ellior to place a number of our recycling units into their customer base and we are currently working with Odeon and Biffa on a recycling project which will be executed across all 109 Odeon cinemas, and will include an innovative 3D advertisement demonstrating the scheme to viewers of all 3D films.



water

Water is arguably one of the most precious commodities in the world, and due to the nature of our business, Britvic uses a significant amount. It is therefore essential that we actively manage our water related risks in terms of supply, quality and efficiency.

We are committed to reducing our water usage in terms of the amount needed to produce our drinks and we have put stringent measures in place to achieve this across our business. In the last year alone, we have shown a significant reduction in our water use in GB with a 17% improvement since 2010/11. In support of the Federation House Commitment, by 2020 we aim to reduce water use further and have a long term aim of achieving a water ratio of 1.4 litres of water per litre of product across the group.

As part of our longer term water strategy, we are carrying out site-specific surveys to identify equipment that needs updating and will be working with our water providers to assess water related risks. We will also be rolling out a water awareness programme aimed at improving employee understanding and engagement on water related issues.

Water Re-use

The tunnel pasteuriser at our Leeds site uses 3m³ of water per hour to maintain the correct temperature for making J₂O. To ensure the quality of our product, we also rinse the bottles prior to filling them. By reviewing the process, we identified that if we collected the water after rinsing the bottles we would have enough to supply the pasteuriser. By recycling the rinse water, we have been able to save 18 million litres of water per year and reduce the amount required to make our J₂O products by 14%.

rinse water recovery

Since becoming a signatory of the Federation House Commitment in 2010, a voluntary agreement aimed at supporting companies in the Food and Drink sector to reduce their water use across their manufacturing sites, Britvic has received advice on water saving opportunities and efficiencies at GB sites.

At our site in Beckton, we conducted a water mass balance to determine which areas of our operations used the most water. This exercise identified that bottle rinsing was a large user of water and we subsequently installed a water capture and treatment facility to enable the water used in bottle rinsing to be recycled. This system has reduced the water usage at Beckton considerably and helped us achieve a water ratio at this site of 1.44 litres of water per litre of product this year. The project is expected to save 33.6 million litres of water and subsequent effluent on an annual basis.



climate change

Climate change is a very real threat and we are committed to developing robust plans to mitigate the risks this presents to our business. Within this pillar of our Sustainable Business Strategy we focus on our mitigation activities in terms of energy use, transportation and our associated emissions.

Energy use is a key focus for Britvic as we tackle the challenge of reducing our environmental impact whilst delivering business growth. In 2011, we began to develop our energy strategy which targets energy supply, energy efficiency and the use of renewables in support of our wider aim of achieving a 30% carbon reduction by 2020.

In terms of energy efficiency, GB achieved a 6.6% energy reduction in 2011/12 across all power usages compared to the previous year. This was achieved through increased line efficiencies, focus around our wastage areas (air leak surveys, cleaning in place reduction etc.) and a focus around people's attitudes to energy – Finish Off, Switch Off mentality. In France a 2.7% reduction in electricity and gas usage has been achieved despite a long, hard winter. Our teams have worked on pasteurisers and boilers to reduce energy losses across all sites and the level of reduction would have been much better but for the below average temperatures this year.

As part of the energy strategy work, we established a face-to-face energy forum with representatives from all business units in the group to share ideas and good practice and identify best performing sites. This initiative will be extended into 2013. Such initiatives have helped us take significant steps forward on reducing our energy consumption over the past year with a 4.1% reduction in our energy ratio (kWh per tonne of product produced) across the group.

In GB, we have achieved an 11% absolute reduction in energy use at our manufacturing sites since 2008 despite an 11.9% increase in production.

Initiatives implemented to reduce energy across our sites include simple measures such as improving insulation of steam pipes. The Leeds factory uses steam for equipment cleaning and for heating drinks to ensure they are safe for the consumer. The steam distribution system within the factory was surveyed using thermal imaging equipment to identify areas where heat was being lost and subsequent energy wasted. Once we had this information, we were able to improve the insulation of the pipes in the areas where energy was being lost and make some great savings. This simple improvement resulted in a saving of 428,571 KW's of energy.

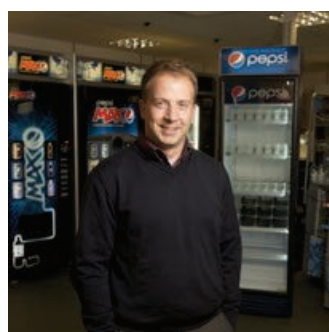
With regard to renewables, external consultants have been engaged to look at a selection of our sites to identify what opportunities exist for using alternative energy sources such as solar, wind and combined heat and power.

Transporting our products around GB, Ireland and France has a significant impact on the environment through its associated carbon emissions. Britvic recognises that driving down delivery miles will both help the environment and reduce costs. All transportation is subcontracted, and we work with our logistics partners to minimise environmental impacts by using the most efficient fleet available, minimising part-loads and maximising shipments direct from factories to customers.

In Ireland, great strides have been taken to increase direct customer deliveries in an effort to reduce the amount that goes via third party carriers. At the end of August 2012, 27.6% of volume was going direct versus 12% previously – an increase of 15%. In GB, this percentage was even higher with 45.5% of volume being delivered direct to customer. Eliminating unnecessary transportation to our National Distribution Centre as a result saved approximately 22,000 road miles and 35 tonnes of CO₂e in the last year.

Over the coming year, in collaboration with our logistics partners, we intend to focus on our transport related carbon footprint, establishing the baseline across the group and implementing reduction plans.

We recognise that we also have an opportunity to minimise environmental impact for our customers through our equipment. In the last year, Britvic unveiled a new generation of Lean 57 Chillers, designed to help retailers lower operating costs and be kinder to the environment. The smaller footprint of these new chillers allows incremental siting in areas of high traffic and lower running costs, helping retailers to save money by reducing energy use. Even better, the new units use hydrocarbon technology, which is more environmentally friendly.



materials

As a business that is reliant on natural resources, we must ensure our approach to selecting and sourcing our materials is sustainable and minimises any environmental impact.

In the past year, we have focused on our direct materials - ingredients and packaging - and have developed robust action plans and sourcing strategies that support our Sustainable Business Strategy.

We have undertaken a review of the ingredients we use in our products and have re-formulated a number of recipes to give us greater flexibility in our sourcing to promote sustainability and minimise our costs. Over the past year we have also developed our Sustainable Fruit Strategy to address the risks associated with the procurement of fruit.



Responsible sourcing

We have aspirations to grow our brands on every continent, but to do so, we need to secure supplies at the right price whilst ensuring our suppliers have a long-term strategy to provide the ingredients we need ethically and sustainably. We are therefore actively engaged in understanding our supply chain and mitigating risks through a proactive plan of action for all the materials we procure.

As an example, our third party fruit suppliers are vetted by Britvic's Supplier Assurance Team and are subject to an approvals process to ensure they meet our requirements in terms of food safety and due diligence. Following successful completion of our processes, the supplier becomes Britvic approved. Fruit and other ingredients are then tested to see if they meet our specification and will work in our products consistently before approval for trials in the factory.

Britvic is committed to maintaining full compliance from packaging and ingredient 'direct suppliers' to our Ethical Trading Policy (ETP), and we have made this a compulsory part of on-boarding new suppliers to Britvic. In GB and Ireland, all direct suppliers must be signatories to the ETP. In France, we have made progress in rolling out our ETP, and the first tranche of suppliers have been engaged, representing 80% of the spend on 'directs'. Continuing the roll out of the ETP in France remains a priority for 2013.

Whilst we have made good progress in driving acceptance of our ETP, starting next year we will be in a position to step up our monitoring of suppliers against this commitment to ensure compliance through our Responsible Sourcing Programme that was initiated this year. This Programme utilises SEDEX (Supplier Ethical Data Exchange) to analyse supplier self-assessment questionnaires to support the assurance that suppliers are compliant to our ETP requirements.

Britvic is a member of the AIM Progress forum of consumer goods manufacturers and suppliers, which came together to enable and promote responsible sourcing practices and sustainable production systems. We harness the power of the wider AIM-Progress group to ethically audit suppliers with the groups target of having 10,000 (currently 7,500) supplier audits in place. These audits are conducted covering labour and employment standards, business ethics, health and safety and environmental performance.

The Responsible Sourcing Programme we are developing will help us deliver our commitments as part of the AIM Progress group and contribute towards the supplier audit target.

Packaging

In terms of packaging, as a founding signatory of the Courtauld Commitment Phase 2, we are committed to supporting the aims of improving resource efficiency within the grocery sector. As such, we have been actively involved with WRAP on a number of initiatives focusing on waste prevention, packaging optimisation and improving recyclability. We recognise that packaging is something we will always use but we need to minimise the impact of such packaging wherever possible.

To date we have made significant achievements in reducing the environmental impact of our packaging including:

- Converting some of the cardboard used to the new and eco-friendly packaging material R-Flute®. This will remove over 7,500 pallets and will result in nearly 300 fewer lorries on the road
- Britvic 55 and J₂O bottles have been redesigned to reduce cost and complexity as well as environmental impact. Making bottles 20g lighter (at 180 grams) has contributed to a reduction in the packaging total of more than 4,500 tonnes a year
- Cutting the glass in Britvic mixer bottles has removed a further 500+ tonnes from the packaging and reduced the CO₂e by 375 tonnes.
- Reducing the weight of the our 600ml PET bottles has saved around 140 tonnes of PET every year – a saving of almost 5.4 million extra bottles a year.
- In addition, changes to Fruit Shoot and 500ml carbonate PET bottles has resulted in a 900 tonne saving in PET annually.

In Ireland we have also achieved a number of reductions:-

- Down-gauging our pack shrink film on carbonated products to eliminate over 60 tonnes of LDPE per annum.
- Lightweighting of the our 2L PET bottles has saved around 50 tonnes of PET every year – a saving equivalent of over 1.1 million extra bottles a year.
- Reducing our pallet stretch wrap usage by 10 tonnes per annum

Despite these achievements, we remain committed to further optimising our packaging, both in terms of lightweighting and the materials we use and believe a number of opportunities exist for next year.

Britvic Soft Drinks Ltd was a founding signatory of the Courtauld Commitment Phase 2 demonstrating their commitment to improving resource efficiency within the grocery sector. Britvic has been actively involved with WRAP in a number of initiatives focusing on waste prevention, packaging optimisation, improving recyclability and reducing water use as a signatory of the Federation House Commitment. They have also initiated their own Recycling on the Go project to help increase recycling rates, by providing recycling bins in public places such as shopping centres. We are looking forward to working with Britvic over the next year to deliver further gains in resource efficiency'

*Richard Swannell,
Director of Design and Waste Prevention, WRAP.*



future plans

from John Gibney, Sponsor and Finance Director



Once again, I am delighted to see the progress we've made in placing CSR and Sustainability at the heart of everything we do.

Our new Sustainable Business strategy of People, Planet and Profit provides a clear vision of how we aim to integrate the key elements of sustainability and responsibility within the business environment. Recognising that we have a duty of care to our communities and the environment makes us stronger as a business and allows us to define the role for our brands in forging stronger relationships with consumers.

We face both challenges and opportunities ahead, but working within the framework of our new vision will enhance our ability to identify key risks, and seize the right opportunities in a dynamic and diverse marketplace.

We may not always achieve all of our ambitions, but we are confident we will continue to make very strong progress.

Regardless of the uncertain economic outlook, we will remain committed to the values and aims of our sustainable business agenda during 2013 and beyond.

A handwritten signature in black ink, appearing to read 'John Gibney', with a small flourish at the end.

John Gibney
Finance Director

our 2013 goals



Employee community

Maintain employee engagement from 2010 baseline score of: 77

Local communities

Increase community investment from 2010 baseline of: £500k

Global communities

Increase global community projects from a 2010 baseline to two

Healthy communities

Formalise our Health and Wellbeing strategy and build on our 2011 baseline achievements

Water

Achieve 1.9 water ratio across the group

Waste

GB sites to achieve 92% recycling performance

Climate change

3% reduction in direct CO₂e emissions per tonne of product against a 2011 baseline

Materials

Carbon Footprint Hotspot analysis conducted across product categories

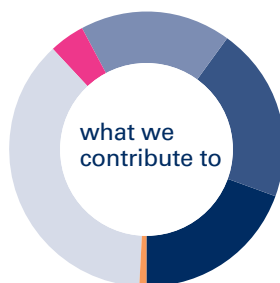
Establish ethical risk profiles for 100% GB/Ireland direct suppliers, identifying and prioritising assessment for 30% of high risk suppliers in line with AIM Progress methodology

performance data

community investment contributions



- cash 69.8
- in-kind 24.1%
- time 6.1%

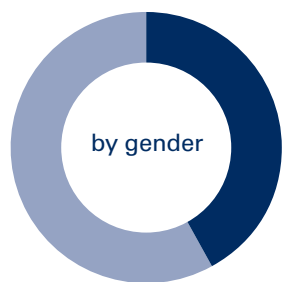


- arts and culture 0.1%
- education and young people 37.4%
- emergency relief 4.2%
- health 17.9%
- social welfare 20.9%
- other 19.4%



- charitable gift 50.5%
- community investment 10.8%
- commercial initiative 38.7%

GB employee data



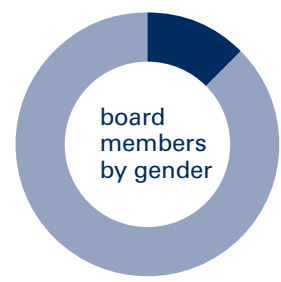
- female 28.83%
- male 71.17%

non-supply chain by gender

- female 42.06%
- male 57.94%



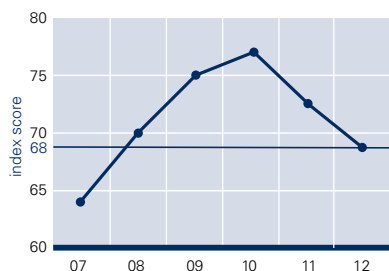
- female 30.77%
- male 69.23%



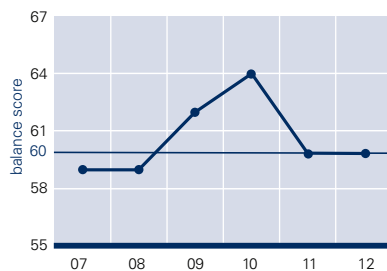
- female 12.50%
- male 87.50%

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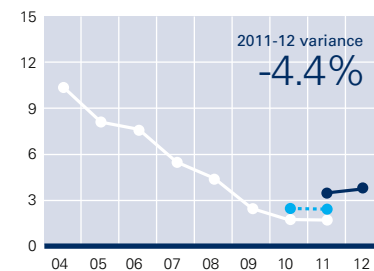
employee engagement index score 2007-2012



work-life balance score 2007-2012



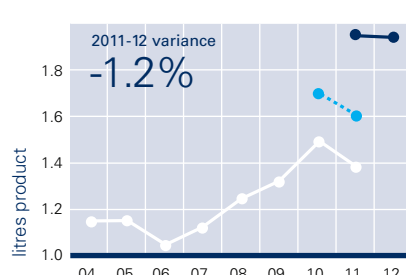
accident frequency rate 2004-2012



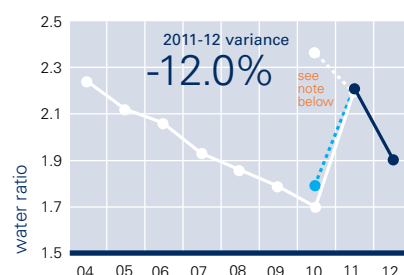
delivered energy usage (kWh/tonne of product) 2004-2012



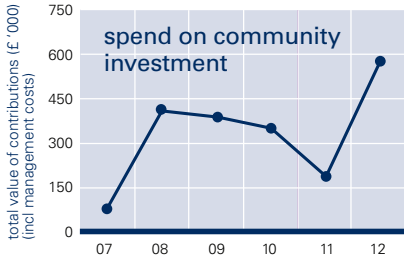
litres of product produced over a multiyear period 2004-2012



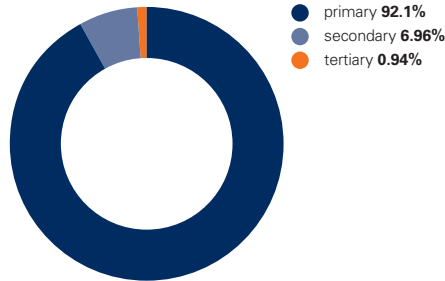
water usage (cubic metres of water used/tonne of product) 2004-2012



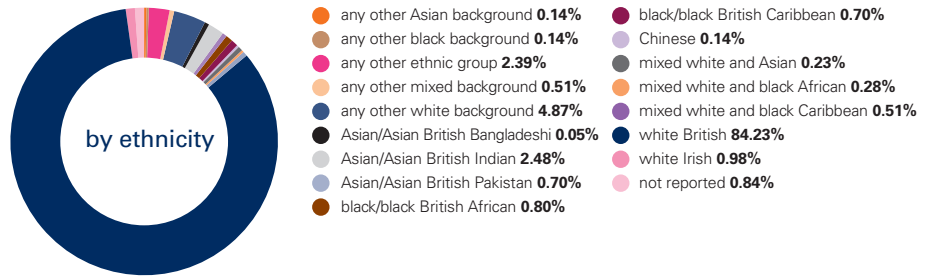
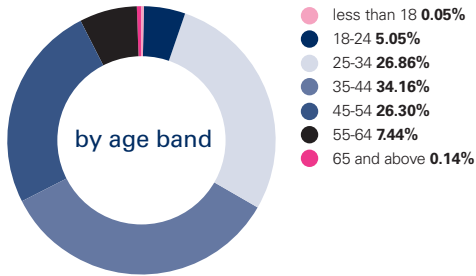
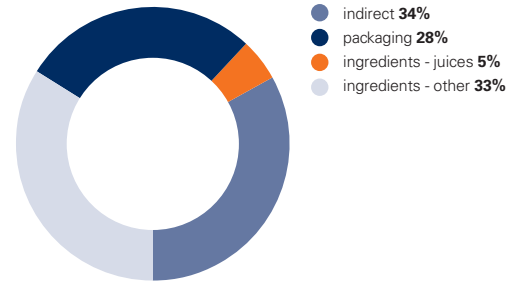
note: due to rebasing of water use to include all borehole water abstracted (even if only used for cooling), on a like for like basis ratio reduced -5.7%



packaging percentages for GB

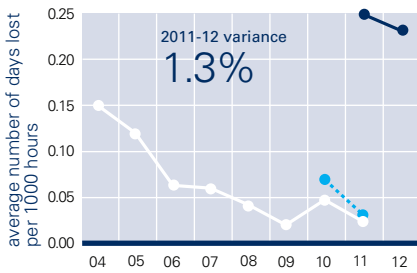


global sourcing expenditure for GB

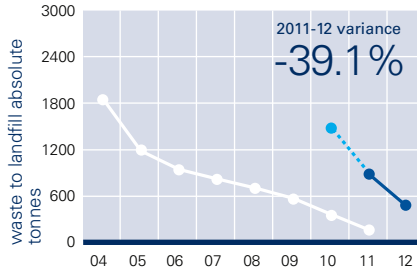


—●— Britvic group - - - ● - - - Britvic GB and Ireland —○— Britvic GB

accident severity rate 2004-2012



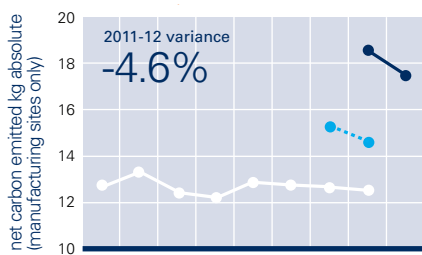
waste to landfill 2004-2012



effluent ratio per unit volume 2004-2012



CO₂ emissions (kg carbon tonnes emitted absolute) 2004-2012



kg of carbon figures are based on the Climate Change Levy conversion factors (part of UK emissions trading)

carbon ratio for production sites (kg CO₂/tonne of product) 2004-2012





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With thanks to our colleagues, business partners, friends and families who feature throughout this report.

