

LUSH

Purpose in a Purchase

THE IMPACT LEGACY OF
ACTIVISM & ADVOCACY
FOR LUSH COSMETICS

Impact Legacy Report Prepared By



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BACKGROUND

Lush Cosmetics LLC and LTD (Lush) is an ethical brand that stands on its purpose and principles. Lush is an innovator in corporate advocacy through systematic integration of advocacy campaigns across human rights, animal protection, and environmental justice. For its 30th anniversary since founding in the UK, and to celebrate 17 years of campaigning in North America, the Canadian and USA Advocacy & Activism Team partnered with J&J David LLC (JJD) to conduct a legacy impact assessment.

This assessment evaluated Lush's impact and examined the value of businesses collaborating with movement on advocacy campaigns tackling human rights, animal protection, and environmental justice issues. This comprehensive assessment analyzed 15 hallmark campaigns that occurred between 2016–2025. Each campaign partnered with grassroots movement organizations, and Lush's role ranged from funding and technical support to high-visibility in-store and media activations. The campaign data for this report reflects a compilation of internal data from approximately 1,720 employee surveys, 6 movement partner interviews, 3 campaign outcome forms, and 5 impact questionnaires combined with a sample of roughly 150,000 external social media posts from Meta, X, Pinterest, and Reddit.

Over the past decade, Lush's 15 hallmark campaigns catalyzed measurable success—internally among staff and externally through tangible movement wins—to establish Lush as an industry leader in authentic, values-driven activism.

The report reveals that Lush advocacy campaigns' biggest direct impact is strengthening its employees.

- On average, **advocacy campaigns produce** about **25 emergent leaders per campaign** (people who take on additional responsibilities beyond their paid job description).
- **Over ¾ of retail staff resonate with campaign issues** selected by the Advocacy & Activism team
- **Roughly 81% of staff express pride and feel empowered** by advocacy campaigns overall

- **Over 80% of retail staff feel prepared for difficult conversations** on campaign issues due to campaign training
- **Close to 80% of retail staff utilize wellness resources** and support

Lush advocacy campaigns also lead to measurable movement success by enhancing issue visibility and increasing issue support.

- Advocacy campaigns have been linked to **over 12 legislative or significant policy changes**
- **Seven instances of narrative change** of complex issues were reported
- **In at least 5 instances**, movement partners reported **statements and opinion changes by politicians**

“Lush helps imagine and show a world where business takes social justice seriously. It is important to have visionary companies that deliver in [their] actions ... show[ing] how a company could behave 20 years from now is often a challenge, but helps people imagine a different world.”
First-Time Movement Partner

*“[Lush] help[s] us reach new audiences and bring additional resources to the table. It helps with promotion of new ideas. **We often want to have a progressive business voice who [is] engaged in the real economy** who wants to make the move against fossil fuels. **Having Lush participate as a business unto themselves is useful.**”*

Long-Term Movement Partner

KEY TERMS

Issue Categories

- Human Rights
- Animal Protection
- Environmental Justice

Campaign Types:

- **Aligned:** Direct synergy with the Lush brand (e.g. fighting animal testing)
- **Bridge:** Issues with moderate alignment with core brand (e.g. trans visibility)
- **Vanguard:** Expansion beyond core brand (e.g. reparations)

Movement Partner Types:

- **Long-Term:** More than 2 campaigns or other work together
- **First-Time, Only-Time:** 1 and only 1 campaign
- **First-Time:** first campaign but still in partnership with Lush

METRICS DEFINITIONS

- **Customer Engagement Score:** 0–100 index of in-store interactions and product sales between customers and retail staff based on text analytics
- **Emergent Leader:** Staff who took on additional responsibilities beyond their job
- **Employee Resilience:** 0–10 index of % of staff willing to represent controversial issues, emotionally invest, and continue participation despite challenges
- **Engagement Rate:** % staff indicating active participation
- **Goal Achievement:** % met or exceeded stated campaign goals
- **Issue Resonance:** % staff felt issue connected with them and core brand values
- **Opinion Shift:** % staff reporting new understanding or support
- **Pride & Empowerment:** % staff feeling proud/empowered
- **Team Trust Score:** Average survey score (0–10) on team collaboration
- **Training Effectiveness:** Staff-reported confidence and preparedness levels

EXECUTIVE SUMMARY

Lush takes a fully integrated approach to corporate advocacy. Lush leverages its large-scale, global consumer reach to run in-store advocacy campaigns that facilitate changemaking face-to-face conversations between staff and customers about current, controversial, non-mainstream issues informed by mostly grassroots movement partners.

The results of the JJD impact legacy assessment reveal consistently high internal engagement, especially in animal protection, and strong policy impacts across diverse issue areas. While campaigns tackling vanguard topics require tailored messaging and robust training, they generate significant learning shifts and external discourse changes. Customer engagement thrives when product alignment and clear calls to action coincide. Team resilience is bolstered by proactive mental health support. Leadership emerges organically through robust campaign training, reinforcing team trust and employee satisfaction.

KEY RESULTS

1. Advocacy Campaigns Enhance Employee Engagement and Greater Lush Values Alignment

- Retail staff engagement averaged 80%, highest in animal protection (86%), followed by environmental justice (80%) and human rights (73%)
- Overall retail staff pride and empowerment averaged 84%. Pride and empowerment ranged from 73% (Lawsuit for Survival) to 90% (Trophy Hunting), averaging 81% in human rights, 88% in animal protection, and 83% in environmental justice
- The greatest opinion shifts (staff who changed viewpoints for greater Lush values alignment) occurred during vanguard campaigns, and peaked at 48% in Lawsuit for Survival (gun violence prevention)

2. Advocacy Campaigns Develop Leaders

- Advocacy campaigns average 25 emergent leaders per campaign
- Advocacy campaigns that address human rights issues produce 32 emergent leaders – 25% more leaders than campaigns featuring animal

protection issues and almost 45% more leaders than campaigns with environmental protection issues

- Team Trust Scores averaged 8.4/10

3. Advocacy Campaign Training and Experience Foster Employee Resilience

- Lush staff score an 8.1/10 in employee resilience
- All movement partners highlight Lush's deep commitment to causes beyond superficial gestures, even in the face of costly challenges
- Roughly 83% of staff felt equipped for difficult conversations, with animal protection campaigns scoring highest (90%) and vanguard human rights campaigns scoring the lowest (78%) levels of preparedness

4. Customer Engagement Varies with Issue Category, Complexity, and Product Alignment

- Lush's customer engagement averaged 74/100 with variability by issue – 67/100 in human rights, 85/100 in animal protection, and 70/100 in environmental justice
- Staff cited popularity of well designed products that were consistent with a clear cause message as reasons for campaigns that received high customer engagement – i.e., Healthy Oceans & Sharks (87/100)
- Campaigns with the lowest customer engagement scores covered more controversial issues – i.e., Lawsuit for Survival (58/100)

5. Lush Support Facilitates Documented Movement Wins

- Over 12 major legislative wins were mapped to campaigns by movement partners ranging from grizzly hunt restrictions, animal testing bans, refugee resettlement funding, death penalty moratoriums, and reparations task forces, to anti-book-ban policy language changes
- Approximately 7 narrative shifts in public discourse were noted for death penalty (innocence framing), refugees (human dignity), and education censorship (critical thinking)
- In 5 instances, movement partners tracked changes in political leader behavior and opinion that coincided with Lush campaigns

6. Advocacy Campaigns Achieve Lush's Philanthropic Goals

- Overall advocacy campaigns meet 83% of their predefined goals

- Aligned campaigns with long-term partners achieve over 90% of their preestablished campaign goals; Bridge campaigns 85–88%; Vanguard campaigns 60–80%

7. Advocacy Campaigns Clarify Threats and Opportunities for Lush ROI

- About 65% of advocacy campaign-related posts are positive. Roughly 55% of this content is user-generated reviews and testimonials. About 45% are haul posts, which are less about campaign issues and values and more product promotion
- The top threats to the impact of advocacy campaigns on Lush ROI (net new customers) are overlapping social media controversies, campaign fatigue and overload, perceptions of performative activism, and boycotts or negative campaign echo chambers
- Honest reviews/testimonials about campaign impact or ethical choices see 2–3 times the comment/reply rates and “upvotes” compared to typical haul posts, but are more susceptible to one of four major threats to impact than neutral haul posts

KEY STRATEGIC RECOMMENDATIONS

Lush’s corporate advocacy model yields positive shared impact. To amplify impact, Lush should continue to:

- Leverage aligned campaigns for broad community engagement
- Address threats to impact with the marketing, PR, and sales departments to capture and track net new customers on social media and in sales data
- Forge long-term partnerships in vanguard campaigns to increase campaign goal achievement
- Deepen coalitions for environmental justice to maintain its legacy as an innovator in sustainable beauty and retail industry practices
- Document and share emergent leadership practices across departments

Together, these insights underscore Lush’s model of corporate activism—one that mobilizes employees and customers, achieves measurable policy wins, and embeds advocacy into the heart of the business.

THE LOGIC, ANATOMY, AND FLOW OF LUSH ADVOCACY CAMPAIGNS

Lush Cosmetics is a campaigning company with an obligation via its Ethical Charter for all its licensed territories to run at least once campaign a year on one of the core values through their shops and website related to human rights, animal protection, or environmental justice.

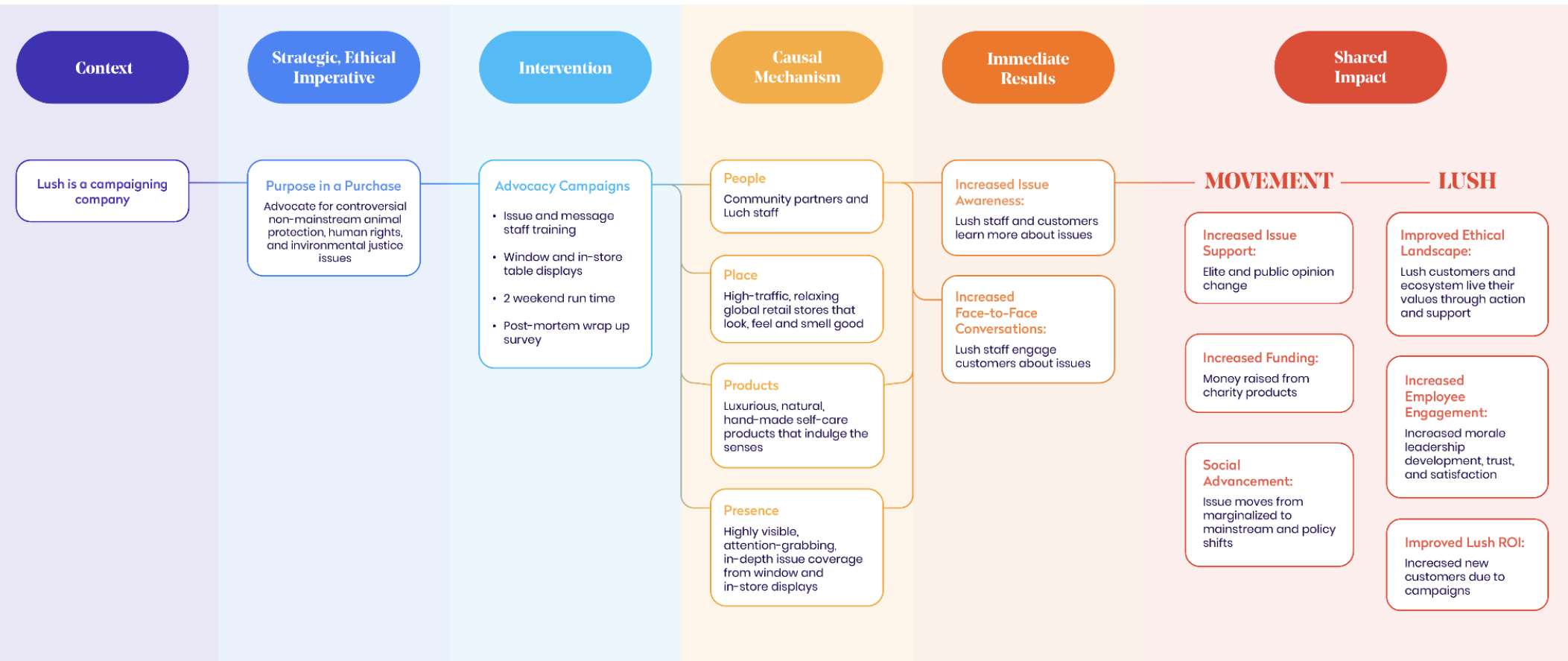
Lush runs advocacy campaigns that infuse purpose into retail staff-customer interactions and product purchases. Retail staff-customer conversations raise awareness in high visibility and high traffic retail stores that promote wellness in a vibrant and relaxed setting with luxurious natural bodycare products that look, feel and smell good. For 10-14 days, in over 250 stores across Canada and the U.S., employees and customers are mobilized to live their values, take collective action and raise money to support human rights, animal protection, and environmental justice issues via Lush products, window visuals, and in-store displays.

With at least a 1-year lead time (ideally no less than 6 months) for campaign execution, Lush's North American Advocacy & Activism Team is able to run 2-3 nationwide campaigns in the U.S. and Canada per year with the support and integration of various aspects of Lush's corporate infrastructure.

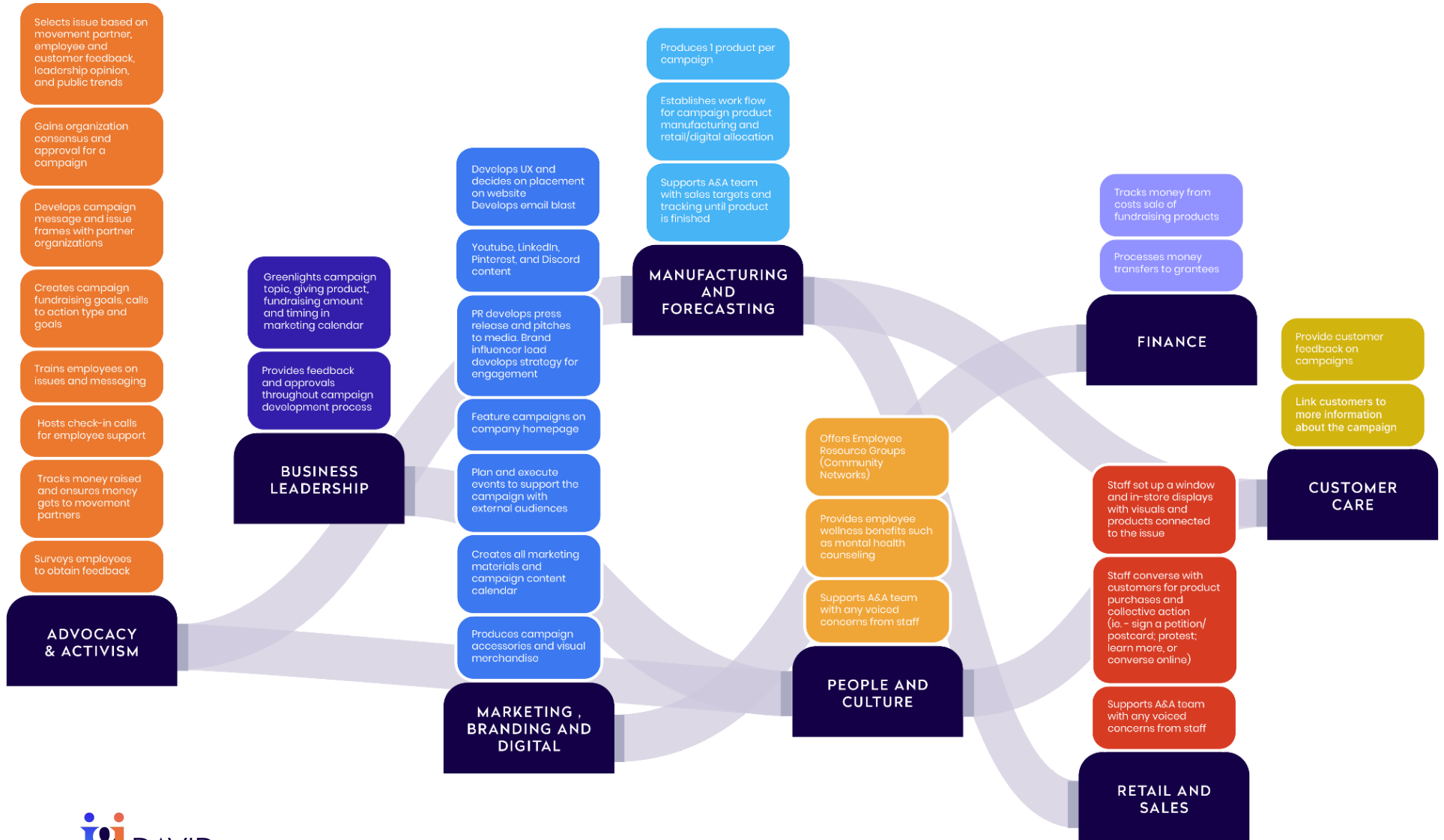
*"The bulk of what we do is not a campaign. Changing regulations [requires] scientifically focused conversations ... talking to authorities to make sure products are safe for people and the planet ... **What we do with Lush is much more public facing to engage people walking down the street** as opposed to [a] much more technical [audience] who can receive scientific information. **[The] depth and breadth of information is different and [the] consumer strategy reaches millions of people – the scale is far beyond our standard channels."***

Long-Term Movement Partner

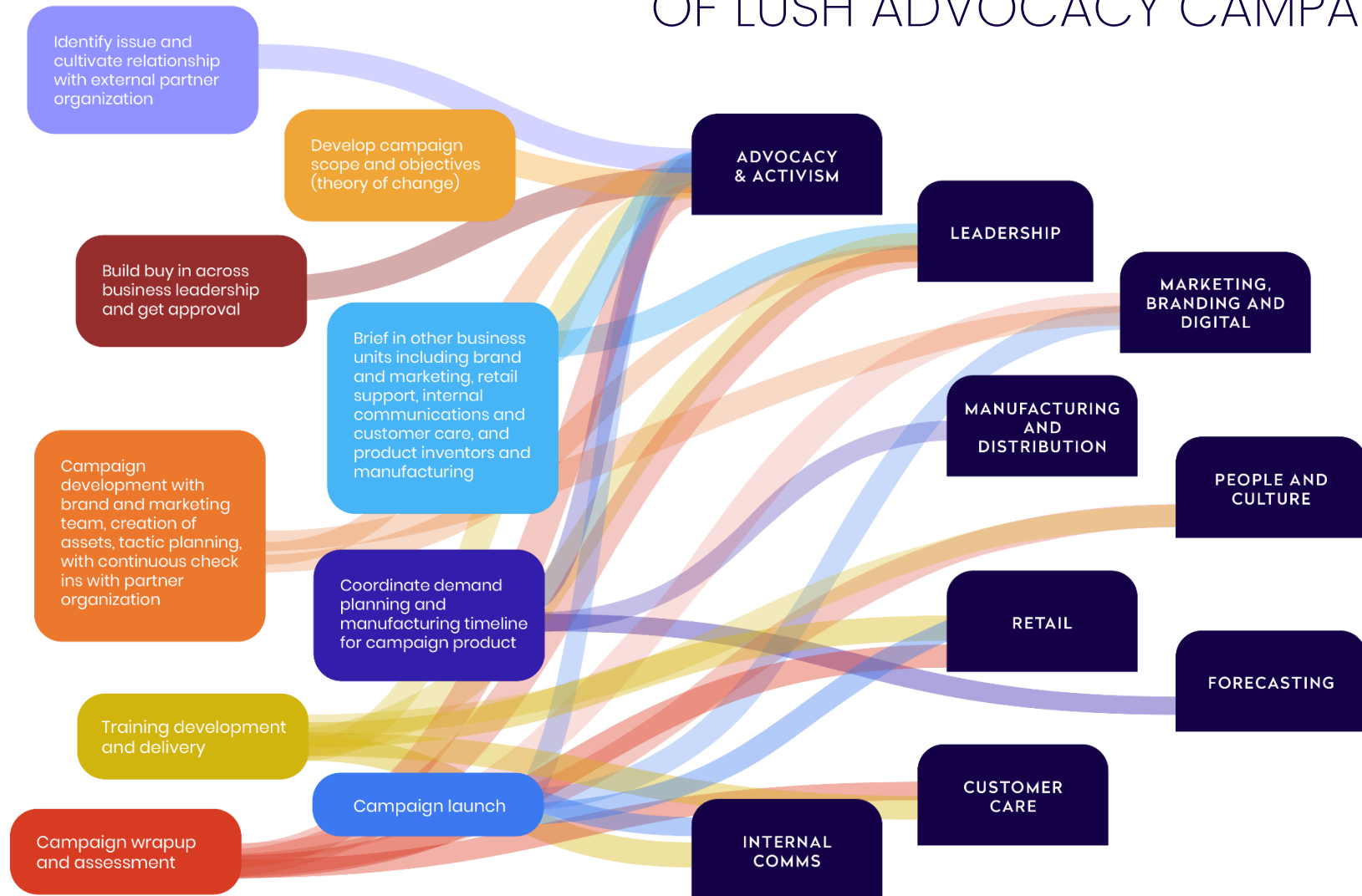
THE LOGIC OF LUSH Advocacy & Activism



THE ANATOMY OF LUSH ADVOCACY CAMPAIGNS



PROCESS FLOW OF LUSH ADVOCACY CAMPAIGNS



CAMPAIGN AND MOVEMENT PARTNER OVERVIEW

Each campaign fits into one of three issue categories (human rights, animal protection, and environmental justice). Campaigns are either directly (aligned), moderately (bridge), or indirectly (vanguard) synergized with Lush's core brand.

For each campaign, Lush partnered with 2-7 grassroots organizations (movement partners) and these relationships ranged from first time to long term. Lush's role in these partnerships ranged from funding and technical support to high-visibility in-store and media activations.

"My eyes were opened to things that I had never thought of before and it was a joy to be able to educate others."

Freedom of Movement (2020) Employee Feedback

Campaign Overview by Issue and Partner

Campaign	Year	Issue Category	Alignment	Movement Partners	Partner Relationship
Break Free From Fossil Fuels	2016	Environmental Justice	Aligned	350.org	Long-term
Refugees Welcome	2016	Human Rights	Bridge	International Rescue Committee (USA) ; Amnesty Intl (Canada)	First time (North America)
Trophy Hunting	2016	Animal Protection	Aligned	Center for Biological Diversity; Raincoast Foundation	First time Only time
Death Penalty	2017	Human Rights	Vanguard	National Coalition to Abolish Death Penalty	First time-only time
Trans-Visibility	2018	Human Rights	Bridge	National Center for Transgender Equality (USA); Canadian Centre for Gender and Sexual Diversity (Canada)	First time
Climate Crisis	2019	Environmental Justice	Aligned	Global Climate Strike	Long-term
Healthy Oceans & Sharks	2019	Animal Protection	Aligned	Rob Stewart Sharkwater Foundation	Long-term
Freedom of Movement	2020	Human Rights	Vanguard	United We Dream; Community Change; Mijente	Long-term
Pollinators Make It Possible	2022	Animal Protection	Aligned	Pollinator Partnership;	Long-term
Teach People's History	2022	Human Rights	Bridge	Teaching for Change (USA);; I Dream Library (Canada)	First time
Land Defenders & Water Protectors	2023	Environmental Justice	Aligned	Indigenous People's Rights International, Blue Planet Project	Long-term
Justice for Grassy Narrows	2024	Human Rights	Aligned	Asubpeeschoseewagong First Nation	Long-term
Justice for Greenwood	2024	Human Rights	Vanguard	Decolonizing Wealth Project; Justice for Greenwood Foundation	First time
Neighbours	2024	Human Rights	Aligned	Canadian Council for Refugees	Long-term
Lawsuit for Survival	2025	Human Rights	Vanguard	Change the Ref, Global Action on Gun Violence	First time

ADVOCACY CAMPAIGNS ENHANCE EMPLOYEE ENGAGEMENT AND GREATER LUSH VALUES ALIGNMENT

Overall, Lush advocacy campaigns yield high active participation, or employee engagement, from retail staff. Animal protection yields the highest staff engagement overall (86%), followed by environmental justice (80%) and human rights (73%).

"I am so proud of what we are currently doing! I know some larger companies are looking into [similar initiatives]."

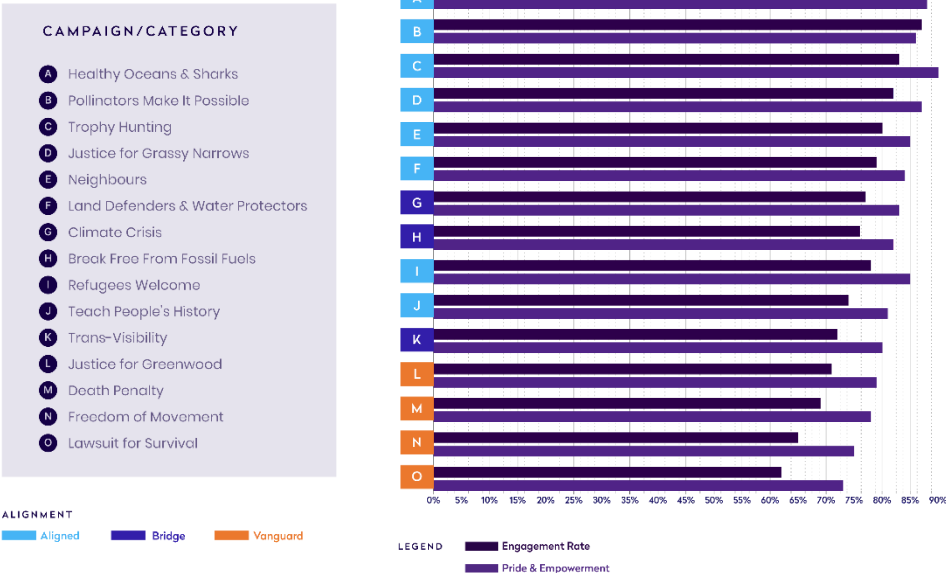
Climate Crisis (2019) Employee Feedback

80%

overall retail staff engagement rate across U.S. and Canada advocacy campaigns

Lush advocacy campaigns make most retail staff feel empowered as movers, shakers, and difference makers in the world. **Eighty-four percent of retail staff reported feeling empowered and proud** in working on a Lush advocacy campaign.

FOR ALIGNED ADVOCACY CAMPAIGNS Employee Engagement and Pride/Empowerment Reinforce Each Other



On average, over 75% of Lush retail staff believe a given issue reflects Lush’s core brand values, and are passionate about, connected to, or resonate with that issue.

Even when retail staff have lower than average issue resonance with a given campaign issue, they understand that given Lush’s platform, advocating for issues is the right thing to do. In fact, issues with the lowest engagement and issue resonance have the highest degree of opinion shifts in favor of Lush values and progressive messaging from the campaign. Thus, **vanguard advocacy campaigns provide a unique opportunity to enhance staff alignment with Lush values.**

VANGUARD CAMPAIGNS YIELD LOWER STAFF ENGAGEMENT But Highest Degree of Progressive Opinion Shifts



While campaigns with **aligned issues have the highest engagement rates (82%), they have the lowest percentage of staff who report a shift in their opinions** to be more consistent with Lush values and messaging about a given campaign issue (29%). Vanguard campaigns, on the other hand, on average, have engagement rates that are roughly 15pp (percentage points) lower. Yet, **retail staff report rates of opinion shifts in vanguard campaigns that are on average 16pp higher**. This type of positive attitude change peaked in the Lawsuit for Survival campaign (48%) and was closely followed by the Justice for Greenwood (45%) and Death Penalty campaigns (44%).

It is important to note that vanguard campaigns also provide learning opportunities that extend beyond retail staff to the corporate side of the organization. For example, while Lawsuit of Survival is classified as a vanguard campaign, staff feedback about gun violence indicates that this issue affects Lush's store and staff safety. Therefore, future classification of issues related to this kind of violence may be conceptualized and treated by the Advocacy & Activism team as closer to Lush's core brand than originally expected.

*"As someone who didn't initially agree with open borders, **this campaign helped me understand the human experience behind the headlines.**"*

Neighbors (2024) Employee Feedback

ADVOCACY CAMPAIGNS DEVELOP LEADERS

Team Trust is qualitatively coded but numerically expressed to capture sales team collaboration. Weighting is based on reported:

- Frequency of communication;
- Ease of cross-department coordination (e.g., between retail, brand, and manufacturing);
- Perceived fairness and support within collaborative spaces.

A 10/10 rating signals highly coordinated teams with transparent communication and strong psychological safety. A 5/10 represents a mid-level perception of collaboration and confidence among teams. A score below 5/10 indicates silos or hesitancy to share information. In short, Team Trust reflects the emotional and operational cohesion across teams during campaign delivery, not literal time allocation.

Overall, **retail teams across the U.S. and Canada have team trust scores of about 8.4/10**. Staff also reported increased confidence in public speaking, issue advocacy, and cross-cultural communication skills following campaign participation.

Advocacy campaigns that covered animal protection issues had the highest team trust scores (8.7/10) indicating a great deal of collaboration in stores when presenting these issues to customers. Environmental justice issues created strong coalition leadership opportunities outside of the company through calls to participate in collective action demonstrations.

Advocacy campaigns also provided conditions for retail staff to lead, with several individuals taking on enhanced responsibilities. These individuals are considered emergent leaders because they took on training, ambassador, or coordination roles beyond their job description during campaigns.

25

average number of
emergent leaders identified
per advocacy campaign
in U.S. and Canada

Human rights campaigns, which had a slightly lower than average team trust score (8.2/10), often have lower employee engagement and are more often vanguard campaigns. Yet, these campaigns **had the highest number of emergent leaders (32)**.

Human Rights Campaigns Have Greatest Leadership Development Potential



While this issue category may have more complexities than environmental justice and animal protection, **human rights issues generate 25% more leaders than animal protection issues and nearly 45% more leaders than environmental justice issues.**

This difference represents an opportunity for Lush to identify leaders who are comfortable living its values in the face of challenging circumstances who can be recruited, trained, and promoted within the company.

"I didn't know the history behind Greenwood or how much environmental racism persists—now I feel responsible to talk about it."

Justice for Greenwood (2024) Employee Feedback

ADVOCACY CAMPAIGN TRAINING AND EXPERIENCE FOSTER EMPLOYEE RESILIENCE

The entire Lush ecosystem has displayed incredible sensitivity and resilience in accommodating movement partners and the complexities of campaign issues. Lush's North American Advocacy & Activism team have adapted campaigns based on staff and community needs. Lush retail staff have persisted in engaging customers in complex conversations, even in the face of negativity.

Overall employee resilience is a custom metric quantified by an index, or weighted composite score, that draws on the:

- Percentage of staff willing to represent or defend controversial issues with customers
- Emotional investment in campaign outcomes
- Continued participation despite challenges or backlash

Each point reflects an incremental level of staff adaptability and persistence,

8.1

out of 10

Lush employee resilience score
across U.S. and Canada

calculated from survey responses and participation rates. The weighting gives greater importance to sustained engagement and morale under pressure compared to momentary enthusiasm. A higher index score signifies a stronger, more mission-aligned workforce capable of maintaining commitment and composure in emotionally or politically charged advocacy settings.

This employee resilience is a function of the usage and effectiveness of campaign training, Lush's all-hands support infrastructure to accommodate movement partner sensitivities (especially during divisive periods like mainstream policy fights, election cycles, and inaugurations), and mental health and wellbeing benefits.

Overall, 84% of Lush staff reported using campaign training materials. The most effective components of campaign training received both extremely high usage

(above 85%) and at least a staff rating of “Very Good” or better in terms of perceived effectiveness. For example, the usage rate for **Campaign Overview Documents** was 95%, these materials received an effectiveness rating of “Excellent,” and were **viewed as “essential for understanding the issue”** by staff.

Product Notes and Talking Points received an 88% usage rate with an effectiveness rating of “Very Good,” and **“provide concrete ways to start conversations.”** **Staff Meetings with Live Discussions** enabled peer learning and confidence building with a usage rate of 92%, an effectiveness rating of “Very Good,” and retail teams felt these materials **“got the conversation going, opened discussion.”**

Training components that received lower than average usage rates or less than “Very Good” effectiveness ratings were still seen as beneficial. **Partner Videos/Materials**, received an “Excellent” effectiveness rating despite a lower than average usage rate because **“hearing [victims] voices brought stories to life.”** **Chat-Ins and Daily Focuses “kept [the] campaign alive throughout [its] period.”** Even **Live Training Calls** that had both a lower than average usage rate and less than “Very Good” effectiveness rating were described as **“helpful”** despite scheduling being a challenge.

Based on post-training confidence self-ratings, 83% of all staff felt equipped for difficult conversations, with animal protection campaigns scoring highest (90%) and vanguard human rights campaigns having lower but still substantial (78%) levels of preparedness.

There is a 22pp difference between the campaign with the highest and lowest training satisfaction rating in terms of % of staff who feel prepared for difficult conversations. Even among aligned campaigns, if the percentage of staff who say they feel satisfied with training is below average, the percentage of staff who feel equipped for difficult conversations is also below the overall average.

“Even though **some customers were extremely vocal in a negative way**, we felt **it was right to continue the conversation.**”

Lawsuit for Survival (2025) Employee Feedback

A key highlight across all movement interviews was nonprofit leaders highlighting Lush's deep commitment to causes beyond superficial gestures, even in the face of challenges. Notable examples of company-wide accommodation to movement needs, even after substantial investment and progress toward launching the campaign, are Justice for Greenwood and Death Penalty campaigns.

*"We **changed from a bath bomb to a soap** for Justice for Greenwood **within days of production to avoid triggering victims** — a testament to deep cross-departmental collaboration."*

First-Time Movement Partner

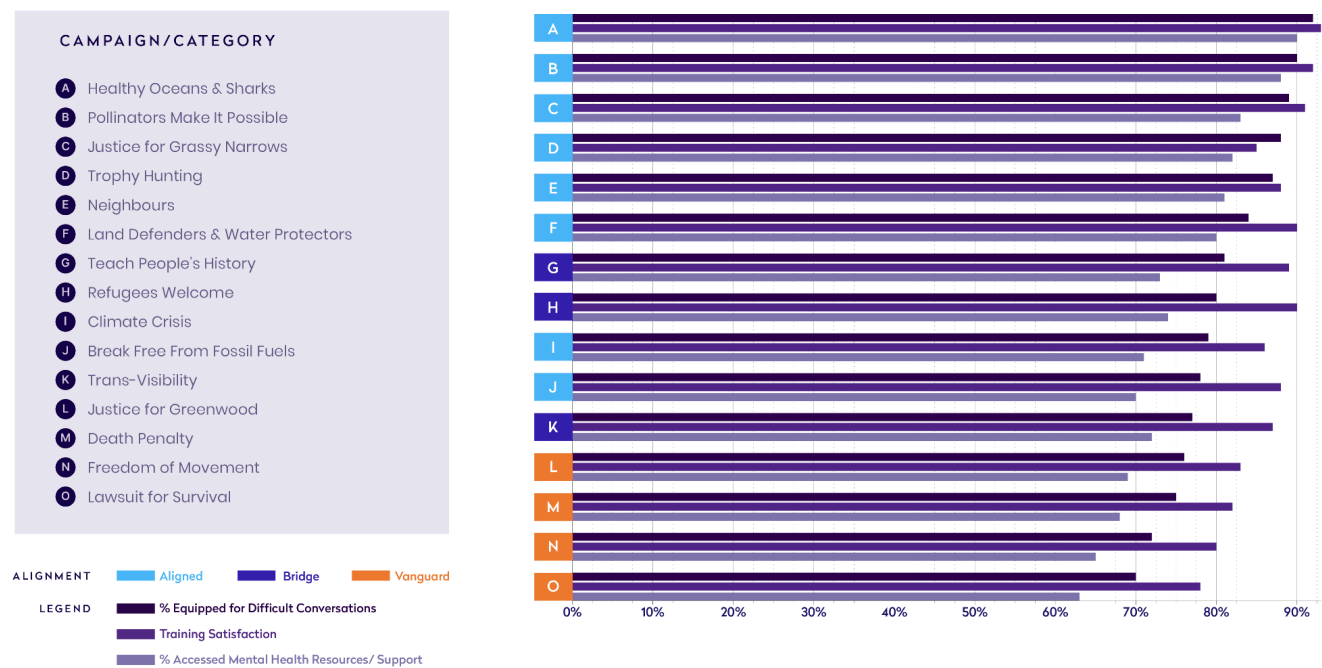
*"I can say that Lush was always accommodating to my sense of timing and other aspects of the [Death Penalty] campaign that I felt were critical ... **When we pushed the date, Lush had already made a substantial investment in staff time and resources aimed at the original date.** Nevertheless, **once convinced through thoughtful conversations ... Lush made the best decision for the campaign and demonstrated their flexibility.** I believe the timing was a critical component of the success."*

First-Time, Only-Time Movement Partner

Finally, mental health and wellbeing resources through peer support and company benefits were pivotal in creating a sense of campaign preparedness and resilience in the face of difficult conversations. **Close to 80% of staff accessed mental health tools or reached out for support overall.**

When retail staff access mental health resources at above average rates, even campaigns with human rights issues, saw an increase in the percentage of staff feeling equipped for difficult conversations. For example, Justice for Grassy Narrows was one of the top three campaigns in terms of accessing mental health resources. Even though staff reported that “some customers ‘zoned out’ during explanations”, 89% of staff felt equipped for these conversations.

High Campaign Training Satisfaction and Use of Mental Health Resources Foster Employee Resilience



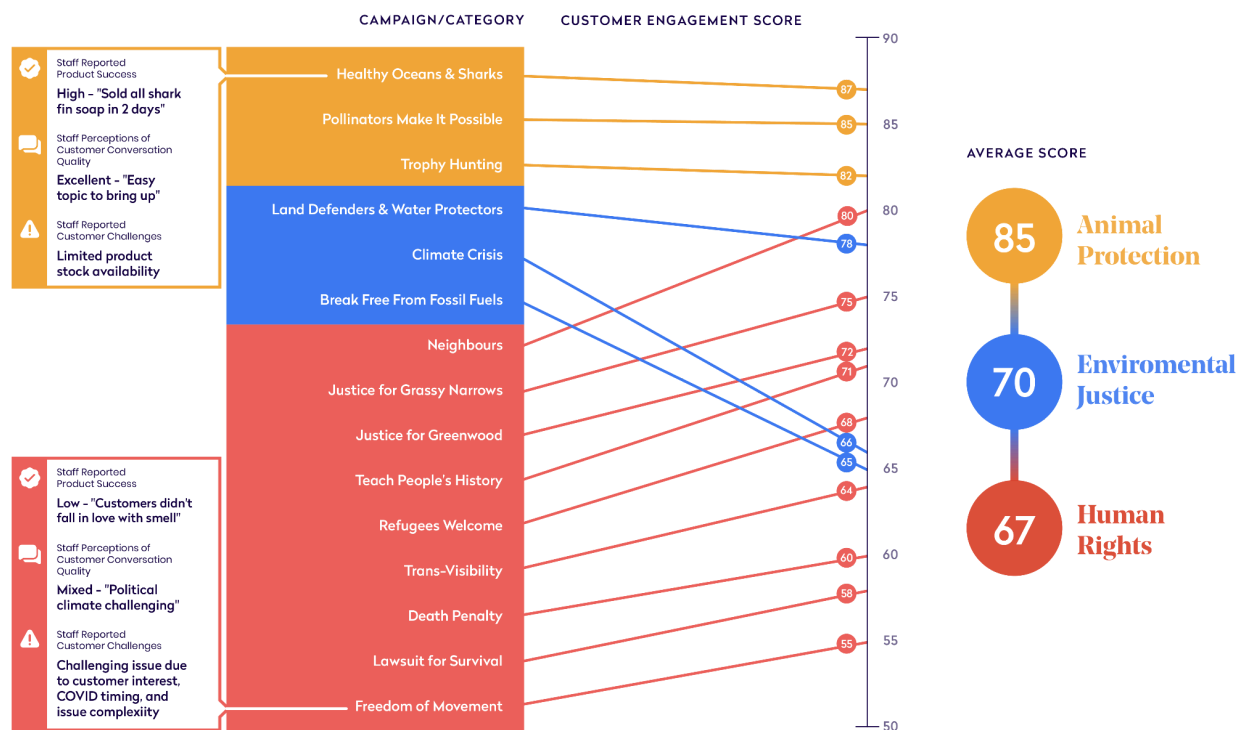
CUSTOMER ENGAGEMENT VARIES WITH ISSUE CATEGORY, COMPLEXITY, AND PRODUCT ALIGNMENT

Customer engagement is derived from a custom metric through text analytics of staff responses about in-store customer interactions and product sales. The customer engagement score (CES) measures the proportion of meaningful engagements among total interactions on a 0-100 scale. Specifically, how often customers:

- stayed in the store longer;
- asked questions about the campaign issue;
- took campaign-related actions (e.g., signed a postcard, shared information);
- ultimately made a purchase after engaging.

CES reflects the strength and quality of customer connection to a campaign, not just immediate sales conversion. A higher CES indicates that staff successfully inspired curiosity, conversation, and participation – signs of effective advocacy and customer education – to deepen customers' relationship with the brand as an ethical company, even if sales did not spike immediately.

Customer Engagement Varies by Issue Category



Customer engagement varied significantly across campaigns, with product alignment and issue accessibility being key factors in successful customer interactions.

Overall, customer engagement averaged 74/100 with considerable variability based on the campaign issue – i.e., human rights 67/100, animal protection 85/100, and environmental justice 70/100.

Advocacy campaigns that covered animal protection issues generally received higher customer engagement and sales. Staff cited **popularity of well designed products that were consistent with a clear cause message as reasons for high customer engagement** – i.e., Healthy Oceans and Sharks with Shark Fin Soap (87/100) and Trophy Hunting with Great Bear Bath Bombs (82/100). On the other hand, campaigns with the lowest customer engagement scores covered more controversial issues that were more challenging to discuss and required extensive background explanation – i.e., Freedom of Movement (55/100).

One notable exception related to customer engagement occurred in the Justice for Grassy Narrows campaign (72/100). In this instance, despite issue complexity, staff cited **customers' passion for the cause as a reason for good conversations that produced collective action taking** in the form of postcard completes.

LUSH SUPPORT FACILITATES DOCUMENTED MOVEMENT WINS

Movement partners reported **over 12 legislative or significant policy changes** in interviews, including:

- Provincial bans on trophy hunting/
- Delays on environmental justice policy decisions
- Multiple countries/states adopting animal testing bans (influence noted in 45 countries and 12 U.S. states)
- Canadian recognition of mercury poisoning at Grassy Narrows, and reparations momentum for Greenwood
- U.S. policy discourse shifts for death penalty, refugees, and education censorship

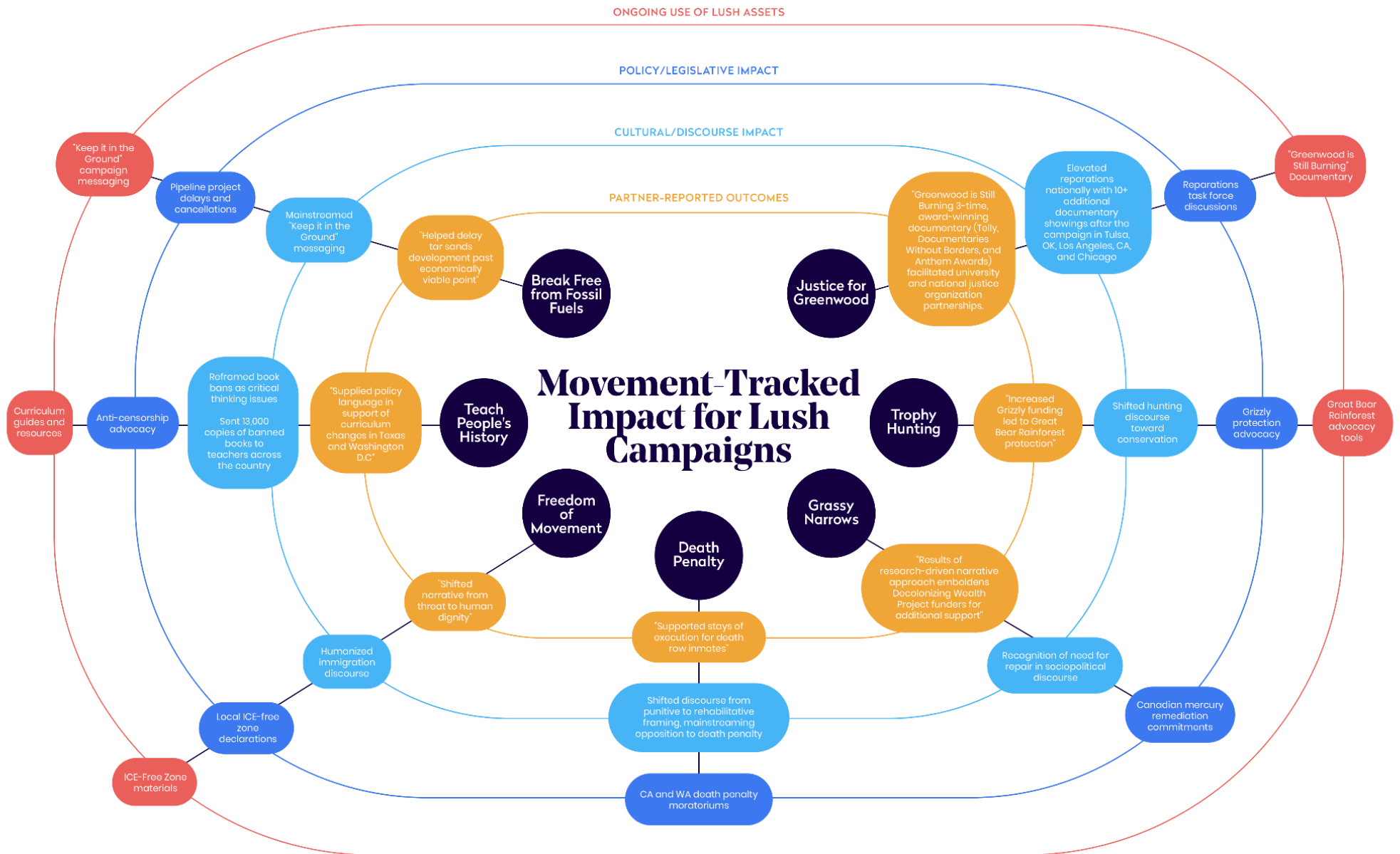
Lush's larger social impact lies in its ability to use its platform to move marginal issues to the mainstream. **Seven campaigns reported narrative shifts**, with **6 campaigns still using Lush generated assets on an ongoing basis**.

- Campaigns often reached wider audiences to shift narratives in political and media discourse (e.g., mainstreamed opposition to death penalty, expanded reparations dialogue nationwide)
- **Politician behavior/statement changes** were **directly linked to campaign periods in 5 known instances** based on movement partner reports

Movement partners also reported notable impacts beyond the scope of the campaigns studied for this assessment including ongoing use of Lush generated campaign assets and policy or legislative wins due to additional Lush collaborations, grants, and support.

"Lush's support allowed us to build out the documentary, which keeps educating nationwide long after the campaign ended."

First-Time Movement Partner



ADVOCACY CAMPAIGNS ACHIEVE LUSH'S PHILANTHROPIC GOALS

The Advocacy & Activism team, in collaboration with business leadership as well as manufacturing and forecasting, sets a combination of fundraising and collective action goals for each campaign.

Goal achievement was measured by the ability of each campaign to successfully reach their preestablished campaign goals. Specifically, the goal achievement rate is the percentage of preestablished campaign goals % met or exceeded.

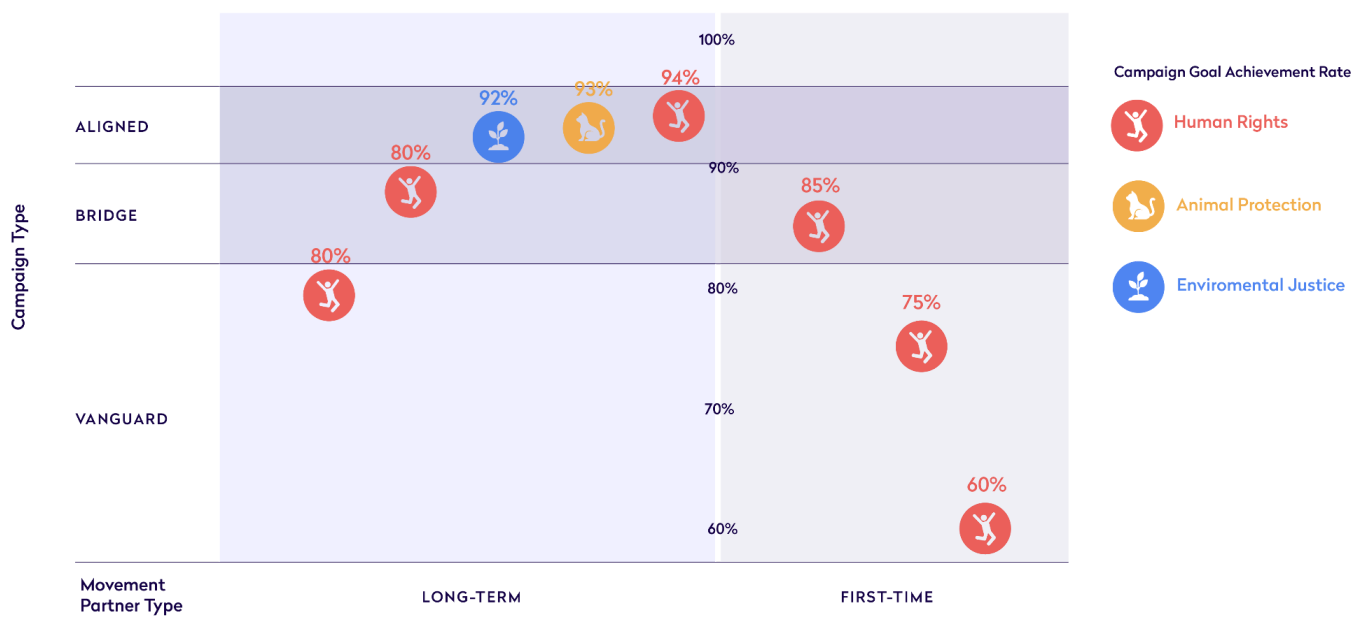
Due to deeper integration with Lush operations and more sophisticated campaign development, aligned campaigns enjoy greater brand synergy with Lush and benefit from Lush's established expertise and reputation.

83%

overall campaign goal achievement rate in U.S. and Canada

LONG-TERM MOVEMENT PARTNERS PRODUCE HIGHER GOAL ACHIEVEMENT

While First-Time Movement Partners Have Greatest Growth Potential



When **aligned campaigns** are **combined with long-term movement partners** have **the highest achievement rates (above 90%)**. While vanguard campaigns, regardless of movement partner type, have lower campaign goal achievement rates, **having a long-term partner in a vanguard campaign increases goal achievement by 20pp** (80% goal achievement for vanguard campaigns with long-term partners versus 60% goal achievement for vanguard campaigns with first-time partners).

“With Lush’s support, we trained hundreds of teachers to keep history alive despite the bans.”

First-Time Movement Partner

ADVOCACY CAMPAIGNS CLARIFY THREATS AND OPPORTUNITIES FOR LUSH ROI

According to the Lush Advocacy & Activism logical model (see page 10 of this report), one of the ultimate benefits of advocacy campaigns is their ability to net new customers that would not otherwise shop at Lush but not for its corporate activism.

"Lush is an awesome company, I definitely shop there now; I didn't before. But I do now."

First-Time Movement Partner

To begin to evaluate the extent to which Lush advocacy campaigns generate new customers who shop at Lush specifically because of its commitment to activism, we combed a sample of roughly 150,000 social media posts from Meta, X, Pinterest, and Reddit across the 15 campaign periods to identify customers who voluntarily posted about their experiences with Lush.

This data captures the time when Lush was both active and inactive on social media to account for customers posting even if Lush did not. Out of the 150,000 randomly sampled social media posts, approximately 6% of these posts specifically mentioned one of the advocacy campaigns studied in this impact assessment (~9,000 posts).¹

65%

positive
advocacy campaign-related
social media posts

¹ We removed all current employees and all potentially identifying information of former employees (i.e., names, campaign name, date, store location) from our data and do not report it to comply with JJD ethical research standards and regulations for responsible conduct of human subjects research from the National Institutes of Health and the Office of Health and Human Services in the United States.

Positive advocacy campaign posts mentioning campaign-themed products usually contain comments such as **“Glad they’re using products for good,”** and **“Love seeing activism at checkout.”**

About 55% of positive posts are user-generated reviews and testimonials. These posts are explicitly positive regarding issue-driven product experience. For example, **“This brand cares and I feel good purchasing!”** **Roughly 45% of positive posts are “haul” posts.** These posts are more neutral, focusing less on values and campaign issues, and more on showing off product quantity or variety, sometimes with little mention of the underlying campaign.

Negative posts, on the other hand, make up less than 40% of all advocacy campaign-related social media content. Critiques are often about perceived “virtue signaling,” questionable product effectiveness, or the campaign’s relevance to Lush’s core. A recent surge in complaints is based on Lush employees “selling” customers on the campaign and not the benefits of the products.

KNOWN THREATS TO MEASURABLE LUSH ROI FROM ADVOCACY CAMPAIGNS

“I was thrown off to see Lush turn their storefronts into a political billboard supporting refugees essentially. What irked me is calling it a bath “bomb”...like come on! Who fell asleep at the wheel giving trolls something to make fun of” – Refugees Welcome Campaign Reddit Post

The analysis of social media revealed notable challenges include social media channel limitations, EU social media prominence overshadowing U.S. content, and campaigns in U.S. and Canada being confused with each other. In addition to these issues, the **top four threats to measurable ROI** for Lush include **overlapping social media controversies, campaign fatigue and overload, perceptions of performative activism,** and **boycotts or negative campaign echo chambers.**²

² Analysis was conducted both for inactive and active times of Lush’s social media activity. The positive-negative comment/post ratio and patterns reported exist in both cases where Lush is active and inactive on social platforms.

These threats diminish the ability of campaign messaging to reach potential customers, distract Lush fans from sharing stories about why they bought a campaign product from Lush, and side track the advocacy campaign conversations away from fans talking about their positive reception of products and issues to defending Lush's position and intention.

These threats to impact frustrate the ability to properly capture and measure the percentage of social media users who can be classified as net new customers who purchase from Lush due to an advocacy campaign.

1. Overlapping Media Controversies

"I also think this campaign is a bunch of bullshit. the amount of money and food that we have wasted on fruit that could be going to hungry families instead of sitting in my hot ass window, creating a whole new organism (MOLD). And then having that mold infest so bad, that we have to write off all the product that was sitting next to that fruit. Make it make sense Lush."

**Former Lush Employee
Feedback**

Overlapping product defects, shipping delays, or miscommunications (campaigns launched close to product complaints) **are visible in roughly 20–40% of major advocacy campaign threads.** At times, campaign posts are crowded out or derailed by unrelated product issues, customer service complaints, or viral misinformation (e.g., bath bomb recalls or controversial influencer collaborations). This can dilute critical messaging windows on social platforms and erode trust in activism posts.

2. Campaign Fatigue and Overload

"It feels like they launch a new 'ethical' campaign every other month—I honestly scroll past unless it's something I care about."

Lush Fan Thread Comment

"Didn't we just do a shark campaign?"

Lush Fan Thread Comment

Some long-time fans express "campaign fatigue" — feeling bombarded by too many overlapping advocacy pushes or perceiving the messaging as repetitive. This **manifests as disengagement or pushback in comment threads**, especially if not balanced with lighter narrative or product posts.

3. Perceptions of "Performative" Activism

"Why is a bath bomb company talking about prisons?"

Death Penalty Campaign X Comment

Social users sometimes accuse Lush of performative or **surface-level engagement**, particularly **when corporate pledges are not quickly followed by visible action or if the issue isn't directly relevant to the brand's core**. This critique is often amplified by influencers or social advocacy accounts outside the Lush fanbase.

4. Boycotts or Negative Campaign Echo Chambers

"It's quite paradoxical that from a corporate perspective, Lush often embodies the problem or resource shifting to other well to do groups but occasionally delivers these standout "Aha!" moments where they truly get it right. Honestly, I'm getting a bit too old for this flippy flop bs."

Justice for Greenwood

Campaign Reddit Comment

When **Lush takes a strong stand, backlash** in certain Reddit or Instagram comment sections can encourage boycott or "cancel" campaigns (especially on divisive topics) — **even if these don't always result in real sales impact, they can swamp campaign hashtags and reduce net positive share-of-voice** for advocacy content.

OPPORTUNITIES FOR GENERATING MEASURABLE LUSH ROI FROM ADVOCACY CAMPAIGNS

"I have two boxes full of bath bombs and another one has other lush products, definitely over a years supply of lush 😊 god bless. I gifted my niece the shark soap because she loves them. Save Sharks!"

Healthy Oceans and Shark Protection Campaign X Post

Despite the challenges identified above, the social media data also reveal several opportunities for advocacy campaigns to generate measurable ROI for Lush.

1. Authentic Customer Stories with Honest Reviews

When social media users post about how they found Lush through campaign products or messages on issues like animal testing, trans rights, or plastics, these stories amplify real customer testimonials, especially from diverse communities, broadening campaign resonance. **Honest reviews and testimonials** are more susceptible to being hijacked by negative comments and critiques. However, when this content is about campaign impact or ethical choices, it sees **2–3 times the comment/reply rates and “upvotes” compared to typical haul posts**, and **are more likely to be cross-posted to ethics, vegan, or zero waste forums**.

2. Issue-Neutral Product Haul Posts

Product haul posts feature less accusations of “greenwashing”, “virtue signaling”, or general campaign fatigue. They see more initial upvotes on r/Lush and Instagram, than customer reviews and testimonials, but have lower share and comment engagement rates over time, unless there are multiple posts about similar hauls which are then cross posted. **Adding campaign products to product haul social media content may be a useful way to increase net new customers while minimizing backlash.**

3. Short-Form Staff-Driven Video Content

Lush’s product demos, behind-the-scenes activism, and spontaneous staff videos see higher engagement and share rates than lengthy campaign manifestos.

4. Community Education Events

*"The **in-store activism events** are actually why I first tried **Lush**—the shop staff gave me the game on how sharks were killed some years ago so being an avid shark week lover I definitely bought the soap. It was going to a decent cause. Got my mom some too! Doesn't feel like the same intensity as of late to educate then sell."*

Lush Customer Reddit Comment

Many users note "Lush parties" or in-store activism days as starting points for activism, but suggest these are unevenly available. Rolling out a predictable, campaign-linked event calendar accessible from the main website and shop signage would provide clarity and drive turnout.

5. Clarify and Demonstrate Campaign Impact

*"**Makes me nervous when I don't see any follow up to the campaign I supported with the same intensity it was marketed to me** when I was in the store...They should have a campaign kiosk where we can scroll the previous ones we supported. Might even help me find new ones."*

Lush Customer Reddit Post

There is some skepticism among social media users about whether campaign messaging translates to real impact. Transparent, bite-sized impact infographics or live updates directly on campaign pages can respond to this demand for accountability.

STRATEGIC RECOMMENDATIONS

Based on the impact assessment results above, Lush's approach to corporate activism via its advocacy campaigns produces measurable success across various dimensions of employee and customer engagement as well as movement outcomes.

However, two lingering questions from this assessment are 1.) How will Lush ensure the longevity of Advocacy & Activism; and 2.) How can Lush amplify and enhance the success of its advocacy campaigns?

"How does Lush integrate [Advocacy & Activism] across the business so it's not cut when times are tough or tariffs are high, [and] it is built in ... so the company doesn't see it as charity?"

Long-Term Movement

"How much of the quality of campaigns is the particular people and their intentionality... If the staff weren't there would the organization [of advocacy campaigns] still stay? Would the results be so solid? How is this institutionalized beyond just the incredible people?"

First-Time Movement Partner

The strategic recommendations below are based on addressing these concerns. Ultimately, each of the following recommendations provides onramps for Lush to build upon its foundation of measurable impact created over the past 17 years by 1.) proactively integrating purpose into core operations with respect to leadership strategy, planning, and decisionmaking; and 2.) embracing its role as industry innovators through thought leadership.

Collaborative Impact Enhancement:

1. Cross-Departmental Integration

The linchpin of the logic of Lush's corporate advocacy is that it is a campaigning company. **Advocacy & Activism's work explicitly puts purpose into the customer's purchase and overall experience with the brand.**

Proactively integrate purpose initiatives into updating/meeting spaces and **elevate Advocacy & Activism as part of core operations in decision making and leadership meetings** as opposed to invited guests or last minute additions.

- Consider partnering with business leadership to **identify a set of policy and narrative changes that would improve Lush operations** (e.g., reduce costs, improve supply chain, boosting sales, increase employee productivity while reducing turnover and dissatisfaction) and **proactively create** short-, medium-, and long-term **impact goals around those areas together**

2. Partnership Development

A key finding from the impact assessment is that long-term movement partners substantially increase campaign goal achievement. To **amplify the impact of advocacy campaigns, invest in long-term relationship building with movement organizations.**

- Choose and cultivate movement partner relationships that are most beneficial to Lush with potential for biggest payoff
- Identify follow up actions and opportunities to collaborate to continue impact of campaigns past 'live' dates, including use of evergreen assets, impact storytelling, etc.
- Monitor and select campaigns that match cultural moments for rapid response

3. Learning Community Creation

Provide ample learning opportunities for Marketing, PR, People & Culture, and Sales departments to learn from Advocacy & Activism. For example, completing campaign training and an advocacy campaign is a form of de

facto leadership development for many retail staff. Furthermore, advocacy campaigns can offer new data-driven ideas for boosting sales through PR and marketing such as netting new customers by adding campaign products to non-advocacy related product hauls and short-form behind-the-scenes staff video content.

- o **Establish a knowledge sharing system** with an internal-external advisory board to refine metrics, commission further impact measurement studies, and strategize Lush's impact management to institutionalize Advocacy & Activism as a core function that is used in service of accomplishing Lush's business goals as well as changing the world for the better
- o **Provide Advocacy & Activism with data support** from marketing, PR, and sales to pair social media analytics with sales data. While current data for this report do not allow for the determination of attribution of net new customers to advocacy campaigns, proactively capturing and tracking net new customers by combining social media and sales data can remedy this challenge and provide a measure of the ROI advocacy campaigns generate for Lush
- o Without any additional costs spent on external leadership training programs or consultants, the findings from this report reveal that the completion of Lush campaign training and experience running **advocacy campaigns provide ample opportunities to create leaders. Determine how campaigns can be used to generate, recruit, and promote emergent leaders within the company**

"The ability to have the amplified reach, the visibility, the legitimacy of a successful corporate partner. Lush stepped up before others to say we will not test on animals or pay for people who test on animals and their policies are far above cruelty free policies. Lush has set a high bar because it is the right thing to do."

Long-Term Movement Partner

External Thought Leadership

Both employees and movement partners view Lush as a model of effective, responsible capitalism. Advocacy campaigns offer the Lush ecosystem the opportunity to live its values. Across surveys and interviews, there are frequent requests for Lush to evangelize its model to other businesses within and across the industries in which it operates.

1. External Communications

Movement partner organizations expressed a need for advertising, mainstream media access, and help tapping into culture online as much as in-store visibility.

Amplify the reach of marginalized issues by standardizing marketing/PR support.

- Ensure cultural differences are respected, particularly when UK/Euro-centric ideas are translated across countries, cultures, and contexts
- Include media tactics like Op-Eds and inclusion of campaign products in influencer promotional sendouts as standard marketing and PR support for movement partners
- Help partners connect with other businesses and explore opportunities for further work engaging the private sector

2. Leadership in Industry

Lush has set a high standard for advocacy, particularly in animal protection. There is an expectation among staff, movement partners, and social users to see the commitment to advocacy and its results discussed beyond the moment of a campaign and by leadership of the company.

- **When Lush senior leadership** attends conferences and **are invited to various speaking engagements, talk about the Advocacy & Activism work being done** and the model of corporate advocacy that Lush has created

3. Learning Community for Corporate Impact Citizens

Advocacy & Activism can host a summit with corporate impact

professionals at other companies to share its playbook and case studies, solidifying its position as a thought leader among its peers.

- **Demonstrate how Lush makes its unique model of responsible capitalism work**, influence elite opinion, business practices, and bolster movement outcomes in ways inaccessible to movement partners

4. Increase Stakeholder Buy-In with a Data-Driven Approach to Vanguard Campaigns

Vanguard campaigns come with enhanced complexities due to the nature of issues and extensive background knowledge required. Taking a data-driven approach can help to reduce uncertainty of campaign goal achievement and increase the strength of the movement partner relationship – a key factor in vanguard campaign success.

- Use in-store activations, conference installations, media events, and PR/press hits to **pretest and pilot stretch issues**, identify best messages, address timing sensitivities, maximize customer engagement, fix product issues early, and **present credible evidence of campaign benefits before a full launch**

*“Brands follow the lead of NGOs, advocates, and activists to be told what to do. They listen to the most impacted communities. [But] at the same time, **businesses need to be leaders in their own space**. As a voice in cosmetics, beauty, wealth, and vaccines, ... **Go be an advocate and speak out directly as Lush. Not just in a support role, but as a leader in [your] own spaces and places**. Bake in the advocacy and social change work. **What can you do in your own right instead of just supporting activists?**”*

Long-Term Movement Partner

CONCLUSION

Lush's advocacy campaign program represents a sophisticated integration of social justice activism with corporate operations. The evidence demonstrates significant impact across multiple dimensions: staff development, customer engagement, policy influence, and movement support.

These results offer strong support that the North American Advocacy & Activism team produces shared benefits for both Lush as a company and movement partners, leaving the world lushier than when everyone found it.

The 15 campaigns analyzed show Lush's evolution from a company that "does campaigns" to a genuinely "campaigning company" where advocacy is embedded in its organizational DNA. Success patterns reveal the importance of authentic partnerships, comprehensive staff preparation, and adaptive implementation strategies.

Most significantly, the data shows that controversial or vanguard campaigns, while more challenging, often produce the greatest learning outcomes and organizational growth.

This suggests that Lush's willingness to engage difficult issues not only serves social justice movements but strengthens the company's capacity for future impact.

The evidence supports continued investment in this model while refining measurement systems, deepening partnerships, and expanding the company's role as an industry leader in corporate activism. All movement partners consulted for this report agree that Lush should continue to be a beacon of advocacy, demonstrating how to build an ethical company that does well financially and does good for people, animals, and the planet. Ultimately, the impact legacy of Lush's North American Advocacy & Activism team is a model for the business world on how to put purpose into a purchase for the sake of human, animal, and planet wellness.

ABOUT J&J DAVID

J&J David helps corporate philanthropy communicate and deliver business value. We drive strategy and analytic initiatives for purpose-driven companies, corporate citizens, and impact investors. We embed data, analytics, and impact within our clients' core operations to achieve measurable ROI for business and society. J&J David uses a shared values framework to quantify success, business value, and societal benefits of our clients' impact initiatives and investments.

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