





# Growth through the Generations

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**Rooted in family values,  
driven by a vision for the future.**

**Jonathan Groves, Executive Chairman  
and fourth generation leader**

\*Research commissioned by Lanes Health and carried out by 3Gem – 1,000 UK consumer respondents & 1,000 UK business respondents – August 2025

# From One Generation to the Next

## Janet Groves Non-Executive Chairman of Lanes Health



As the granddaughter of founder Gilbert Lane, Janet has been connected to the family business her whole life, from early days on the production line to her appointment as Chairman of Lanes Health in 2001. She now holds the positions of Chairman of Holdings and Non-Executive Chairman of Lanes Health, reflecting her enduring commitment to guiding the company's growth and heritage.

## Jonathan Groves Executive Chairman of Lanes Health

Fourth-generation leader of Lanes Health, Jon brought vast experience across a number of roles since 2004 to his appointment as Executive Chairman in 2022, underpinned by a robust understanding of the business.



As we approach the 100th anniversary of Lanes Health, we reflect not only on the nine decades that have defined our journey, but also on the generations who have helped us grow – from our founder Gilbert Lane’s pioneering belief in natural health, through to today’s innovation-driven business which operates internationally.

**For more than 90 years,**  
our focus has remained simple  
and consistent: improving  
everyday wellbeing through  
trusted, effective products  
that people know and love.



Our ethos of responsibility, integrity and care has been passed down through four generations of family ownership. It’s this continuity of purpose that allows us to innovate with confidence, invest for long-term growth and prepare for the future, while never losing sight of the values that define us or our purpose.



**“The heritage of Lanes Health is what drives our growth. The lessons of earlier generations remind us that for innovation to be truly effective, it needs to be built on trust.”**

**Janet Groves, Non-Executive Chairman,  
Lanes Health**

**Today, as a fourth-generation family business, we're proud to be part of an evolving healthcare landscape – one where consumers are more informed, more empowered and more discerning than ever.**

Rapid technological change across digital platforms have all happened at the same time as innovation within the healthcare sector. Today's customer has vastly different resources than the customer we catered for four generations ago. However, they are still experiencing the same conditions including colds and flu, stress, anxiety and lack of energy, all of which still require attention.

**Our mission remains clear: to have a Lanes Health product in every household in the UK and beyond. This is driven by operational excellence, continuous innovation and growth.**



**“As we move towards our centenary, our goal is to celebrate what makes Lanes Health unique: our people, our brands, our independence. Looking to our next one hundred years of activity, I see our future as being defined by growth, sustainability and innovation.”**

**Jonathan Groves, Executive Chairman,  
Lanes Health**





# The Evolving Healthcare Landscape

How changing consumer expectations are reshaping the health and wellbeing industry

The healthcare and wellbeing industry has transformed dramatically over the past few decades.

Consumers are taking greater ownership of their health, driven by access to digital information, evolving lifestyles and growing pressures on healthcare systems. At the same time, long-standing brands like Lanes Health have had to adapt, combining heritage and trust with the pace of modern innovation.

**Affordability and efficacy remain the top priorities for consumers, with 58% citing price and 57% citing proven effectiveness as their most important purchase drivers. Yet the true factors that are shaping purchasing decisions are more nuanced than simple cost consciousness.**



**58%**  
price



**57%**  
effectiveness

Alongside this, broader societal shifts have redefined what 'health' really means. The rise in natural and plant-based products reflects growing demand for authenticity and transparency.

There is heightened consumer awareness around overall wellbeing, with mental health, self-care and preventative health now central to consumer thinking, particularly as a behavioural consequence of COVID-19. Consumers are increasingly proactive, using digital tools and self-diagnosis to manage their health on their own terms – AI tools, LLMs and 'Doctor GPT' are all being utilised every day. This blend of empowerment and expectation has created fresh opportunities for brands that can offer credible, holistic solutions.

**62% of consumers**

would remain loyal to a long-established brand, even if cheaper competitors entered the market



64% of consumers say they would stop using a brand if it no longer aligned with their personal values, such as sustainability, inclusivity or innovation. Consumers are also more willing to experiment, but familiarity still matters – nearly four in five (78%) are more likely to try a new product if it comes from a brand they already know, and three in five (62%) would remain loyal to a long-established brand even if cheaper competitors entered the market.



These figures underline a key truth: in an age of constant change and misinformation, trust and authenticity are powerful currencies. Brands that can balance heritage with relevance, and tradition with innovation, will continue to earn consumer loyalty across generations.



“Consumers don’t just want to know if a product works; they care if the company behind it shares their values. That’s where long-term trust is built. It’s not just through what we make, but through what we stand for and where we invest, outside of our products. Our team, **sustainability and innovation – that’s as important as developing our products.**”

**Jonathan Groves, Executive Chairman,  
Lanes Health**



With the majority of professionals believing that heritage brands are adapting successfully to modern consumer expectations, and established brands can support the UK’s shift towards self-care and preventative health, compared to newer brands, generational knowledge cannot be overlooked.

**At Lanes Health, we see this evolution as an opportunity. It is a chance to show how nearly a century of experience can drive meaningful progress for the next generation of health consumers.**

**Innovation is embedded in how we operate; it could never be a buzzword for us.**



**For example, we've introduced new product formats such as sugar-free versions of our Jakemans menthol lozenges and an effervescent variant of our Pro Plus caffeine tablets, responding directly to consumer trends around reduced sugar intake and convenient formats.**

Our teams have learned from categories adjacent to our own, as well as global markets, ensuring our product offering can flex as is needed for unique consumer demands. Internally, we're investing in smarter manufacturing and operational practices, from how we reuse and recycle, to electric vehicles and replacing single-use plastics with compostable alternatives.

**From sustainability initiatives and ethical sourcing to smarter product development, every decision we make reflects a long-term commitment to both people and planet.**



The modern consumer expects brands to deliver value, transparency and innovation – not as separate goals, but as one promise. For heritage-led businesses like ours, that means honouring our past while reimagining how we serve future generations of consumers.

# Family values: tradition meets tomorrow

How four generations of family leadership continue to shape our purpose and progress



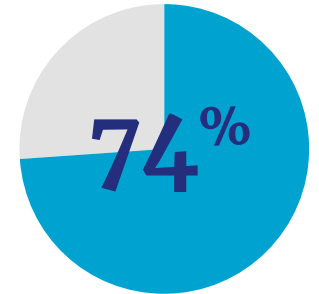
At Lanes Health, family isn't just part of our story: it's the foundation of everything we do.

**For more than nine decades, our business has evolved through the hands of successive generations, each bringing fresh perspectives, ideas and ambitions while staying true to the values that have guided us, nearly one hundred years ago.**

Carefully balancing tradition and transformation remains one of the greatest strengths of Lanes Health and our brands. **Nearly nine in ten consumers (90%)** believe traditional brands can still meet today's needs, valuing their expertise, reliability and trust.

## **Three-quarters (74%) of consumers**

say heritage is important when buying healthcare or wellness products, even if only a small proportion actively prioritise it over factors like price or efficacy.



**“Even if it’s not prioritised over price or efficacy, heritage is important to three-quarters of consumers.**

These findings reflect what we've always known at Lanes Health: heritage represents hard-won experience. It's the confidence that comes from knowing your products, your team and your customers, and using that knowledge to move forward with purpose.

**“When you’ve grown up around a family business, you don’t just inherit a name; you inherit a mindset. Every generation has a duty of care when we consider evolving what came before, by continuously learning, listening and improving.”**

**Jonathan Groves, Executive Chairman,  
Lanes Health**



**For industry professionals,  
heritage brands represent resilience.**

**Four in five (80%) industry employees** believe heritage brands are better positioned than newer ones to support the UK’s shift toward self-care and preventive health. The wisdom and consistency of a family-run business offers reassurance and a long-term perspective in a fast-changing world.



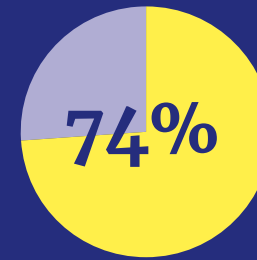
**“The future of Lanes Health depends on the same principles that defined its past: trust, care and curiosity. It’s the job of the next generation to make sure those values remain at the heart of everything we do.”**

**Janet Groves, Non-Executive Chairman,  
Lanes Health**

Through the decades, our family ethos has shaped not only our products, but our culture. We believe in empowering our people, nurturing local communities and making decisions that put people before profit.



That philosophy has been key to our longevity – and it's what will carry us through the next generation of growth.



**74%** say **heritage is important** when buying health or wellness products

**Nearly nine in ten consumers (90%)** believe traditional brands still meet today's needs, citing expertise, trust and reliability



**Four in five professionals (80%)** say heritage brands are better placed for the shift to self-care

# Trust in the future:

**Value and  
transparency  
to build loyalty**

The evolving definition of trust –  
and how heritage brands can meet  
new expectations.

Trust has always been at the heart of healthcare, but how consumers define it has changed.

Today, it's about more than product efficacy. Trust is about transparency, shared values and long-term consistency.

**58% of consumers cite affordability and price as their top priority** when buying health and wellness products, while **57% list proven effectiveness as key**. But trust extends beyond performance. It's about brands being open, responsible and aligned with the values of their audiences.

**64% of consumers would stop using a brand** if it no longer reflected their values, and **78% are more likely to try a new product if it comes from a brand they already know and trust**. That combination of reliability and relevance creates enduring loyalty, a hallmark of brands that can evolve without losing sight of their core.

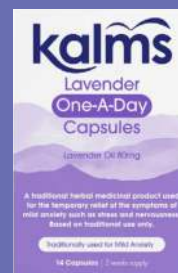
**“We know more than most that trust is earned over time, but it can be lost in an instant. That’s why every decision we make at Lanes Health – from product formulation, to packaging – must stand up to the same standard of integrity that has guided our family for generations.”**

**Janet Groves, Non-Executive Chairman,  
Lanes Health**

**“Everything we develop is scrutinised and tested whether it’s a limited-edition product or being introduced as part of a permanent range.”**

**Jonathan Groves, Executive Chairman,  
Lanes Health**

Take, for example, our new **Olbas Shower Gel**. We have built on the trusted heritage of this natural decongestant brand, developing a modern format that reflects a consumer need, ensuring it's enriched with the same natural eucalyptus and peppermint oils that our customers know and love, to still offer daily functional wellness, every day.

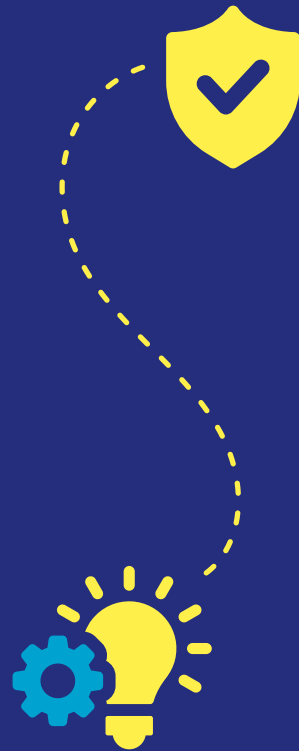


Meanwhile, Kalms continues to reinforce the legacy of herbal wellbeing: products such as **Kalms Lavender One-A-Day** capsules reflect our commitment to continuing delivering high-quality traditional herbal remedies, packaged with refreshed artwork but unchanged ingredients.

Professionals across the sector agree that transparency and ethics are key to long-term success. Consistent product quality and fair pricing remain fundamental, but sustainable practices and open communication are increasingly seen as defining traits of modern health brands. With **Jakemans**, we have removed the plastic twist wrapping on our menthol lozenges to a recyclable material.



At Lanes Health, these expectations have driven us to rethink how we operate and communicate. From ethical sourcing to recyclable materials, we've made significant investments to ensure our brands meet the standards our customers expect, without compromising on the quality or efficacy that built our reputation.



**“Being a trusted brand doesn’t mean standing still and resting on the products that people have historically loved; it means listening to your current consumers and responding with clarity and care. This consumer trust creates the bridge between heritage and innovation that guides our decision-making.”**

**Jonathan Groves, Executive Chairman,  
Lanes Health**

**For Lanes Health, trust has never been a campaign message, it’s a promise.**

**It’s this promise that continues to guide our growth as we build on 90 years of knowledge to deliver value, quality and transparency for generations to come.**



**58%**  
say affordability and  
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**64%**  
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**78%**  
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**62%**  
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# Innovation with Integrity

## Recipe for success

Balancing progress  
and purpose; heritage  
inspiring innovation.

Innovation has always been a key part of the DNA of Lanes Health and everyone who works here.

From pioneering natural remedies in the 1930s to today's world of advanced manufacturing and digital engagement, our story is one of continuous improvement and curiosity into what's possible. But for us, innovation isn't about chasing trends, it's about creating meaningful change that enhances everyday wellbeing.

**We want to invest in the brands that people love, that we also love just as much. We know that by doing this, it helps to create long term loyalty and ensure the brand has longevity.**



Nine in ten (90%) industry professionals say heritage brands are adapting successfully to modern consumer expectations, recognising that experience and credibility create the foundation for responsible innovation.

For Lanes Health, that means combining insight-driven research with the same integrity and care that have guided the business for four generations.

**“Innovation doesn't mean forgetting where you've come from; it means using your experience to make smarter, more sustainable choices. Every new idea we have should build on what we've already learned, and stress-tested against what has worked and crucially – not worked – in the past for Lanes Health.”**

**Jonathan Groves, Executive Chairman,  
Lanes Health**

**“We are a family-owned business, and that brings a unique culture. I’ve been with the business for over 25 years so have seen the benefits of this first-hand. Our people are our biggest asset, from the boardroom to the shop floor, and that collective commitment sets us apart; fostering a loyal workforce that help drive the business forward.”**

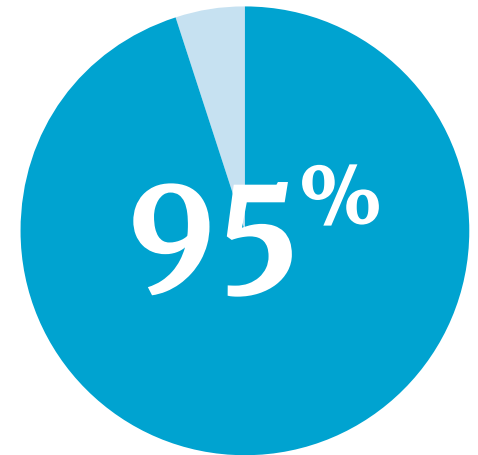
**Aden Kelly, Sales Director, Lanes Health**

Our investment in innovation extends across every part of the business. From researching and developing new product formats to improving operational efficiency and sustainability, we aim to set our own standards for quality and responsibility.

**Feedback plays a central role:**

**95% of professionals say consumer insight directly shapes research and development and marketing decisions within their organisations.**

**This is something we see every day in our own development process.**



**“Our customers tell us what matters most, and we listen. Whether it’s demand for sugar-free products, recyclable packaging or new delivery formats, innovation starts with understanding their needs.”**

**Aden Kelly, Sales Director, Lanes Health**

That philosophy has driven some of our most successful launches in recent years. The introduction of **Pro Plus Fizz**, for example, introduced an effervescent option to the familiar brand, meeting the needs of consumers seeking added benefits and convenience.



**“Innovation is central to everything we do. It’s not just about product development, it’s about how we enter markets, how we service consumers, and how we create and position our products.**

**“We make it a priority to listen closely to what consumers are telling us, both through data and direct feedback, so that every product or brand innovation is responding to a genuine need.**

**“By learning from our markets and staying close to our customers, we ensure that new ideas are grounded in real-world insight, not assumption.**

**“We take a cross-functional approach, involving our operations, technical, sales, and marketing teams to ensure innovation isn’t happening in a silo but is fully integrated into our broader growth strategy.”**

**Aden Kelly, Sales Director, Lanes Health**



Similarly, our sugar-free **Jakemans menthol lozenges** and **Olbas Patches** reflect our responsiveness to the changing lifestyles of our customers, while maintaining our commitment to ensuring product quality and keeping the integrity of each brand intact.

**“As a business, it can be tempting to chase trends, but I encourage our teams to take more calculated risks and push for bolder, faster market entries. Speed and agility are crucial in today’s competitive landscape.**

**“We are seeing increased demand for innovation across our brands, particularly when it comes to flavours. Limited-edition launches have been well received, as consumers are looking for new and exciting experiences.”**

**Aden Kelly, Sales Director, Lanes Health**

It is essential to balance short term sales goals caused by innovation, with long term expansion strategies, to ensure brand growth is sustainable and not simply a TikTok trend.



**“I often use the analogy of an oak tree. You have to plant the right product (the seed) in the right market (the soil), nurture it with the right marketing and consumer engagement, and give it time to grow into something strong and resilient (a healthy oak). By being patient and strategic, we can build brands that withstand market fluctuations and economic challenges and can weather any ‘storm’.”**

**Aden Kelly, Sales Director, Lanes Health**

As we look to the future, sustainability remains central to our innovation strategy. Across our Gloucester and Lincolnshire sites, we've implemented **solar power**, reduced waste through **zero-landfill partnerships**, introduced **electric fleets** and **tree-planting** programmes.



These aren't just environmental milestones; they're proof that innovation and integrity go hand in hand.

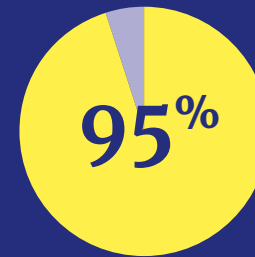


**“Sustainable innovation is part of who we are. It's not just good business; it's the right thing to do for our people, our community and the planet.”**

Aden Kelly, Sales Director, Lanes Health



**Nine in ten industry employees** say heritage brands are adapting successfully



**95% of professionals** say consumer feedback shapes R&D and marketing

**Four in five (80%)** believe heritage brands are better placed to support self-care and preventative health





# Generations to Come

Continuing Lanes  
Health legacy with  
a new era of growth

**As Lanes Health approaches its centenary, we are reminded that longevity comes not from standing still, but from evolving with purpose.**

The past nine decades have taught us that progress means honouring the principles that built our reputation – trust, integrity, care and innovation – while constantly challenging ourselves to grow.

The insights from this year's research demonstrate that heritage brands like ours have a vital role to play in the future of health and wellbeing. Consumers are looking for reassurance, authenticity and quality alongside innovation that aligns with their values.

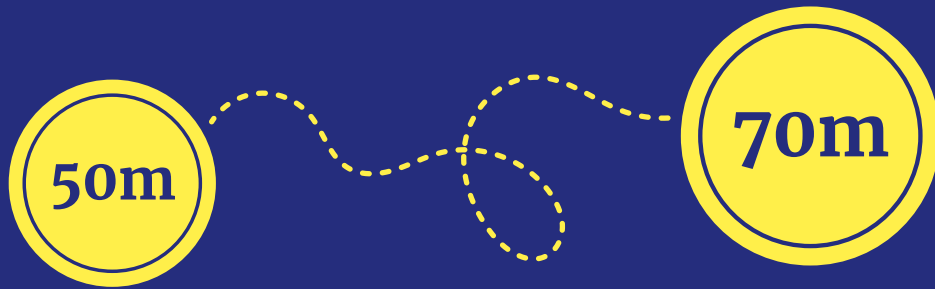


They want to know that the products they choose are effective, ethical and designed to support a healthier life.



Our goal is simple: to continue growing responsibly, expanding our presence in the UK and internationally, while keeping our family values at the heart of everything we do.

With a **current turnover of £50 million**, our ambition is to **reach £70 million by our 100th anniversary**, fuelled by operational efficiency, supporting our brands to go from strength to strength, strategically innovating in new product development and investing in new markets.



**“Growth through the generations is about more than success, it’s about stewardship. Every generation’s job is to make the business stronger for the next.”**

**Janet Groves, Non-Executive Chairman,  
Lanes Health**

**“We are incredibly proud of what Lanes Health has achieved over nearly a century. But what matters most is ensuring that our heritage continues to inspire progress for generations to come.”**

**Jonathan Groves, Executive Chairman,  
Lanes Health**

**From one generation to the next, our promise remains the same: improving everyday wellbeing through trusted, effective products that people know and love.**





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