

Moving on Health and Wellbeing



LUCOZADE RIBENA
SUNTORY



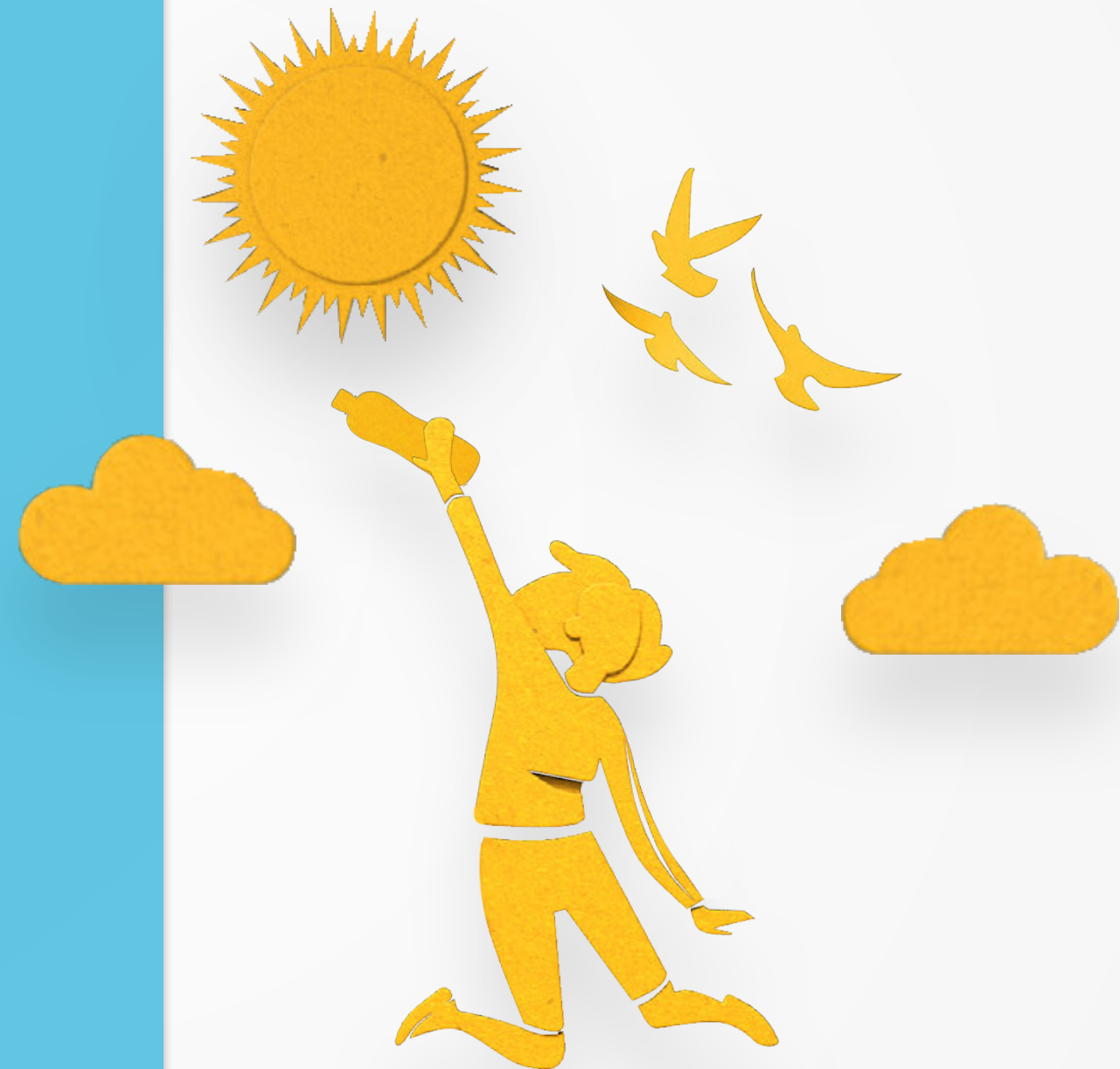
Lucozade Ribena Suntory:

Moving On

Health and Wellbeing

In 2016 we recognised our power to inspire and encourage a healthier nation and launched a movement that would make this a reality. In an echo of our founders' spirit, our business purpose was fine-tuned to benefit our consumers and employees with better-suited drinks and opportunities to move more.

Our detailed report outlines all we've done to date to achieve our aim. We've included insights to help companies, employees and our consumers take what we've learnt and introduce it into their own lives. Our hope is that others will read, share and ultimately benefit from the lessons we've learnt and the actions we've taken.



COO's Message

Lucozade Ribena Suntory is unique in soft drinks. We're not even five years old as a company yet Lucozade and Ribena have a combined 170 years of heritage.

This gives us an amazing opportunity. We can move on the soft drinks industry. Quite literally, instead of sticking to the same old tried and tested business formula, we can be the change. Our recipe for success is to shake things up with decisive action.

This report will keep us honest. We're about meaningful action, not meaningless words. We wanted to share with as many people as possible the work we've put in to enabling our consumers, people and communities to become happier and healthier.

The best result of all would be to inspire others to do the same. That's why this report is full of examples and learnings. **This is our chance.** Follow our lead and make your move on health and wellbeing.



Peter Harding
Chief Operating Officer
Lucozade Ribena Suntory

Inspiring
one million
members of
the public to
exercise

Removing half
the sugar from
our biggest
brands

Re-shaping our
office health and
wellbeing
programme in
partnership with
our employees

Putting mental
wellbeing on a par
with physical
wellbeing in the
workplace



Moving On Drinks

By the time Lucozade, Ribena and Suntory came together in 2014, the impact of the overconsumption of sugar on people's health was becoming increasingly clear. By 2016 it had reached a real tipping point. We realised that if we wanted to have brands that were fit for the future, we needed to change and cut down on the sugar significantly.





Our challenge was to provide our health-conscious consumers with a better-suited version of our drinks and match the flavour they knew as closely as possible.

In 2016, we ramped up our efforts and we made our move.

What did we do?



Received investment and support from Suntory (our parent company)



Created new recipes for all of our core drinks



Bought, installed and trained our staff on new machinery

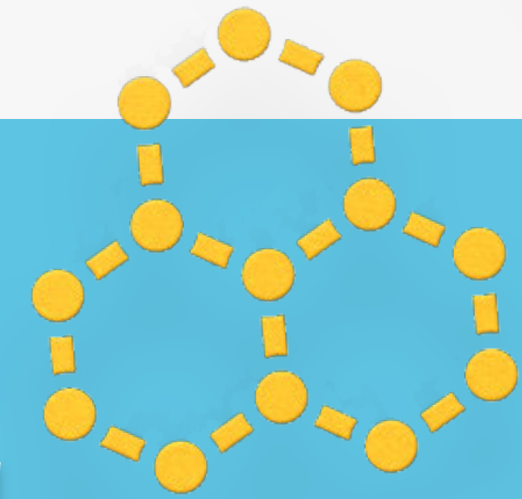


Introduced new methods and processes



Reformulated a total of 60 drinks

We were determined to have a positive impact on our consumers' lives and deliver the very best lower-calorie drinks on the market.



Brand Reformulation

Sugar tastes good. Everyone knows that. Though there are plenty of zero-calorie flavour substitutes that can mimic the sweetness of sugar, it isn't as simple as a like-for-like swap.

Sugar is responsible for lots more than just the sweetness of a drink. It provides volume, it affects the feel of the liquid in your mouth – getting rid of half the sugar in our drinks without throwing out the taste and texture too was no easy task.

We had 60 drinks to reformulate which meant a mountain of different recipes to trial. We pulled in a hundred members of staff, who worked tirelessly to make it happen and we conducted countless consumer trials along the way to ensure that we were getting it right.

What did we achieve?



Blackcurrant Ribena

56%

sugar removed and

49%

calories removed



Lucozade Energy Orange

56%

sugar removed and

44%

calories removed



Orangina

57%

sugar removed and

52%

calories removed



We removed
25,500 tonnes
of sugar

98.1 bn
calories

In total
50%
of the sugar and
calories were removed
from our iconic brands

Learnings

Our goal is to have a positive impact on the lives of our consumers, but our decision to remove some of the sugar from our famous drinks led to some unique challenges. We're aware that some of our consumers use our drinks for a specific purpose and we also know that 'health' means different things to different people.



Ingredients

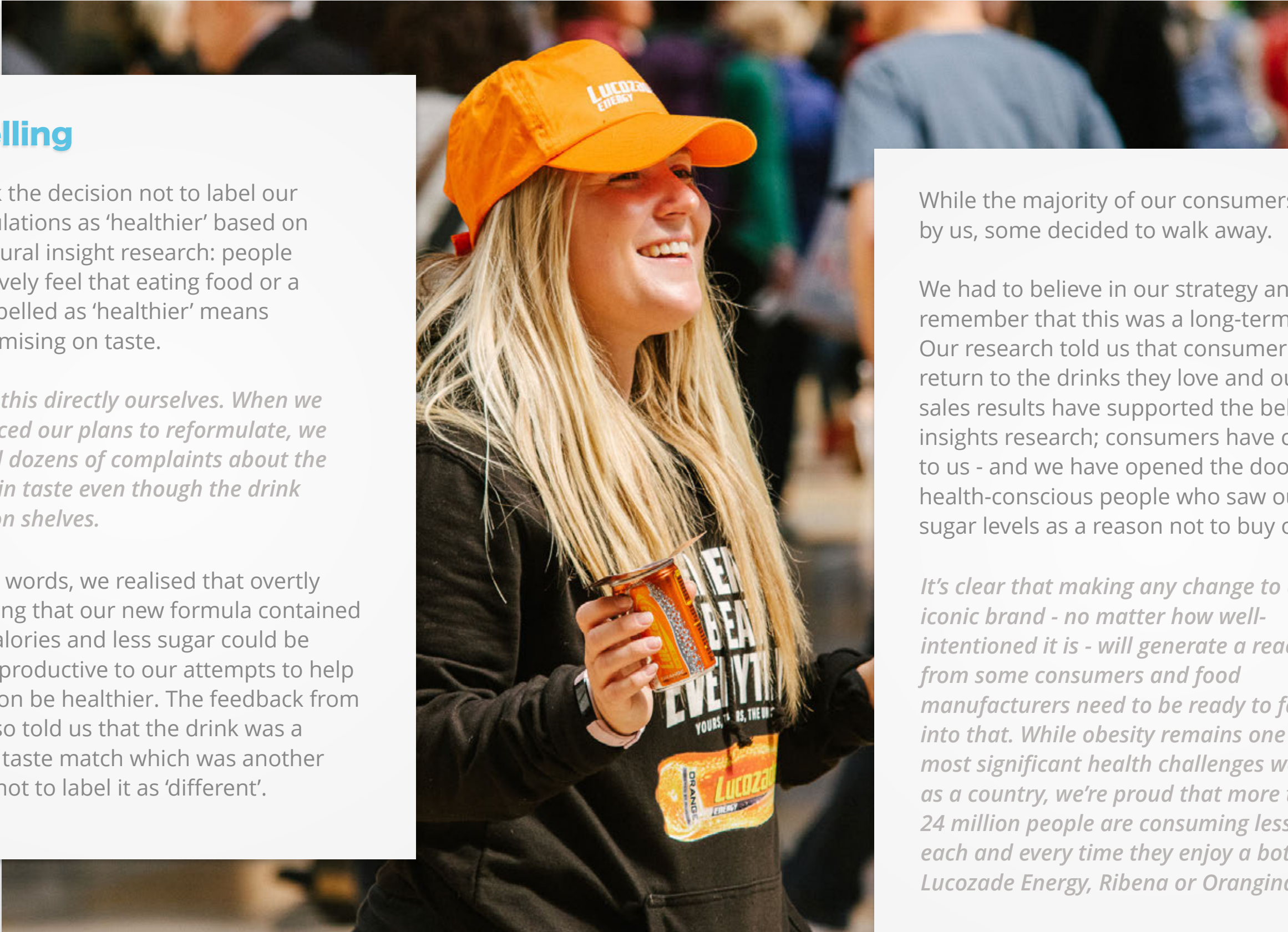
"Although Lucozade Energy is not prescribed for medical use, we worked with all of the UK and Ireland's leading diabetes groups, and all other relevant health-care bodies and professionals, to communicate the formulation changes to people living with the condition.

It's well established that our low-calorie sweeteners are completely safe: they've been safely used for decades and extensively researched by the European Food Safety Authority.

The bottom line is that we would never put anything in our drinks that we weren't satisfied was completely and utterly safe."



Dr Caroline Saunders, Principal Nutrition Scientist



Labelling

We took the decision not to label our reformulations as 'healthier' based on behavioural insight research: people instinctively feel that eating food or a drink labelled as 'healthier' means compromising on taste.

We saw this directly ourselves. When we announced our plans to reformulate, we received dozens of complaints about the change in taste even though the drink wasn't on shelves.

In other words, we realised that overtly promoting that our new formula contained fewer calories and less sugar could be counterproductive to our attempts to help the nation be healthier. The feedback from trials also told us that the drink was a brilliant taste match which was another reason not to label it as 'different'.

While the majority of our consumers stuck by us, some decided to walk away.

We had to believe in our strategy and remember that this was a long-term move. Our research told us that consumers would return to the drinks they love and our recent sales results have supported the behavioural insights research; consumers have come back to us - and we have opened the door to health-conscious people who saw our old sugar levels as a reason not to buy our drinks.

It's clear that making any change to an iconic brand - no matter how well-intentioned it is - will generate a reaction from some consumers and food manufacturers need to be ready to face into that. While obesity remains one of the most significant health challenges we face as a country, we're proud that more than 24 million people are consuming less sugar each and every time they enjoy a bottle of Lucozade Energy, Ribena or Orangina.

Meeting Consumer Demand



As consumer needs change alongside global health trends, we innovate to ensure our portfolio of drinks continues to offer the public relevant options. Each of our main brands has a lower-sugar alternative and we've developed less sweet-tasting products too.



Lucozade Sport Fitwater

is a zero-calorie, zero-sugar, purified water specifically designed for use on occasions of physical exertion. It contains four key electrolytes that help to replenish consumers during and after sport and exercise.



True Nopal Cactus Water

has a crisp, refreshing berry taste with less than 29 calories per 330ml carton and no added sugar. The brand has generated a very positive response from consumers seeking a less-sweet tasting drink.



Lucozade Zero

has proved a hero! Officially recognised as the most popular soft drinks launch of 2016, this zero-calorie soft drink remains one of our most successful launches ever.

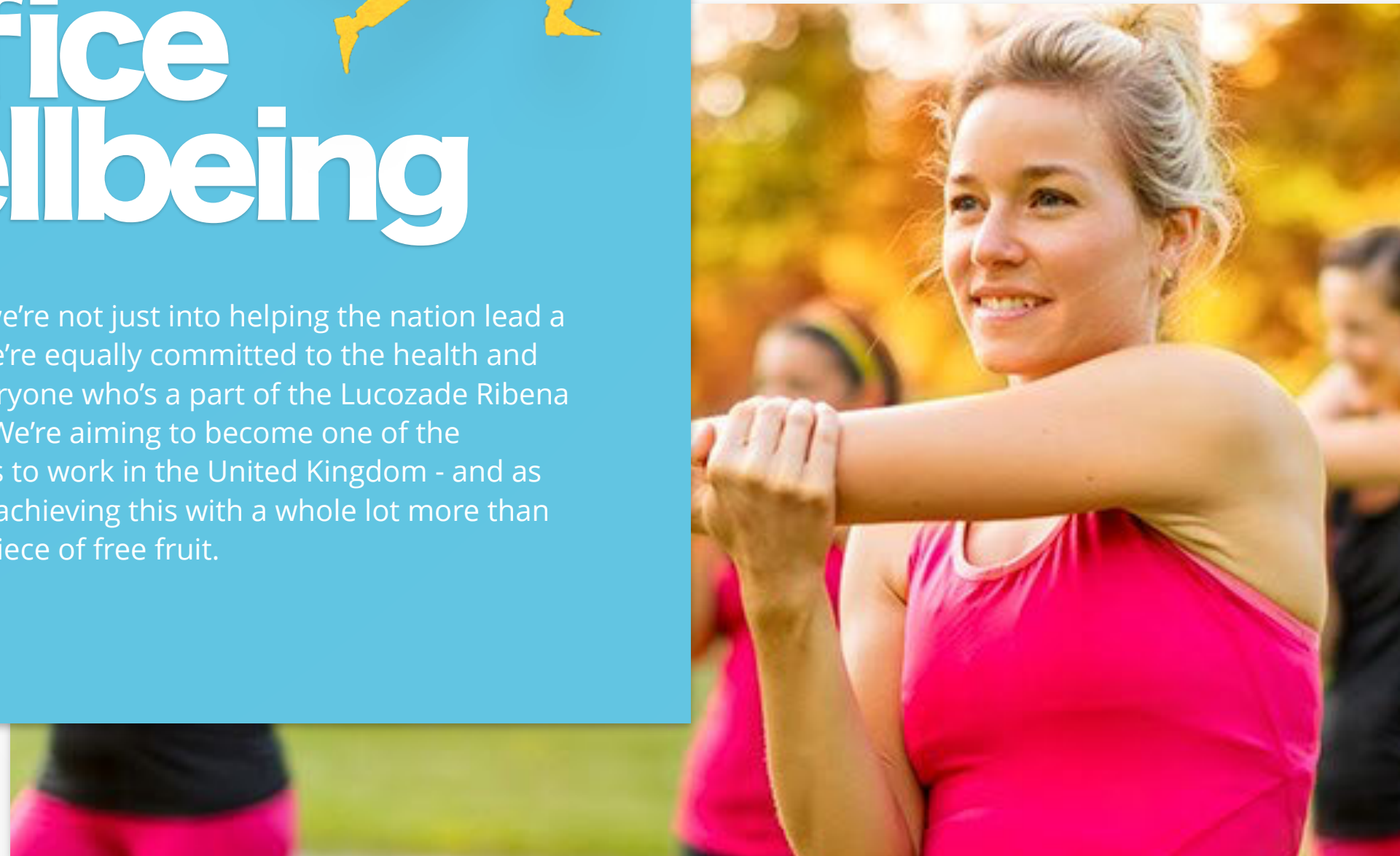




Moving On

Office Wellbeing

As a company, we're not just into helping the nation lead a healthier life. We're equally committed to the health and wellbeing of everyone who's a part of the Lucozade Ribena Suntory family. We're aiming to become one of the healthiest places to work in the United Kingdom - and as you'll see, we're achieving this with a whole lot more than the occasional piece of free fruit.





A Holistic View of Wellbeing

Our ambition is to create the healthiest working environment in the country and we decided to put our employees' needs at the very heart of our plan.

We wanted to understand our employees' perspectives on health and wellbeing and what it means to them, how they feel about health and wellbeing in the workplace, and what they'd like to see as their future focus.

How did we work with our employees?



We hosted wellbeing workshops and focus groups with 80 employees



Created an employee survey based on the Work Well model that established a wellbeing measure benchmark for our performance



We continue to survey our employees against three key questions to provide an on-going measure for our performance



PiYo fitness class at our London office

What did we learn?

Our employees love the opportunity for physical exercise and the majority rated us very highly in this area, but they felt there needed to be a more balanced focus between physical and mental wellbeing.



Supporting employees with their mental wellbeing through classes, tutorials and workshops



Giving people managers the skills to have conversations about wellbeing at work with their colleagues



Ensuring senior management drives the right culture throughout the business



Supply Chain Director, Chris Kane works out with COO Peter Harding



Zafer Gezgin, Made to Move Wellbeing Champion, June 2018
Principal Scientist and Zen meditation coach

What have we done since?

We've continued our physical wellbeing initiatives (more of this later) but our focus has shifted to match up with our employees' feedback.

We want our employees to feel comfortable speaking up if they're struggling and ensure our working culture fosters support and recognition. Initiatives include:



Recognition workshops



Mindfulness and resilience training



Dementia awareness



Financial support provision



Yoga and PIYO classes



Zen meditation classes



Improved access to occupational health



'It's okay not to be okay' campaign



Providing advice and tips about stress triggers and coping techniques



Making Strides Physically

We're planning to maintain a high level of physical wellbeing initiatives within our business and to continue using our brands to give our employees varied and inclusive opportunities for healthier lifestyle choices.



Made To Move Month

In June 2017, our push to get our employees moving more and to be their healthiest selves reached fever pitch.

What happened?

Using our in-house developed app (more on this later), Our Made to Move challenge pitted teams of our colleagues against each other to see which group could average the greatest number of steps, unleashing an already fiercely competitive spirit company wide.

Every step counted. Anything they could rack up went towards their total. We had managers, marketers, sales teams and finance departments battling for victory and finding new (and amusing) methods of piling up their step count every day.

But that wasn't enough for us. Inspired by our troops, we ran a second Made to Move month in April 2018 and stretched the net even further.



Conference calls were held on-foot in the car park

People were walking on the spot at their desks

Walking meetings became the new normal

Some ambitious participants even ditched their car for the month!

Made To Move Challenge 1



We walked a collective
69.6 million
steps - that's nearly
1.5 times around
the earth!

Our employees made
10,000
steps per day on
average - that's nearly
five miles a day

The winning team
managed a combined
533,988
steps

**Proof once again that
with a little creativity,
and a dose of competition,
all of us can be a little
more active.**

Everyone has time for that.



Made To Move Challenge 2

**Over 360
employees**

from our Dublin,
Coleford and London
locations switched into
gear and got moving

Our people managed to
walk an incredible
42k miles.

If they'd been walking
around the world, they'd
have circled it 1.7 times



Case studies

Inspired by our Made to Move initiative, many of our employees have made permanent, positive changes to their lifestyles. These are just some of our 'Wellbeing Heroes' who are now enjoying a healthier, happier life.

Gail Timmins, Head of Tax and Treasury

In September last year, spurred on by colleagues and the LRS Made to Move drive, Gail decided to embark on a complete lifestyle change. Now three and a half stone lighter, her blood pressure has returned to normal without the need for medication and her reinvigorated thirst for life is the true embodiment of that 'Yatte Minahare' (Go For It) company spirit that we're so proud of.

Her journey began with the download of the Made to Move app and enrolment in the School of Rock to pick up some drumming skills. Today, Gail gets off the bus a stop early each day, has qualified as a first aider through LRS, plays gigs as a drummer (using her very own drum set), and enjoys downtime during the work week with free office massages and weekly meditation sessions on her lunch break. She's now hoping to inspire others by setting up a drum workshop in the office. We're all for it!



Anthony Denning, Technical Development Manager

Tony initially began exercising to help ease bad joint pain, but with the help of Made to Move, he's surprised even himself with how far he's come in a little over three years.

A free session with the LRS on-site physiotherapist in 2015 led to regular workouts at the factory gym, where classes are held for colleagues each week. Now, as well as losing an impressive five stone, Tony has never felt more confident and best of all, is enjoying being pain-free. He's completed a Tough Mudder with his team, run a half marathon, walks wherever he can and proactively looks for new ways to take part in all manner of things when the opportunity arises.

Tony puts his success down to 'doing it in small steps' and building on ability gradually, which he encourages his colleagues to do in their walking 1-2-1 sessions. He's already committed to running the Cardiff Half Marathon with other LRS colleagues on behalf of the NSPCC and hopes to beat his previous marathon time. Good luck Tony!



Roger Church, Manufacturing Team Leader

An old rugby injury left Roger with a bad knee which often caused him discomfort and made it difficult to go to the gym. Wanting to lead a healthier way of life and not let his injury get in his way, Roger saw an opportunity in LRS's Made to Move initiative, and started to use the incentives to make small changes with a big impact.

Encouraged by his family and colleagues, Roger sought new ways to keep fit and lose weight through a new-found love of walking – much to his dog's delight! Offering a low impact form of exercise but racking up the steps on his Made to Move app, it wasn't long before Roger saw a real difference and has since lost an impressive three and a half stone.

Like many LRS colleagues working at the Coleford site, Roger lives nearby and is able to take long dog walks during his lunch hour. He also monitors his activity level on his free LRS pedometer. With his new-found confidence and increased mobility, Roger looks forward to joining his colleagues in the on-site gym and continues to enjoy playing darts with a new competitive edge!



Peter Harding, COO

As COO of one of the UK's leading soft drinks manufacturers and a father of four, Peter certainly isn't one for sitting still.

A keen sports enthusiast and responsible for almost 700 employees, Peter recognised the link between physical exercise and wellbeing, and wanted to use his own experience to champion change in the workplace, whilst making a positive impact on the nation's health.

Setting himself and his team the ambitious goal of getting one million people moving more by 2020, Peter is leading by example and has hit the ground running; literally. Having already completed several marathons, Peter is this year taking on an Iron Man; involving swimming, cycling and running across 141 miles as part of his own Made to Move pledge.



Michelle Soester, External Affairs

In 2018, Michelle began attending weekly meditation sessions put on by fellow colleague and teacher, Zafer Gezgin, using the thirty-minute classes to get away from the hustle and bustle of the office and focus on her body and mind.

Balancing family life with a fast-paced working environment, Michelle understands the importance of making time for herself, which is why she takes advantage of the free wellbeing sessions at LRS.

As a team leader, Michelle has also used Made to Move to help motivate her team, encouraging friendly competition amongst peers and ensuring everyone gets their steps up by using their FitBit.

LRS's flexible working hours make it easy for Michelle and her team to fit in wellbeing and exercise sessions whenever they can and, by attending classes regularly, Michelle can also practice the techniques at home.





Moving On Office Health and Wellbeing - A Checklist

Looking to improve your office health and wellbeing programme? In our quest to support our employees' mental and physical wellbeing we made several key learnings that are useful to any business, no matter its scale.



Start with your employees

Surveys (quantitative) and workshops (qualitative) were our most effective tools in creating the right framework. This data allowed us to truly understand what our employees wanted.



Create a benchmark

We surveyed our employees to establish their happiness levels before introducing new initiatives. Quarterly surveys and an on-going pulse tracker provides us with constant updates on employee satisfaction and an understanding of how well our initiatives are working.



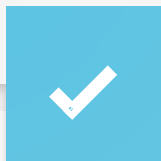
Harness the skills of your employees

We found fitness instructors, meditation experts and passionate advocates for workplace culture within our business and unlocked their potential, without the need for external help. Volunteers help to drive participation and feed through new ideas to boost employee mental wellbeing.



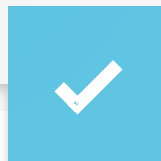
Ensure senior leaders drive through the right culture

Our employees told us that wherever they've worked, it takes senior leaders to drive a culture shift through a company. Our senior team is ever-present through our wellbeing programme; hosting wellbeing workshops, communicating key initiatives and actively leading discussions about stress and coping techniques.



Drive participation through competition and recognition

In workshops, we learnt that free gym passes only enable the fittest employees to get fitter. It was introducing a competitive spirit and putting employees into cross-departmental teams that unlocked mass-participation in our fitness initiatives. To spur people on, our 'wellbeing hero' award recognises our employees who have made a significant contribution to their own fitness or enabled colleagues to do so.



Moving On **Fitness**



In 2016, Lucozade Ribena Suntory announced two campaigns aimed at unlocking healthier lifestyles. Through the power and reach of Lucozade Sport, we invested **£30 million** in our Made to Move platform, inspiring the public to get active. We also established a 'Movement Fund' to help disadvantaged 16-24 year olds use sport as a way to improve their lives, no matter their circumstances. Every step forward has been hard-fought but hugely successful.





Made To Move

From working with Harry Kane and Anthony Joshua to developing a Lucozade Sport app, our Made to Move campaign set an ambitious target of getting one million people moving more by 2020

To date - and nearly
eighteen months early
- we've got more than

1,000,000*
people moving more

*all figures accurate as of June 30th 2018



Made To Move Mobile App

What is it?

Our Made to Move app syncs with Android and iPhone smartphones to clock the number of steps - or rides, swims and distance covered in a wheelchair re-calculated back into steps - users are doing. For every 5,000 steps made, 'movers' are entered into a daily prize draw. Those who manage 5,000 steps three times in one week are automatically entered into a major weekly competition with holidays and money-can't-buy prizes up for grabs.

The app is one of our most effective tools for getting people exercising - personal challenges, badges, nutrition, training advice and a healthy serve of competition spurs movers to push on and move more.

Made To Move Mobile App Achievements

135 Million

Total steps

97,000

App downloads

9,000

App sessions on average per week

576 Million

Metres cycled

10.5 Million

Metres swum

Ranked in Apple's

Top 10 Health & Fitness Apps

Former number

#1

Google Play app

5,423

Challenges completed (new feature launched in 2018)

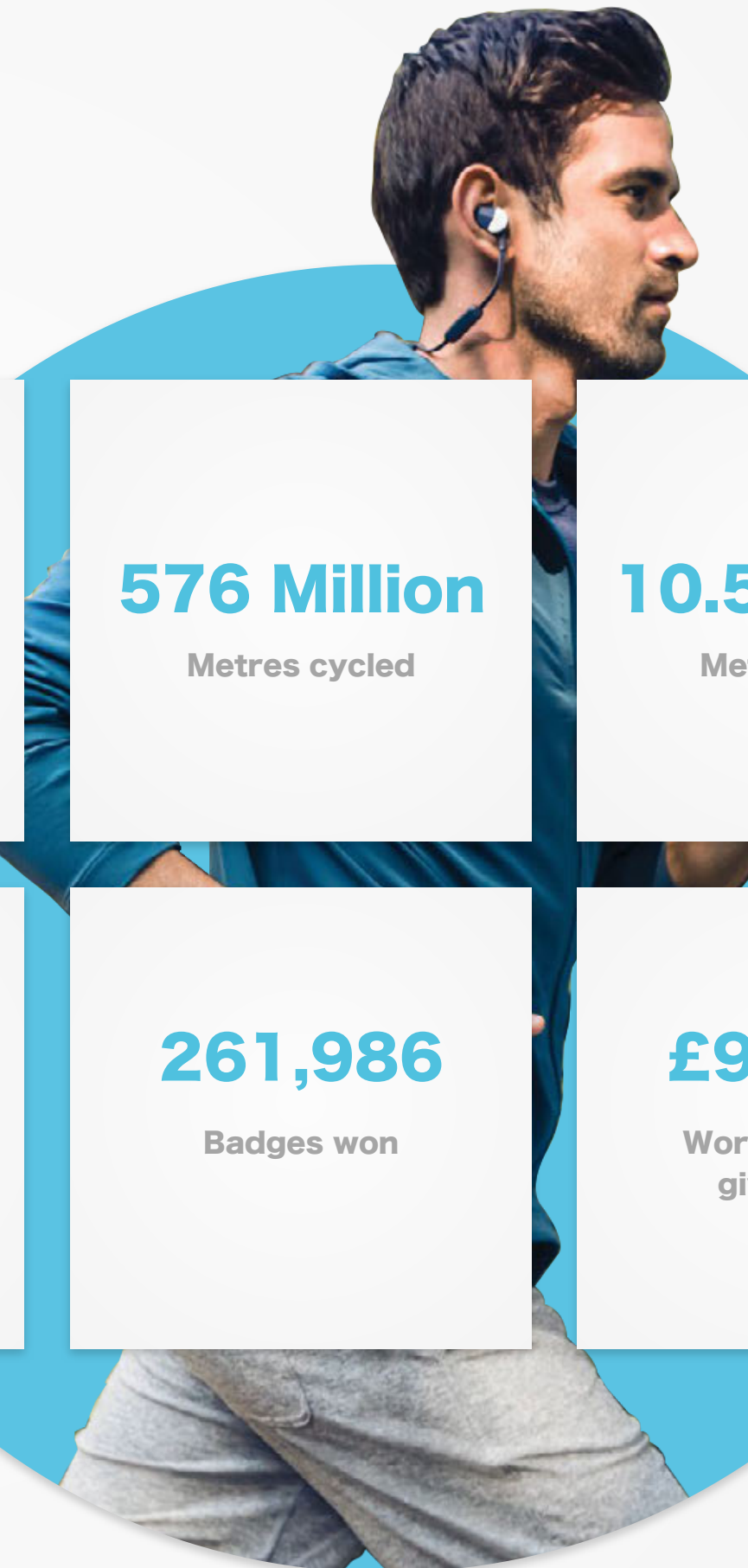
261,986

Badges won

£90,000

Worth of prizes given away

MADE TO MOVE™



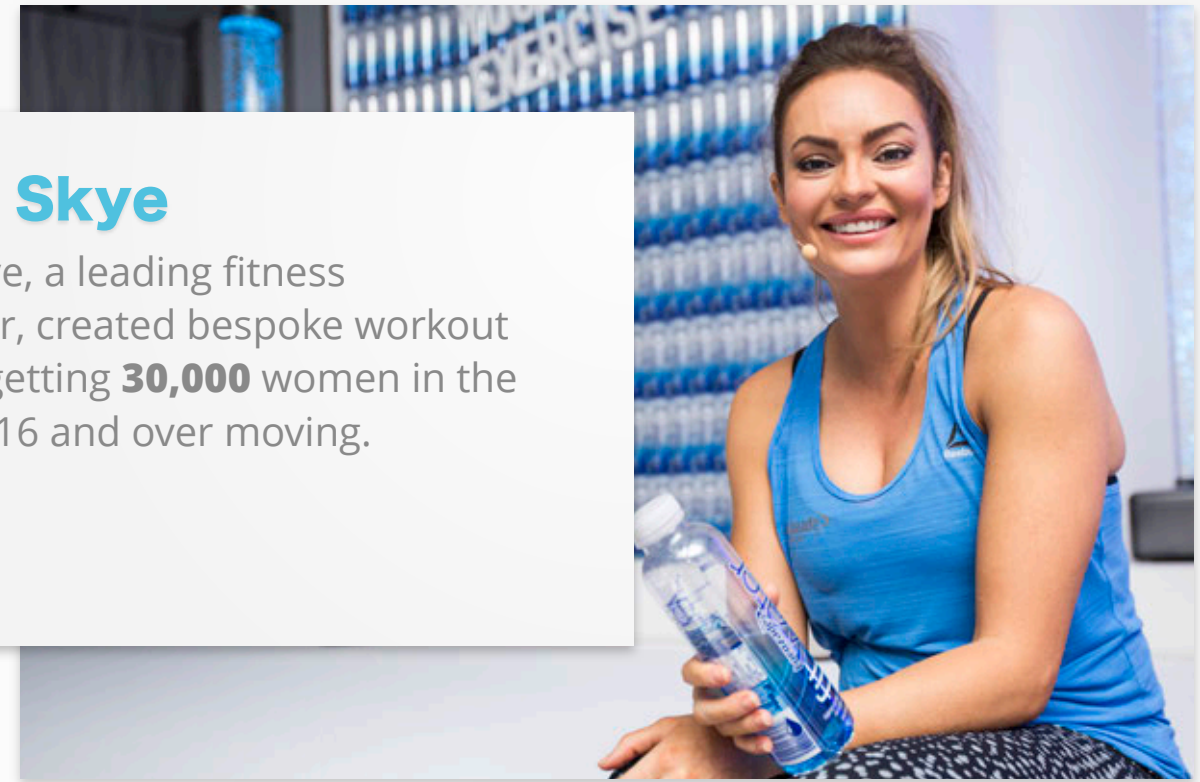


Key Movement Partners

We've teamed up with a number of leading fitness influencers and organisations to reach and inspire as many people to move as possible.

Emily Skye

Emily Skye, a leading fitness influencer, created bespoke workout videos - getting **30,000** women in the UK aged 16 and over moving.



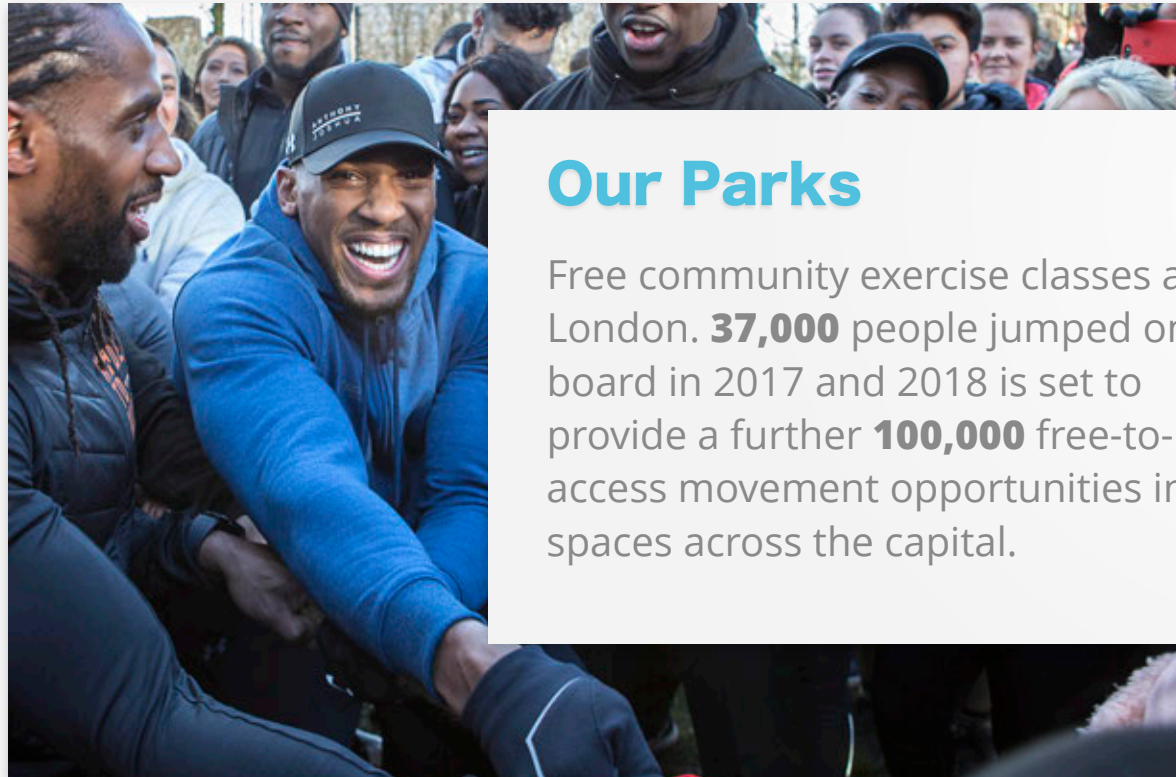
Harry Kane

We partnered with The FA to give members of the public the chance to play football with Tottenham and England striker Harry Kane at Powerleague Vauxhall, with our collaboration successfully used to promote the free pitch hours.



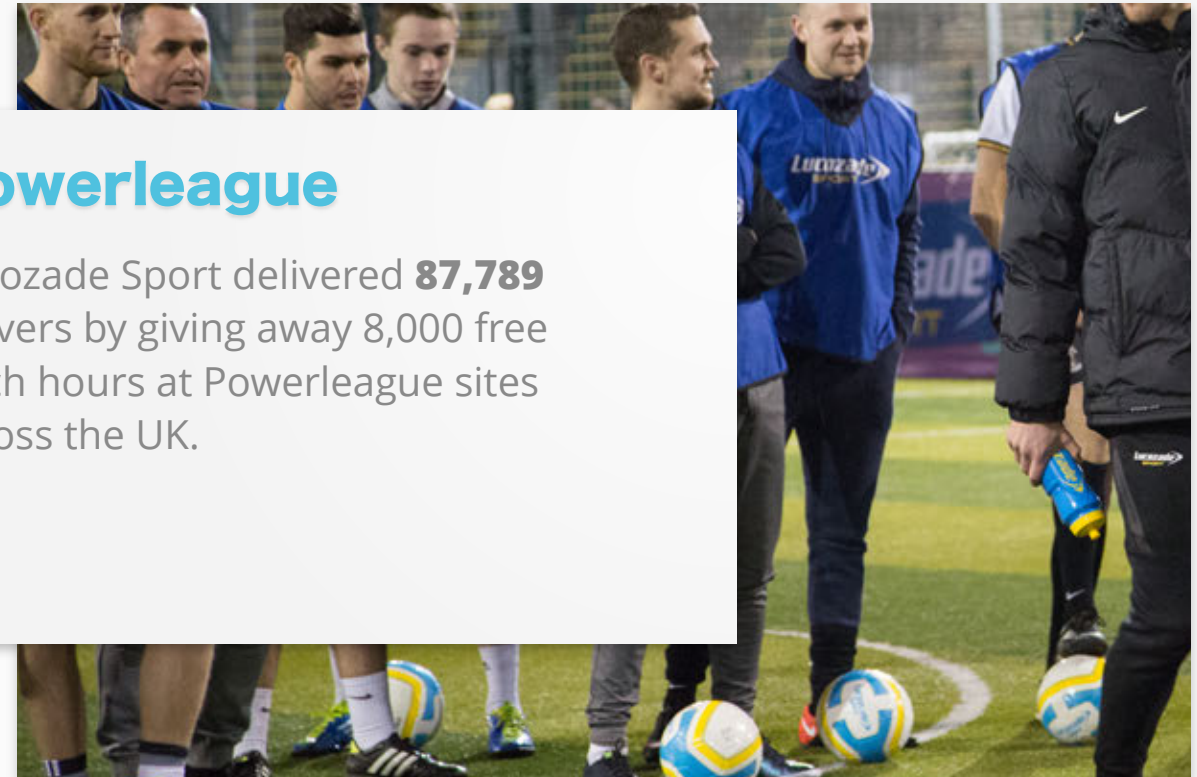
Anthony Joshua

Boxing superstar Anthony Joshua led a special public session at the Olympic Park in January 2017 to launch our partnership with Our Parks, where over **400** people joined him to punch and kick their way through his masterclass.



Our Parks

Free community exercise classes across London. **37,000** people jumped on board in 2017 and 2018 is set to provide a further **100,000** free-to-access movement opportunities in spaces across the capital.



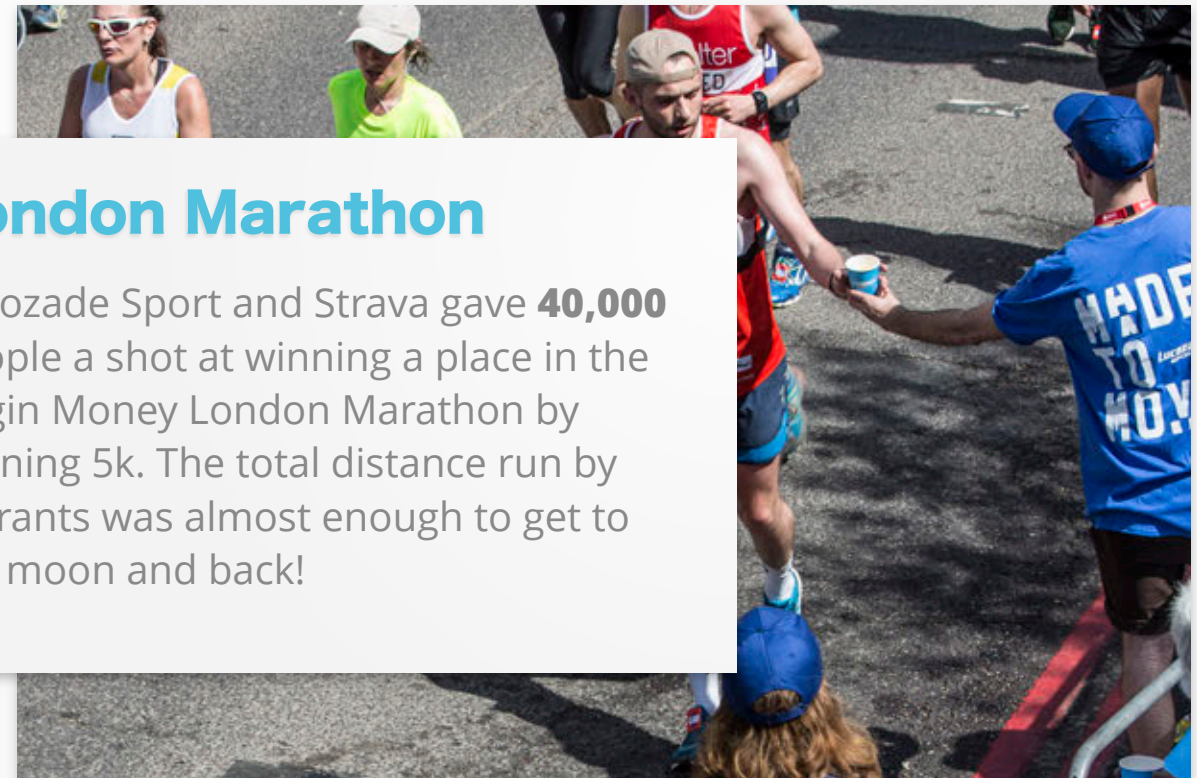
Powerleague

Lucozade Sport delivered **87,789** movers by giving away 8,000 free pitch hours at Powerleague sites across the UK.



Tough Mudder

In 2017, Lucozade Sport's digital workout series #WorkoutWednesday partnership with Tough Mudder got an extra **66,000** muddy movers moving



London Marathon

Lucozade Sport and Strava gave **40,000** people a shot at winning a place in the Virgin Money London Marathon by running 5k. The total distance run by entrants was almost enough to get to the moon and back!



Made To Move: Our Next Steps

As of July 2018 we have already exceeded our aim of getting one million people moving more. But we're not going to stand still.

What's next?

We will continue to motivate people and generate movers.

Crucially, with our learnings and success we think we can support others in making moves in this area. We know we have a great app that is proven to motivate, and we're determined to put it to work for everyone.

We're building partnerships with some of the country's biggest employers to stir up a competitive spirit between their employees to get them moving, again and again. Look out for news in the coming months as we work on widening participation and creating a legacy that builds on all that we've achieved so far.





Movement Fund

LRS's Movement Fund kicked-off in 2018. This fund is being handed out to a charity partner over three years to make a significant impact on people's lives through sport.

We are delighted to announce that, in partnership with Active Communities Network, we launched B Active.

What's B Active?

The B Active programme gives young people across the UK access to sports and physical activity, regardless of financial circumstance.

B Active is being rolled out in five regions - London, South Wales, Belfast, Manchester and Hull and will improve the wellbeing and future prospects of young people whose situations could prevent them from engaging in a more active, healthy and productive lifestyle.

Who is Active Communities Network?

Active Communities Network (ACN) is a sport for development charity which uses sport and exercise as a route into education, training and employment.

Recruitment

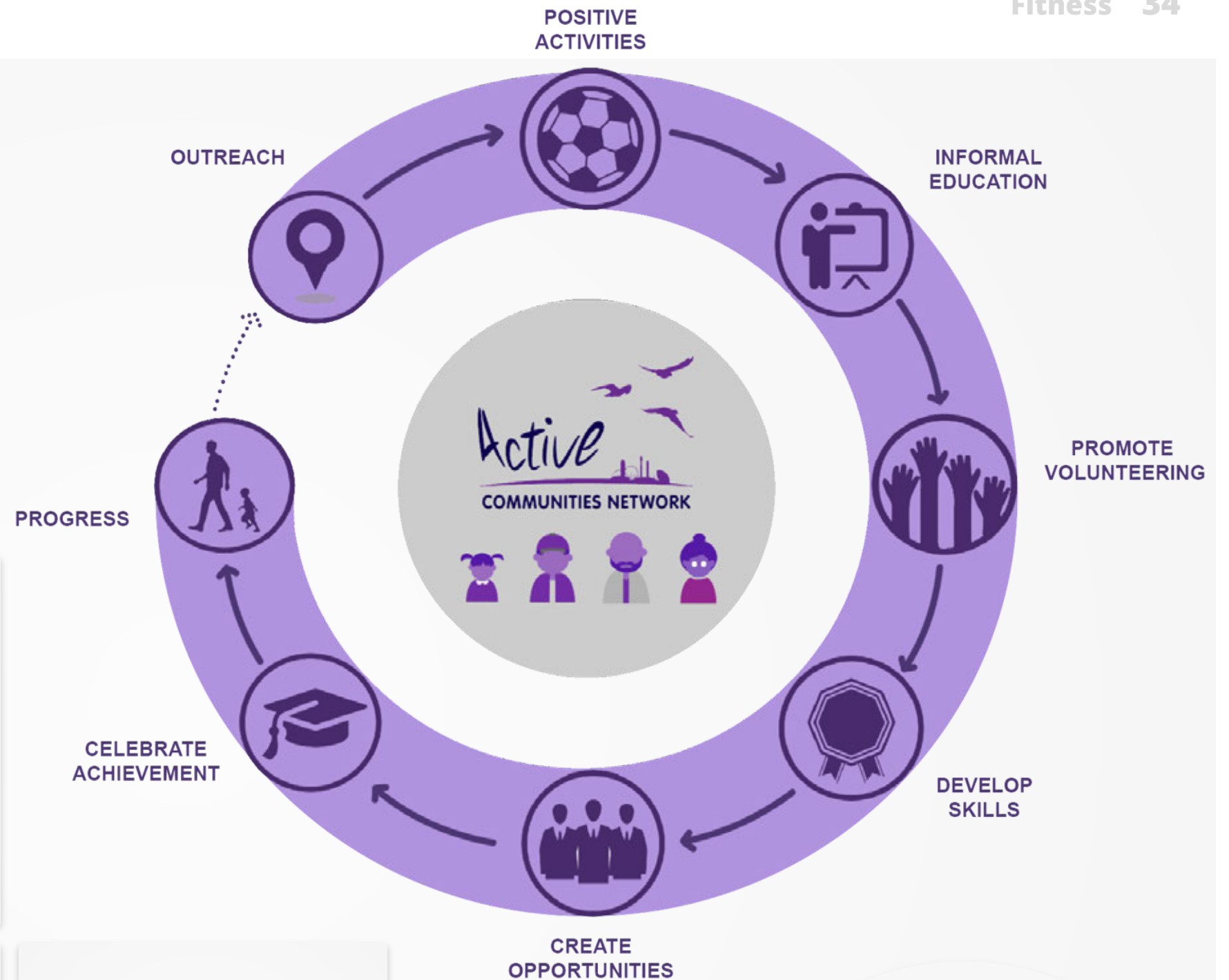
Volunteer youth workers will be recruited and trained to help deliver a tailored programme.


The sessions will include a number of physical activities as well as opportunities for sessions on nutrition, mental health and wellbeing.

Volunteers of the programme will achieve both accredited and non-accredited qualifications throughout the programme which will assist future development for themselves and their communities.




What are the benefits for our participants?




Better wellbeing and levels of self-efficacy


Increased and sustained levels of participation in physical activity


Better physical health

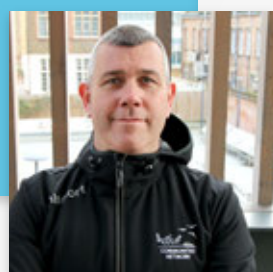

Greater aspirations


Improved skills and knowledge applied through volunteering and social action

Don't just take our word for it; read on to find out more



Our new partnership with LRS is a coming together of a charity and a company that have a shared commitment to sport and physical activity as a driver of personal and social development for people and communities. In working together we will create new opportunities for participation, new coaches and community activators and create healthier and more connected communities across Britain and Northern Ireland, especially in those communities where opportunities are limited and young people face significant challenges. We look forward to demonstrating this impact in the coming years.



Gary Stannett
MBE

Chief Executive,
Active Communities
Network



The B Active programme means a lot to me. Not everyone has the money to go to the gym so an initiative like this helps me stay healthy and stay out of trouble. The session is important within my community as it gives people an opportunity to come together and it's not just about the fitness as you come here and can meet new people, engage and most importantly have fun.



Michael Kuku

B Active ambassador,
Active Communities
Network



The LRS Movement Fund is also funding an academic partner to carry out a three-year study that will closely examine behavioural change over this period. Visit www.activecommunities.org.uk/b-active for more on the programme.



Measuring Made To Move 'Movers'

We've set ourselves an ambitious target of getting **1,000,000** people moving more by 2020, but we don't want to succeed through half-measures or double-counting. We want to reach our target and we want to get there fairly.

Whether we've got people moving in person through workouts, live events and free access to football pitches or digitally with educational video content and training plans, our rules and controls ensure fair competition and accurate measurement.



The guidelines we've set are;

All movers must be

**Unique,
aged 16+**
and based in the
UK

The activity a mover takes must be

Vigorous

(in line with the NHS's guidelines)

Where people are moving at an event,

**Independent
auditors**

verify figures



Where people are moving digitally we calculate total numbers **rigorously** in line with the analytics platform available

Only counting views that last for a sustained period of time (removing incidental viewers)

Down-weighting subsequent video views in a content series (removing duplicate movers)

For example, if we registered **24,000 Unique Video Views** for a workout video

But, only **23%** of people watched a total of 50% of the clip, we'd reduce our number down to **5,520 movers**

And only **46%** of this number engaged with the content (like, share, retweet) after watching it, we'd be left with just **2,539 unique movers**



Thanks for reading our Moving On Health & Wellbeing report.
Have any questions? Please get in touch with the team at
press.office@irsuntory.com