



FOREWORD

As I write, Europe is steadily removing its COVID restrictions and returning to a new normal. The dark cloud of COVID seems to be lifting, hopefully permanently. Social life and travelling are bouncing back and many businesses affected by the pandemic are recovering too – in 2021 the European cosmetics industry saw a significant return to growth.

However, the business of Cosmetics Europe – making sure the voice of our industry is heard in European policy debates - suffered no downturn during the pandemic. On the contrary in 2021 our activities intensified with the ongoing review of regulations affecting our sector. These include the Cosmetic Products Regulation (CPR) and other initiatives related to the European Commission's Green Deal.

In 2021, the CPR had its 45th anniversary. It remains both a model for the successful harmonisation of regulation in the European internal market, and also a model for the world in its promotion of consumer safety – our key priority – along with scope for the industry to innovate and adapt easily to consumer expectations. You can learn about the CPR revision and other developments in this Annual Report, as well as topics ranging from our international activities to our renewed commitment to scientific research.

It is science that, ultimately, helped us combat COVID through the rapid development of effective vaccines. Science too lies at the heart of all that our industry does, in terms of creating new products, ensuring consumer safety, and developing new, animal free testing methods. An industry based on science is an idea we very much hope to see reflected and reaffirmed in the regulatory changes to come.

John Chave

Director General, Cosmetics Europe



CEAC 2021

"People, Planet, Products"

- Cosmetics Europe Annual Conference 2021

Cosmetics Europe held its first fully online annual conference on 15 and 16 June 2021. "People, Planet, Products" was the theme that brought together industry experts, policy makers, companies, and other stakeholders. Discussions centred around general, technical and regulatory developments in our industry such as the European Green Deal, empowering consumers, international developments, and the digital future. High-level speakers at CEAC 2022 included representatives of the European Commission and the European Parliament.





Highlights

Green in Action

In May 2021, Cosmetics Europe launched "Green in Action" - a dedicated page on the Cosmetics Europe's website presenting some of the flagship environmental sustainability commitments and activities of Cosmetics Europe member companies as well as members of Cosmetics Europe's national associations network. "Green in Action" shines a light on inspirational activities in a range of areas: emissions reduction, product design, sustainable sourcing, reducing plastics usage and inspiring people to consume sustainably.

"Green in Action" is a unique snapshot of the dedication of cosmetics and personal care companies to a better environment and to achieving the goals of the European Green Deal.

GREEN IN ACTIO



#GreenInAction

Virtual European Parliament Delegation

In September 2021, Cosmetics Europe organised a virtual delegation to the European Parliament to connect with MEPs from the Committee on the Environment, Public Health and Food Safety (ENVI), the Committee on Industry, Research and Energy (ITRE), and the Committee on the Internal Market and Consumer Protection (IMCO). In a series of "face-to-face" virtual meetings, small groups of members met with 15 MEPs and/or their assistants. The meetings helped forge trusted relationships, communicate our points of view on priority issues, and listen to MEPs' views.

Collaboration with other sectors

Our growing collaboration with other sectors was reflected in a large number of joint initiatives including:

- letter on Guidelines on Single-Use Plastic (SUP)
 Products why viscose should not be considered as plastic (January 2021);
- statement on the SUP draft Guidelines -Packaging: Better Regulation and the Single Market (January 2021);
- letter on the SUP Directive for an appropriate transitional period in the implementation of Marking Requirements for wet wipes and feminine hygiene products (March 2021);
- letter on the review of the Packaging and Packaging Waste Directive (PPWD) (April 2021);

- industry statement on the implementation of the harmonised marking requirements under The Single-Use Plastics Directive (SUPD) -Directive (EU) 2019/904 on the reduction of the impact of certain plastic products on the environment (April 2021);
- letter on Mandatory product information and digital means (July 2021);
- industry Statement EU/US Summit (June 2021);
- position on EU harmonised consumer sorting instructions (October 2021);
- statement on how to improve EU policy making (December 2021).



Legislative & Policy Environment

As part of the EU's overall push for sustainability in the European Green Deal, the European Commission set out the Chemicals Strategy for Sustainability (CSS) in October 2020 and the Circular Economy Action Plan (CEAP) in March 2020.

The CSS strives for a paradigm shift towards a toxicfree environment and a new EU model of 'sustainable chemicals'. The CEAP targets how products are designed, promotes circular economy processes, encourages sustainable consumption, and aims to ensure waste prevention and resource efficiency. Aiming to simplify and consolidate current chemicals legislation, the new strategy has triggered the revision of three key pieces of legislation affecting cosmetic ingredients and products: the Regulation on the Classification, Labelling and Packaging of Chemical Substances and Mixtures (CLP Regulation), the Registration, Evaluation, Authorisation & Restriction of Chemicals (REACH) Regulation and the Cosmetic Products Regulation (CPR). Steering the revision of the three sets of rules are core CSS concepts, such as 'essential use', 'Safe and Sustainable by Design (SSbD)' and 'Generic Approach to Risk Management (GRA)'.

The CSS also wants to streamline EU-level scientific and technical work on chemicals. Using a 'one substance – one assessment' process, the strategy recommends bringing together expertise from different relevant EU agencies.

Alongside the CSS, the European Commission has made a commitment to research and to digital innovation that will help move away from animal testing. However, the revision of REACH has significant implications for animal testing.

Another main building block of the EU's flagship Green Deal is the Circular Economy Action Plan. Launched in March 2020, the plan targets product design, promotes circular economy processes, helps people to consume sustainably and ensures waste prevention and resource efficiency. The plan's actions around the life cycle of products are important for the cosmetics and personal care products industry. They include:

- the Packaging and Packaging Waste Directive (PPWD) Revision Proposal, which aims to improve packaging design to promote reuse and recycling, increase recycled content in packaging, tackle excessive packaging and reduce waste;
- the Substantiating Green Claims Regulation
 Proposal that will require companies
 to substantiate their claims about the
 environmental footprint of their products/
 services by using standard methods to quantify
 them;
- the Eco-design for Sustainable Products Regulation (ESPR) Proposal;
- the Proposal for a Directive on Empowering Consumers for the Green Transition (amending the Unfair Commercial Practices Directive and the Consumer Rights Directive).





Chemicals Strategy for Sustainability

Throughout 2021, Cosmetics Europe put forward positions and principles on the planned revisions of CLP and REACH and on the core concepts introduced by the CSS.

In addition, our association was selected from a large pool of stakeholders to participate in the High-Level Round Table (HLRT) on the implementation of the CSS. In 2021, the cosmetics industry was represented on the HLRT by Cosmetics Europe President, Mr Hervé



We submitted our points of view – as well as coordinated responses with major international sister associations to the most important European Commission public consultations on the CSS:

- · public and targeted consultation on the revision of the Regulation on the classification, labelling and packaging of chemical substances and mixtures ('CLP Regulation');
- Endocrine-Disrupting Chemicals (EDCs) targeted consultation for the update of REACH Annexes;
- expert consultation on the 'Safe and Sustainable by Design (SSbD)' concept.



Cosmetic Products Regulation Revision

The CSS kickstarted a revision of our sectorial legislation, the Cosmetic Products Regulation (CPR).

The CPR is a gold standard and inspiration for regulators globally. For 45 years, it has been the central regulation for our sector, containing tools and mechanisms to ensure the highest level of consumer safety and to safeguard the Single Market.

In October 2021, the European Commission started its process for a targeted revision of the CPR. The first step was the publication of its Inception Impact Assessment (IIA) – Roadmap, to which Cosmetics Europe submitted its response in November 2021. We are now actively preparing for the revision of this vital set of rules for our sector.







In October 2021, the European Commission started its process for a targeted revision of the CPR



Consumer and Value Chain Information

Digital information

Cosmetics Europe remained active in the Digital Consumer Information Alliance (DCIA), an informal cross-sector group of associations interested in the digitalisation of consumer information. In a joint letter to the European Commission, DCIA highlighted the opportunities for businesses and citizens of putting consumer information online. The letter also urged the Commission to take a holistic and integrated policy approach to the matter.

Mandatory information

Following the adoption by Member States of national laws imposing requirements on packaging-related information, Cosmetics Europe took action and joined forces with other industry sectors. We also advocated on the European Commission proposal amending Annex III of the CPR, which included labelling requirements for the 60+ additional fragrance ingredients.



Environmental impact of cosmetic products - EcoBeauty Score Consortium

Several cosmetics and personal care companies founded a consortium to work together on guidance for the development of methodology to assess and score environmental footprints. Cosmetics Europe became an associate member of the consortium and participates in a number of working groups. The consortium is building a robust, scientific and voluntary approach that centres around:

- a method for measuring environmental impacts throughout the lifecycle of products, backed by the principles of the Product Environmental Footprint (PEF);
- · a database of the environmental impact of standard ingredients and raw materials used in formulas and packaging, as well as during product usage;

- · a tool, easy-to-use by non-experts, for the assessment of the environmental impact of individual products:
- · a harmonised scoring system that enables companies, on a voluntary basis, to inform consumers about the environmental footprint of their cosmetic products.





Other Regulatory Topics

General Product Safety Directive (GPSD) Revision

The General Product Safety Directive (GPSD) sets basic and general safety requirements for all consumer products that do not fall under harmonised sectorspecific safety legislation.

Although several chapters of the GPSD do not apply to cosmetics as these are regulated by the sectoral specific Cosmetic Products Regulation (CPR), the borderline between the two pieces of legislation is not always clear. Some legal uncertainty exists on the applicability of certain provision of the GPSD to cosmetic products.

General Product Safety Directive (GPSD) Revision - Proposal for a Regulation

The revision of the GPSD and its proposed recast into an EU Regulation (i.e. directly applicable law that does not require national implementation in the EU Member States) provides an opportunity to address and clarify these aspects.

We are taking advantage of this revision period to clear up legal uncertainty and have provided input into to the public consultation on the GPSD revision where we addressed priority questions around:

- · definition of safe/unsafe products;
- · criteria to identify potentially dangerous 'food-imitating products';
- · obligations for economic operators in case of distance sales;
- · criteria and process for Member States to notify unsafe products to the public 'Safety Gate Portal'.

Refillable Cosmetics

Reuse of certain packaging by refilling it with cosmetic products at the points of sale is an increasing trend sought by many consumers. Refilling supports the objective of reducing waste - central to the European Green Deal and the Circular Economy Action Plan.

In industrial production, refilling of cosmetic products must meet high hygiene requirements. For an equivalent level of hygiene for refilling in a retail setting, there are important considerations to take into account and ensure that these products still comply with the Cosmetic Products Regulation (CPR) and additional national requirements.

To support the sector, Cosmetics Europe has developed guidelines for members as well as any cosmetic manufacturers and retailers. They cover essential aspects of refillable cosmetic products and refill systems in the retail trade.

These guidelines may assist companies in developing more detailed operating procedures, as appropriate for their specific refilling operations.

Fostering the harmonisation of internal market rules (TRIS comments and complaints for breach of EU law)

Divergent national measures, implemented across Member States, do not favour the harmonisation of internal market rules, hence posing a challenge for the integrity of the internal market.

The EU 2015/1535 procedure aims to mitigate barriers in the internal market before they materialise. Using a system called TRIS (Technical Regulation Information System), Member States notify their technical legislative projects to the European Commission, who then analyses these projects in light of EU legislation and the internal market principles. Cosmetics Europe is vigilant about new Member State rules that could lead to the fragmentation of the internal market, constituting a challenge for our sector. Using the TRIS, Cosmetics Europe submitted comments to the European Commission as a response to certain national legislative proposals.

In addition, we submitted a complaint for breach of EU Law in relation to the French Triman labelling legislation. To highlight the industry's concerns regarding the proliferation of national measures, which would lead to internal market fragmentation, we also organised a meeting with DG GROW's Enforcement Unit.



International Cooperation

Through its international committee, Cosmetics
Europe works towards global compatibility of
evolving cosmetic regulations. Indeed, with the
minimisation of technical barriers to trade, our
members are aiming to guarantee consumer's access
to Safe, Quality and Effective (SQE) cosmetic products
wherever they are in the world

International regulatory developments

Cosmetics Europe is working closely with its members and their local representatives, trade association counterparts, EU trade authorities (EU delegations, local EU missions, Member States' embassies...) and other relevant stakeholders (local chambers of commerce and industry, international business associations), to provide local authorities with inputs and solutions to the regulatory questions that arise with evolving legislations.

To this end, Cosmetics Europe needs to take into account the specificity of each country and their existing frameworks. From a regional perspective, Cosmetics Europe is working at three levels of regulatory development:

- Fostering the development of a regulatory framework for cosmetics: in Sub-Saharan Africa, we work through webinars and active engagement with local stakeholders to promote manufacturers' responsibilities for Safety, Quality and Efficacy compliance.
- Supporting the modernisation of existing regulatory frameworks: in the Middle East and North Africa, where there are many evolving pieces of relevant regulation, we provide solutions for compliance with international best regulatory practices to combine the highest level of consumer safety with enhanced trade and fair competition.

 Maximising the compatibility of the regulation of key markets: China is a very important market for the cosmetic sector. After finalisation of the new Chinese Cosmetics Legislation, we continue to work with Chinese authorities to address arising challenges through practical implementation of the law and how it can be applied in a way that is trade-compatible, proportionate and fair.



Cosmetics Europe needs to take into account the specificity of each country and their existing frameworks.

Trade compatibility of European regulations

Here, in Europe, technical barriers to trade also need to be tackled. As members of the World Trade Organisation, the EU institutions are obliged to ensure that EU regulations remain compatible with those of global trading partners.

In 2021, the EU kickstarted the revision of cosmetics and chemicals rules, including the CPR, CLP and REACH. While participating in public consultations on these legislative proposals, Cosmetics Europe worked with its international network to flag to the European Commission the potential adverse impacts on international trade that certain provisions could bring.



ICCR

Established in 2007, the International Cooperation on Cosmetics Regulation (ICCR) is a voluntary international group of now seven cosmetics regulatory authorities (Brazil, Canada, Chinese Taipei, the European Union, Japan, Republic of Korea, and the United States). Together with relevant cosmetics industry trade associations, this group meets annually to discuss common issues around cosmetics safety and regulation.

Cosmetics Europe is actively involved in different ICCR working groups. In 2021, we were particularly active in groups for the convergence of regulatory principles on Next Generation Risk Assessment (NGRA), for cosmetics containing pre-, pro- and postbiotic ingredients, and for public oriented communication. A proud moment for the ICCR community in 2021 was the publication of the report of the 2019 Montreal workshop "Paving the way for application of next generation risk assessment to safety decision-making for cosmetic ingredients". It is freely available in the Regulatory Toxicology and Pharmacology journal.



Paving the way for application of next generation risk assessment to safety decision-making for cosmetic ingredients"



Research and **Science**

New Science Programme (NSP) | Not-for-Profit (NfP) Organisation

Cosmetics Europe has long been committed to developing alternatives to animal testing and to accelerating their acceptance. Our most recent research programme, the Long Range Science Strategy (LRSS), came to an end in early 2022.

Following intensive work with international partners throughout 2021, in 2022 we will launch an ambitious new programme in collaboration with our partner associations in the US, Canada and Japan. This programme is global in reach and significantly wider in scope than previous projects.

The programme will be multifaceted and will cover both environmental safety and human safety. We will continue our research to further build safety science capabilities. Importantly, we will work with regulators and competent authorities to help them better understand and accept new scientific methods. We will also inform and educate our own industry about new scientific methods so that everyone can benefit from innovation based on animal-free science.

A dedicated new Not-for-Profit scientific organisation will oversee the programme.



Cosmetics Europe Science & Research - Long Range Science Strategy (LRSS)

The Long-Range Science Strategy (LRSS), Cosmetics Europe's research programme on alternatives to animal testing, continued its successful scientific journey in 2021.

Human Health

LRSS was the basis of our participation in a number of leading events throughout the year. It was on the agenda of three sessions at the European Partnership for Alternative Approaches to Animal Testing (EPAA) Skin Allergy User Forum in a cross-sectorial setting. Congresses such as the World Congress on Alternatives and Animal Use in the Life Sciences (WC11) and the ICCR Joint Working Group for the Integrated Strategies for Safety Assessment of Cosmetic Ingredients were important opportunities to amplify LRSS accomplishments.

Among numerous contributions to articles and scientific papers, LRSS was prominently featured in 'Current Trends in Safety Assessment of Cosmetics Ingredients' published in *Regulatory Toxicology and Pharmacology*. We gave significant input, based on results of our projects, to the 11th revision of the Scientific Committee on Consumer Safety (SCCS) Notes of Guidance. These now focus on exposure and the application of alternative approaches. More specifically, emphasis is put on the integration of an NGRA framework for

the safety evaluation of cosmetic ingredients (e.g. Systemic Toxicity and Skin Sensitisation) and New Approach Methodologies (NAMs).

We have become a partner of two new publicly funded five-year projects on alternatives to animal testing: the Virtual Human Platform for Safety Assessment (VHP4Safety) and RISK-HUNT3R, the successor of EUToxRisk, which ended in November 2021.







Environmental Safety

In 2021, Cosmetics Europe continued to join and initiate several new projects dedicated to the environmental safety of cosmetic ingredients and products. Under LRSS we started a cross-sector collaboration with ECETOC, Cefic LRI and Concawe to develop a publicly available and free Persistence Assessment Tool (PAT) for REACH. The PAT will allow regulatory bodies and industry to easily consider all available lines of evidence in a standardised way to assess the non-persistence/persistence of a chemical. Independent experts from academia and regulatory bodies provide guidance on shaping this PAT project.



"Alternatives to animal testing – the only way forward for the EU"

In August 2021, Cosmetics Europe published a statement giving full support to the animal testing ban under the Cosmetic Products Regulation. We also called for a dialogue to advance work on development and regulatory acceptance of non-animal testing methods.



General Management



John Chave
Director-General



Emma Trogen
Deputy DirectorGeneral & Head of
Legal Department



Hind Benrhanem HR Manager & Executive Assistant

Legal Affairs



Emma Trogen
Deputy DirectorGeneral & Head of
Legal Department



Emilie Rinchard Senior Legal Manager



Hind Benrhanem
HR Manager &
Executive Assistant

Ingredients Defence



Florian Schellauf



Estefania Cardamone
Issue Manager



Pamina Suzuki



Marina Koukoulanaki



Ina ThemeliJunior Project Manager



Alicia Segbia Project Assistant

Public Affairs & Communications



Diane WatsonDirector



Malgorzata Miazek Senior Communications Manager



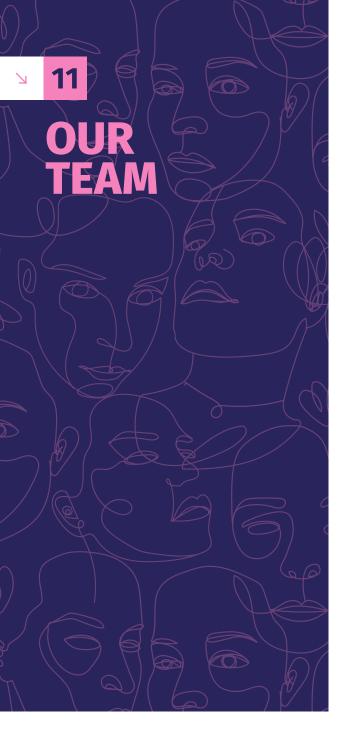
Deborah Cwajgenbaum Senior Public Affairs Manager



Gabriela Lopez Lopez
Policy Communications
Officer



Giulia NavaJunior Public Affairs &
Communications Officer



Resources and Services



Xavier Wouters
Accounting Manager



Delphine GillesOffice Manager & Events
Supervisor



Betina Simonsen Senior IT Project Manager

......

Science & Research



John Chave Director-General



Amelie Ott Environmental Sciences Manager



Arianna Giusti Scientific Manager



Sabrina Dourte
Project Assistant



Irene Manou
Scientific Director EPA

Technical Regulatory & International Affairs



Gerald Renner Director



Manuela Coroama Senior Manager



Maxime Jacques
International Relations
Manager



Yu-Lun HuangJunior Technical Regulatory
& International Affairs
Manager

OUR MEMBERS AND EXPERT COMMITTEES

For nearly 60 years Cosmetics Europe has been an established European trade association for the cosmetics and personal care industry. Our members include cosmetics and personal care manufacturers as well as associations representing our industry at national level, right across Europe.

Our experts have been a trusted partner to policy makers on regulatory and scientific matters. We are committed to working collaboratively with all stakeholders to shape a successful future for our members.



Our Vision

A flourishing European cosmetics and personal care industry.



Our Mission

To shape an operating environment conducive to long term growth and a sustainable and responsible future for our industry.

ACTIVE CORPORATE MEMBERS (ACM)



































SUPPORTING CORPORATE MEMBERS (SCM)





















ACTIVE ASSOCIATION MEMBERS



Active Association Members (AAM)

1. Austria

Fachverband der Chemischen Industrie Österreichs - FCIO

2. Belgium

Belgian -Luxembourg Association for manufacturers and distributors of cosmetics, detergents, cleaning products, adhesives and sealants, biocides, related products and aerosol technology - DETIC

3. Bulgaria

Bulgarian National Association Essential Oils, Perfumery and Cosmetics - BNAEOPC

4. Croatia

Detergents and Cosmetics Affiliation of the Croatian Chamber of Economy

5. Czech Republic

Czech Association for Branded Products - CSZV

6. Denmark

Kosmetik- og Hygiejnebranchen - K&H

7. Estonia

Estonian Chemical Industry Association - ECIA

8. Finland

Kosmetiikka- ja hygieniateollisuus ry

9. France

Fédération des Entreprises de la Beauté - FEBEA

10. Germany

Industrieverband Körperpflege- und Waschmittel - IKW

11. Greece

The Hellenic Cosmetic Toiletry and Perfumery Association - PSVAK

12. Hungary

Hungarian Cosmetic and Home Care Association - KOZMOS

13. Ireland

Irish Cosmetics & Detergents Association - ICDA

14. Italy

Cosmetica Italia

15. Latvia

The Association of Latvian Chemical and Pharmaceutical Industry - LAKIFA

16. Lithuania

Lithuanian Cosmetics and Household Chemicals Producers Association -LIKOCHEMA

17. Luxembourg

Belgian - Luxembourg Association for manufacturers and distributors of cosmetics, detergents, cleaning products, adhesives and sealants, biocides, related products and aerosol technology - DETIC

18. The Netherlands

Nederlandse Cosmetica Vereniging - NCV

19. Norway

Kosmetikleverandørenes Forening - KLF

20. Poland

Polish Association of Cosmetics and Detergent Industry - PACDI

21. Poland

The Polish Union of Cosmetics Industry – Kosmetyczni.PL

22. Portugal

Associação dos Industriais de Cosmética, Perfumaria e Higiene Corporal - AIC

23. Romania

Romanian Union of Cosmetics and Detergent Manufacturers - RUCODEM

24. Slovakia

Slovak Association for Branded Products - SZZV

25. Slovenia

Association of Cosmetics and Detergents Producers of Slovenia - KPC

26. Spain

Asociacion Nacional de Perfumeria y Cosmética - STANPA

27. Sweden

Kosmetik- och hygienföretagen - KoHF

28. Switzerland

Schweizerischer Kosmetik und Waschmittelverband - SKW

29. United Kingdom

Cosmetic, Toiletry & Perfumery Association - CTPA

SUPPORTING ASSOCIATION MEMBERS (SAM)

Russia: Association of Perfumery, Cosmetics and Household chemistry Manufacturers - APCOHM

Russia: Perfumery and Cosmetics Association of Russia - PCAR

Serbia: Association of Detergents and Cosmetics Producers and Importers of Serbia - KOZMODET

South Africa: Cosmetic Toiletry and Fragrance Association - CTFA

Turkey: Turkish Cosmetics & Cleaning Products Industry Association - KTSD

Ukraine: Association of Perfumery and Cosmetics of Ukraine - APCU

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Combe Inc.

EDANA

Intercos

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Ms Anna Nightingale – GSK

Dr Anna Oborska – PACDI

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Mr Olof Holmer - KoHF

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Mr Peter Jansson – KoHF

Mrs Inara Ioniskiene – LIKOCHEMA

Ms Sari Karjomaa – Kosmetiikka- ja

hygieniateollisuus ry

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Mr Kevin Maher – I.C.D.A.

Dr Emma Meredith - C.T.P.A.

Mr Hallar Meybaum – ESTONIAN CHEMICAL

INDUSTRY ASSOCIATION

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Mrs Anna Patera - P.S.V.A.K.

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COSMETICS AND DETERGENT PRODUCERS OF

SLOVENIA

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Mr Finn Rasmussen – K.L.F.

Mr Lubomír Tuchscher – SLOVAK ASSOCIATION

FOR BRANDED PRODUCTS

Ms Françoise Van Tiggelen – DETIC

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Ms Ana Gaspar – COLGATE-PALMOLIVE

Mrs Meena Gohlar - JOHNSON & JOHNSON

Mr Hirofumi Kuwahara – KANEBO - KAO GROUP

Mrs Anne Laissus-Leclerc – LVMH

Ms Isabelle Martin – ESTÉE LAUDER COMPANIES

Ms Anna Montero – REVLON - ELIZABETH ARDEN

Ms Anna Nightingale – GSK

Mr Hervé Toutain – L'ORÉAL

Ms Esperanza Troyano - PROCTER & GAMBLE Mr

Armin Wadle - HENKEL

Ms Fabienne Weibel - CHANEL

SUPPORTING CORPORATE MEMBERS (SCM)

Members:

Mr Kaur Parminder – BOOTS

Mrs Sandra Browne - EDGEWELL

Mr George Fatouros - BAYER CONSUMER CARE AG

Mrs Amanda Long - NATURA & CO

Mrs Delphine Masson – NAOS

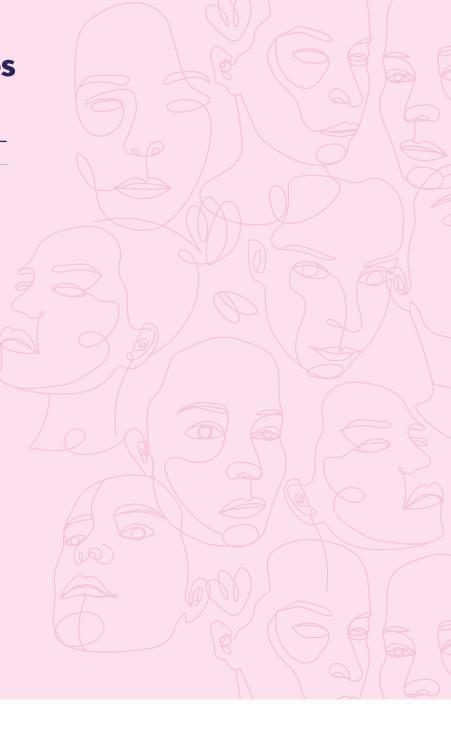
Mrs Julie McManus - RECKITT

Mr Garrett Moran - ORIFLAME COSMETICS

Mrs Anouchah Sanei – AMWAY

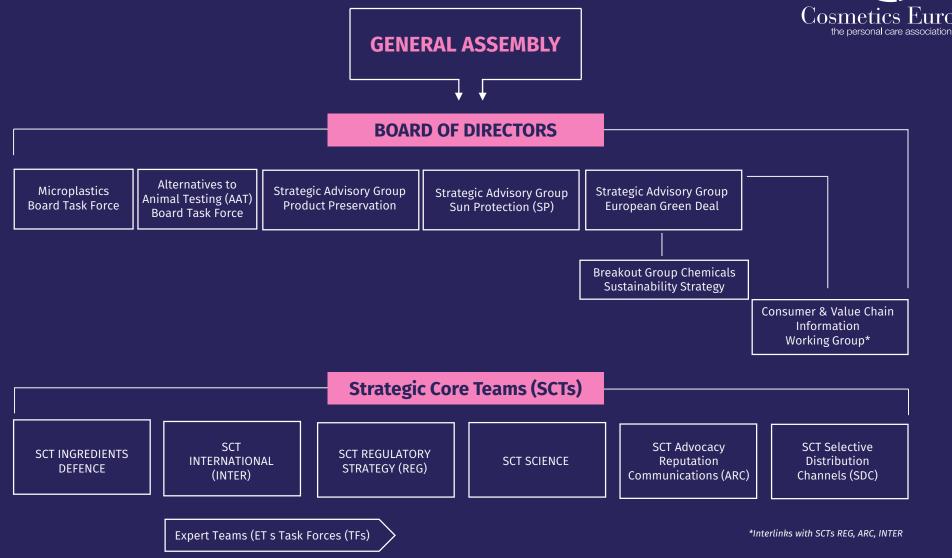
Mrs Morgane Duchemin – L'OCCITANE

Mr David Vilbert – SISLEY



Our Organisational Structure and Strategic Core Teams





Our Expert Teams (ET)

- ET BORDERLINES
- ET CHINA
- ET CLAIMS & ADVERTISING
- ET ENVIRONMENTAL SCIENCE
- ET EURASIAN CUSTOMS UNION
- ET EXPOSURE
- **ET** FUTURE OF MANDATORY CONSUMER INFORMATION
- ET HAIR PREPARATION
- ET INDIA
- ET INGREDIENT MONITORING ASSESSMENT

- ET INHALATION
- ET NANOTECHNOLOGIES
- ET NATURAL/ORGANIC PRODUCTS
- ET ORAL CARE
- **ET** PERFUMES
- ET PRODUCT PRESERVATION
- ET REGULATORY ASPECTS OF SUN PRODUCTS
- **ET** TRACES
- ET TRIAGE



