

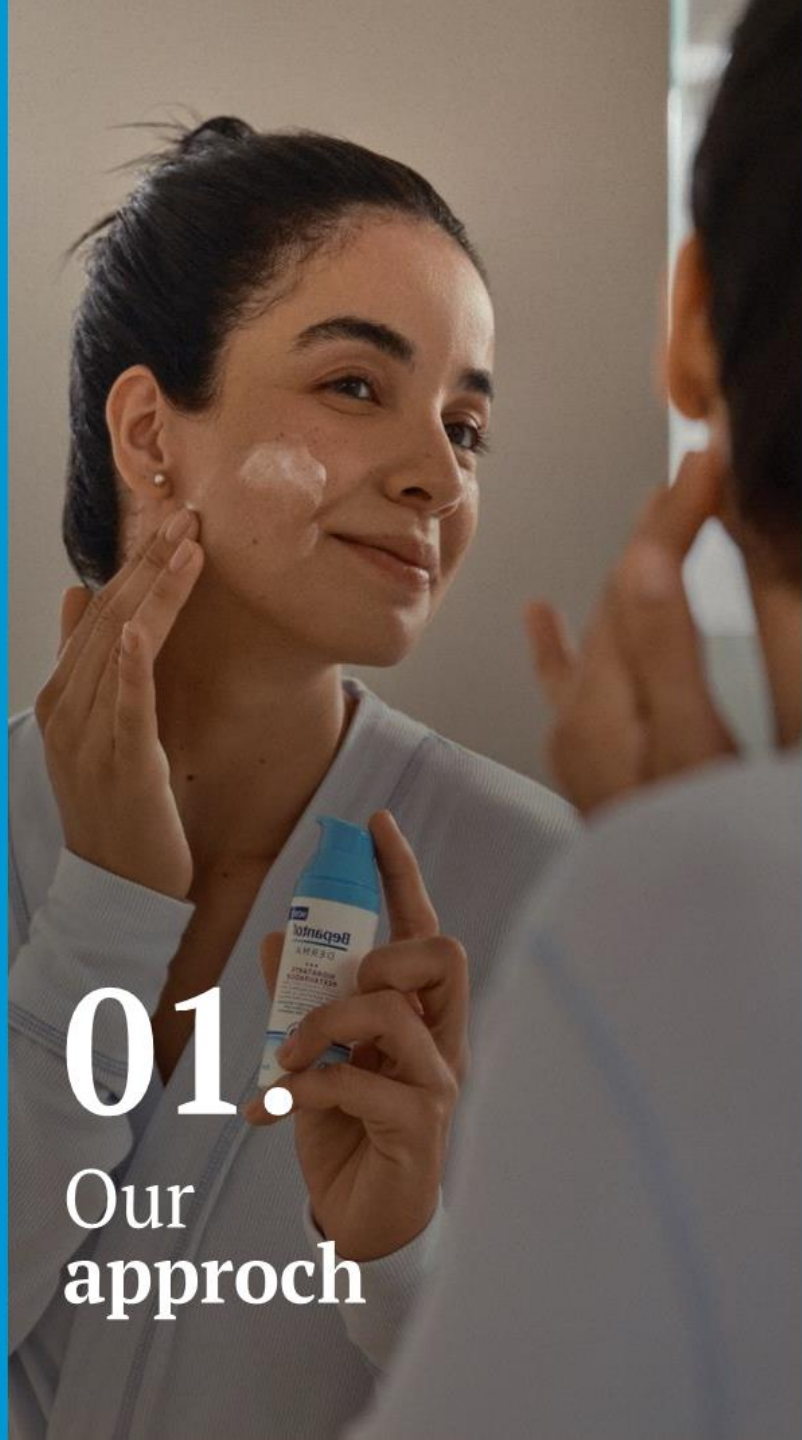


**Bepanthen**<sup>®</sup>

# DE&I Strategy

Evolving our skin  
health megabrand

Updated 2025



**01.**  
Our  
approach



**02**  
Our  
findings



**03**  
Our  
strategy

01

Our Approach  
To Strategy  
Building





# The Process In A Page

## Objectives

**BCH is aiming to create a framework for embedding DE&I into portfolio brands**, aligned with hives and seamless integrated into platforms and overall marketing mix

**Bepanthen was the first pilot**, serving as blueprint for remaining brands to follow the approach

## 01

### Discovery

Capture a 360° view of what DE&I means for **Bepanthen in its own category context**, via 4Cs analysis including BRGs and brand stakeholders, as well as consumers (26 sample research globally), competitors and market dynamics review

## 02

### Assessment

Based on Discovery results, **prioritize the right strategic territories for Bepanthen to credibly own**, via collaborative workshop to review opportunity spaces, metrics and potential challenges

## 03

### Integration

**Design brand-led DE&I principles** for Bepanthen and embed it across brand tools, delivered as a toolkit for brand teams in markets, along with a change / action plan for implementation

## 04

### Scale

**Codify Bepanthen's approach and extract its learnings** to support reapplication via new BCH program to be deployed across other brands

02

Our Category  
and Consumer  
Findings



# Executive summary

In a nutshell, by looking into our category, competitors, our own brand efforts, and consumer needs, we have learnt that there is still need for a real skin health leader!



At their best, **skin brands are selective** about diversity and inclusion and inconsistent in their approach (rather ad-hoc initiatives only).

Efforts from competitors are often grounded on diverse skin tones (as the easiest, most intuitive territory in our category). Aside from Dove (Real Beauty), which is not even part of the medicated group, little to no brands portray real skin, nor diversity of body shapes and age, for example.

At its worst, the category is **stereotyping and excluding**.



**Bepanthen isn't different from competition**, still struggling to grasp DE&I basics globally, aside from punctual initiatives often driven in certain markets that demonstrate higher maturity level in this arena (ie. Brazil).

Audit findings from 2020 (Creative Equals) are confirmed by current assessment from Interbrand, showing branded content in Social and Website **lack diversity** (skin tones, age groups, family structure, ability etc) and **often stereotype** (gender roles ie. mother as sole baby caretaker).

Overall **accessibility** (product and pack experience, content across touchpoints, etc) is also **limited**.



Different parts of consumers' identities (age, ethnicity, ability, culture, etc) affect their **skin health needs and habits**.

In an era of self-care, consumer control, and radical authenticity, we increasingly see **consumers seeking to embrace their realities online**. Many - particularly those who don't see themselves and their skin needs represented by brands - are trusting **alternative sources** (especially social media) over solutions based in evidence and grounded on science.

# Here are the 5 insights we have gathered from our skin health world

Representing **real human diversity** is a hygiene factor



02

Solving info **overload, confusion and mistrust** is a key need



04

Skin inclusivity goes far **beyond communications**



01



Showing **skin challenges authentically** is an opportunity

03



Skin health needs are inextricably **linked to physical and mental**

05

## Navigation

Click to **navigate** across insights and learn what consumers want vs. what skin brands deliver

# First Learning

Representing real human diversity is a hygiene factor



**What consumers are asking for**

Consumers expect to see themselves **represented in branded content** and their **realities thought of in brands' offerings**, but in an authentic way without being tokenistic or feeling explored for commercial purposes

Overall, they do perceive some progress in the **Skin Health industry**, but flag there is still a long way to go for most brands

*"As a man, and a father, I want to take care of my skin and of my kids as much as anyone else, but brands are still very focused on women."*

*"I'd like to see more people like me because it is great to have diversity reflected. But I don't want to be exploited to make a sale."*

*"They create diversity for models. So, the marketing does help sometimes, but there isn't much stuff out there for men. I think there is only a few brands out there, maybe 20%? Yeah, its minimal."*

# 01 First Learning

## Representing Real Human Diversity Is A Hygiene Factor



What Competitors Are Delivering

- Competitors are broadening representation in imagery across content, although many still in a tokenistic, inauthentic way. Targeting of some isolated underserved needs / benefits can be seen, most often related to skin colors. Exceptions can be seen in smaller, newer brands (ie. I Am Proud, E45) tackling more intersectional audience needs
- Some players are also stepping up on social impact initiatives and progressing policies (ie. LRP Caring For Skin During Cancer), but causes vary, and in some instances lack connection to actions in the remaining of the marketing mix

### Our Commitment to Skin Health Equity

At Aveeno®, we are committed to advancing skin health equity and advancing eczema awareness and the education gap in skin of color.

**Vaseline**  
EQUITABLE SKINCARE FOR ALL



**CeraVe**  
DEVELOPED WITH DERMATOLOGISTS

**WHAT YOU NEED TO KNOW**  
Developed with dermatologists, CeraVe is the #1 dermatologist recommended skincare brand. Whether you need products for your sensitive, oily, acne-prone, combination or normal skin, need a soothing moisturizer for your baby, have specific skin concerns, like eczema or psoriasis, or just want a hydrating serum or anti-aging cream, CeraVe can help!

**Aveeno**  
ANTI-AGING

Anti-aging skin care tips for video younger-looking you.

**Eucerin**  
NEW  
50  
SPF  
SUNSCREEN

**Equity vs. Equality**

Despite sounding similar, these two words are not interchangeable. Equality means dividing resources in equal amounts for everyone, while equity refers to distributing them based on the needs of the recipients. This distinction drives our efforts, as we focus on achieving a fair outcome for those whose skin health is disproportionately underserved.

Dads need a little help when it comes to skin care



Dads need a little help when it comes to skin care

**Savlon**

Why Savlon The Savlon Family Savlon Guides Shop Now Little First Aider Academy FAQs Book us

**Little First Aider Academy**

**CANCER SUPPORT**  
BY LA ROCHE-POSAY

**Fight With Care**  
La Roche-Posay's New Program to Support Women with Cancer

Loving your skin isn't vanity, it's sanity  
Andre Gide

**i am proud**  
First and foremost, I Am Proud is here to empower. We're building a community that celebrates uniqueness and champions being proud of the skin you're in.

**skin proud**  
Proudly formulated with the optimum combination of clinically proven actives and skin-loving natural ingredients, Skin Proud's delicately formulated products deliver visible results while encouraging you to practice an attitude of gratitude and celebrate what makes you, you.

# 01 First Learning

Representing **Real Human Diversity** Is A Hygiene Factor



What Bepanthen Is Doing

➤ Bepanthen's existing materials do not meet consumers expectations, with most assets (i) feeling staged, filtered and unauthentic, (ii) lacking real diversity across intersectional areas (skin color, body sizes, ability, age groups, etc), (iii) perpetuating common societal stereotypes, especially on gender and parental roles, as well as age and beauty standards. Some progress can be seen punctually across markets driving slightly broadened imagery beyond generics, but still visually euphemized



**BepanthenDerma**  
 Hydrate immédiatement et jusqu'à 48h\*

\*Étude IMPACT 2012 - 4 Human in use test under dermatological control and instrumental evaluation + agreement based on questionnaire and/or laboratory once daily application for 4 weeks. 19-42, 10/08-2020

**B5**  
 VITAMINE

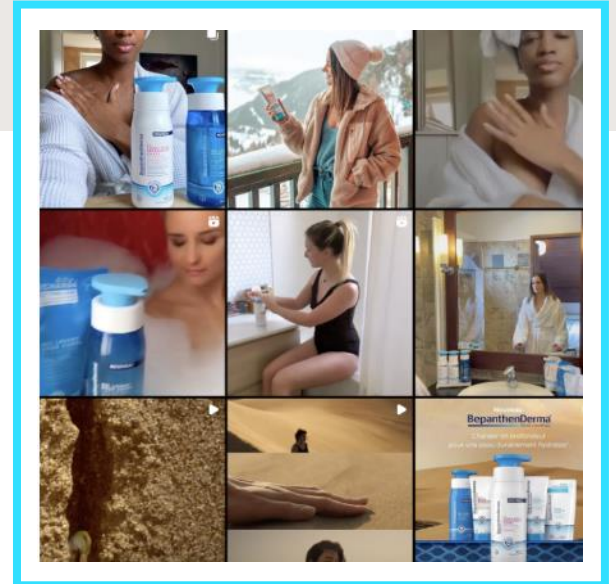
L.Filipini/CC.07.2021.356

48 ساعة  
 من الترطيب الفوري  
 طويل المفعول

48 ساعة

Reinigt sanft und beruhigt trockene und empfindliche Haut

Ideal über Nacht als Intensivpflege



# Summary

## Representing real human diversity is a hygiene factor



**What consumers are asking for**

They expect to see themselves represented in branded content and their realities considered in brands' offerings authentically, without feeling exploited for commercial purposes. While they perceive **progress from skin care brands**, they flag **there is still a long way to go**



**What competitors are delivering**

**Brands are broadening representation across channels**, although many still in a tokenistic way, starting to target isolated underserved needs at first (newer brands ie. 'I Am Proud' exceptions tackling intersectional audience needs), and stepping up on social impact initiatives and progressing policies



**What Bepanthen is doing**

Existing materials do not meet benchmark, mostly (i) still **feeling staged** and **unauthentic**, (ii) lacking **real diversity** across **intersectional areas** (gender, skin color, body sizes, ability, age groups, etc), (iii) perpetuating societal stereotypes on gender and parental roles, as well as age and beauty standards



# 02 Second Learning

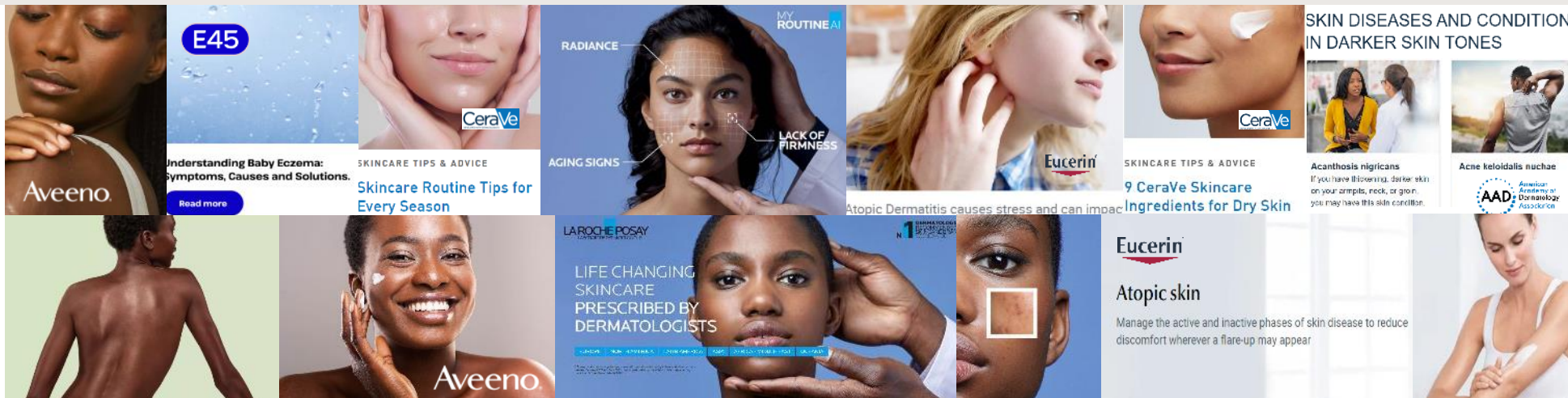
## Showing Skin Challenges Authentically Is An Opportunity



- Brands don't portray skin issues and consumer experiences in an authentic and empathetic way. Real life examples are rare, and most brands bet on visuals of perfectly healthy, often photoshopped skin to represent and try to educate consumers on conditions such as acne, dryness, eczema etc, creating a feeling of fakeness and reinforcing unattainable goals and beauty stereotypes. Exceptions exist (ie. CeraVe on the right) but are inconsistent.
- Seldomly, when real skin issues are shown, it is biased in white skin. Some punctual branded initiatives have recently started gaining traction (ie. Vaseline's "See My Skin" visual library for conditions on black skin), in addition to public associations dedicating space to try and cover the gap for minority groups (ie. American Academy of Dermatology), but still at slower pace than consumer demands.

**SEE MY SKIN**  
POWERED BY Vaseline x HUED

**Vaseline See My Skin**  
I feel so seen with Vaseline x HUED's 'See My Skin' platform. It's an image search engine that shows different skin conditions on Black/Brown skin. You can even book an appointment with a culturally competent dermatologist who gets the needs of



# 02 Second Learning

Showing **Skin Challenges Authentically** Is An Opportunity



**What Bepanthen Is Doing**

- On the same level as competitors, Bepanthen typically also portrays rather flawless and healthy skin to showcase products and educate on dry skin and eczema, two of its key franchises. Photoshopped redness is also often found. Some of its biggest and most recent campaigns, such as Oasis Desert, exactly match consumers' criticism of brands wiggling out of showing real skin issues and leveraging metaphors instead
- Some real skin visuals can be found punctually on website and social of some countries (ie. some eczema visuals on the bottom right), sign aling great first steps in the right direction, but still mixed with other staged and stock imagery of "fake" skin issues thus lacking consistency
- When real skin issues are shown, it is also in white skin (incl. medical visuals), matching industry bias



# Summary

## Showing skin challenges authentically is an opportunity



### What consumers are asking for



### What competitors are delivering



### What Bepanthen is doing

**They want to see real-life examples of skin issues**, rather than models with flawless skin, photoshop of redness, or metaphors (ie. desert). They also look for honest and truthful reviews from products, especially to avoid high cost of "trial and error". That is especially pressing for minority groups (ie. back skin) whose skin is even more rarely and poorly represented. Frustrated with brands, consumers turn to online sources to connect with others for "real skin comparison, reviews and shared experiences"

**No representation of real skin issues and consumers' journeys in an authentic, empathetic way.** Most brands use visuals of perfectly healthy, radiant, often photoshopped skin to represent and try to educate consumers on conditions such as acne, dryness, eczema, and others, generating a feeling of fakeness, and reinforcing unattainable goals. When real skin issues are shown, it is mostly in white skin, which perpetuates bias

**Also portrays flawless skin to show its products and educate on dry skin and eczema.** Photoshopped redness / issues can be seen. Some of its largest recent campaigns, ie. Oasis Desert, match consumers' criticism of brands wiggling out of showing real skin issues and leveraging metaphors. Some real skin visuals can be found punctually online, but still mixed with staged and stock imagery, lacking consistency

# 03 Third Learning

Solving **Info Overload, Confusion And Lack Of Trust** Is A Key Need



- The category is marked by a huge overload of information, often conflicting, leaving people to feel overwhelmed, confused, and ultimately skeptical as they struggle to find reliable, science-based guidance on skin treatments and care regimens provided in a simple and easy to digest way
- Not only is finding and digesting information difficult, so is adhering to long and complex regimens and routines, which consumers claim to have less and less time available for in their busy days, and which are seen as especially challenging for some communities (ie. neurodiverse consumers).
- Consumers claim to be more than willing to try a new brand who owns a clear and unafraid guiding voice to help them simplify their routines and cut through BS



- There is so much conflicting and complicated advice, I don't know who to trust or what to do. The best thing brands could do is offer accurate and just important information, nothing else
- Do I really need a cabinet full of products for morning, afternoon, night, winter, summer? I don't think so... That is a push from brands
- We still have a long way to go in the skincare space with people shaming others for lack of routines consistency. It's not as easy as just doing it for millions of disabled or mentally ill people, myself included



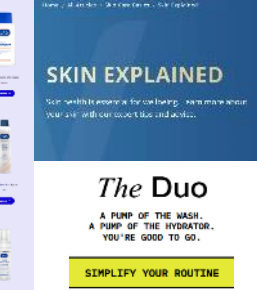
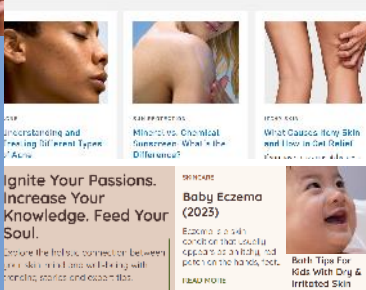
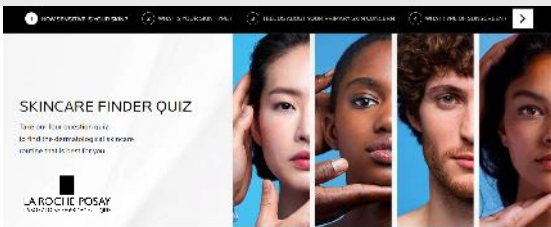
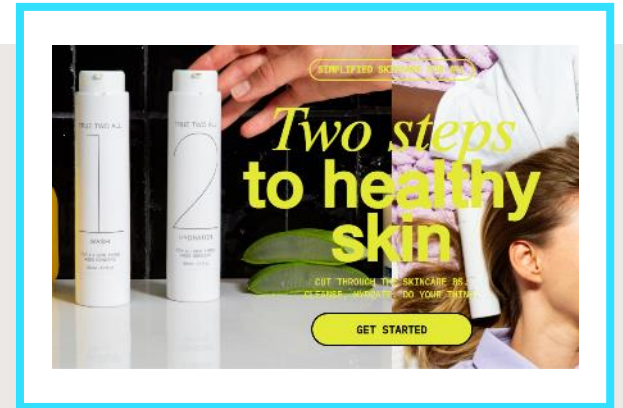
# 03 Third Learning

Solving Info Overload, Confusion And Lack Of Trust Is A Key Need



## What Competitors Are Delivering

- Competitors are making use of digital tools (ie. AI scanners and quizzes) and content (ie. blogs, social) to recommend skin regimens and educate consumers. But these efforts often get lost amid extensive product lines with complex design and namings that make navigation tricky
- Coming on the opposite direction of large players, we see the uprise of new, smaller brands targeting simplification not only of regimens but also education (ie. "True Two All" on the left). It is no coincidence these simple, authoritative brands that can convey a trustworthy feeling and manage to support effortless routines are the ones capturing consumers' interest and, ultimately, conversion.



# 03 Third Learning

Solving Info Overload, Confusion And Lack Of Trust Is A Key Need



As Bepanthen expands from its core (Nappy Rash and Minor Wounds) into other territories (Dry Skin, Baby Skin, Eczema, and new future WTP segments), the brand also struggles with balancing information overload and supporting consumers in finding reliable, science-based guidance on the right skin solutions for them

- Some positive initiatives have already started being piloted, for example, the new virtual assistant “BÊ” in Brazil, which leveraged AI to provide customized regimen and routines recommendations in the Dry Skin portfolio
- However, more needs to be done, as educational efforts globally are still strongly limited, portfolio naming and design are not aiding navigation, etc

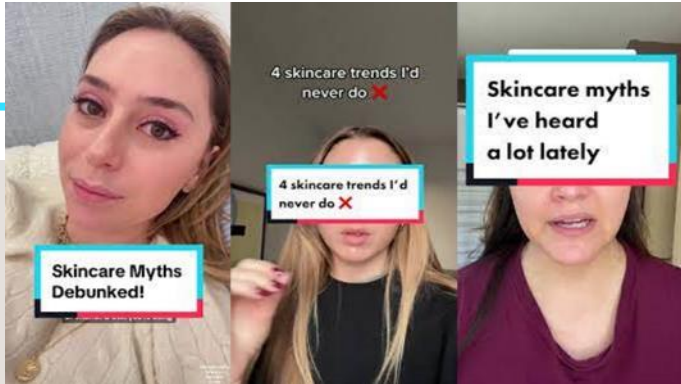
**How does Bê work?**

Bê is available via both website and Whatsapp. Based on 9 questions, AI defines which product regimen is ideal for the consumer and educates on how to create a daily skin health routine



# Summary

Solving info overload, confusion and lack of trust is a key need



**What consumers are asking for**

They struggle to find reliable, science-based, simple guidance on the **right skin treatments and care in a category** is marked by a huge overload of info, often conflicting, leaving people to feel overwhelmed, confused, and ultimately skeptical. Not only is finding and digesting info difficult, so is adhering to long and complex regimens and routines not designed for inclusion of all



**What competitors are delivering**

Many brands use **digital tools** (ie. AI scan) **and online educational content** (ie. blogs) to steer consumers. But efforts often get lost amid long product lines with complex choices of naming and design making navigation even harder. Newer, smaller brands are gaining space by targeting simplification (not only of product regimens but information and educational content)



**What Bepanthen is doing**

As Bepanthen expands from its Nappy and Wounds core into Dry Skin, Eczema, Baby Skin and **new future WTP**, it **struggles with info overload and supporting consumers in finding reliable, digestible guidance**. Positive initiatives can be seen (ie. virtual assistant in BR provides customized regimen recs), but more needs to be done, as educational efforts globally are limited, portfolio naming and design don't aid navigation, etc

# 04 Fourth Learning

## Skin Health Needs Are Inextricably **Linked Physical & Mental**

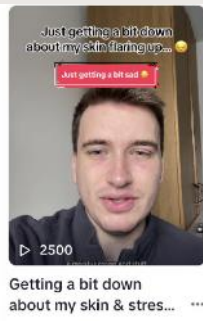


### What Consumers Are Asking For

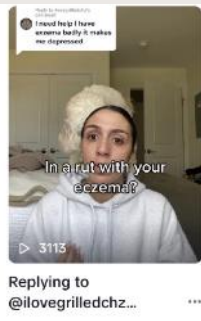
- Many consumers who suffer from **chronic inflammatory issues, like eczema, or skin-related conditions like diabetes**, highlight their struggles with the vicious cycle of stress, anxiety, and lifestyle habits such as unhealthy eating and lack of exercise as key triggers. Even for punctual skin concerns, such as nappy rash, emotional forces are still at play as parents and caretakers struggle with the fear of getting it wrong, and with guilt over their family's pain and discomfort. Scars, as another example, also take a toll on confidence with social anxiety and shame, **from a visual appearance point of view**
- One way or another, when skin becomes an issue, it **affects people's strength and resilience**
- Many consumers report to feel misunderstood and/or judged by social commentary and online content, and often alone in their own **battle with physical skin and mental health**



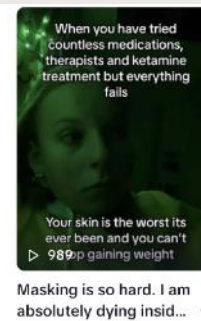
“What no one talks about is this is a family struggle. You hear about the person who has eczema, but not their carers or their parents, what they go through



“I used to pick at my skin a lot due to the anxiety, because it was painful, and it was just a kind of nervous tic that I developed and that just made the whole thing worse



“I know healthy lifestyle equals healthy mind and healthy skin. But when my eczema flares up, I feel horrible, which makes me crave things that aren't good for me physically or emotionally



“I'm want to control my anxiety because it messes up my skin. But it's a vicious cycle... when my skin looks bad, my self-esteem sinks, and so on




lord help us 🙏 ...



# 04 Fourth Learning

## Skin Health Needs Are Inextricably **Linked Physical & Mental**



**STARTS TO REPAIR SKIN BARRIER TO RELIEVE ECZEMA SYMPTOMS AFTER 1 USE**

**What Competitors Are Delivering**

- The category is divided into brands who fully ignore lifestyle mgmt for holistic skin health, purely focusing on topical treatments, and those who try to educate consumers beyond products, but do so typically with long texts from scientific and academic papers, or blog posts with generic “tips and tricks” (ie. manage eczema via healthy diet”). Warm, understanding, humanized support for sufferers of conditions such as eczema – and their families – is rare, if not inexistent among large leading players in the category. Public associations (ie. National Eczema Association) offer online advice, but in many instances still fail in providing a humanized touch, acknowledging that living with skin issues is difficult (ie. shame, social stigma, fear of flare-ups, guilt over craving certain foods, etc)
- While some positive initiatives can be seen from some brands (ie. Cetaphil social channels on the right), they are still punctual and inconsistent in approach


### Exercise and eczema

Exercise is one of the most effective ways to combat stress, anxiety, depression and other negative emotions. Whether you prefer walking, running, swimming, boxing or playing tennis, exercise is believed to trigger certain neurotransmitters and hormones that can dramatically improve your mood. The Department of Health and Human Services recommends that adults get a minimum of 150 minutes of moderate-intensity physical activity each week, in addition to muscle-strengthening activities. However, if sweat is a trigger for your eczema, remember to take a cool or lukewarm shower soon after your workout and change clothes.

[Learn more about what you need to know when exercising with eczema.](#)

### Diet and eczema

Although there is little scientific evidence connecting diet to eczema flares, or diet to stress, it's common for people with eczema to experience allergic reactions to foods such as dairy, gluten, nuts or fish. On the other hand, some people have found success eating a “Mediterranean diet” containing anti-inflammatory foods, such as fish and other sources of omega-3 fatty acids, or probiotic-rich foods such as kefir or yogurt. Others have said consuming sugar, caffeine, alcohol, processed foods

**EczemaWise**  
Eczema can be a puzzle. Managing it shouldn't be.

**CeraVe**  
Eczema

**Living with Eczema: Common Triggers and Everyday Tips for Relief**  
As an eczema sufferer, your flare ups may seem to come out of nowhere. While there are many factors that contribute to your eczema—including genetics, an overactive immune system, environmental conditions, chemicals, and a compromised skin barrier—there may be

**Pfizer**  
Science Products Stories Newsroom About

**The Link Between Eczema and Stress**

**Avoid These 6 Common Eczema Triggers During the Holidays**  
Dermatologists discuss how to minimize your eczema flares during the holiday season and tips for avoiding these common triggers.



**OCTOBER IS ECZEMA AWARENESS MONTH.**

**Over 31.6 million people in the USA have eczema, according to the National Eczema Association**



cetaphil • Follow

cetaphil • This October, you're not alone! In honor of #EczemaAwarenessMonth, we're creating a space where support is endless and your skin feels understood. Let's make eczema understood. #EczemaTogether

cetaphil • Follow

cetaphil • This October, you're not alone! In honor of #EczemaAwarenessMonth, we're creating a space where support is endless and your skin feels understood. Let's make eczema understood. #EczemaTogether

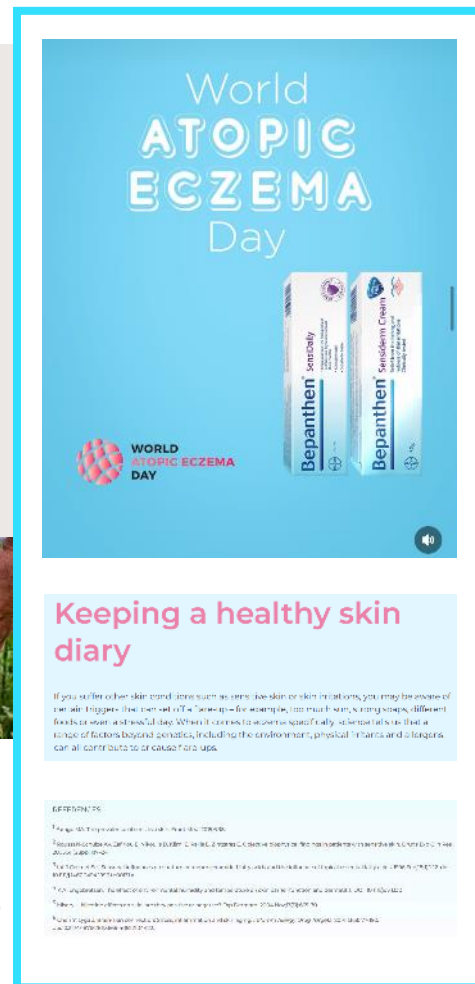
# 04 Fourth Learning

## Skin Health Needs Are Inextricably **Linked Physical & Mental**



### What Bepanthen is doing

- Following on footsteps of competitors, Bepanthen is mostly focused on functional product communication, while holistic lifestyle management for skin health is only explored via occasional blog posts delivered with scientific information support, in a very pragmatic way.
- Even on important occasions (ie. World Atopic Eczema Awareness Day), which could be leveraged in a more meaningful, product prevails.
- The brand lacks a humanized approach and deeper level education linking physical skin health and mental health, as well as broader resources (ie. services, online communities and support groups, consumer stories and testimonials, UGC, etc)



### Can stress cause eczema?

Stress is a broad term that encompasses a number of different emotions such as anxiety, low mood, depression, even panic, resulting in a general feeling of negativity. It can manifest itself in different ways, such as a skin allergy. And it can, without you wanting it to, spill over into every aspect of your life. Not only can stress affect you mentally and emotionally, it can also affect you physically.

If you or a member of your family already has eczema, there is no doubt that psychological factors can cause and make the condition worse. Unraveling skin allergies, flare-ups and outbreaks of severe itchiness? The stress hormone cortisol affects the immune system, which may lead to these flare-ups. Additionally, some studies have indicated that some stress can negatively affect your skin's barrier functions, therefore exacerbating skin conditions such as psoriasis and eczema, as well as skin allergy.<sup>2</sup>

[Click here to learn more about eczema causes and eczema treatment.](#)



#### Top causes of stress in children include:

- Social pressures, e.g. bullying
- Studying for exams<sup>1</sup>
- Parental divorce or bereavement<sup>1</sup>

In times of stress, be sure to take extra care with your skin and try to avoid physical irritants. Some steps you can take include:

- Shower regularly with gentle and fragrance-free soaps
- If you prefer baths, only bathe for a maximum of 10 minutes
- When showering or taking a bath, use warm - not hot - water
- Wear loose-fitting cotton clothing

#### REFERENCES:

1. Cinesamer, Robert D. "Emotionally triggered disease in a dermatologic practice." *Psychiatric Annals* 8.8 (1978): 481-86 (1).
2. Altman, Margaret, et al. "Stress-induced changes in skin barrier function in healthy women." *Journal of Investigative Dermatology* 117.7 (2003): 409-17.
3. Garg, Amit, et al. "Psychological stress perturbs epidermal permeability barrier homeostasis: implications for the pathogenesis of stress-associated skin disorders." *Archives of Dermatology* 157.1.
4. Radkebrink, A., et al. "Atopic eczema in children: another harmful sequel of divorce?" *Allergy* 61.9 (2006): 1397-1402.

[Buy Online](#)

### The relationship of eczema and stress

Learn how to recognize and manage eczema flare-ups and avoid common triggers. Discover the connection between stress and eczema, and how to manage both to keep your skin healthy and clear.

[More Information](#)

### Scars

We know that many scars are unwelcome, but whether or not that's the case for you, you can learn more here about how they develop and how to treat them.

[More Information](#)



### Bepanthen Scar Treatment Gel

Bepanthen Scar Treatment has been developed using scientific recommendations for optimal scar treatment. Its silicon gel formula combined with the in-built massage roller helps smooth, soften and flatten the scar, reducing its overall appearance.

[Buy Now](#)



# Summary

Skin health needs are inextricably linked physical & mental



**What consumers are asking for**

Many who suffer with chronic skin issues like eczema struggle with the vicious cycle of stress, anxiety, poor diet and exercising as triggers. Even in issues such as nappy rash, emotional forces still play a role as parents / caretakers struggle with the fear of getting it wrong. Clearly, when skin becomes a problem, it affects people's strength and resilience. Consumers report to feel misunderstood and judged by social commentary and content, and often alone in their own battle with physical skin and mental health



**What competitors are delivering**

Divided between brands who **fully ignore holistic lifestyle** mgmt for skin health, purely focusing on product content, and those who try to educate but just leverage long texts and academic papers, or simple blog posts with generic "tips and tricks". Warm, understanding, and humanized support to skin sufferers and families is rare, failing to understand that living with skin issues is difficult (ie. social stigma, fear of flare-ups, craving over certain foods, etc.)

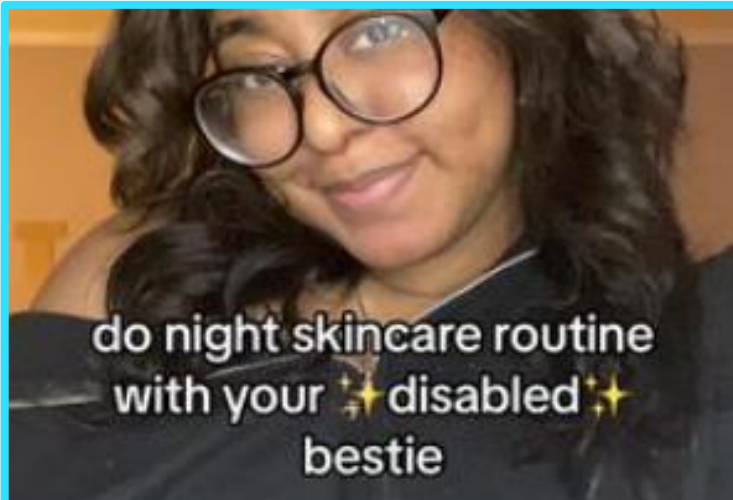


**What Bepanthen is doing**

**Bepanthen is also mostly focused on functional product comms**, while holistic lifestyle mgmt for skin health is explored via occasional blog posts delivered with scientific information support, in a pragmatic way. The brand lacks a humanized approach and deeper level education linking physical skin health and mental health, along with broader resources (ie. services, online communities, consumer stories / testimonials, UGC, etc.)

# 05 Fifth Learning

## Skin Inclusivity Goes Far Beyond Communications

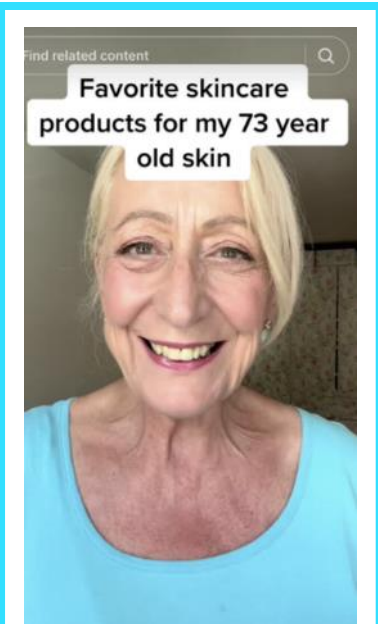


### What Consumers Are Asking For

- While inclusivity is important for all and should be tackled by brands with intersectionality in mind, **certain groups not only feel invisible in the category**, but also struggle with physical and functional barriers that prevent them from getting the best care possible for their skin, which is the case of consumers with disabilities - **physical or cognitive - as well as older consumers with impairments**
- Elderly and disabled communities** are often left behind with unmet needs as they face specific skin health challenges (ie. inaccessible info online or on pack, pack structure, product application, caring for amputated skin areas with disinfection and moisturizing, preventing pressure sores, and even the natural thinning and drying skin process through ageing)
- Not only these consumers shouldn't be left behind, but commercially, the global population of people living with disabilities together with their families will represent a **market bigger than China by 2030**

Brands omit disability from the conversation, and I cannot find the relevant information I need or the products. Things are just not accessible

For most of my life I have had problems with my legs in that I am in a wheelchair. From many reasons that hold me back from using skin products, one is that it's difficult to reach my legs and then actually rub the skin in it



# 05 Fifth Learning

## Skin Inclusivity Goes Far Beyond Communications



### What Competitors Are Delivering

➤ **Competitors are, once again, inconsistent in their approach:** while some positive initiatives can be found among brands such as Bioderma and La Roche Posay with efforts in accessible information on pack via braille, these are not seen consistently in other channels (ie. online, in-store) and ultimately still provide a bumpy, sub-optimal experience (ie. consumer complaints about lack of accessible info on primary pack, as soon as tube is taken out of the outer carton it becomes impossible to identify what it is for). Within the category, little to no ideal examples can be found on web accessibility, assistive technology, barrier-free packaging, accessible applicators, etc

➤ Outside our core category, it is possible to see some brands in the beauty industry making more meaningful strides (ie. Herbal Essence's tactile symbols consistently applied to pack). However, some examples **have also been largely criticized for serving more as PR stunts than genuine progress attempts** (ie. Degree deo designed with and for people with disabilities, highly promoted but ultimately not launched in-market beyond its pilot). Most brands also fail to think about universal design, and how it can improve the experience for all, including but not only disabilities and impairments



# Summary

## Skin inclusivity goes far beyond communications



**What consumers are asking for**



**What competitors are delivering**



**What Bepanthen is doing**

**Certain communities not only feel invisible within the skin category, but also struggle with physical and functional barriers** that prevent them from getting the best care possible for their skin. Elderly and disabled communities are often left behind with unmet needs as they face specific skin health challenges such as inaccessible info online or on pack, pack structure, product application, caring for amputated skin, preventing pressure sores, or thinning and drying skin in ageing process

**Competitors are inconsistent in their approach** – while some positive initiatives can be seen by brands such as Bioderma and La Roche Posay with efforts in accessible braille info on pack, these are not saw through consistently in other channels (ie. online, in-store) and ultimately still provide a bumpy, sub-optimal experience (ie. consumer complaints about lack of accessible info on primary pack, as soon as tube is taken out of the outer carton it becomes impossible to identify what it is for)

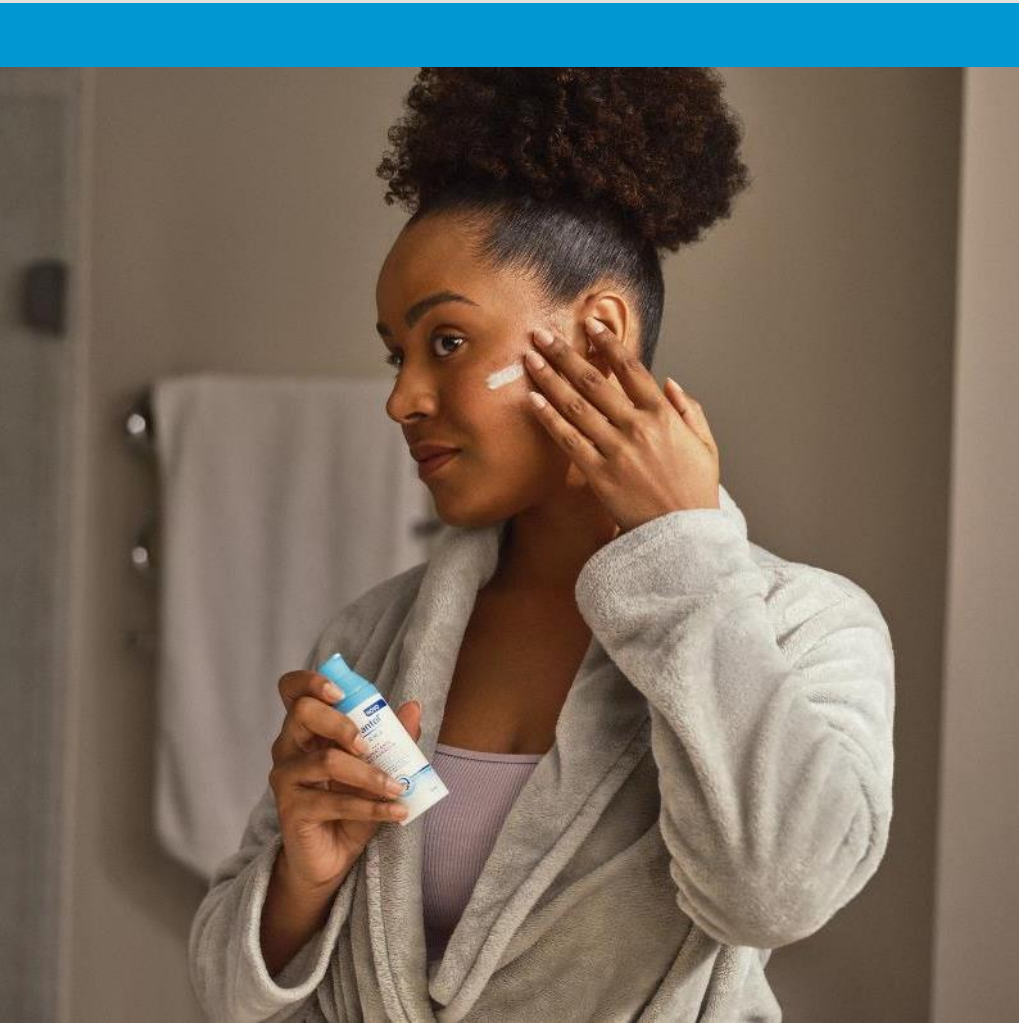
**Bepanthen also holds a punctual, inconsistent accessibility approach,** with some first positive strides (ie. part of portfolio containing outer pack braille) but a long road to progress ahead (ie. poor website accessibility scores, mixed portfolio with some formats being more accessible ie. pump, others not ie. tubes, etc)

A photograph of a person with dark skin, wearing a grey bathrobe, with their right hand resting on their chest. The image is framed by a thick cyan border. The background is a soft-focus indoor setting.

03

Our strategic  
DE&I principles

# Based on insights, we have established Bepanthen's Inclusive Experience Principles



## What are the Inclusive Experience Principles?

**A powerful way to shape and steer our brand's expression and experiences**, having been carefully crafted to offer a clear image of how it should feel to experience any Bepanthen touchpoint, if we want to reach as many people as possible

## How do we use them?

The following pages break down what these principles mean for our consumers, customers, and HCPs, defining the role of our brand and how it should or should not make consumers feel. They must become part of how our brand experience is being designed and assessed across every touchpoint and interaction, **informing the work of our strategy, creative, and media agencies when developing new assets and initiatives across our entire marketing mix**

## Why do we need them?

Our competitors see the inclusion imperative and growth opportunity but are still inconsistent in their approach, driving isolated initiatives. **A real leader in inclusive skin health is holistic in approach and consistent in execution - and this is a category role that remains open for Bepanthen to take.** These principles are our way of ensuring we can deliver inclusivity holistically and consistently in every interaction, today and tomorrow, so that, ultimately, we can:

— Connect with more people than ever before by better engaging audiences, including minority groups

— Strengthen even further the trust in our Bepanthen brand with authenticity and added value for consumers

— Empower skin health as a reality everywhere

# Introducing Bepanthen's Inclusive Experience Principles

01

## Represent Authentically

We celebrate the diversity of every society, adapting representation to local reality, to **connect with as many people as possible with positive yet human depictions** of modern living, families growing, healthy ageing, and all intersecting identities and their skin

**It should feel**  
genuine, positive, human

**and never**  
stereotypical or staged

**so that**  
every consumer feels seen

02

## Inform Honestly

With 70+ years of expertise healing skin with science, we take responsibility to **proactively engage with consumers providing straightforward, solid evidence of skin reality**, so people can be reassured in our recommendations and their choices, saving time and resources

**It should feel**  
proactive, truthful, practical

**and never**  
overly scientific or exaggerated

**so that**  
consumers feel empowered

03

## Support Holistically

We know our products are part of a bigger skin health picture - one that also involves emotional resilience, life changes, new choices, and sometimes a whole family to manage together. Our expertise is in skin science, but we **provide care and empathy beyond our products**.

**It should feel**  
caring, warm, empathetic

**and never**  
judgmental or sales driven

**so that**  
consumers feel resilient

04

## Make It Easy

We believe healing and protecting skin should be a ritual and not a chore. We **ensure it is clear exactly how to get the best from Bepanthen, as simply as possible**, for anyone to keep on top of treatment. So that every skin sees the best results

**It should feel**  
clear, simple, calm

**and never**  
ambiguous or challenging

**so that**  
consumers feel in control

# From 4 Inclusive Experience Principles To 16 Actions

01



**Represent Authentically**

02



**Inform Honestly**

03



**Support Holistically**

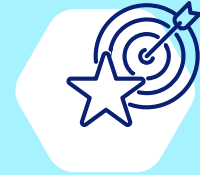
04



**Make It Easy**

## OUR ACTIONS

- |   |  |
|---|--|
| <b>01</b> Broaden our target consumer definition                  | <b>02</b> Audit especially for gendered branding                   |
| <b>03</b> Update consumer photography in comms assets             | <b>04</b> Create inclusive language guidelines                     |
| <b>05</b> Update skin issues visuals in comms assets              | <b>06</b> Elevate consumer stories and user generated content      |
| <b>07</b> Guide with clear recommendations and transparent info   | <b>08</b> Update HCP materials to support care and diagnosis       |
| <b>09</b> Create consumer support plan for priority triggers      | <b>10</b> Define new partnership opportunities                     |
| <b>11</b> Avoid trial-and-error waste to lower resource burden    | <b>12</b> Engage HCPs for holistic skin health management          |
| <b>13</b> Humanize product guidance and science comms             | <b>14</b> Carry accessible Px and Med research                     |
| <b>15</b> Audit visual ID with inclusive visual design guidelines | <b>16</b> Carry diverse consumer research focused disability & age |



Our principles are being brought to life via a set of **16 actions** supporting the delivery of our **DE&I strategy**



These actions **require cross-functional** support given they touch upon different areas of our marketing mix and beyond, impacting overall portfolio design and activation

# ACTION #01 BROADEN OUR TARGET CONSUMER DEFINITION

From ————— To

**Narrow view** with a broad understanding of needs

Women and young mothers wanting to **stay one step ahead**

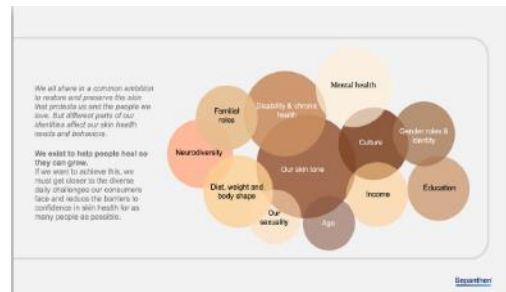
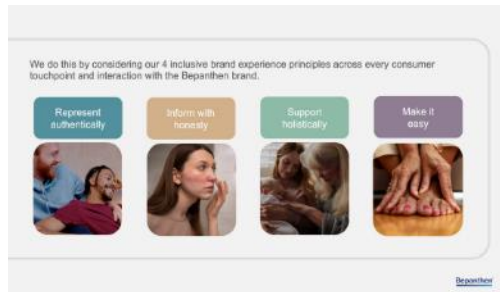


## MASTER BRAND INSIGHT

Taking care of my own and my family's skin health is really important. When skin looks good and is healthy you feel good. When I have problems with skin I can feel stressed and lose confidence. I want to be in control of my skin.

**Broad view** of our consumer with a deep understanding of needs

Empower everyone to **protect and heal** their own and their family's skin



# ACTION #02 AUDIT ESPECIALLY FOR GENDERED BRANDING

From ————— To

Lack of representing **men and fathers in communication** alienates men and presents the brand as old-fashioned

**New approaches to imagery** to avoid stereotyping and be inclusive of men as child caregivers in the family as well as skin health product users



**Target audience definition and taxonomy** is being revised in the ongoing Comms Strategy process at masterbrand level and per franchise (E2E comms framework by MEX)



**Brief audit shows issues with photography**, which are deeply grounded on the social stereotypes. Inclusion of men and fathers is key as per modern societal expectations

# ACTION #03 UPDATE CONSUMER PHOTOGRAPHY IN COMMS ASSETS

From

An inconsistent approach to photography

Showcasing stereotypes

Lack of broader diversity

**Baby Skin**

**Imagery not to use**

Unauthentic, staged portrayals of family time and human connection that lacks real emotional depth should not be used

Social stereotypes including the roles of parents (ie. "incapable father" or "overwhelmed stay-at-home mother") and children (ie. boys wear blue, girls wear pink) are equally a no-go

To

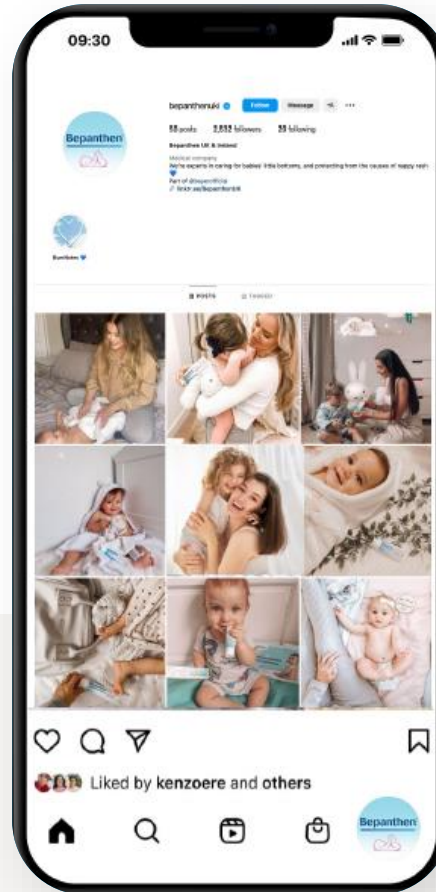
Coherent global and local approach

Contemporary, empathetic and human depictions

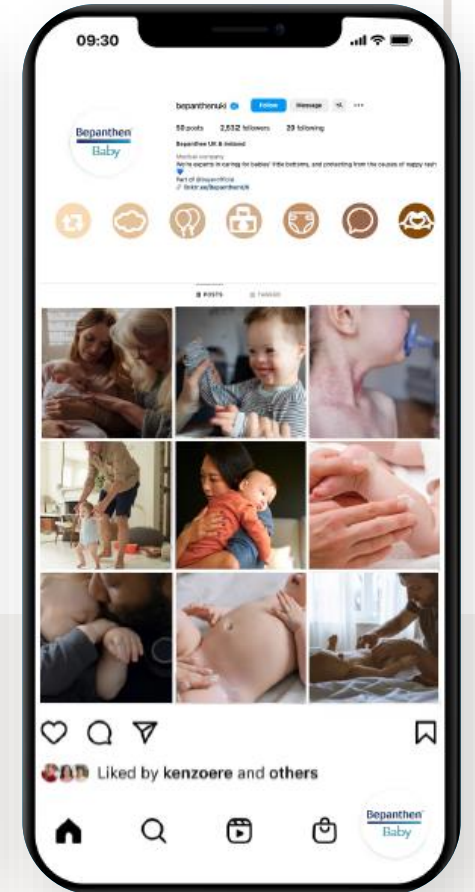
Representing diversity and modern context of Bepanthen consumers

**Bepanthen**

From



To



Our new creative platform "Love Heals" and the new Brand World guidance of Bepanthen were already developed following DE&I principles, with clear guidance on photography to use or not to use, which is now being translated into upcoming IMCs. Digital assets for reapplication to be updated following. Ultimately, our goal is for all touchpoints to be consistently updated (ie. See the illustrative example to the right)

# ACTION #04 CREATE INCLUSIVE LANGUAGE GUIDELINES

From ————— To

Exclusively addressing **traditional family structures**

Making use of **negative connotations** (ie. 'anti' ageing)

Avoiding representing **disability**



**obsession with anti-ageing: Is this the beginning of the end?**

The Body Shop renaming their 'Drops of Youth' serum is a promising sign that the beauty industry is realising the harms done by ageist narratives. But what's next?

**Communicating with parents** and guardians more broadly who aren't just moms

Building positivity around life and skin changes through age: **GUIDANCE HERE**

Confidence with language around disability: **GUIDANCE HERE**



**Inclusive language guidelines to be consolidated leveraging online resources, partnerships** (ie. Unstereotype Alliance, WFA), and internal resources (ie. Degreed SM&D DE&I learning Hub) and incorporate into IMCs Toolkits and upcoming Digital Ecosystem (ie. assets for website content refresh)

# ACTION #05 UPDATE SKIN ISSUES VISUALS IN COMMS ASSETS

From ————— To

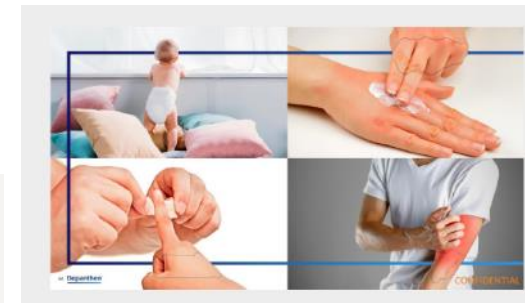
Fake and generic **'red skin'** depictions

**Exclusively white caucasian**, young skin

Real and helpful depictions of **specific skin conditions**

**Diverse skin tones**, types and ages

From ————— To



**Our new creative platform "Love Heals" was already developed providing initial guidance on real skin issues portrayal** and will be translated into upcoming IMCs and digital assets for reapplication. A curated image library that includes both real skin and diverse skin anatomy sketches is now available for global use

# ACTION #06 ELEVATE CONSUMER STORIES AND USER GENERATED CONTENT

From ————— To

**Product-centric descriptions**  
with purely functional info

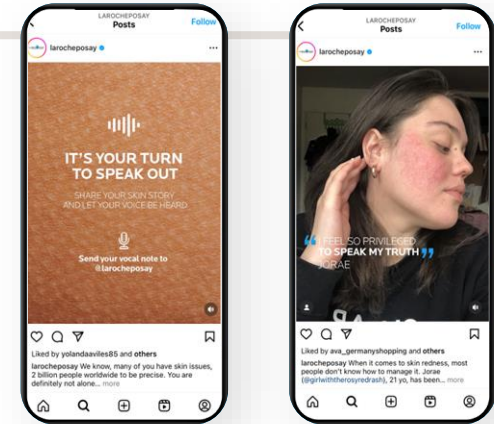
**Reviews from paid partnerships**  
with content creators that feel unauthentic  
and lack diversity (ie. young, white,  
professional mom-fluencers)

**Focus on generic parenting tips**

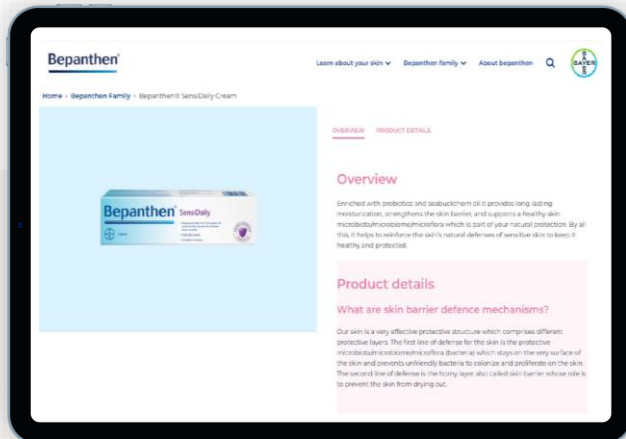
**Consumer-centric content** and  
descriptions that acknowledge  
the skin health journey

Organic consumer **reviews**  
and **testimonials**

**Diverse stories from diverse  
realities** about managing a  
range of skin health challenges



From ————— To



**New content to be piloted linked to Content Strategy process (part of E2E comms framework)** and Bepanthen new Digital Ecosystem, moving from pure functional product benefit info to incl. real skin imagery, consumer reviews and testimonials

# ACTION #07 EDUCATE WITH CLEAR RECCO-MENDATION AND SIMPLIFIED INFORMATION

From ————— To

**Academic and papers** with overly scientific language and jargons

Extensive, text format only guidance focused on **product functionality and benefits**

**Overwhelming and confusing portfolio navigation** aggravated by inconsistent and undifferentiated design and naming hierarchy

**Refreshed content strategy** leveraging different media formats and striving for simplified science education

**Supporting services** ie. online regimen recommenders

**Refreshed architecture** and visual brand language with simplified design and naming

From ————— To

**REFERENCES**

1. Srinivasan, Smita D. "The skin barrier in atopic dermatitis." *Journal of Allergy and Clinical Immunology* 126, no. 5 (2011): 1011-1019.
2. Ochoaue, Rodrigo et al. "The skin barrier in atopic dermatitis: a functional review." *Journal of Investigative Dermatology* 127, no. 12 (2017): 362-371.
3. "Skin Barrier." *Medical Research Service, Department of Health and Human Services, National Institutes of Health*. 2018. <https://www.nhlbi.nih.gov/health-topics/skin-barrier>.
4. Draelos, D. et al. "Skin barrier in children with atopic dermatitis." *Journal of Allergy and Clinical Immunology* 126, no. 5 (2011): 1011-1019.

**Depanther Plus**

Depanther Plus is a combination of active ingredients that help restore the skin barrier and reduce the symptoms of atopic dermatitis. It is a prescription medication that is used to treat the symptoms of atopic dermatitis, such as redness, itching, and dryness. It is used to treat the symptoms of atopic dermatitis, such as redness, itching, and dryness. It is used to treat the symptoms of atopic dermatitis, such as redness, itching, and dryness.



# ACTION #08 UPDATE HCP MATERIALS TO SUPPORT DIVERSE CARE AND DIAGNOSIS

From ————— To

Isolated **learning modules**

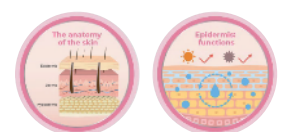
Primarily long-form **information diving** deep into detail

**Lack of diversity** (ie. skin color, age) in medical illustration and educational materials

Easy to access, **on-demand information**

**Targeted diagnosis** and treatment support incl. visual references with diverse lenses

From ————— To



**Learning module**

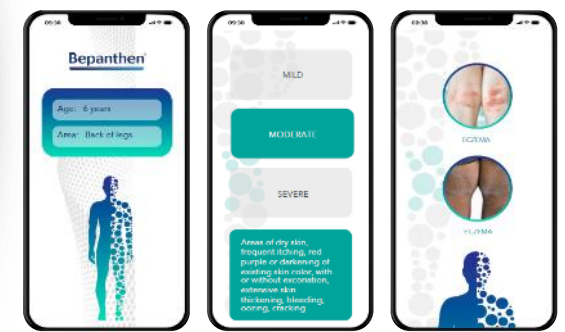
**Protecting babies from the causes of nappy rash**

Nappy rash is the most common skin condition among infants and frequently causes behavioural changes, such as increased crying, agitation, and altered eating and sleeping patterns. Indeed, nappy rash can disrupt family life and leave parents feeling stressed, worried and guilty.

Bever recently has developed a comprehensive CPD module, reviewed by a leading academic institution, from the Skin & Baby Academy that examines the aetiology and diagnosis of nappy rash against the background of recent advances in understanding of skin restoration.

**Protecting delicate skin**

As the CPD module explains, infant skin forms less of a barrier than adult skin. Full-term infant skin is only between 40% and 60% of the thickness of an adult's skin, for example. This structural and functional immaturity means that an infant's skin lacks adequate defensive against damage. As a result, prolonged exposure of the skin to risk factors for nappy rash (undermined barrier function) and results in the distressing clinical signs and symptoms.



**Medical marketing materials** to continue being updated with medical marketing partners, and new digital ecosystem evaluated for HCPs

# ACTION #09 CREATE CONSUMER SUPPORT PLAN FOR PRIORITY TRIGGERS

# ACTION #10 DEFINE NEW PARTNERSHIP OPPORTUNITIES

From \_\_\_\_\_ To \_\_\_\_\_

**Generic information** about stress, diets and temperature

**Single narrative** on skin healing, lacking broader skin health narrative (externally)

A strategic approach that brings **valuable support** rooted in holistic skin health challenges, **goals and expectations** (ie. Acknowledging many consumers are trouble shooting when it comes to their skin health)

From \_\_\_\_\_ To \_\_\_\_\_

From \_\_\_\_\_ To \_\_\_\_\_

**Trying to own spaces** in the broader physical-mental skin health link which feel more difficult for Bepanthen to reach

Influencer **partnerships** only

**Content, support materials and product & service partnerships** that offer practical approaches to holistic skin health MGMT, incl. mental health and lifestyle

From \_\_\_\_\_ To \_\_\_\_\_

**Stress Management Techniques**

Here are some ways you can manage stress:

1. Become aware of the signs of stress.
2. Yoga sessions carried out 2 to 3 days a week for 60 to 90 minutes are successful in reducing stress and enhancing feelings of well-being.
3. Seek social support for your emotional needs.
4. Laugh. A good sense of humor is a good coping mechanism.




**Fat-free diets**

Essential fatty acids, like Omega-3 and Omega-6, play an important role in the skin's structure. The deficiency of these, which may be caused by engaging in a fat-free diet, may lead to the development of dry skin.



**Frost**

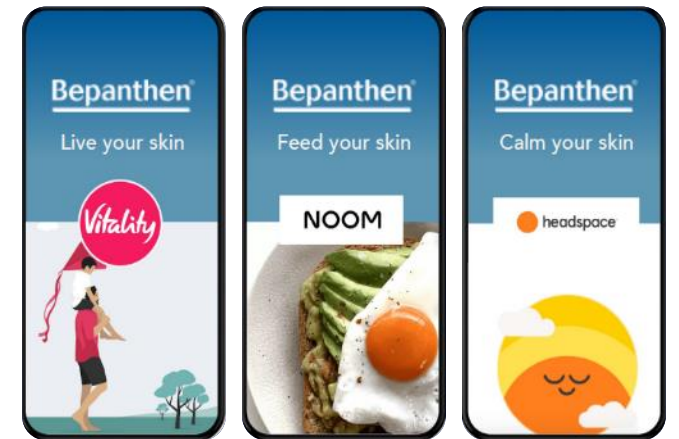
Low temperatures may also be harmful to the state of your skin, as they negatively affect sebaceous glands, possibly drying out your skin.






**Stress Management Techniques**

Here are some ways you can manage stress:

1. Become aware of the signs of stress.
2. Yoga sessions carried out 2 to 3 days a week for 60 to 90 minutes are successful in reducing stress and enhancing feelings of well-being.
3. Seek social support for your emotional needs.
4. Laugh. A good sense of humor is a good coping mechanism.



 **New content to be piloted linked to Content Strategy** process (part of E2E comms framework) and Digital Ecosystem

 **Workstream to be initiated, including but not limited to Digital Ecosystem space**, to develop strategy & activation of new partnerships (ie. Illustrative above Headspace, Noom, Vitality, etc).

# ACTION #11 AVOID TRIAL-AND-ERROR WASTE TO LOWER RESOURCE BURDEN

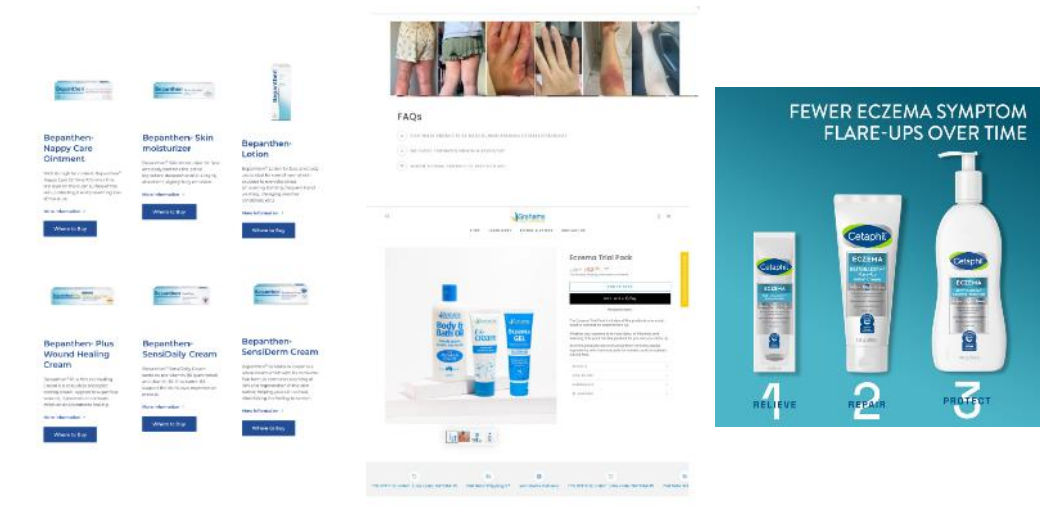
From ————— To

**Generic product guidance**

**Standalone products for individual needs** with limited availability of samples and no formal entry packages

Help consumers understand if a product can work for their skin - acknowledging the financial burden of trial & error and **offering clearer guidelines, trial sample packs, and product bundles for multiple needs**

From ————— To



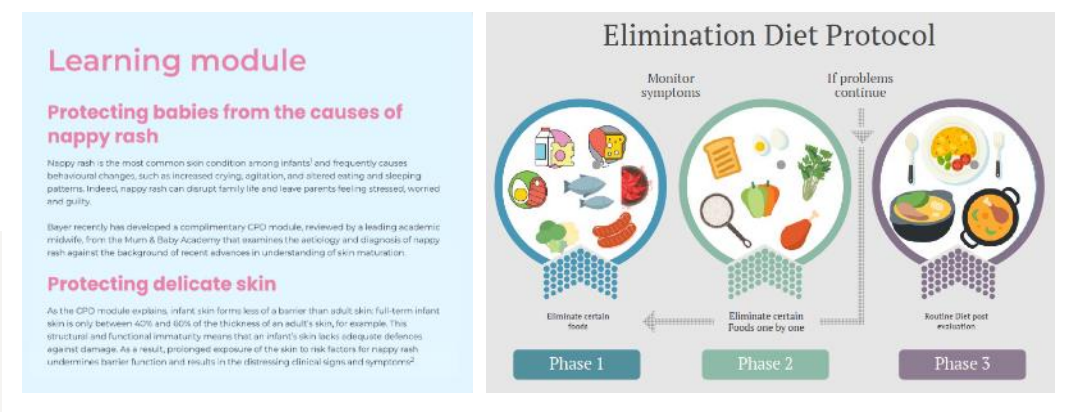
# ACTION #12 ENGAGE HCPS FOR HOLISTIC SKIN HEALTH MANAGEMENT

From ————— To

Information primarily **focused on product alone**

Ensuring HCP materials carry broader **understanding of skin triggers and how to support individuals and families** with holistic skin health mgmt (ie. new parents, work stress, diet)

From ————— To



Workstram to be initiated for **current portfolio evaluation and guidelines integration** in NPDs to ensure mitigation

Workstram to be initiated **reviewing medical marketing materials**, especially in franchises of relevance for the topic (Eczema & Baby Skin)



# ACTION #15 CARRY ACCESSIBLE PX AND MED RESEARCH

From ————— To

Products that **"do what they say on the tin"** but are not necessarily designed for all

**Remarkable product experiences** that are easy and comfortable for everyone to use and get the best results from

## INTRODUCING BAYER'S INCLUSIVE PRODUCT EXPERIENCE TOOLKIT\*



# ACTION #16 CARRY DIVERSE CONSUMER RESEARCH FOCUSED ON DISABILITY & AGE

From ————— To

Considering **demographic diversity** in recruitment screening exclusively

**Considering varied capability limitations and relevant skin health needs** (ie. disability should touch 15-20% of recruits into any research for accurate societal representation)

## Tools and partners

The 'Human Capabilities Wheel' helps us to break down what capabilities are required to interact with an experience – and therefore what barriers we need to avoid and represent throughout design and delivery.



## Partners

- Research Institute for Disabled Consumers (UK)
- OpenInclusion (UK/Global)
- Instapanel (Global)
- The Shepherd Centre (USA)
- Local NGOs

Leverage new Inclusive Px Toolkit being created for BCH led by R&D Pack & Design, and link with 3D shape language work to be kicked-off

Workstream to be initiated as part of broader SM&D DE&I strategy with guidance on inclusion by design from early Insights onwards