

NAVIGATING A VOLATILE WORLD



A handbook for the UK cosmetics industry

ctpa 

FORUM
FOR THE
FUTURE

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FOREWORD



Christine Lawson
Senior Affairs Manager,
Sustainability

Since starting my career as a chemistry graduate in 1989, I've witnessed incredible transformations in what has always been a fast-moving and creative industry. Now, more than ever, it is time for us to channel that energy with intention, to make mindfulness and innovation a part of every business decision, not just an afterthought. The cosmetics industry's diversity and vibrancy will drive its longevity and empower it to continually evolve, remaining relevant and impactful for years to come.

It is very easy to procrastinate, to wait for times of certainty, to worry about losing our consumer base or to simply tweak what already exists. Change is inevitable, and we need to move from the concept of climate change and its consequences being intangible, to realising it impacts all of us, here and now, every day. Building resilience means conscientiously reprogramming our thoughts and reimagining our products, always with an eye on what future consumers may want or need.

Hope is not passive, it indicates optimism and action over inaction. I hope that this handbook, 'Navigating a Volatile World', will inspire and equip you to build practical strategies that are both innovative and actionable, for a more resilient future.

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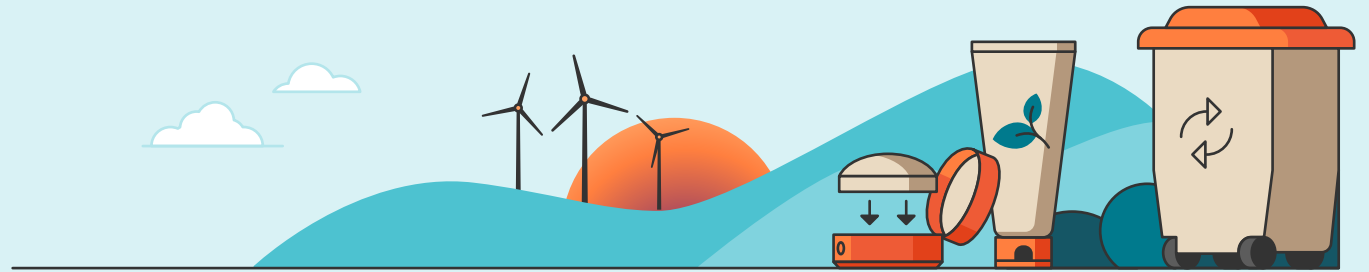
Zoe Le Grand
Managing Director,
United Kingdom, Europe
and Americas

Over the past 15 years, I have seen businesses evolving, embedding social and environmental sustainability into governance, operations and value chains, and in doing so building resilience for the long term. Today, addressing emerging risks and opportunities is not only about protecting business: it is about unlocking innovation, strengthening competitiveness and shaping a better future.

The beauty, personal care and cosmetics industry in the UK has a particularly important role to play. With its global reach, influence on consumer behaviour, and capacity for innovation, the sector is well placed to lead by example both in the UK and beyond, and to help accelerate the transition to a more just and regenerative future.

We are delighted to present 'Navigating a Volatile World – A handbook for the UK Cosmetics Industry' in collaboration with our long-standing partners and friends at the Cosmetic, Toiletry and Perfumery Association (CTPA). Together, we hope it will support businesses across the UK cosmetics industry to navigate uncertainty, seize opportunity and drive forward more sustainable ways of doing business. We look forward to continuing this important work together.

INTRODUCTION



For too long, have we assumed that the lifestyles we enjoy and how we conduct business now will continue forever.

Sustainability issues like water scarcity, social inequality and climate change are increasingly being recognised as critical business issues. By opting to do nothing, businesses could face supply disruption, consumer backlash, damaged facilities and being outcompeted. While sustainability is often seen as a technical subject which falls into the remit of sustainability teams, compliance teams or public affairs, CTPA recognises that sustainability challenges impact everyone across all business functions.

Created with Forum for the Future, the 'Navigating a Volatile World' handbook aims to enable those with sustainability in their job descriptions, and those involved in the creation of new products, to **understand the major sustainability issues, set and progress appropriate strategies and create products and practices that are fit for purpose in a volatile world.**

HOW TO USE THIS HANDBOOK



This handbook is designed to help you:

- **Understand major environmental and social trends** which are shaping the business context, supply chains and consumers.
- **Take the first step towards mitigating the risks** posed by sustainability challenges and prepare for future legislation.
- **Take a creative approach to the opportunities** for new products, new markets and new ways of working.

This handbook is a set of inspiring **tools** to help companies get under the skin of sustainability issues, to discover how to move beyond risk mitigation and find new business opportunities.

Who is this handbook for?

It is designed for both **sustainability and non-sustainability experts**, from organisations that may have only just started to address sustainability issues in their business, to those who are leaders in the field.

What is in this handbook?

The handbook contains an overview of some of the major sustainability trends, outlines how businesses are responding and how the trends are impacting consumers' lives. It explores what action could look like for your business, and for your products. There are a few exercises throughout to bring the issues to life and to help you explore options, design strategies and innovate your products.

1

UNDERSTANDING THE CHANGING BUSINESS CONTEXT

EXPLORATION OF THE GLOBAL TRENDS



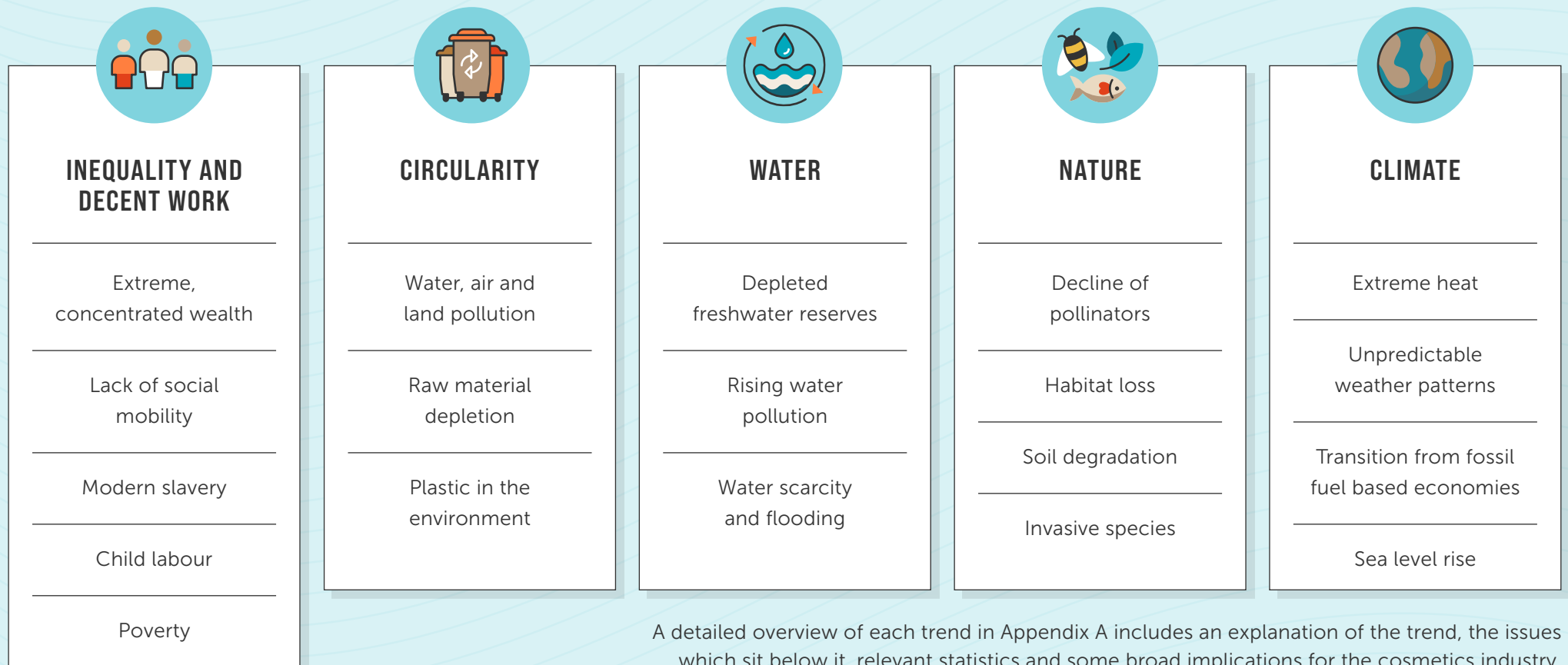
Businesses and communities are **increasingly feeling the impacts** of climate breakdown, biodiversity collapse and geo-political volatility. The scale, urgency and the way that these issues build on one another are changing the business environment in ways never seen before, causing disruption to supply chains and risks to facilities. Some commentators describe the current situation as a polycrisis of multiple simultaneous and interlinked catastrophes with compounding and far-reaching effects.

'Business as usual' relies on stable input costs, free access to clean air and water, a secure and safe workforce and predictable weather. However, volatile prices, increasing environmental legislation and unpredictable seasons, mean that for many, 'business as usual' is not realistic anymore. **Success in the face of these trends needs entrepreneurship, innovation and adaptation at an astounding pace and scale.** The good news is that businesses are good at all three.

HOW GLOBAL TRENDS CAN IMPACT MY BUSINESS

It can sometimes seem like some global trends are detached from day-to-day business, and that they are at such a scale that businesses cannot significantly influence them. In fact, trends do not act in isolation from each other, and many global trends have very tangible impacts on supply chains and on consumer preferences. This presents both business risks, and new market opportunities.

Below are five global trends, social and environmental issues, which pose both risks and opportunities.



A detailed overview of each trend in Appendix A includes an explanation of the trend, the issues which sit below it, relevant statistics and some broad implications for the cosmetics industry.

DIAGRAM 1 | Global trends and issues

EXERCISE 1

EXPLORING INTERCONNECTIONS BETWEEN GLOBAL TRENDS

OBJECTIVE

To explore how the global trends interact and identify key risks for your business.

OUTPUT

A rough diagram highlighting the impacts that issues have on each other and key risks for your business. The process of creating the diagram often leads to new insights and interconnections which are more important than getting the diagram perfect. The diagram in itself can be the goal, or you can use the information to help make decisions or evaluate risk in your role or organisation.

MATERIALS

- Flipchart paper
- Coloured pens

TIME

20-30 mins

APPROACH

This can be done as a small group or individual activity.

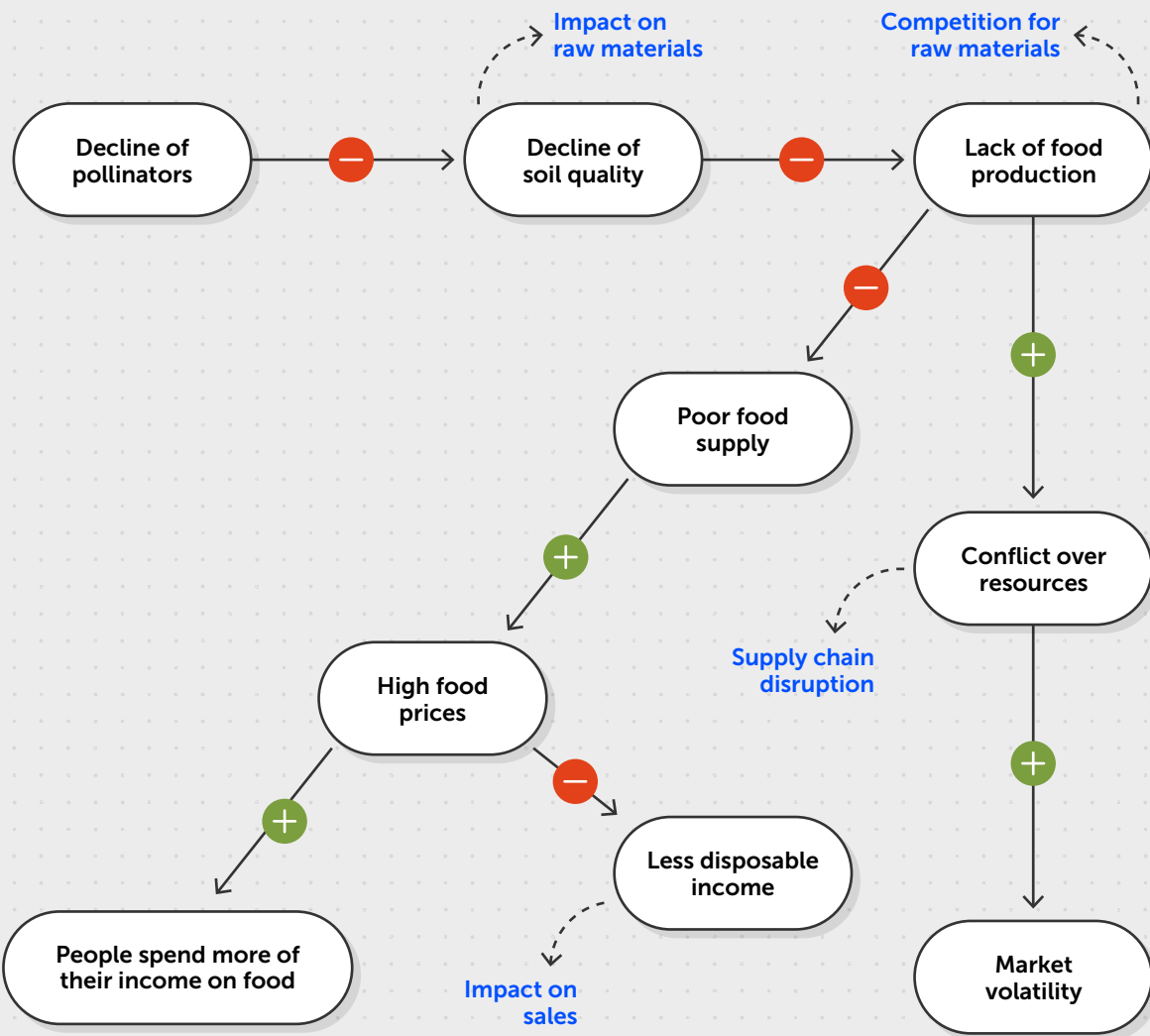
PRINTING

1 copy (per group) of Global trends from Appendix A.

Understanding trends and exploring how they interact with each other can be done through a short exercise called a causal loop diagram, which enables you to explore issues and spot interconnections between them.

INSTRUCTIONS

1. Select one of the five **Global trends** available in **Appendix A**
2. Write **one of the issues** listed under that trend in the middle of the paper e.g. decline of pollinators
3. **Ask yourself, what does that issue lead to?** One example to start with could be that declining pollinators could lead to poor soil quality. Then write what it leads to on another part of the page
4. Draw a line between the two issues (i.e. decline of pollinators and poor soil quality), then **consider whether it is a positive or negative relationship**. If it is a positive relationship, add **+** over the line between the issues. If it is a negative relationship, place **-** over the line.
5. **Then consider the consequences of that issue** (i.e. poor soil quality) in the same way and write that on the page. Draw a line and add **-** or **+** to demonstrate either a positive or negative relationship.
6. **Keep asking yourself what it leads to** and writing that down until you run out of ideas. You might cover the whole page!
7. Once you have written down at least 10 issues, **step back and consider**. What is it telling you? What are you noticing? Is there anything that you did not realise before?
8. See if you can see any **issues that reinforce each other** such as poor soil quality leads to fewer plants leads to a decline in pollinators.
9. Then look at your whole diagram and consider '**what does this mean for my business?**' For instance, if soil quality is poor, that could pose a risk to your ingredient supply chain.
10. **Note any risks (or any opportunities)** on your diagram.



Example Causal Loop Diagram

TIPS

There is no right answer to this, it is not an analytical exercise.

If you find this exercise raises some troubling connections, take a moment to talk to a colleague or a friend about them.

The purpose is merely to play with how trends and issues impact on each other, and how one can drive another in a positive or negative direction.

Try to keep moving. If you hit a dead end, then just stop.

This is supposed to be a quick exercise, it should take no more than 20 minutes.

For further information on Causal Loop Diagrams, read ([Visual Paradigm, 2025](#)).

2

TACKLING THE BIG ISSUES

HOW BUSINESSES ARE RESPONDING

Businesses have been acting on various social and environmental issues for decades. For many, that has included contributing to charities or the local community through donations, sponsoring local teams, providing volunteering days or pro bono expertise. These activities are often referred to as part of 'Corporate Social Responsibility' or 'CSR'. Others also recognise that many of the things considered as sustainability issues, represent real business risks. Businesses that recognise the importance of improving their impacts on social issues, such as

paying fair prices in their supply chains, may also find that they are less exposed to labour disruption due to strikes for instance. Forum for the Future has seen many different business approaches to sustainability over the past 30 years - from surface-level actions, such as cutting carbon emissions by a small percentage over a long timeframe, to deep action which seeks to change the system over the long term such as supporting fair-trade initiatives. Diagram 2 outlines the evolution of sustainability approaches over time.

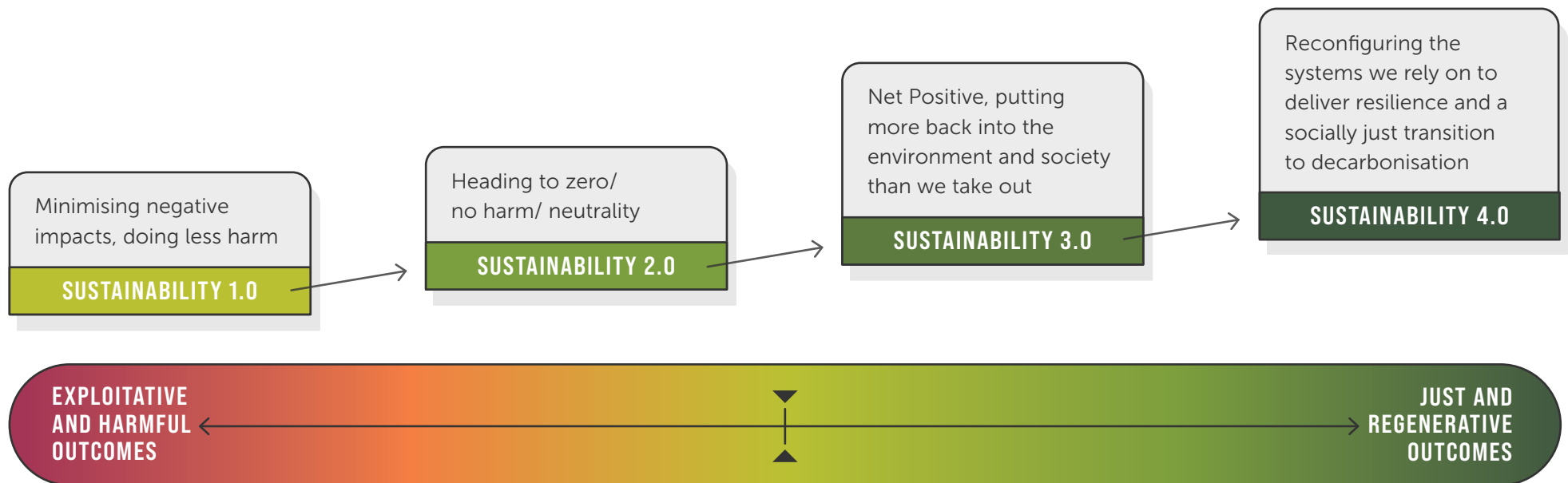


DIAGRAM 2 | The evolution of corporate sustainability

Source: Forum for the Future 2025 (The Business Transformation Compass 2.0)

EXERCISE 2

EXPLORING DIFFERENT BUSINESS APPROACHES

OBJECTIVE

Explore how your business is already responding to a social or environmental issue and find opportunities to respond in a transformational way.

OUTPUT

A quick assessment of the maturity of your organisation's current approach, and a plan for how to move your approach to something that is more transformational.

MATERIALS

- Issue worksheets
- Pens

TIME

20-30 mins

APPROACH

This can be done as a small group or individual activity.

PRINTING

1 copy (per group) of Issue worksheets from Appendix B.

INSTRUCTIONS

1. Choose one of the **Issue worksheets** provided as part of **Appendix B**. This could be the most relevant issue for you and/or your group, or a random one from the mix provided.
2. **Read the first column on the sheet 'From'**, which outlines a traditional approach that businesses can take to the issue, then **read the more transformational approach 'To'** to the issue in the second column.
3. **Tick the descriptions** that characterise your business' approach to the issue. (One tick per row).
4. **Consider what the barriers might be** for moving from the traditional approach on the left-hand side, to the transformational approach - and capture these on the relevant worksheet.
5. **Consider what opportunities for your business might arise** from adopting a transformational approach and capture these on the worksheet.
6. Ask yourself what **would need to be true** for your business to transform?
7. **Capture five actions** which would help your organisation achieve successful transformation.

TIPS

You might find that your organisation is not already taking the action in the 'From' column. Consider why this might be, and how you might take the actions listed, or go straight for the actions listed in the transformational column.

If you are struggling to pick a column, don't overthink it at the start. Follow your instinct and interrogate that feeling later.

You may want to consider some of the elements in the 'From' and 'To' columns in relation to your own role in the company. What changes can you make?

You might identify further actions not listed that would help you take a transformational approach.

Look out for co-benefits. Action in some areas may lead to benefits in others. Make a note of where this might happen and seek to take action there.

You may not feel like you have enough information on your organisation's current approach. If so, develop a plan for how you will gather it.

It may be useful to run this exercise together with those who are responsible or impacted by your current approach. This could open conversations with decision-makers and those who will need to implement any new approach.

Once finished with one issue, you may wish to explore remaining issues in order or assign them across smaller groups if you are taking the exercise as a larger group.

If you are approaching this as a group exercise, discuss any observations, learnings and next steps with the group.

3

EXPLORING IMPACTS ON THE CONSUMER

PRE-EMPTING CONSUMPTION PATTERNS



Over the next 5 to 10 years, as climate change impacts increase in severity and frequency, biodiversity loss impacts on our agricultural systems and water becomes scarcer in some areas (and too plentiful in others), the needs and desires of consumers will change too. Consumption patterns will change across the world.

For instance:

- Increases in the cost of living could **change how consumers buy their products**, perhaps demanding more concentrated, unpackaged, 'naked' or refillable products.
- Any increase in water scarcity could **change how consumers use their products**, seeking products that require less water for rinsing, for example.
- A warmer, more humid climate will **impact product use patterns**, which could lead to consumers in some markets showering more, and purchasing more deodorants, lighter creams, lotions and sunscreens.
- Advances in digital engagement could lead to **more personalised user experiences and targeted marketing campaigns**. This approach might also reduce the amount of wastage from excess inventory and unsold product.
- As pollution increases, consumers will seek **products that offer protection for their skin** from the impacts of environmental damage.
- With a greater population and fewer, smaller homes, households might become more congested with the need to **spend less time showering**.
- As competition increases over land use for food, and the price of food increases, consumers **could change their mind over the appeal for 'natural' cosmetic ingredients**.

EXERCISE 3

THE FUTURE CONSUMER AND PRODUCTS

OBJECTIVE

Taking a consumer perspective, consider how lives are being affected by the changes happening in the environment and society and consider how that might impact the types of products they need.

OUTPUT

A creative exploration of the consumer and products of the future and the implications for today.

MATERIALS

- Global trends
- Future consumer worksheets
- Paper & pens

TIME

20-30 mins

APPROACH

This can be done as a small group or individual activity.

PRINTING

1 copy (per group) of Global trends (Appendix A); 1 copy (per group) of Future consumer worksheets (Appendix C).

INSTRUCTIONS

1. Use the **Future consumer worksheets** available to you as part of **Appendix C**.
2. **Identify an example target consumer** - someone who usually buys your products - and describe them on the **Consumer of today worksheet**.
3. Review the **Global trends worksheets**.
4. Close your eyes and **imagine the world in five years' time**. Imagine the trends have become established and intensified, shaping your consumer's world.
5. **Think about the world you have imagined and put yourself in your future consumer's shoes**. Describe them on the worksheet.
6. **Review your future consumer's needs and design a new product which meets them**. Describe the product on the **Future product worksheet**.
7. Now think about yourself in the present, and the consumers that you serve today. **What are the three changes you could make to your current products or processes which would make your products more future-fit?** Capture these on your worksheet.

TIPS

This is designed to be a playful and creative exercise, so let your imagination take the lead.

Writing your descriptions down will help focus your creativity and avoid you getting lost in thought.

Don't get hung up on whether the trends will play out exactly as described, but consider them more in general. For instance, water will become scarcer - by how much, and when that may change, but the likelihood is that we will have less accessible water in many places.

Whilst some of the activities in this exercise are designed for individuals, you may find that any ideation, Future Consumer and Future Product works best in a team - different people will see different challenges and opportunities.

The exercise can be repeated for different ranges and consumers within your portfolio.

4

HOW TO GET THE FOUNDATIONS RIGHT

HOW AND WHY COMPLY WITH CURRENT BEST PRACTICE

Government legislation and policy inevitably set minimum standards for how products are made and managed. *The Environment Act*, introduced in 2021, gave the UK Government the authority to create new rules to protect the environment, covering areas such as air and water quality, biodiversity, resource efficiency and waste reduction. Since 2021, several important measures have been introduced. For example, *Packaging Extended Producer Responsibility* aims to incentivise reduced packaging, improved design, refillable formats and greater recyclability. Together, these measures strengthen the shift towards a more circular economy, in which products and materials retain their value by staying in use for longer, using fewer resources and generating less waste.

Packaging has received significant attention in recent years, driven by government policy and public expectations. However, other areas, such as **responsible ingredient sourcing** and **the environmental fate of products after use**, are also becoming key focus points.

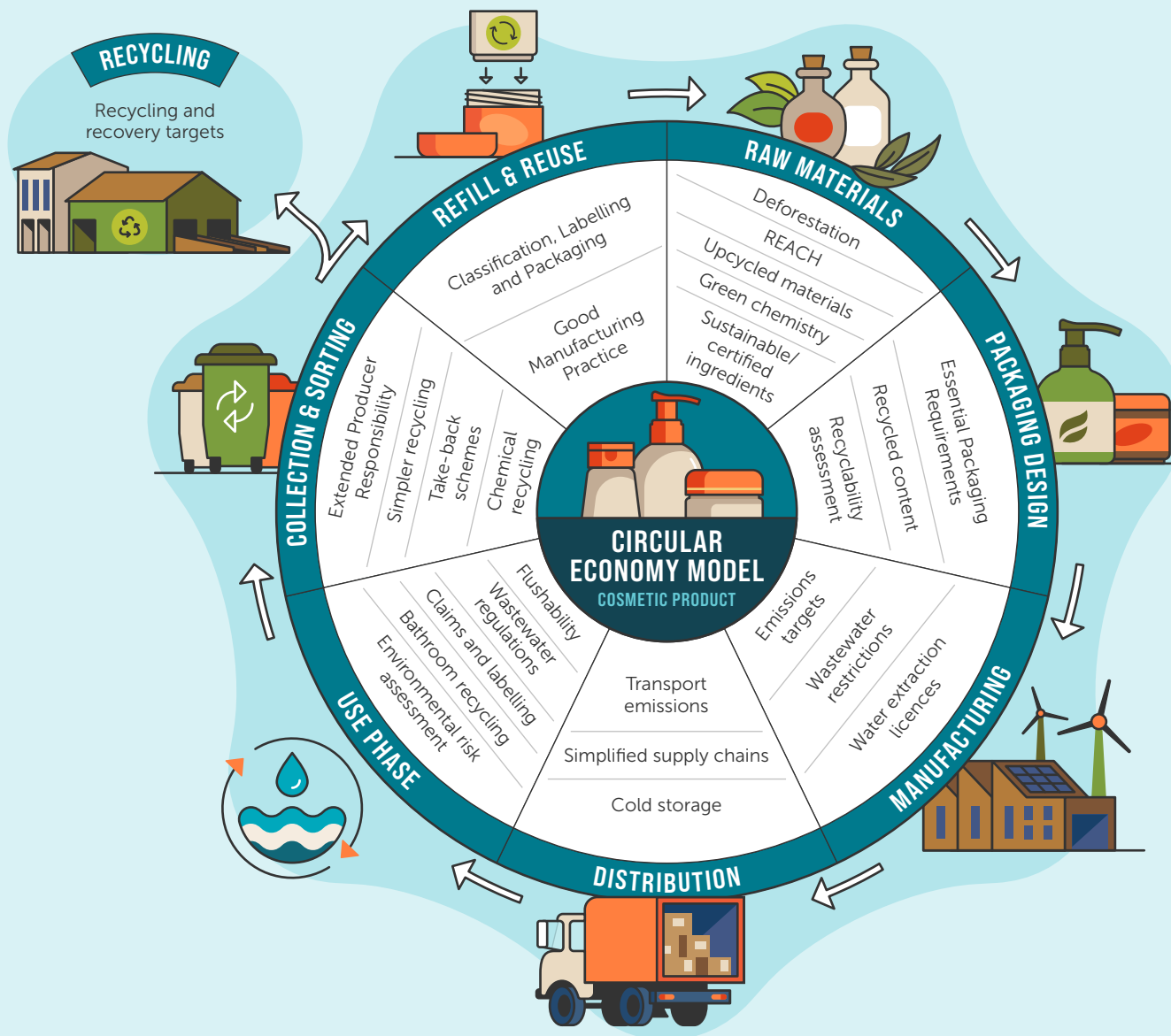


DIAGRAM 3 | Regulatory frameworks and environmental considerations through the circular economy model of a cosmetic product

Every stage in the cosmetic product lifecycle is interconnected, with **regulatory frameworks** and **environmental considerations** guiding decisions from ingredient sourcing to end-of-life disposal and recycling. It is important for any business to make sure they are keeping ahead of regulation, as being caught by surprise and having to adapt to legislation at speed can create business uncertainty and add unnecessary costs.

Sector-focused organisations such as CTPA can provide guidance and advice on the key considerations for businesses in addition to policy provisions. Examples include the adoption of refill and reuse models, the use of upcycled ingredients or the inclusion of recycled plastic in packaging. By addressing key considerations at the earliest opportunity, businesses can ensure they stay well ahead of new environmental regulations and demonstrate their commitment to sustainable, transparent practices.

As we think of future users of our products and how their lives might change, we can build good, sustainable product design into the creation of products that work for them and the planet.

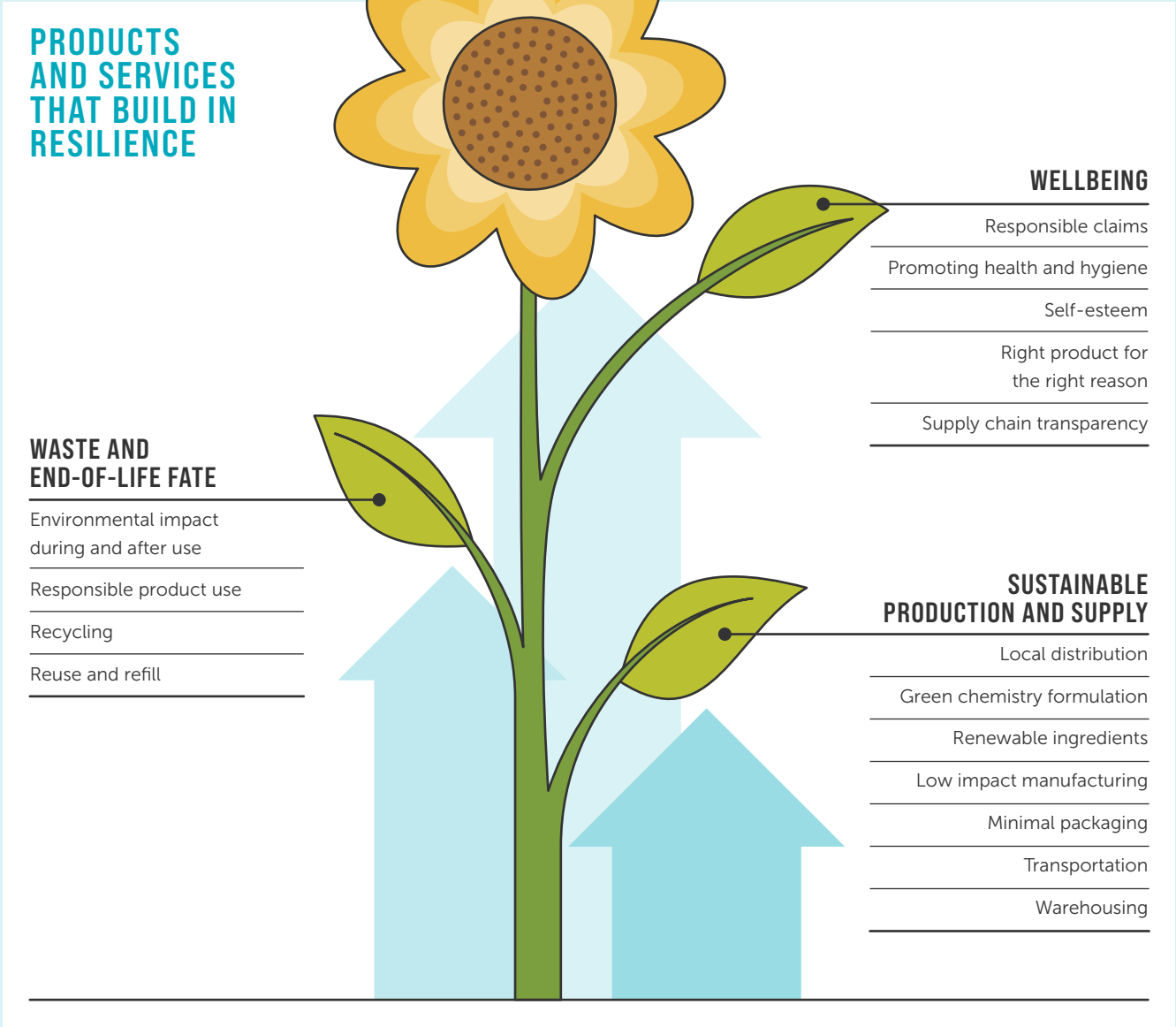


DIAGRAM 4 | Building resilient and future-fit products

From the moment of conception, a product can be designed for resilience across all stages of its life cycle.



SOURCING

- Audit and ensure workers are treated fairly across the supply chain
- Utilise ingredients that need less land and water to produce
- Opt for more seasonal ingredients
- Formulate with ingredients that have been manufactured through green chemistry, utilise biotechnology or are upcycled, recycled or reused



PRODUCTION

- Use simplified formulations
- Manufacture using energy and water efficient production processes
- Power production through renewable energy
- Remove or reduce unnecessary components



DISTRIBUTION

- Light-weight packaging or produce smaller products whilst optimising product/pack ratios and pack tessellation to reduce volumes being transported around
- Use electric vehicles where possible and avoid high carbon transport such as air freight



RETAIL

- Reduce waste by offering packaging or customisable, made to order products



DISPOSAL

- Remove or reduce waste from products, ensuring that the impact of materials entering the environment is minimised – from rethinking packaging and products to actively influencing use and disposal behaviours



USE

- Consider multi-functional options and products that require minimal water and energy
- Ensure that products are fully accessible and durable to avoid waste and spoilage
- Ensure necessary recycling labels are clear

5

HOW TO TAKE IT A STEP FURTHER

DELIVERING SUSTAINABILITY THROUGH BUSINESS FUNCTIONS



Some organisations employ sustainability experts or have specific teams that are responsible for setting and implementing a sustainability strategy. However, an organisation's ability to meet its sustainability objectives, will depend on how its leadership behaves, what is measured and incentivised, what is bought and how procurement processes work - many of which fall outside the direct remit of sustainability teams. Many sustainability approaches have failed because, for instance, incentives and measures in procurement have been narrowly based on commercial indicators and have not factored in or rewarded environmental or social outcomes.

EXERCISE 4

DELIVERING SUSTAINABILITY OUTCOMES THROUGH BUSINESS FUNCTIONS

OBJECTIVE

Identify how functions are already engaged in sustainability and identify opportunities for the function to drive sustainable outcomes in a transformational way.

OUTPUT

A quick assessment of the maturity of your organisation's current approach, and a plan for how to move this to something that is more transformational.

MATERIALS

- Function Worksheets
- Coloured pens

TIME

20-30 mins

APPROACH

This can be done as a small group or individual activity.

PRINTING

1 copy (per group) of Function worksheets from Appendix D.

INSTRUCTIONS

1. Choose one **Function worksheet** from **Appendix D**. This could be the most relevant function for you and/or your group, or a random one from the mix provided.
2. Tick the activities that **characterise your business' current approach**. One tick per row.
3. Consider what the **barriers might be for moving from the traditional approach** on the left-hand side, to the transformational approach - and capture these on the relevant worksheet.
4. Consider what **opportunities for your business might arise from adopting a transformational approach** and capture these on the worksheet.
5. Ask yourself what **would need to be true** for your business to transform.
6. **Capture five actions** which would help your organisation achieve successful transformation.

TIPS

In some cases, you might not recognise the action in the 'From' column. Perhaps your business is not driving sustainability action through the business functions at all. Consider why this might be, and how you might start the actions highlighted.

You might identify further actions which have not been listed but would help you take a deeper or more ambitious approach.

Look out for co-benefits. Some functions are very connected, such as Procurement and Finance. There may be actions which you can take with one function which could make a big difference in another. Make a note of where this might happen and seek to take action there.

You may not feel like you have enough information on your organisation's current approach. You could make a plan of how you will gather the information needed. Interviewing those in Procurement or Finance, could help to gather the relevant information, and could also help to build relationships across the organisation.

It may be useful to run this exercise together with those who are responsible or impacted by your current approach. This could open conversations with decision-makers and those who will need to implement any new approach.

Once finished with one function, you may wish to explore any remaining functions in order or assign them across smaller groups if you are taking the exercise as a larger group.

If you are approaching this as a group exercise, discuss any observations, learnings and next steps with the group.



CTPA and Forum for the Future hope that you will find this handbook, 'Navigating a Volatile Future', of use when approaching sustainability risks and opportunities in your role and organisation.

Please contact CTPA at info@ctpa.org.uk with feedback, comments and questions. We look forward to hearing from you and making further content available to support you.

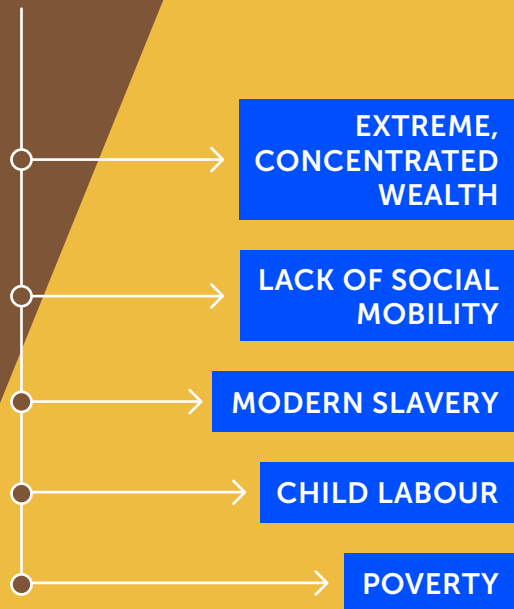
APPENDICES



The appendices of this handbook provide **four different sets of worksheets** to support you and your team through the proposed exercises. We have also included a **list of references** to enable further exploration of the content.



INEQUALITY AND DECENT WORK

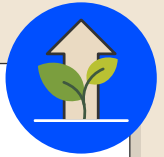


RISKS



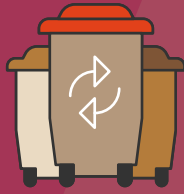
- Workers and supply chains may be impacted by inequality leading to greater social unrest
- Industrial action and lack of productivity from a disenfranchised workforce
- Workers lack security and a sense of belonging owing to lack of affordable, stable housing
- Hygiene poverty, social isolation and disease stemming from lack of disposable income
- Human rights abuses in the supply chain and child labour

OPPORTUNITIES



- Localise supply chains to provide more opportunity for oversight
- Strengthen supply chains by paying living wages and offering long-term contracts building confidence and security for the workforce
- Invest in supply chains to improve transparency, community engagement and reduce reputational risk
- Add essential, accessible, affordable products to portfolio
- Support avenues for economic independence for women, such as flexible start-ups

Across the world, inequalities between countries, within countries and between individuals have increased. **The richest 10% of the global population own close to three-quarters of all wealth,** while the poorest half hold barely 2%. World Inequality Lab, 2025



WATER, AIR AND
LAND POLLUTION

RAW MATERIAL
DEPLETION

PLASTIC IN THE
ENVIRONMENT

RISKS



- Financial penalties for unnecessary packaging
- Reputational risk for being seen as a sector with excessive and/or unrecyclable packaging
- Unsold products as consumers choose products that are easier for them to recycle
- Reputational risk from lack of transparency in consumer information about product use and recycling

Around the world we produce **450 million tonnes of plastic waste every year**. Our World in Data, 2026

Much of this ends up in the oceans or the land, with **only 9% of all plastic ever produced** being recycled or properly disposed of. Houssini et al., 2025

OPPORTUNITIES



- Innovate products to reduce and remove packaging and associated fees, and reduce shipping costs
- Build collaborations to enhance collection and recycling of products and packaging
- Build brand engagement and loyalty with recycling messaging and/or refill and reuse models
- Consider models that use packaging as a service, such as refillables
- Investigate using upcycled ingredients and recycled materials in packaging
- Partner with reprocessors to help increase the quantity and quality of recycled materials for reuse
- Build consumer awareness of appropriate use to reduce waste

APPENDIX A

GLOBAL TRENDS

WATER



ISSUES



DEPLETED
FRESHWATER
RESERVES



RISING WATER
POLLUTION



WATER SCARCITY
AND FLOODING

RISKS



- Consumers unable to use products requiring water for use, where water consumption is restricted
- Disruption to manufacturing as water supply is not guaranteed
- Risk to industry reputation around water quality

OPPORTUNITIES



- Consider Innovation in manufacturing to reduce water use by re-circulation and filtration systems
- Innovate with product designs that remove or reduce the need for water in manufacture and use
- Research and use biodegradable ingredients and/or ingredients that improve the quality of wastewater
- Build consumer awareness of water use to encourage water sobriety

As climate change intensifies, freshwater is predicted to decline and **demand is expected to outstrip the supply of fresh water by 40% by 2030.**

Global Commission on the Economics of Water, 2023

Less than 1% of the earth's total water supply is accessible and suitable for human consumption. Bureau of Reclamation California-Great Basin, 2020

Nearly half of the global population do not have safe drinking water and safely managed sanitation services. UNICEF, 2025

APPENDIX A

GLOBAL TRENDS

NATURE



ISSUES



DECLINE OF
POLLINATORS

HABITAT LOSS

SOIL DEGRADATION

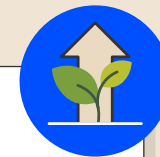
INVASIVE SPECIES

RISKS



- ➔ Ingredient availability reduced as crop yields are impacted by decline in pollinators
- ➔ Lack of range of ingredients, reduced soil quality and yields as monoculture practices prevail and land is prioritised for food production
- ➔ Increase in costs to replicate ecosystem processes currently performed by nature such as air purification and cooling
- ➔ Risk to facilities from insects, birds and mammals being forced out of their natural habitats

OPPORTUNITIES



- ➔ Reduce reliance on 'forest risk' ingredients and support initiatives around better regenerative practices
- ➔ Support research and the use of a biodiverse range of ingredients to minimise future disruption
- ➔ Investigate biotech, hydroponic farming and synthetic ingredient alternatives to reduce reliance on agricultural land
- ➔ Invest in ecological engineering to create and support new habitats for better coexistence between people and nature

73% of wild animals have been lost
between 1970 and 2020 WWF, 2024

Human activities are driving dangerous levels of damage to nature,
including deforestation, water, soil, and air pollution, and loss of
biodiversity. This is undermining the regulatory capacity of global
natural ecosystems, on which humanity depends. IPBES, 2026

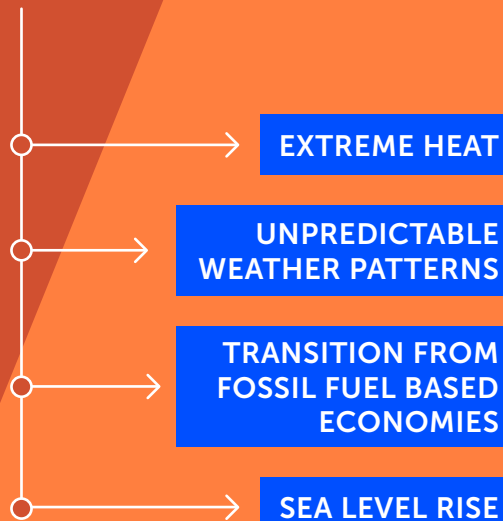
APPENDIX A

GLOBAL TRENDS

CLIMATE



ISSUES

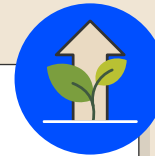


RISKS



- Increased costs of climate control to mitigate against extreme heat for workers
- Current portfolio is not stable with higher temperatures and humidity during storage, transit and use
- Ingredient availability reduced as crop yields are impacted by unpredictable weather patterns
- Transportation delays and challenges owing to more intense storms
- Increase in health conditions linked to pollution and high humidity brings awareness of water and air quality

OPPORTUNITIES



- Design better buildings to insulate and mitigate temperature fluctuation
- Reduce energy consumption to reduce costs and emissions
- Diversify your supply chain to provide options for vulnerable ingredients and reduce transportation
- Innovate for increased demand for lightweight formulations, sunscreens and anti-pollution products

2024 was the warmest year on record at about 1.6°C above pre-industrial levels. WMO, 2025

Carbon emissions are continuing to rise, causing disruption to weather patterns across the world. Climate impacts are causing massive economic damage and are **estimated to have cost the global economy more than \$2 trillion in the last decade.** International Chamber of Commerce, 2024



INEQUALITY AND DECENT WORK

	TRADITIONAL APPROACH (FROM)	TRANSFORMATIONAL APPROACH (TO)	NOTES
 WORKER WELLBEING	Takes a compliance approach to minimise risk of abuse to workers but does not nurture worker engagement and wellbeing. <input data-bbox="954 539 1010 595" type="checkbox"/>	Has robust due diligence and grievance mechanisms in place to prevent abuse of workers' rights; recognises workers' wellbeing is vital for the business to thrive. <input data-bbox="1518 539 1574 595" type="checkbox"/>	
 WORKING CONDITIONS	Adopts working conditions or standards for business operations aligned to local compliance requirements. <input data-bbox="954 758 1010 813" type="checkbox"/>	Has consistently high expectations of working conditions across direct employees and the full value chain across all markets. <input data-bbox="1518 758 1574 813" type="checkbox"/>	
 RAISING STANDARDS	Cost-savings and competitive advantage determine approaches to worker wellbeing and recruitment practices. <input data-bbox="954 976 1010 1032" type="checkbox"/>	Creates enabling conditions for responsible recruitment across the value chain. Advocates to evolve industry-level norms for workers towards greater fairness and social justice. <input data-bbox="1518 976 1574 1032" type="checkbox"/>	
 FAIR VALUE DISTRIBUTION	Pays workers below the living wage and does not monitor worker pay and conditions in their supply chain. <input data-bbox="954 1195 1010 1251" type="checkbox"/>	Defines and pays fair wages across its operations worldwide. <input data-bbox="1518 1195 1574 1251" type="checkbox"/>	
 PROFESSIONAL DEVELOPMENT	Takes a generic approach to development that most benefits employees who are already best placed to develop within the organisation across its operations. <input data-bbox="954 1414 1010 1469" type="checkbox"/>	Develops tailored capacity building and invests in learning and upskilling across the value chain, from primary producers to employees, including historically marginalised or disadvantaged groups. <input data-bbox="1518 1414 1574 1469" type="checkbox"/>	



INEQUALITY AND DECENT WORK



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INEQUALITY AND DECENT WORK

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CIRCULARITY

	TRADITIONAL APPROACH (FROM)	TRANSFORMATIONAL APPROACH (TO)	NOTES
 SMART DESIGN CHOICES	Product design only considers recyclability, not reducing and reusing materials. Uses technically recyclable materials but recycling infrastructure not in place, so materials still go to landfill. <input data-bbox="958 544 1010 596" type="checkbox"/>	Uses materials which are easily recycled. Upcycles unused waste or abundant materials from other products e.g. uses leftover food waste in cosmetic products. <input data-bbox="1525 544 1576 596" type="checkbox"/>	
 BIOLOGICAL CYCLES	Biological inputs are grown or sourced and disposed of in ways that create negative social and environmental impacts. <input data-bbox="958 759 1010 812" type="checkbox"/>	Biological materials are grown regeneratively and reused or upcycled efficiently maximising their value before being composted to enrich soil health. <input data-bbox="1525 759 1576 812" type="checkbox"/>	
 HARNESSING FULL VALUE	Only focuses on recycling and energy recovery, neglecting approaches that maintain more of the embedded value of the product such as sharing, repair, reuse or remanufacturing. <input data-bbox="958 979 1010 1032" type="checkbox"/>	Finite, non-biological materials are used in products designed for sharing, repair, reuse and re-manufacturing. Only uses materials that can be infinitely recycled. <input data-bbox="1525 979 1576 1032" type="checkbox"/>	
 A JUST TRANSITION	Does not consider and address the potential negative social impacts of moving more circular economy such as product and service access. <input data-bbox="958 1198 1010 1251" type="checkbox"/>	Supports new jobs and capability/skill building targeted at disadvantaged groups or displaced workers e.g. in the informal waste sector. <input data-bbox="1525 1198 1576 1251" type="checkbox"/>	
 ENABLING CONTEXT SHAPING	Sets up a product or company-specific system to manage a problematic waste stream without wider collaboration or seeking to design out the issue. <input data-bbox="958 1417 1010 1469" type="checkbox"/>	Proactively engages and collaborates with policy makers, suppliers and consumers to build circular economy infrastructure and solutions. <input data-bbox="1525 1417 1576 1469" type="checkbox"/>	



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	TRADITIONAL APPROACH (FROM)	TRANSFORMATIONAL APPROACH (TO)	NOTES
 WATER USE IN PRODUCTS	Does not consider the water used by consumers in the use of products. Products encourage greater water use in some cases, requiring more washing or rinsing. <input data-bbox="958 539 1010 592" type="checkbox"/>	Products enable consumers to use water efficiently. Products are easy to wash or rinse off or do not require water use. <input data-bbox="1525 539 1576 592" type="checkbox"/>	
 WATER STEWARDSHIP IN OPERATIONS	Little understanding or care for water used in operations. Some focus only on operational water efficiency and the quality of water discharged but fails to engage with other stakeholders in the watershed. <input data-bbox="958 754 1010 807" type="checkbox"/>	Collaborates with water users to preserve and enhance the quality and availability of water in the local watershed; limits, cleans and replenishes water used in production. <input data-bbox="1525 754 1576 807" type="checkbox"/>	
 MANAGING WATER RISKS IN SUPPLY CHAIN	Poor understanding of water use and impacts across the value chain from sourcing to consumer use. Inconsistent traceability of supply chain impacts on water sources. Zero or few water risk assessments or foot-printing in place. <input data-bbox="958 970 1010 1023" type="checkbox"/>	Detailed understanding of water use and impacts in all parts of the supply chain. Works with supply chain partners to assess and mitigate risks to water; supports traceability and data sharing to improve accountability and resilience. <input data-bbox="1525 970 1576 1023" type="checkbox"/>	
 RESPECTING WATER RIGHTS	Takes a compliance approach to water rights and resource conflicts. <input data-bbox="958 1185 1010 1238" type="checkbox"/>	Respects and protects water rights, particularly indigenous land rights, even in the absence of formal title. <input data-bbox="1525 1185 1576 1238" type="checkbox"/>	
 PARTICIPATORY DECISION-MAKING IN WATER SHEDS	Excludes stakeholders from real influence on decision-making; neglects indigenous people, women and others lacking formal rights from discussions on water use or pollution. <input data-bbox="958 1407 1010 1460" type="checkbox"/>	Supports those who depend on local water suppliers to have strong roles in decision-making and derive a fair share of value. <input data-bbox="1525 1407 1576 1460" type="checkbox"/>	



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	TRADITIONAL APPROACH (FROM)	TRANSFORMATIONAL APPROACH (TO)	NOTES
LANDSCAPE-LEVEL STRATEGY	Focuses on specific biodiversity and nature projects without considering the wider impacts of interventions on the ecosystem or landscape as a whole. ☐	Works in collaboration with communities and other key stakeholders to develop landscape-level strategies for nature restoration, water stewardship and biodiversity protection. ☐	
CONTEXT-SPECIFIC CO-CREATION	Adopts generic solutions for nature and biodiversity management that do not consider the needs of each specific ecosystem and the people who depend on it. ☐	Co-develop approaches to regenerating ecosystems drawing on local and indigenous knowledge to create context-specific solutions that consider biodiversity, resource management and livelihoods. ☐	
STEWARDS OF NATURE	Consults communities and landowners relevant to projects that impact natural habitats in line with statutory requirements. ☐	Reframes communities and landowners as stewards of nature, elevating their voice in decision-making. Creates financial mechanisms that reward regenerative practices to build natural capital. ☐	
INTEGRATION INTO BUSINESS	Initiates a small number of stand-alone projects to reduce damage to specific ecosystems most impacted. ☐	Develops mechanisms to measure business environmental impacts and builds the value of biodiversity and ecosystem services into all business decision-making. ☐	
TECHNOLOGY AS AN OPPORTUNITY	Business and value chain impacts on nature are unclear or not monitored. ☐	Leverages technology (e.g. satellite monitoring, sensors, AI), to build value chain ability to monitor impacts to nature and rapidly respond to issues. ☐	



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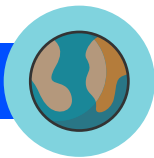
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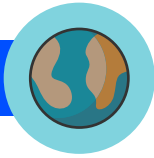
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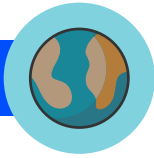
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	TRADITIONAL APPROACH (FROM)	TRANSFORMATIONAL APPROACH (TO)	NOTES
RAPID DECARBONISATION	No decarbonisation commitment or a target deadline of later than 2040. Does not include Scope 3. No 2030 milestone aligned to a 1.5°C future and/or no transition plan in place. ☐	Commits to decarbonisation across operations and value chain as soon as possible (latest 2040). Has a detailed transition plan with clear milestones which are aligned with the science. ☐	
VALUE CHAIN ENGAGEMENT	Imposes decarbonisation requirements on value chain without consideration of costs and risks. ☐	Invests in the value chain's ability to rapidly decarbonise and adapt to worsening climate impacts, not imposing costs on those least able to afford them. ☐	
JUST TRANSITION	Stakeholders impacted by changing industry, who already have power i.e. unionised workers, or those most obviously impacted by decarbonisation strategy (e.g. site closures/redundancies) are treated fairly. ☐	Identifies the main enablers (e.g. reskilling programmes) for a rapid transition. Invests, collaborates and advocates to ensure all key stakeholders can benefit from a fair transition. ☐	
PROACTIVE ADAPTATION	No measures in place to protect operations or supply chain against climate change impacts. ☐	Builds the resilience and capacity of people and places across business operations and value chain to adapt to worsening climate change impacts. ☐	
ADVOCACY FOR ACTION	Content with business advocacy around climate action to be dominated by others seeking short-term financial benefits from high carbon industries. ☐	Advocates strongly with policymakers to create the enabling conditions for rapid decarbonisation and build societal resilience against climate breakdown via supportive regulations, incentives and taxes. ☐	





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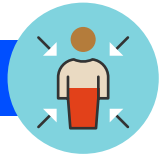
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CONSUMER OF TODAY

	WHAT IS THEIR NAME?		AGE		SKETCH YOUR CURRENT CONSUMER HERE
	WHAT DO THEY DO FOR A LIVING?				
	PLEASE PROVIDE ANY OTHER DETAILS ABOUT YOUR CONSUMER				
	WHAT KIND OF PRODUCTS DO THEY GENERALLY BUY AND WHY?				

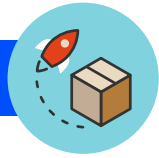
APPENDIX C

FUTURE CONSUMER WORKSHEET



FUTURE CONSUMER

	WHAT IS THEIR NAME?		AGE		HOW DO THEY TRAVEL/COMMUTE?
	WORK LIFE: WHAT DO THEY DO FOR A LIVING?		HOME LIFE: WHO DO THEY LIVE WITH (INCL. PETS)?		SKETCH YOUR FUTURE CONSUMER HERE
WHERE DO THEY WORK?		DO THEY LIVE IN A HOUSE OR A FLAT?			
WHO DO THEY WORK WITH?		 WHAT DO THEY VALUE? (HOW DOES THIS COMPARE WITH THE PRESENT?)			
	WHAT ARE THEIR HEALTH NEEDS? (HOW DOES THE ENVIRONMENT IMPACT THEIR HEALTH?)		WHAT KIND OF COSMETICS AND PERSONAL CARE PRODUCTS DO THEY GENERALLY BUY AND WHY?		
	HOW HAVE THEIR PRODUCT NEEDS CHANGED OVER TIME? (WHAT FEATURES DO THEY NEED?)		WHERE DO THEY BUY THEIR PRODUCTS?		



FUTURE PRODUCT

 WHAT IS IT?	 WHAT DOES IT DO?
 WHY DO PEOPLE BUY IT?	 SKETCH YOUR FUTURE PRODUCT AND GIVE IT A NAME
 HOW DO PEOPLE USE IT?	
 WHERE DO PEOPLE BUY IT?	



BECOMING FUTURE-FIT



WHAT ARE THE THREE CHANGES YOU COULD MAKE TO YOUR PRODUCTS OR PROCESSES TO MAKE YOUR PRODUCTS MORE FUTURE-FIT?

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PROCUREMENT

	TRADITIONAL APPROACH (FROM)	TRANSFORMATIONAL APPROACH (TO)	NOTES
 STARTING POINT	A focus on meeting minimum standards in a cost-efficient way. <input data-bbox="958 544 1010 596" type="checkbox"/>	Understanding the root causes of negative social and environmental impacts in supply chains. <input data-bbox="1525 544 1576 596" type="checkbox"/>	
 AMBITION	Implements a risk management framework to monitor suppliers and relies heavily on third party certification to demonstrate compliance. <input data-bbox="958 762 1010 815" type="checkbox"/>	Redesigns procurement approaches to move away from any activities that cause negative impacts in supply chains, adopting an open and flexible approach. <input data-bbox="1525 762 1576 815" type="checkbox"/>	
 SUPPLIER RELATIONSHIPS	Procurement team takes a contractual approach to supplier relationships with a focus on compliance driven by a supplier code of conduct. <input data-bbox="958 978 1010 1031" type="checkbox"/>	Procurement builds and invests in strong, longer-term partnerships with suppliers, fairly sharing risks and benefits across the supply chain. <input data-bbox="1525 978 1576 1031" type="checkbox"/>	
 PARTICIPATORY APPROACH	Procurement team mandates new, generic requirements without consulting suppliers. <input data-bbox="958 1197 1010 1249" type="checkbox"/>	Co-designs policies and programmes with suppliers to create context-specific positive impacts for both suppliers, tailoring them to local needs. <input data-bbox="1525 1197 1576 1249" type="checkbox"/>	
 SUPPLY CHAIN RESILIENCE	Overriding focus is on reducing input prices. Supply chain fragility and viability of primary producers are not considered. <input data-bbox="958 1415 1010 1468" type="checkbox"/>	Balances immediate cost considerations with finding smart ways to support supply chain resilience and build the capacity of suppliers to adapt to a more volatile context. <input data-bbox="1525 1415 1576 1468" type="checkbox"/>	



PROCUREMENT



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	TRADITIONAL APPROACH (FROM)	TRANSFORMATIONAL APPROACH (TO)	NOTES
PURPOSE-LED BRAND	Meets minimum standards, so the brand complies with regulations but does not seek to play an active role in creating positive change. ☐	Reimagines the potential of the brand to play a bigger role in creating value for consumers and the world. ☐	
SMARTER RESOURCE USE	The business model, choices of material and brand communications encourage unsustainable consumption patterns. ☐	Develops brand-led innovations that support more efficient resource use and fairer access to goods and services. Drives a cultural shift towards a circular economy. ☐	
SUPPORT FAIRNESS	Brand engagement and communications tolerate or reinforce discriminatory attitudes or unfair practices. ☐	Shapes culture through brand engagement and communications to drive fairness and oppose injustice. ☐	
INNOVATE FOR GOOD	Product and service innovation takes place without reference to social and environmental impacts, resulting in unintended negative consequences. ☐	Offers more tailored and place-based products, solutions and services that address both social and environmental challenges. ☐	
SPECIFIC CONSUMER INSIGHT	Takes a generic approach to consumer understanding and segmentation, only focusing on meeting the needs of an imaginary 'average' consumer. ☐	Understands specific needs of a wide range of individual consumers and drives improvements by also meeting the needs of less typical users. ☐	



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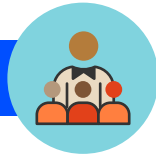
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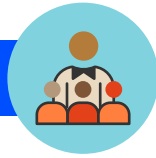
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LEADERSHIP & MANAGEMENT

	TRADITIONAL APPROACH (FROM)	TRANSFORMATIONAL APPROACH (TO)	NOTES
 PURPOSE-LED LEADERSHIP	Leadership sees short-term profit maximisation as the only valid purpose for a business, even when this damages the medium-term prospects of the business. <input data-bbox="958 544 1010 596" type="checkbox"/>	Co-creates a clear, positive business purpose linked to the core business activities to drive positive economic, social and environmental change. <input data-bbox="1525 544 1576 596" type="checkbox"/>	
 HEALTHY AND ENABLING CULTURE	Leadership mindset and behaviour contradicts the aspirational culture set out for the business. Business values are 'laminated' rather than 'lived'. <input data-bbox="958 759 1010 812" type="checkbox"/>	Leadership models behaviours and sets the tone for a culture that enables healthy working behaviours and practices and is consistent with the stated purpose. <input data-bbox="1525 759 1576 812" type="checkbox"/>	
 FUTURE-FIT STRUCTURE	Has top-down, hierarchical structure with mostly centralised decision-making, that may be slower to react to sudden change. <input data-bbox="958 979 1010 1032" type="checkbox"/>	Encourages greater adaptability to volatility through a structure that enables distributed decision-making, such as self-managing front-line teams, that can react rapidly to change. <input data-bbox="1525 979 1576 1032" type="checkbox"/>	
 ADAPTIVE STRATEGY	Uses fixed, multi-year strategy roadmaps for planning with the implicit assumption that there will be a relatively stable operating context for the business. <input data-bbox="958 1198 1010 1251" type="checkbox"/>	Uses scenario planning to design a range of parallel safe-to-fail experiments that enable rapid learning and more effective responses to operating context volatility. <input data-bbox="1525 1198 1576 1251" type="checkbox"/>	
 GOVERNANCE FOR GOOD	Formal governance procedures and policies are centred on securing short-term financial performance and focused on the concerns of investors/owners above all other stakeholders. <input data-bbox="958 1418 1010 1471" type="checkbox"/>	Evolves ownership, governance models and decision-making in ways that enable: broad participation; fairness; financial success; greater sharing of financial success; representation from broader stakeholders. <input data-bbox="1525 1418 1576 1471" type="checkbox"/>	



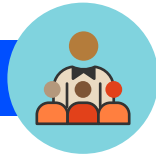
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	TRADITIONAL APPROACH (FROM)	TRANSFORMATIONAL APPROACH (TO)	NOTES
TIME HORIZON	Focuses on short-term timeframes (quarterly/annual) to guide financial decision making. ☐	Adopts both short and long-term time horizons when evaluating return on investment to encourage investments that will support long-term business success. ☐	
BREADTH OF VISION	Does not consider the broader non-financial consequences of strategic decisions. ☐	Gathers critical information about the material negative and positive economic, environmental and social impacts the business creates and uses this to guide decision-making. ☐	
EVALUATING VALUE AT RISK	Does not quantify the risk of inaction in relation to any material sustainability issues, and assumes the status quo is stable. ☐	Investment decisions do not presume that the status quo is stable. Financial risk of inaction around any material sustainability issues is clearly defined. ☐	
EVALUATING VALUE TO GAIN	Does not estimate/calculate the benefits of creating positive impacts – or factor them into financial decision-making. ☐	Clearly identifies, measures and values the positive impacts created by the business. ☐	
DATA DRIVING DECISIONS	Has well controlled processes for financial, social and environmental information, but the processes are managed separately. ☐	Decision-making includes natural, social and human capital information alongside financial and manufactured capital, with interdependencies reflected in analysis and decisions. ☐	



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ABOUT THE AUTHORS



The Cosmetic, Toiletry and Perfumery Association Limited (CTPA) is the UK trade association representing companies involved in making, supplying and selling cosmetics and personal care products. As the credible authority for a vibrant and innovative UK industry trusted to act responsibly for the benefit of the consumer, CTPA promotes best practices and advises companies about the strict legal framework for cosmetics and personal care products. Representing industry views to the UK Government and external stakeholders, CTPA also provides information to the media on many topics relating to cosmetic products and the cosmetics industry in general.

ctpa.org.uk

thefactsabout.co.uk



Forum for the Future is a leading international sustainability organisation. For 30 years we've been working in partnership with business, governments, philanthropy and civil society to accelerate the shift towards a just and regenerative future in which both people and the planet thrive. Forum is focused on enabling deep transformation in three game-changing areas: how we think about, produce, consume and value both food and energy, and the purpose of business in society and the economy.

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