

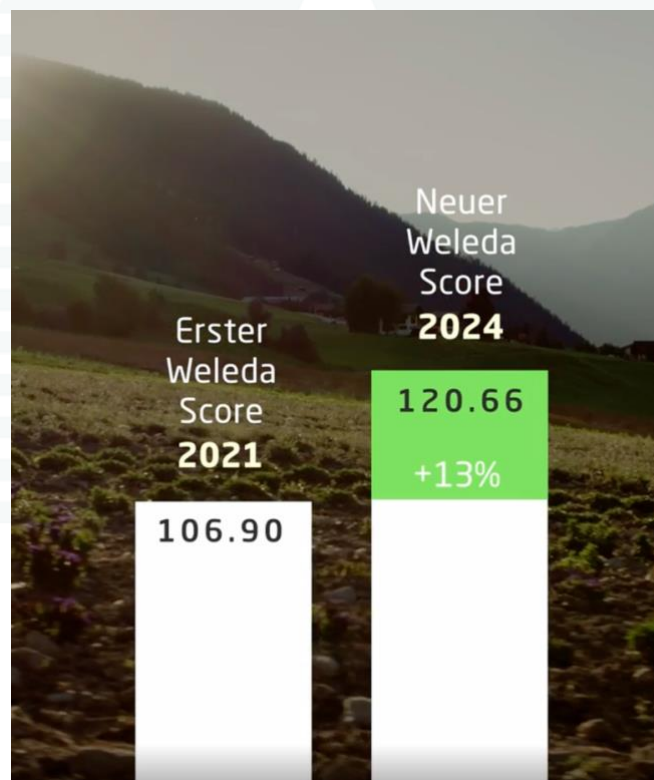
Making Impact Visible: Structuring Weleda's Business Model for a 13% B Corp Score Boost and Top-Tier Regenerative Recognition

Introduction

In 2024, Weleda AG, the Swiss-headquartered pioneer in natural cosmetics and anthroposophic medicine, renewed its B Corp certification with a final score of **120.66** – an increase of **13%** over its 2021 certification ([Weleda AG Group - Certified B Corporation - B Lab Global](#)). With this, Weleda entered the **Top 3 of B Corps** in its sector and size worldwide, reaffirming its legacy as a sustainability trailblazer and expanding the recognition of its regenerative impact model. ([Weleda | LinkedIn](#)).

The path to this result was not merely a compliance exercise. The process, supported by **AdvantiKA GmbH**, was designed to surface, structure, and validate the full spectrum of Weleda's contributions to people, communities, and ecosystems. Over the course of 18 months, teams across 23 countries collaborated to uncover measurable impact embedded in the company's longstanding values, from **biodynamic agriculture** to **environmental education**, **supply chain inclusion**, and **customer wellness outcomes**.

Validating impact where it lives: in education, biodiversity, community, and health.



While **Nadine-Hélène Santiago**, Weleda's Chief Sustainability Officer, took office towards the later stages of the process, her reflections capture the mindset that prevailed throughout the project: "Sustainability is an ongoing process that requires hard work. Today, we are focused not only on protecting resources but on actively strengthening them. Regenerative practices shape our entire value chain at Weleda." ([Acting sustainably is part of the Weleda identity - Weleda](#)). This mindset of continuous improvement and regeneration was the foundation – and AdvantiKA's structuring work ensured the B Corp assessment would fully recognise it.

AdvantiKA's support helped Weleda reach one of the highest B Impact scores in its industry. *See picture of Weleda's CEO Tina Müller (right) and Chief Sustainability Officer Nadine Santiago (left) celebrating the B Corp recertification, holding the B Corp certification plaque on this link: [New higher B Corp Impact Score for Weleda reinforces the company's commitment to sustainability - Bio Eco Actual](#)*

The Challenge: A Legacy to Be Made Visible

Weleda, founded in 1921, has always placed **purpose before profit**. Its mission, "to unfold the health and beauty of people and nature," is embedded in governance structures and everyday decisions. But translating a century of values into the structured language of the **B Impact Assessment (BIA)** posed specific challenges:

- **Decentralised operations** across 25 legal entities and 20+ countries meant sustainability data was fragmented.
- The company already had many impactful initiatives, yet **key areas had not been fully recognised** or documented in the first certification.
- A new cycle of BIA standards introduced updated criteria for recognising **Impact Business Models (IBMs)**, requiring Weleda to reassess, reframe, and where necessary, **revalidate** its approach.

Global complexity and local ownership of data further compounded the challenge: despite alignment in philosophy, operational sustainability data remained siloed in various teams and systems. Meanwhile, central departments held more consolidated insight into value chain strategies, requiring close cooperation to complete the picture.

Moreover, **time was of the essence**. B Corp recertification comes every three years and Weleda's goal was not just to recertify but to **substantially improve its score** – a bold move aiming for best-in-class performance in their sector. Achieving this would require navigating new requirements (which evolve with each BIA cycle), engaging a broad range of internal stakeholders, and likely **pushing beyond comfort zones** in data gathering and documentation. Tina Müller, CEO of Weleda AG, set the tone for this ambitious goal, stating, "*Weleda stands for growth with responsibility – growth in harmony with people and nature. We aim to make an impact and contribute to a healthy future worth living*". The conviction was there; the challenge was turning it into measurable outcomes.

AdvantiKA's Strategic Support: Structuring for Recognition and Resilience

AdvantiKA's work focused on **mapping Weleda's existing practices to the BIA criteria**, surfacing impact already embedded in the company's DNA, and providing the structure to connect data, stories, and measurable outcomes. Among the key contributions:

- **Mapping Weleda's Business Model Across IBMs:** The collaboration led to a **21% improvement in IBM recognition**, accounting for over **8.5 points** of the total score increase of 13.9. This included:
 - A **4.4x increase** in the Health and Wellness IBM, reflecting improved documentation of Weleda's product impact on skin health, child care, and holistic wellness.
 - Recognition of the **Environmental and Professional Education** IBM, anchored by the MUNDI initiative and a Level 4 accredited esthetician program (CFI UK).
 - A **2.5x improvement** in Supply Chain Poverty Alleviation, reflecting Weleda's deep engagement with small-scale farmers and wild-crafters worldwide, including financial support and risk-sharing models.
- **Validating Hidden Impact:** During workshops and interviews, previously uncredited initiatives were translated into B Corp language:
 - Environmental and social **education programs** delivered to farmers, health professionals, and consumers were captured as impact drivers.
 - The **support of small-scale producers**, including women in culturally complex regions like Morocco, was documented as integral to Weleda's value chain. (Indeed, *"B Lab praised... the equitable relationships Weleda nurtures with cultivation partners"* in the certification feedback ([BCorp recertification — Weleda](#)))
 - Contributions to **biodiversity and wildlife protection**, such as land conservation and regenerative agricultural practices, were framed as formal business outcomes.
 - **Product health impacts**, previously assumed implicit, were validated with data and testimonials from customers and product research.
- **Connecting Narrative to Data:** AdvantiKA's strength was in helping Weleda "connect the dots" between its operational actions and the BIA framework. For example, fair trade sourcing was not just a procurement principle—it was reframed as economic value distribution and risk-sharing with vulnerable communities.
- **Data Governance and Peer Review:** In addition to standardising templates across geographies, AdvantiKA acted as a reviewer and translator between operational data and B Lab's expectations, engaging directly with B Lab Switzerland to ensure the evidence was audit-ready. This meticulous approach paid off: the final assessment review went smoothly, with B Lab's analysts impressed by the thoroughness of Weleda's documentation. (*AdvantiKA's familiarity with B Lab's expectations – as a certified and Affiliate B Leader – added value here, smoothing the path to approval.*)

Cross-Functional and Global Mobilisation: More than **200 team members across 23 countries** were actively involved. As AdvantiKA's founder Karime Abib noted, "I saw teams go beyond their limits to show the impact they were already delivering. It was about connecting the dots and giving visibility to what had long been there." **Jayn Sterland, Managing Director of Weleda UK**, brought a valuable perspective to the process, particularly through her vocal and longstanding advocacy for sustainable business in the cosmetics industry. In her words, the recertification was *"a milestone for where we are on the journey... It helps us identify areas we need to develop and improve upon, and allows us to be part of a collaborative community solving larger systemic problems like packaging"* ([BCorp certification — Weleda](#)). Her team's contribution to customer health outcomes and education efforts—such as the CFI Level 4 training for estheticians—helped reinforce recognition in these areas.

Key Results and Recognised Impact Areas

The improvement in Weleda's BIA score to **120.66** reflected gains across all core dimensions:

1. Impact Business Models:

- Health and Wellness: Products offering demonstrable health outcomes.
- Education: Initiatives like MUNDI and professional training.
- Poverty Alleviation: Deep supply chain engagement.
- Environmental Stewardship: Biodynamic practices and toxin reduction.

2. Community:

- A 14% global score increase, and a **58% improvement in South America**, where regional sourcing, DEI policies, and support for low-income producers were key drivers.

3. Environment:

- A **19% global improvement** and a **27% increase in operational environmental performance**, including:
 - 95% renewable energy use across operations.
 - Transition to biogas in Switzerland and increased solar/geothermal sourcing.
 - Improved packaging circularity with 60% recyclable content.
 - Verified carbon offsetting via projects like SEKEM.

4. Workers:

- In South America, scores rose **40%**, reflecting a strong organisational culture. Highlights include the "Salário Digno" policy in Brazil, 50%+ women in leadership, and recognition via the ATMOSFERA FIA award since 2021.

5. **Customers:**

- A **48% global increase** in the customer category, reflecting better tracking of product health outcomes and new certifications.

6. **Governance:**

- Continued strong alignment with the company's purpose and statutory mission. A 10% score increase in South America due to local leadership efforts.

Beyond Certification: Building Culture and Capacity

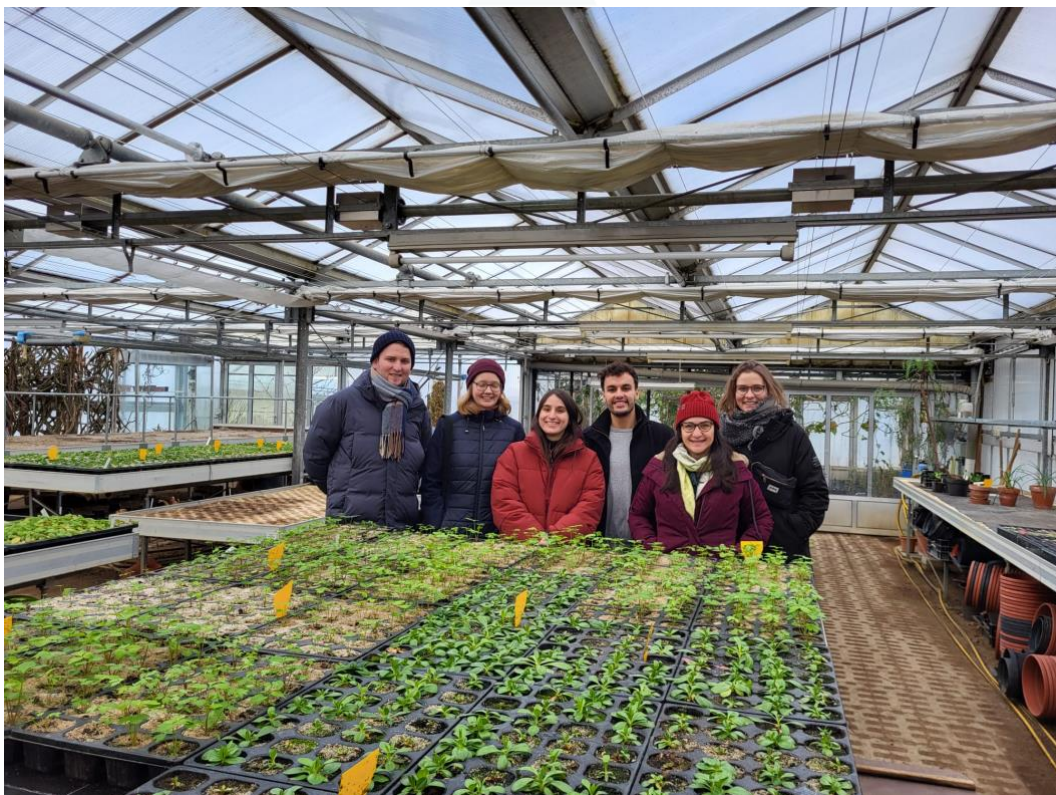
- **Climate Literacy:** AdvantiKA facilitated Climate Fresk workshops across teams in Germany and virtually with team members from Italy, and Latin America. These workshops helped demystify climate science for some while solidifying already existing knowledge for others and tied individual roles to collective climate responsibility.



- **Strategic Integration:** The certification process served as a vehicle for capacity building, connecting local operational initiatives to global ESG thinking. Many employees expressed how the project gave them a broader sense of the company's positive footprint.
- **Stakeholder Ownership:** Employees across departments began to see their roles in shaping sustainability outcomes. As one Weleda participant said, "It's knowing that every person who touched this project is now moving forward as a more mindful

individual.” People who had never worked directly with each other before were now sharing information and jointly problem-solving. Karime Brecaïlo Abib, AdvantiKA’s founder, observed, *“I’ve seen the people and teams from Weleda push beyond their limits, individuals digging deep to confirm Weleda’s B Corp B Corp™ status — a testament to the combined efforts of around 2,000 employees & hundreds of partners over the last 3 years”*. (There are moments that fill your heart with something beyond fulfilment... | Karime Brecaïlo Abib).

- **Cultural Alignment:** This initiative strengthened Weleda’s culture of purpose, uniting a decentralised global workforce around a shared framework of regenerative leadership.



- **Academic Integration -A Strategic Collaboration with ESCP Business School:** To broaden the perspective and deepen stakeholder insight, Weleda and AdvantiKA partnered with a team of master’s students from ESCP Business School in Germany on a dedicated consulting project. Supervised by AdvantiKA, the students conducted a materiality analysis and stakeholder mapping exercise aimed at identifying which issues mattered most to key stakeholder groups—ranging from customers and suppliers to community partners and employees—and aligning those insights with Weleda’s strategic priorities. The collaboration brought fresh perspectives and academic rigour into the process. By integrating this external viewpoint, Weleda ensured that its impact reflection was not only internally coherent but also externally validated. The students’ research helped highlight emerging areas of concern and opportunity, adding depth to the company’s strategic thinking and strengthening the B Corp narrative around long-term value creation. AdvantiKA played a guiding role throughout the project, ensuring the students’ findings were meaningfully embedded

into Weleda's broader materiality and stakeholder engagement work. The partnership proved mutually beneficial: students gained hands-on experience with a real-world sustainability challenge, while Weleda benefited from a nuanced, data-informed materiality matrix. As Karime Brecaïlo Abib observed, "AdvantiKA and Weleda together pioneered strategic projects in collaboration with [ESCP's](#) students... tailored specifically for the company"—a testament to Weleda's openness to innovation, even within the rigour of sustainability processes. ([Transforming Sustainability into a Living Ethos: My Journey with an Inspirational Leader | Karime Brecaïlo Abib](#))

Benchmark and Sector Performance

With a score of 120.66, Weleda now stands:

- Among the **top 3 B Corps** globally in its size and sector.
- Ahead of the Swiss B Corp average (95) and well above the typical recertification increase (8–9%).
- With higher IBM recognition than peers like Davines, Arbonne, and Apivita in similar product categories.

The impact of this project extended well beyond metrics. It laid the groundwork for deeper alignment, innovation, and Weleda's long-term capacity to lead regenerative business practices.

Conclusion: Regenerative in Practice

For Weleda, B Corp recertification was not an endpoint but a validation of its long-held regenerative principles. *"This recertification, and the strong result we have achieved, confirms we are on the right path,"* said CEO Tina Müller. *"We are a B Corp by conviction... Weleda stands for growth with responsibility – growth in harmony with people and nature".*

For AdvantiKA, this project exemplified its core mission: to help businesses uncover, structure, and amplify the value they already create. AdvantiKA became a partner in impact realisation—bridging aspiration and assessment with structured clarity. Weleda's feedback on the partnership speaks volumes. As one testimonial from the project put it: *"AdvantiKA has been more than a consultancy; they've been a pivotal partner in our evolution towards a regenerative future. For any company serious about making sustainability a cornerstone of their business, AdvantiKA's expertise is indispensable."* ([Customers - Advantika GmbH](#)).

Together, Weleda and AdvantiKA affirmed that to make sustainability stories resonate and lead, they must be grounded in solid data and strategic framing.

"When you help a client shine in what they do best, everyone benefits – people, planet, and business alike." (Karime Abib)
