1

Introduction to Sustainability

Amarjit Sahota

1.1 INTRODUCTION TO BOOK

The world we live in is changing. The global population has reached 7 billion and is projected to reach 9 billion by 2050. There is a general agreement that the planet’s resources cannot cope with such a rise in human population, especially at existing consumption rates. Human activity has contributed to, or been responsible for, climate change, loss of biodiversity, destruction of habitat for many species and other such environmental damage. Human behaviour and consumption patterns need to change if the planet is to adequately feed another 2 billion mouths.

Consumerism is also changing. As consumers become more informed, they are demanding more from the products they buy. Rising education levels, the Internet and growing use of mobile devices are making consumers more informed than at any other time in history. They are questioning product origins, production methods and ecological implications, as well as safety issues. This rise in ethical consumerism is having a major impact on the cosmetics industry. Cosmetic and ingredient companies are increasingly scrutinised by retailers and NGOs looking to safeguard consumer interests.

It is against this backdrop that the idea of this book came about. With growing scarcity of resources and rising ethical consumerism, how can the cosmetics industry become more sustainable? What are the best practices in sustainable development? What areas are cosmetic companies focusing on, and what areas need to be
improved? This book aims to address such questions. Written by the industry for the industry, it should be considered a practical guide for organisations looking to make a difference in terms of sustainability.

The first chapter serves to give an introduction to the book. A brief introduction is given to sustainability, specifically the relevance of environmental and social impacts. The proceeding chapters are written by industry professionals who share their expertise in specific areas of sustainability. The final chapter (future outlook) summarises some of the key findings from the book and gives future projections.

1.2 INTRODUCTION TO SUSTAINABILITY

Sustainability has many interpretations. A widely accepted definition is that of the Brundtland Commission of the United Nations which refers to sustainability in the concept of sustainable development: ‘meeting the needs of the present without compromising the ability of future generations to meet their own needs’ [1].

Sustainability has three pillars or dimensions, as depicted in Figure 1.1.

I Environmental dimension – requires that natural capital remains intact. This means that the source and sink functions of the environment should not be degraded. Thus, the extraction of renewable resources should not exceed the rate at which they are renewed, and the absorptive capacity of the environment to assimilate wastes should not be exceeded. Furthermore, the extraction of non-renewable resources should be minimised and should not exceed agreed minimum strategic levels.

Figure 1.1  The three pillars of sustainability.
INTRODUCTION TO SUSTAINABILITY

II Social dimension – requires that the cohesion of society and its ability to work towards common goals be maintained. Individual needs, such as those for health and well-being, nutrition, shelter, education and cultural expression should be met.

III Economic dimension – occurs when development, which moves towards social and environmental sustainability, is financially feasible.

These three pillars are commonly referred to as the ‘triple bottom line’. They form the basis of many sustainability standards and certification systems that include the Rainforest Alliance, Fairtrade and UTZ Certified. Approaches to sustainability are discussed in the context of these three pillars throughout this book (see Section 1.6).

Although the understanding of sustainability has increased significantly in recent years, it remains an industry term. Consumers seldom use it and many are unsure over what it means. Research by the Hartman Group finds that although more than half of American consumers are familiar with the term ‘sustainability’, most cannot state what it means. The research polled 1606 American consumers to gain an understanding into consumer behaviour towards sustainability practices and products. Only 5% of consumers could name companies that support sustainability values, whereas 12% stated they knew where to buy such products [2].

1.3 ETHICS IN THE COSMETICS INDUSTRY

Ethics are considered very important to the cosmetics industry for it comes under closer scrutiny than other industries. Cosmetic products have traditionally been perceived as ‘vanity’ products; they can be considered non-essentials mainly bought by people to improve their appearance. The industry and its business practices are therefore much more scrutinised than other related industries, such as foods, pharmaceuticals, home cleaning products and so on.

The problem with this argument is that cosmetic products are not just mascara, lipsticks and foundations; they also refer to cleansing products required for basic hygiene, like shampoos, soaps, toothpaste and shower gels, as well as deodorants, shaving creams and and moisturisers. Also included are products with specific health purposes, for example anti-acne creams, anti-inflammatory lotions, anti-lice shampoos and healing creams. In this respect, cosmetic products do not serve just the vanity needs of consumers but also the basic needs of hygiene and cleanliness.

The cosmetics industry is often targeted by the media and NGOs because of the use of animal-testing methods. Cosmetic companies have historically tested ingredients, as well as finished products, on animals (typically rabbits and mice) to check safety levels. Although there is a move to phase out animal testing in the industry, it is likely to be many years (if not decades) before a global ban is
SUSTAINABILITY

introduced and then enforced. Israel introduced its ban in January 2013, the EU ban is scheduled for March 2013, whilst other countries have yet to introduce regulations to ban such methods.

The UK organisation, Cruelty-Free International, is spearheading a global campaign to end animal testing for cosmetic products and ingredients. Products can be certified that they are not tested on animals; such products meet the Humane Cosmetics standard and carry the Leaping Bunny logo. The animal rights group People for the Ethical Treatment of Animals (PETA) is also campaigning to ban animal testing for cosmetic products. It has undertaken a number of advertisements using celebrities, such as ex-Pussy Doll pop singer Kimberly Wyatt (as shown in Figure 1.2).

Consumers place great emphasis on buying cosmetics with a conscience. A survey by the American online retailer Vitacost.com in October 2012 found that 75% of women prefer to purchase cosmetic products with a ‘cruelty-free’ logo over products without.

Since cosmetics are made up of chemicals, the industry is closely linked to the chemical industry. Indeed, many of the largest chemical companies in the world supply speciality chemicals to the cosmetics industry; such companies include BASF, Dow Chemical, Evonik, Rhodia and Eastman Chemical. Some of the unethical business practices of the chemical industry, like environmental pollution, also become associated with the cosmetics industry.

Cosmetic companies are also coming under the microscope for natural ingredient sourcing. The industry is one of the largest users of palm oil, a vegetable oil that is predominantly grown in Indonesia and Malaysia. Unethical sourcing of palm oil has been responsible for the destruction of tropical rainforests, threatening the habitat of endangered orang-utans. Unilever, one of the largest cosmetic companies in the world, was named as a buyer of unethical palm oil by Greenpeace in November 2009. The move led Unilever to drop its Indonesian supplier and make a commitment to only source sustainable palm oil certified by the Roundtable of Sustainable Palm Oil (RSPO).

The environmental damage caused by cosmetic finished products is also coming under the spotlight. A number of studies have reported on the adverse effects of cosmetic ingredients on the environment. In August 2012, research by Arizona State University and federal authorities found Minnesota waterways to be contaminated by cosmetic ingredients. Anti-microbial ingredients like triclocarban and triclosan are present in soaps, disinfectants and sanitisers; they are getting into fresh waterways from waste treatment plants after entering sewers from consumer households. Apart from their endocrine-disrupting abilities, anti-microbial chemicals are toxic to aquatic bacteria. Tricolsan also prohibits photosynthesis in diatom algae, responsible for a large part of the photosynthesis on Earth.

Microplastics in formulations are also accumulating in the seas and oceans, disrupting marine ecosystems. Micro beads are used in soaps, scrubs and shower
Figure 1.2  Advertising campaign by PETA on animal testing for cosmetics.

gels for exfoliating and texturising purposes. Since they are slow to biodegrade, they accumulate in water and are ingested by marine life and create damage.

**Cosmetic packaging** has a detrimental effect on the environment. Luxury skin care products and perfumes are typically housed in layers of packaging. The use of such excess packaging is often questioned, considering that resources are becoming scarce and they contribute to high product prices. A larger concern is the packaging impact on the environment. Plastics are the most widely used packaging material in the cosmetics industry; popular because of their flexibility and light weight; however, they create environmental pollution and do not biodegrade in landfills.

Basic hygiene personal care products create as much environmental pollution as other products. For instance, about 23 000 tonnes of toothbrushes end up in landfill in the USA each year, whilst about 2 billion disposable razors are thrown away. Cosmetic packaging also contributes to marine pollution. Plastic packaging in the sea has been linked to the injury and death of seagulls, fish and other marine life.

The safety of cosmetic ingredients is also the subject of much attention. Some studies suggest that phthalates – widely used as solvents in hair sprays, nail varnishes and perfumes – act as potential endocrine disruptors. Parabens, a family of chemical preservatives present in thousands of cosmetic products, are thought to mimic oestrogen and are linked to breast cancer. Other cosmetic chemicals that are linked to health conditions include aluminium salts, petrochemicals oils, triclosan, formaldehyde, mercury and other heavy metals. It is worth noting that many of these cosmetic chemicals may be associated with health risks, however scientific evidence is often lacking. Consumer perception is often stronger than reality when it comes to product safety.

A major issue about the safety of such chemicals is the variation in regulations between different regions and countries. For instance, the EU banned the use of phthalates in 2003, however it is still permitted in other regions. Some countries have lax enforcement of regulations, leading to potentially serious incidents. In December 2012, the interest group EcoWaste Coalition found that mercury-laden cosmetics were being sold in the Philippines. Although the national government had banned the sale of cosmetics with mercury because of health risks, many retailers were ignoring the ban.

In summary, the cosmetics industry gets more than its fair share of scrutiny because of the perceived nature of cosmetic products. Apart from the ethical issues surrounding animal testing, the industry is often criticised for its selection and use of raw materials, environmental impacts and safety issues of finished products.

### 1.4 DRIVERS OF SUSTAINABILITY

Whereas the previous section highlighted the reason why the cosmetics industry faces close scrutiny, this section states the factors pushing the sustainability agenda in the industry.
1.4.1 Rise in Ethical Consumerism

As stated in the introductory pages, consumers are increasingly asking ethical and environmental questions before purchasing products. The growing number of media reports on sustainability, provenance and the environment is raising consumer awareness of environmental and social issues. Consumers are realising that their purchasing decisions are having a direct impact on the environment and social communities. Furthermore, consumer demand for organic and natural foods is spilling over onto non-food products. They are looking for beauty products that are made ethically and contain natural and organic ingredients. The high growth in the natural and organic cosmetics market is testament to this; global sales increased from less than $1 billion in the mid 1990s to $9.1 billion in 2011 [3]. Consumers are also looking at the carbon footprint and ingredient sources of beauty products.

This change in consumer behaviour is affecting demand for cosmetics and personal care products. Although the primary decision for cosmetic products remains personal (meeting health and wellness needs), ethical and environmental considerations are becoming increasingly important when consumers buy these products.

1.4.2 Pressure from the Media and NGOs

The media is playing an important role in raising the profile of environmental, social and sustainability issues. As consumers become more aware of these issues, they are questioning corporate ethics and demanding products that meet high ethical and ecological standards. In some cases, these demands translate into boycotting of products that have a detrimental impact on the environment and social communities.

Non-Governmental Organisations (NGOs) and industry groups are also playing a key role in raising public awareness. For instance, Greenpeace France released the Cosmetox Guide in 2005. The report gives details of synthetic chemicals and their potential toxicity in beauty products. The guide classifies beauty products as green, orange or red according to information provided on the chemical composition of their products. Many L’Oréal products were given a red rating in the report.

In the USA, the Campaign for Safe Cosmetics is putting pressure on the cosmetics industry to remove potentially harmful chemicals. In August 2012, Johnson & Johnson bowed to such pressure to remove potentially carcinogenic chemicals, like phthalates and triclosan, from its product range by 2015. A year earlier, it had agreed to remove 1,4 dioxane and formaldehydes from its formulations by 2014.
Greenpeace also published a report titled ‘How the Palm Oil Industry is Cooking the Climate’ in 2007. The report implicated personal care companies, such as Procter & Gamble and Unilever, for the purchase of palm oil from suppliers that are actively engaged in burning forests and draining peat lands in Indonesia. In 2008, Greenpeace issued a follow-up report, ‘How Unilever Palm Oil Suppliers are Burning Up Borneo’ with further evidence of the expansion of the palm oil sector into rainforests, orang-utan habitat and peat lands in Kalimantan, Indonesia. The report linked the majority of the largest producers in Indonesia to Unilever, one of the largest palm oil buyers in the world.

Pressure from the media and NGOs has a significant impact on consumers and cosmetic manufacturers. For instance, the Greenpeace reports on palm oil led many cosmetic companies to take corrective measures. Unilever suspended its US $33 million contract with the Indonesian firm, Sinar Mas, in 2009 after an independent audit proved that Sinar Mas was involved in the destruction of rainforests. Unilever also blacklisted PT Duta Palma and declared that it will only use palm oil from sustainable sources by 2015.

1.4.3 Environmental Changes and Finite Resources

A number of external factors are encouraging cosmetic companies to adopt sustainability initiatives. As the global population increases and life expectancy rises, there is growing pressure on the planet’s finite natural resources. Shortages of energy, water and other raw materials, as well as concerns about climate change, are making organisations focus on efficiency and sustainability issues, such as ethical sourcing and waste management.

Resource reduction is a major feature of the sustainability plans of large cosmetic companies. For instance, Procter & Gamble stated in 2007 that it plans to reduce its energy consumption, water consumption, disposed waste and carbon emissions by 20% by 2020.

Cosmetic and ingredient companies are also developing green formulations because of the dwindling supply of petrochemical feedstock. With global oil supply peaking, the cosmetic industry is being forced to consider alternative feedstock for ingredients. This development is leading to new green cosmetic ingredients emerging from agricultural-based raw materials. For instance, the chemical company, Rhodia, launched a range of hair care polymers made from vegetable polymers in April 2010.

The company Du Pont Tate & Lyle Products was formed in 2007 to capitalise on this trend. The enterprise is a joint venture between the British sugar company Tate & Lyle and the American chemicals giant Du Pont. The enterprise has used the expertise of its parent companies to produce a novel range of natural ingredients that are synthesised from sugar. Heliae is another company that is developing similar green ingredients from sea algae.
INTRODUCTION TO SUSTAINABILITY

1.4.4 Pressure from the Supply Chain

Sustainability initiatives are also encouraged by operators in the supply chain. NGOs and rising consumer expectations are causing retailers to put pressure on suppliers. Retailers are increasingly asking for traceability and transparency from their suppliers, especially in terms of ingredients, adherence to labour laws and treaties and production methods. For instance, the UK retailer Marks & Spencer has put pressure on its suppliers to switch to sustainable palm oil so it can meet its target of 100% sustainable palm by 2015.

Wal-Mart has an ambitious plan to have sustainability measures for each product it sells. By encouraging sustainability across its supply chains, Wal-Mart believes it can reduce 20 million tonnes of greenhouse gas emissions by 2015. This is the equivalent to taking 3.8 million cars off the road in a year.

1.4.5 Laws and Regulation

Environmental law is commonly referred to as a complex and interlocking body of treaties, conventions, statutes, regulations and common law that, very broadly, operates to regulate the interaction of humanity and the rest of the bio-physical or natural environment, toward the purpose of reducing the impacts of human activity, both on the natural environment and on humanity itself.

Pollution does not respect political boundaries, making international law an important aspect of environmental law. A plethora of legally binding international agreements now encompass a wide variety of issues, ranging from terrestrial, marine and atmospheric pollution to wildlife and biodiversity protection. About 1000 environmental law treaties exist; no other area of law has generated such a large body of conventions on a specific topic. Many protocols have been built from these treaties. The Kyoto Protocol is the most widely known, aimed at combating global warming.

Providing the environmental impact of a product in the form of carbon footprint and water consumption labels is becoming popular. In the USA, Wal-Mart requests some of its suppliers to declare certain environment indicators. In the UK, the Carbon Trust has developed a carbon footprint scheme that gives a product’s carbon usage. Such schemes remain voluntary; however, they could become mandatory in certain countries.

A growing number of countries are introducing regulations covering certain aspects of sustainability. The French government introduced the Grenelle Law for the environment, which plans to make the labelling of a number of environmental indicators on certain products compulsory. In Brazil, the government has a biodiversity regulation that penalises companies for not sharing the benefits of novel ingredients with local communities [4].

Corporate social responsibility (CSR) and sustainability reporting is also becoming compulsory in certain countries. Governments are forcing publicly listed
companies or state-owned enterprises to provide sustainability reports to improve transparency and corporate accountability. Such countries include the UK, France, Denmark, Sweden, Brazil and South Africa. Similar policies are being developed in China and other countries to encourage sustainability reporting.

1.4.6 Business Benefits

There is a growing realisation that sustainability can bring many business benefits. By focusing companies on becoming more efficient in terms of resource use, sustainability can have a direct impact on the bottom line. Reducing raw material and energy usage, as well as waste materials, can lower business costs. Thus, there is greater profitability by ‘doing more with less’.

Sustainability can also improve company morale and performance. Employees are generally more motivated if they are contributing to ‘good causes’, resulting in higher performance levels and greater staff longevity. It can also improve/strengthen customer loyalty and create brand differentiation.

Sustainability also plays an important role in managing risk, which can reduce the likelihood of reputation harm, cost of disputes and litigation, as well as other detrimental situations. Some companies have been able to measure the benefits of sustainability initiatives; for instance, the UK retailer Marks & Spencer stated that its Plan A (sustainability plan) created an additional GB £185 million brand benefit between 2007 and 2012 [5].

1.5 SUSTAINABILITY REPORTING

A key challenge for many companies involved in sustainability is to measure and report their actions to stakeholders. Excess communications, especially in marketing, can lead to accusations of greenwashing. At the other extreme, lack of reporting or communicating can create indifference from stakeholders. This section looks at the two common ways companies report their sustainability actions.

1.5.1 CSR and Sustainability Reports

It is becoming increasingly common for large corporations, especially publicly listed ones, to produce CSR or sustainability reports. Indeed, over 80% of Global Fortune 250 companies (G250) now disclose their sustainability performance in sustainability or corporate social responsibility reports. All cosmetic companies in the G500, including Procter & Gamble, Unilever, Johnson & Johnson, Henkel and L’Oréal, published CSR reports in 2012. Smaller companies are following in their footsteps: Burt’s Bees and Weleda are two natural cosmetic companies that have started producing such reports.
INTRODUCTION TO SUSTAINABILITY

One reason for the rise in CSR and sustainability reporting is legislation. As stated in the previous section, a growing number of countries are making it compulsory for companies to produce such reports.

Corporate disclosure on economic, environmental and social performance is fast becoming a mainstream activity, fuelled by public demand and corporate peer pressure. New research suggests that many companies are no longer just issuing a single paper report but communicating their sustainability performance across a multitude of communications channels.

Whilst there is no universal format yet, there are a wide number of standards available for CSR and sustainability reports, such as those from the Global Reporting Initiative (GRI), Business in the Community (BITC) and the World Business Council for Sustainable Development (WBCSD). While each of these standards has merit, GRI’s Sustainability Reporting Framework is the most commonly used. That framework – of which the Sustainability Reporting Guidelines are the cornerstone – is said to be universally applicable, regardless of the size, sector or location of an organisation. The guidelines contain principles and guidance as well as standard disclosures – including indicators – to outline a disclosure framework that organisations can voluntarily, flexibly and incrementally adopt. The framework is developed by a large multi-stakeholder network of thousands of experts from over 60 countries, and is continuously improved and expanded. The core guidelines are now in their third generation (G3); they were released in October 2006 following a three-year development period that engaged more than 3000 individuals from diverse sectors across the globe. The fourth generation (G4) of guidelines are expected in May 2013. Sector Supplements are also available to complement the use of the core guidelines and respond to the limits of a one-size-fits-all approach, but there is no specific supplement for the cosmetic industry.

1.5.2 Communicating to Consumers

Since sustainability and CSR reports are seldom read by consumers, a major challenge for cosmetic companies is how to get their sustainability message across to consumers.

The most successful communication programmes are those that spread the word about sustainability related efforts through multiple channels, position the issues in a relevant way to each stakeholder and extend messages beyond traditional media relations to include all forms of online marketing, grassroots and viral marketing, product packaging, special events, conferences and seminars, public service advertising (PSA) and advertising and expert spokespersons, among others. Direct communication at the point-of-sale, eco-labels on products, engaging consumers through campaigns and efficient advertising are just a few examples of winning strategies [2].
An example of point-of-sale communications is by the American natural cosmetics company, Kiss My Face. It is demonstrating its eco-consciousness with Greenhouse, an in-store point of purchase display that is not only recyclable, but made from recycled materials. To make consumers aware of its efforts, Kiss My Face provides the following explanation on the display: ‘Because you care, this display is planet friendly. To minimize waste and maximize recycled and sustainable resources, all corrugated components are from minimum 90% recycled materials. Graphics are printed with non-polluting water solvent inks. Steel parts are made from 70% recycled material and powder coating on metal parts use non-VOC materials that eliminate airborne pollutants. Wood components are biodegradable and treated with an environmentally safe lacquer.’

Aveda created a popular public outreach programme to recycle polypropylene bottle caps. Aveda’s ‘Recycle Caps with Aveda’ campaign has become a popular and effective marketing technique to show the company’s concern for the environment, whilst partnering with schools and environmentally conscious consumers. More details are given in Chapter 6.

Burt’s Bees concentrates its efforts on consumer education. One of its advertising campaigns focused on beauty benefits of truly natural products in an atypical way. The company did not make overt environmental claims but targeted ingredients, not brands, with suspected human health risks (petrolatum, dimethicone, DMDM hydantoin, sodium lauryl sulfate, parabens). For example, the message on the ad for its Baby Bee Buttermilk Lotion was: ‘How do you get all the snugly without the scary? Buttermilk vs. Parabens [. . . ] Have you read your baby lotion label lately?’

Social media provides a powerful channel for cosmetic companies to not only communicate their green credentials, but also strengthen customer relationships. Social media enables brands to communicate directly with their customers, facilitating long-term relationships. They also force brands to be transparent in their communications with consumers since there is open dialogue. This is an area where sustainability communications is expected to rise in the cosmetics industry in the coming years [5].

The subject of green marketing is covered in detail in Chapter 11, whilst case studies of green brands undertaking marketing communications are given in Chapter 12.

### 1.6 GUIDE TO BOOK CHAPTERS

This section gives a guide to the 14 chapters in this book. The overriding purpose of this book is to outline methods of reducing environmental and social impacts of cosmetic products by highlighting industry best practices.

Figure 1.3 highlights some methods of reducing the environmental footprint of cosmetic products. The bullet points are not exhaustive, but state some of the
common focus areas. The book has specific chapters on subject areas that are most relevant to cosmetic and ingredient companies.

Chapter 2 gives a detailed account of the environmental impact of cosmetic products, giving details of methodologies and tools. L’Oréal, the world’s largest cosmetics company, shares some of its work on reducing environmental impacts in the same chapter.

Ethical sourcing is an area that cosmetic and ingredient companies have focused heavily on. Chapter 4 gives case studies of two companies that are spearheading ethical sourcing projects. Givaudan, the world’s leading fragrance and flavouring company, gives details of its Naturals Sourcing programme. Beraca, the frontrunner in ethical sourcing projects in Brazil, shares some of its pioneering projects in the Amazon.

Biodiversity has been described as the greatest environmental challenge faced by the planet, after climate change. Chapter 5 gives a detailed account of biodiversity and its sustainable use in the cosmetics industry. The contributors are from the Union for Ethical BioTrade (UEBT) and the United Nations Conference of Trade and Development (UNCTAD).

Chapter 6 has three contributions covering the growing area of sustainable packaging. The impact of design and materials is discussed by two experts, followed by a case study from Aveda, which is the leading user of recycled plastics in the cosmetics industry.
Social footprint

Figure 1.4 The social aspects of sustainability.

Another contribution from Aveda is on energy and waste management. In Chapter 7, the American company gives details on its renewable energy and waste management programmes. The company is the largest user of renewable energy in the cosmetics industry.

The social footprint of cosmetic products is described in detail in Chapter 3. The Swiss natural cosmetics firm, Weleda, states how cosmetic companies can address their social impact (popular methods are listed in Figure 1.4). In the second part of the chapter, details are given on some projects that are making a social difference. As well as this chapter, the social impacts of ethical sourcing projects are covered in Chapter 4.

The role of CSR and corporate philanthropy in the cosmetics industry are discussed in Chapter 8. Burt’s Bees and Dr. Bronner’s Magic Soaps are covered as case studies. The natural cosmetic companies have spearheaded a number of CSR/corporate philanthropy projects.

Many cosmetic companies are looking at green formulations to reduce their environmental footprints. Chapter 9 discusses important developments in green formulations and ingredients, especially the replacement of synthetic ingredients in cosmetic products.

Chapter 10 gives an update on the growing number of green standards, certification schemes and indices in the cosmetics industry. Details are given of natural, organic and fair trade standards, as well as sustainability and corporate responsibility indexes.
INTRODUCTION TO SUSTAINABILITY

Chapters 11–13 discuss marketing issues related to sustainability in the cosmetics industry. Chapter 11 gives an introduction to green marketing issues and pitfalls, highlighting some of the ways companies are making green marketing claims.

Marketing case studies are given of green brands and a natural food retailer in Chapter 12. The Israeli brand Yes To and Greek brand Korres share their experiences in building distribution and marketing communications. Whole Foods Market, the world’s largest natural and organic food retail chain, gives details of its Body Care Quality Standards for cosmetic and personal care products.

A consumer research agency gives some insights into the green consumer in Chapter 13. Some comparisons are made between green consumers in various parts of the world.

The final Chapter 14 summarises some of the key findings in this book and provides some growth projections. What are some of the shortcomings in sustainability in the cosmetics industry and what can we expect to see in the future?

REFERENCES
