

Dissertation

LCBB6000

Component 2: Coursework – Individual Dissertation

NAME & STUDENT NUMBER : ANGELO DIMO-2246213

Topic: “The Impact of CSR on Brand Loyalty among Gen Z Consumers in the UK Beauty & Personal care Industry: A Case Study of The Body Shop”

Declaration

I declare that this dissertation titled “*The Impact of CSR on Brand Loyalty among Gen Z Consumers in the UK Beauty & Personal care Industry: A Case Study of The Body Shop*” has been carried out by me. The information derived has been duly acknowledge in the text and a list of references too has been provided. This research work has been done in partial fulfilment of the requirement of the University of Wales Trinity Saint David.

Abstract

Background: CSR is highlighted as a necessity in the beauty and personal Care industry of the UK due to the increasing demand of consumers to be transparent, sustainable and ethical in their business practices. Specifically, Gen Z consumers evaluate the brands focusing on their cruelty free policies, social activism and environment and responsibility indicating CSS strategies to be an important brand loyalty driver.

Aim: The aim of the research is to identify how corporate social responsibility CSR initiatives in the UK beauty and personal Care industry influence brand loyalty within generation Z customers.

Methods: A mixed-method approach has been considered- primary quantitative and secondary qualitative. Methodologies include- pragmatism, deductive and descriptive. For primary, a survey has been conducted, including 50 Gen Z customers and for secondary, 5 journal articles from Google Scholar.

Findings: The overall findings from both the primary quantitative and secondary qualitative analysis have highlighted that the purchasing decisions, brand advocacy, trust and loyalty of the Generation Z is significantly influenced by the CSR initiatives of The Body Shop. Cruelty free policies, social activism, ethical commitments and sustainable packaging have overall positively influenced the perceptions of the consumers. While this overall impact is effective it also needs consumer value alignment, authenticity and social activism for avoiding scepticism.

Conclusion: The brand loyalty of The Body Shop for Gen Z is meaningfully improved by the CSR initiative when communicated transparently and authentically implemented. This leads to a strategic advantage regarding the brand functioning in the beauty industry of the UK ensuring competitive sustainability and extensive consumer engagement.

Acknowledgement

For the success of this dissertation, I would like to thank my supervisor Patrick Yeboah who guided and helped me structure and present the dissertation. The guidance has made me better at what I do. Then I would like to thank my peer and family members who too provided invaluable support during this research. Lastly, I am thankful to University of Wales Trinity Saint David which I am associated with for giving me access to necessary materials for successfully completing the dissertation project.

Table of Contents

Chapter 1: Introduction	7
1.1 Chapter Introduction	7
1.2 Background of the study	7
1.3 Problem statement	8
1.4 Aims, Objectives, Research questions and Hypothesis	8
1.4.1 Research aim	8
1.4.2 Research objectives	8
1.4.3 Research questions	8
1.5 Rationale of the research	9
1.6 Methodology	9
1.7 Scope of the study	9
1.8 Dissertation structure	9
1.9 Chapter summary	10
Chapter 2: Literature Review	11
2.1 Chapter introduction	11
2.2 Different background aspects of the concepts	11
2.2.1 CSR as a concept and impact on customer behaviour	11
2.2.2 Importance of CSR in the beauty industry	11
2.2.3 Relationship between CSR initiatives and Gen Z brand loyalty	12
2.2.4 Challenges of managing CSR	12
2.3 Theoretical framework	13
2.4 Previous studies and lessons learnt	14
2.5 Gaps identified to situate research	14
2.6 Chapter summary	14
Chapter 3: Research methods and methodology	15
3.1 Chapter introduction	15

3.2 Philosophical position of the research and why?	15
3.3 Paradigm position and why?	15
3.4 Position of research approach and why?	15
3.5 Methodological stance and why?	16
3.6 Research strategy and design and why?	16
3.7 Sample and population	17
3.8 Data collection and analysis techniques	17
3.9 Ethical considerations	17
3.10 Research timeline	18
3.11 Chapter summary	19
Chapter 4: Data analysis and discussion	20
4.1 Chapter Introduction	20
4.2 Primary quantitative analysis	20
4.3 Secondary qualitative analysis	25
4.3.1 CSR dimensions and Gen Z loyalty	25
4.3.2 CSR-driven loyalty strategies	26
4.4 Discussions	26
4.5 Chapter Summary	27
Chapter 5: Conclusions, limitations and recommendations	27
5.1 Chapter Introduction	27
5.2 Conclusion on each objectives	28
5.3 Conclusion on the research problem	28
5.4 Summary of the research findings and outcomes	29
5.5 Original contribution of the research	29
5.6 Limitations of the research	29
5.7 Recommendations	29
5.8 Chapter summary	29

References	31
Appendices	34
Appendix 1: Survey Questionnaire	34

Chapter 1: Introduction

1.1 Chapter Introduction

The overall research will be introduced in this chapter analysing the corporate social responsibility impact on brand loyalty of The Body Shop, specifically considering the Gen Z consumers in the personal care and beauty industry of the UK. This will indicate the research problem, background, rationale, scope of the research, methodology and the dissertation structure.

1.2 Background of the study

CSR or Corporate Social Responsibility has changed from not only a philanthropic concept but as a strategic approach of business influencing customer relationship, reputation and competitive advantage. It is identified by Santoro, (2022), that in the modern era, transparency, accountability and sustainability has been demanded increasingly from the brands by the consumers, specifically the industries associated with personal wellness, health and beauty. The increasing awareness about ethical sourcing, sustainable practices of production, animal welfare and environmental degradation has led the beauty and personal care industry of the UK to experience fast transformation. Specifically considering the consumer segments that are emerging like Generation Z, in the age group of 18 years to 27 years, the consumers are highlighted as ethically driven and socially conscious segments (Djafarova and Fouts, 2022). The brands are actively evaluated by this generation focusing on diversity representation, sustainability credentials, social activism and cruelty-free policies. Regardless of previous generations, this generation frequently verifies the claims of the corporate organisations with the help of online platforms, and are digitally empowered, increasing transparency and authenticity as a necessary factor to maintain credibility of the brand.

Considering the case of The Body Shop, an efficient ethical foundation has been already extra blessed by the company positioning itself as a leading organisation in community trade initiative, organisational and environmental responsibility and cruelty-free product development (Javed and Mirza, 2020). Regardless of this CSR initiative, the competition is increased from mainstream brands and startup companies in the beauty industry intensifying the UK market related pressure. This indicates the necessity of understanding about these

initiatives, in order to identify its influence on brand advocacy and purchasing behaviour among the Gen Z consumer group.

1.3 Problem statement

While corporate social responsibilities are recognised widely as a strategic factor to drive brand value, there is limited research in identifying specific dimensions of CSR influencing the Gen Z consumer loyalty towards the brand, functioning in the beauty and personal care industry in the UK. While sustainability messaging is maintained through heavy investment by several organisations, it is not clear whether customer loyalty is improved through these initiatives, fostering brand image (Agu *et al.*, 2024). Considering The Body Shop, the brand has strongly focused cruelty free testing, environmental activism and ethical sourcing. While with enhancing scepticism regarding greenwashing and increased competition, a concern is raised about the actual CSR efforts impact on repeat purchase and loyalty behaviours, which will be identified in this research.

1.4 Aims, Objectives, Research questions and Hypothesis

1.4.1 Research aim

The aim of the research is to identify how corporate social responsibility CSR initiatives in the UK beauty and personal Care industry influence brand loyalty within generation Z customers.

1.4.2 Research objectives

- To analyse Gen Z customers' perception and awareness of the CSR practices in The Body Shop
- To evaluate the relationship between Gen Z brand loyalty behaviours and CSR initiatives
- To discuss the dimensions of CSR influencing brand loyalty among Gen Z
- To identify recommendations for developing the CSR driven customer loyalty strategies for The Body Shop

1.4.3 Research questions

- How are the Gen Z customers of The Body Shop aware of the CSR initiative in the UK?

- How does the CSR influence brand loyalty within generation Z customers in the beauty and personal Care industry?
- What are the components of CSR significantly impacting the purchasing and loyalty behaviour of Gen Z?
- What are the recommendations for developing the CSR driven customer loyalty strategy of The Body Shop?

1.5 Rationale of the research

Considering the perspective of managerial and academic reasons, this particular research is necessary. While the previous researchers have identified extensively about consumer behaviour and corporate social responsibilities strategies, a limited study has focused on its impact among the Gen Z consumers, focusing on the beauty and personal care industry of the UK, while undertaking a primary analysis. An age specific examination with behaviour response towards CSR practices will be evaluated in this research contributing to the literature. In addition, practical insights will be provided to the managers of The Body Shop in order to improve their ethical positioning, based on the real time data (Crane *et al.*, 2019). This will also be helpful for similar brands in the beauty industry of the UK to improve their loyalty while identifying the necessary components of CSR and supporting further strategic decisions.

1.6 Methodology

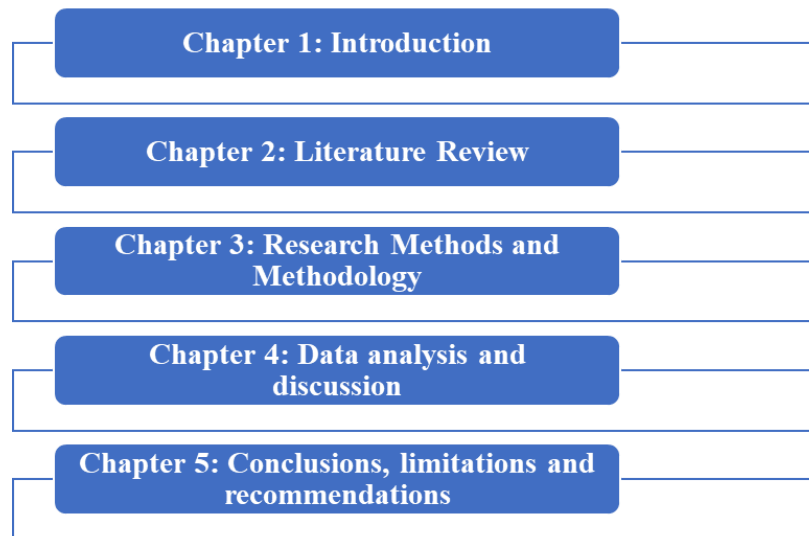
A pragmatism research philosophy with a deductive approach has been adopted by the researcher in this study. This will lead to the application of a descriptive Research design by utilising primary data that is collected from 50 Gen Z consumers in the UK through an online-based structured survey. Both quantitative analysis and qualitative thematic analysis will be focused to identify the relationship among behaviours on brand loyalty and CSR perceptions.

1.7 Scope of the study

The overall study will exclusively focus on the Generation Z consumers of the UK aged between 18 years to 27 years, purchasing frequently from the beauty and personal care brands. The research will investigate brand loyalty and CSR initiative considering the case study of The Body Shop, while limiting the research to a specific industry and demographic settings.

1.8 Dissertation structure

The structure of the dissertation will consider about 5 chapters.



(Source: Self-Developed)

- Chapter 1 will introduce the overall research while outlining the problem statement and background. It will also indicate the rationale, scope of the research and methodology to be considered for executing the research.
- Chapter 2 will focus on literature review about Generation Z loyalty, consumer behaviour, CSR strategies and theoretical frameworks that are relevant.
- Chapter 3 will focus on the overall research methodology that includes research design, philosophy, sampling strategy, research strategy, data collection and analysis with ethical considerations.
- Chapter 4 will represent the overall data analysis considering both primary quantitative and secondary qualitative analysis with further discussion about the findings in relation to previous literature.
- Chapter 5 will focus on the overall conclusion linking with the objectives and research problem along with indicating limitations with practical recommendations and future scope.

1.9 Chapter summary

The overall research context has been introduced in this chapter, determining the problem and indicating the necessity of investigating the influence of CSR on brand loyalty of Gen Zs, focusing on The Body Shop, functioning in the UK beauty sector.

Chapter 2: Literature Review

2.1 Chapter introduction

The second important chapter is literature review which provides a foundation of knowledge on the selected topic to guide new investigation. Therefore, this section will provide insights of knowledge and understanding of different aspects such as CSR, brand loyalty, customer behaviour along with theoretical framework lessons learned and gaps identified.

2.2 Different background aspects of the concepts

2.2.1 CSR as a concept and impact on customer behaviour

As opined by de Farias and Holanda (2024), CSR is an ongoing commitment undertaken by firms to solve social and environmental issues. It's a philosophy that is integrated into the company's vision with a focus on ethical values, respect and care for the environment. Firms are not only responsible for creating value for shareholders but they also need to benefit the broader community. In accordance with Siltaloppi *et al.* (2021), CSR is always seen as a strategic tool to attract customers and build brand loyalty but performative CSR can automatically lead to consumer scepticism. In accordance with Wong *et al.* (2021), now transparency and sustainability aspects play a major role in shaping customers behaviour. This increases accountability which is vital to create an image of a responsible business. When organisations ensure that their CSR initiatives will have positive impact on the society through clear messaging, transparency and positive actions, they are able to easily attract customers attention. This clearly indicates that there needs to be balance between stakeholder's expectations and genuine or authentic initiatives. If mismanaged, it can put brand image into risk.

2.2.2 Importance of CSR in the beauty industry

Increasing concern about health and effects of human activities on the planet has made sustainability a major priority. All industries are becoming environmentally friendly and the

beauty sector is one of them. Constant scrutinization for environmental impact including issues regarding production, sourcing and packaging has made customers more informed about the ecological footprint of their purchase. Due to this, CSR has become highly important for firms operating under the beauty industry (Zaborek and Kurzak Mabrouk, 2025). As now customers actively engage with those brands who value use of sustainable materials and reduction of waste, beauty brands are using CSR as a strategic tool for differentiation and for increasing purchase intentions. As opined by Rachmawati (2024), CSR plays an important role in the beauty and personal care industry by establishing a favourable brand image and maintaining high standard of quality. These elements together contribute to a high level of customer loyalty. In this digital era, brands are utilising social media marketing to improve the way customers see a company and its brands. Influencers maximise the level of authenticity and engagement via reviews, comments etc on social media have a tremendous impact on brand perception. This emphasises on the need to actively engage with customers as this helps in cultivating a favourable brand image which amplifies client allegiance.

2.2.3 Relationship between CSR initiatives and Gen Z brand loyalty

In accordance with the study conducted by Narayanan (2022), now global climate change and social unrest have become key issues of Gen z due to which they are demanding for change and want firms to become more socially responsible. Due to complexity of the conditions in which this generation has grown up, online and offline lives have converged, thus creating a hypercognitive generation that carefully gathers as well as compares data from different sources (Petro, 2021). This generation values action and are eager to bring change through sustainable development. Hence, firms who participate in CSR in an innovative and authentic way are able to develop positive relationships with these types of customers. As opined by Srivastava (2024), in today's contemporary business environment, firms cannot exist without engaging in CSR initiatives. By maintaining transparency in business operations and conducting ethical as well as sustainable labour practices, firms in this contemporary era are able to target environmentally-conscious generation which is Gen Z. But still businesses face challenge in maintaining loyalty as acts of greenwashing and false sustainable claims have created a negative image in the market. This indicates that there does existing a relationship between CSR initiatives and Gen Z brand loyalty but there is need to maintain clear and honest communication while interacting with customers. It's highly important to build a

positive and strong customer-brand relationship to achieve a loyal customer base in this competitive business environment.

The emphasis has been done on broad observation and lacks detailed empirical data to efficiently quantify the impact of CSR on brand loyalty.

2.2.4 Challenges of managing CSR

Managing CSR is not easy as it presents significant challenges that have the potential to undermine overall effectiveness if not addressed purposefully or methodically. As per the study of Siltaloppi *et al.* (2021), there are certain CSR tensions that challenge the strategic integration process. This includes- conflicts between ethical values and business objectives, balancing internal priorities with stakeholders' expectations and slow enactment of CSR behaviour versus the commitments communicated. Companies often face tensions between ethical commitments and profitability which ultimately leads to conflicts in resource allocation, management as well as decision-making. As per Singh (2024), maintaining transparency and accountability is challenging for firms which makes integration of CSR a difficult process. To ensure CSR is effective, firms need to be open and honest about their each and every effort. This means disclosing key information about their social and environmental impacts as well as steps taken to address negative impacts. But there are several firms who, to protect brand image and generate profit, are not transparent about their efforts. This undermines trust and creates scepticism about their commitment. Balancing short-term economic consideration with the urgent need to implement long-term CSR initiatives too is difficult (Wickert, 2021). In the current, fast-paced environment, firms are under pressure to generate profit and even deliver value to shareholders. Due to this, some firms remain hesitant to invest in CSR programs. This indicates that CSR is a strategic process and not a marketing tool as it demands deliberate planning, integration and continuous evaluation. Those who fail to address these challenges erode stakeholder trust and miss benefits of CSR.

2.3 Theoretical framework

The dynamics of CSR can be critically interpreted through application of Social Identity theory and the stakeholder theory. As per Golec de Zavala (2024), social identity theory entails that a strong and positive identity can significantly influence customers intention to

purchase a brand as it helps strengthen emotional attachment, loyalty and perceived congruence. Customers, primarily Gen Z, align their loyalty and purchasing behaviour with those brands who signify their social identity and personal values which include long-term commitment towards ethical and sustainable practices. Conversely, inconsistent or false CSR efforts have potential to erode credibility, thus reduction in engagement. In addition to this, as per Awa *et al.* (2024), stakeholder theory also provides a complementary lens by emphasising on stakeholder as critical to achieve common goals. This includes customers, employees, investors, communities and the environment. The theory examines the nature of CSR adoption and its direct link with corporate outcomes as social and environmental involvement are instruments of genuine concern and care for stakeholders. This shows, there is a need to balance demands of stakeholders with CSR initiatives but there is an ongoing challenge of maintaining coordination and transparency. While social identity theory shows how ethical efforts influence customer behaviour, the stakeholder theory highlights the role of CSR in building reputation, sustainable advantage and legitimacy.

2.4 Previous studies and lessons learnt

As per previous studies on CSR and its impact on customers, ethical and sustainable practices have become important across all industries and the beauty industry is not an exception. This has a direct impact on brand image, perception and loyalty. Primarily, the younger generation are prioritising environmental stewardship and social responsibility. They are positively acting towards CSR initiatives which enhance brand image, purchase intentions and even build a loyal customer base. It has even been identified that organisational challenges do exist while integrating CSR strategically.

The key lessons learnt are that effectiveness depends on transparency, authenticity and strategic alignment of initiatives with business values. Firms that properly embed CSR into core business operations and actively engage with target audiences are effectively able to build trust, loyalty and brand advocacy.

2.5 Gaps identified to situate research

Some gaps have been identified after critically reviewing relevant scholarly literature. Most research studies have broadly considered CSR without examining how individual CSR dimensions shape overall loyalty of customers in the beauty industry. Limited research has investigated how Generation Z's loyalty behaviour is shaped within this specific industry. In

addition to this, there are few empirical studies that have focused on analysing primary data and current industrial developments to give insight into CSR initiatives by the beauty industry and its influence on brand loyalty of Gen Z customers.

2.6 Chapter summary

Thus, in this chapter relevant scholarly literatures have been reviewed to get an understanding about the concept of CSR and its impact on brand loyalty. Different background aspects to the concept have been carefully analysed to identify the gap in the research. There is a need to conduct empirical research on industry-specific effects.

Chapter 3: Research methods and methodology

3.1 Chapter introduction

The third chapter of the dissertation is research methodology which will give a detailed insight into how the research will be conducted. The process used to identify, select and analyse information about the selected topic will be discussed in detail with proper justification.

3.2 Philosophical position of the research and why?

The philosophical position of the research is pragmatism, a practical approach to research that focuses on what works in addressing the specific problem rather than adhering to a predefined set of philosophical beliefs (De Waal, 2021). One major reason behind selecting this philosophy among others is that it allows researchers to get practical outcomes by embracing a plurality of methods and conducting research to investigate reality. The second reason is that it allows one to have a broader understanding of the phenomena by emphasising on individuals as well as shared human experience (Sim *et al.*, 2024). In this study, to examine the relationship between CSR efforts and Gen Z's brand loyalty requires both interpretative understanding and numerical data.

3.3 Paradigm position and why?

For this research, a pragmatic paradigm has been adopted as it allows the use of mixed methods and gives flexibility in gaining comprehensive insights. As per Ugwu *et al.* (2021), knowledge claims cannot be abstracted completely from contingent beliefs, experiences or habits. Ontologically, reality is both socially constructed and is objective. In context to the

research, customer loyalty cannot just be measured statistically as it is shaped by both perception and personal values. Epistemologically, knowledge builds through empirical observation and interpretive understanding (Omodan, 2022). Methodologically, this study has adopted the mixed method approach where both qualitative and quantitative techniques have been combined. This assumption well aligns with the pragmatism philosophy, prioritizes problem-solving and flexibility rather than adherence to one's philosophical types.

3.4 Position of research approach and why?

This research has been considered a deductive research approach. To define, a deductive approach is concerned with hypothesis generation based on existing theory and designing a strategy to test the set hypothesis (Haque, 2022). One major reason behind considering deductive approach over inductive is that it explains causal relationships between concepts and variables (Fife and Gossner, 2024). Therefore, as per research context, to examine whether there is an established relationship between brand loyalty and CSR dimensions within the UK beauty and personal care industry, this approach is relevant or appropriate. The aim through this approach is not to generate new theory but evaluate and validate existing one to generalise research findings to a certain extent.

3.5 Methodological stance and why?

The selected methodological stance is a mixed method with a descriptive research design. Methodological stance means conscious selection and application of structured process for analysing or problem resolution (Taekema, 2021). The chosen technique needs to be based on objectives, required depth of outcome and available data. To get detailed insight and varied viewpoints on impact of The Body Shop's CSR initiatives on Gen Z customers, descriptive research design is a suitable technique because it focuses on identifying patterns, relationships and perceptions without manipulating variables (Ghanad, 2023). The focus on 'what' rather than 'why' is important to analyse attitude, awareness and loyalty behaviours among Gen Z customers while acquiring theoretical understanding. Hence, a comprehensive examination of the selected area enhances validity as well as depth of the research outcomes.

3.6 Research strategy and design and why?

Research strategy means strategic approaches or plans that guide researchers in collecting, analysing and interpreting information to meet set objectives. For this research, Boolean operators such as AND and OR have been considered to refine the search results (Badke,

2021). Use of keywords such as Gen Z, CSR, brand loyalty, and customer behaviour simplified the search process. Online academic journal articles from databases like Google scholar have been considered as appropriate for the study. Apart from this, some inclusion criteria are as follows-

Inclusion criteria

- Only those journal articles which are published in English language.
- Journal articles that are available in PDF format.
- Sources published from the last 5 years (2021-2026).
- Only those sources which have credible information on CSR, The Body shop and Gen Z loyalty.

3.7 Sample and population

As this research involves primary data collection, purposive sampling has been adopted to select a specific group of individuals. Purposive sampling technique offers advantages such as flexibility, cost-efficiency and allows one to target information-rich cases or samples (Tajik *et al.*, 2025). This technique has helped in targeting Gen Z customers who have relevant experience and awareness about CSR initiatives. Thus, meaningful and focused results.

For the primary data collection, the survey will include 50 Gen Z customers of the UK who fall in the age group 18-27 years.

3.8 Data collection and analysis techniques

To collect reliable and credible data, both primary and secondary data collection techniques have been considered as suitable. For primary, the structured online survey method has been prioritised to have a wider reach in a cost-effective and efficient way. The close-ended questionnaire was designed for collecting responses from Gen Z customers. Along with this, for secondary data collection, journal articles have been preferred to get rich and detailed insights.

To analyse primary data, quantitative methods such as statistical analysis is used and for secondary, thematic analysis has been considered. These data analysis techniques are helpful

in providing measurable insights while uncovering patterns and contexts. Thus a comprehensive understanding.

3.9 Ethical considerations

As per Hasan *et al.* (2021), ethical considerations in research means principles that inform research methods and designs. Ethics such as informed consent, voluntary confidentiality, safe research etc helps to enhance validity of the research while maintaining high standards of academic integrity. In this research as primary participants are involved, research ethics has been prioritized by getting consent form signed by each participant before starting the survey. Complete details about the research purpose, process, freedom of voluntary participation and right to withdraw was mentioned in the informed consent form. For data privacy, guidelines stated in GDPR act 2018 have been strictly followed which includes data encryption and keeping it secure in password-protected devices. Apart from this, in secondary data, ethics involve acknowledgement of sources and use of accurate information responsibly (Hasan, 2021).

3.10 Research timeline

Activities	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13
Developing research aim, objective and questions													
Conduction of research rationale and													

background													
Discussion of literature review													
Analysing the methodology													
Developing the survey question													
Conducting the survey													
Conduction of secondary research													
Analysis of all data													
Generating conclusions and recommendations													

Report completion and submission													
----------------------------------	--	--	--	--	--	--	--	--	--	--	--	--	--

3.11 Chapter summary

This chapter has clearly outlined selected research methodology with proper justification. This includes pragmatism philosophy, deductive research approach and descriptive research design. Primary data will be collected via survey process and secondary data will undergo thematic analysis. Ethical considerations will be strictly maintained.

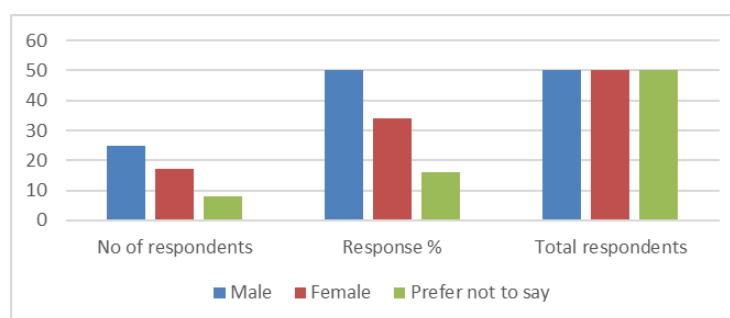
Chapter 4: Data analysis and discussion

4.1 Chapter Introduction

This chapter presents analysis and discussion of both primary data collected via survey and secondary data. It examines awareness and perception of the company's CSR initiatives among Gen Zs, explores impact on brand loyalty, identifies key dimensions shaping behaviour and provides some suitable recommendations.

4.2 Primary quantitative analysis

Q1. What is your gender?

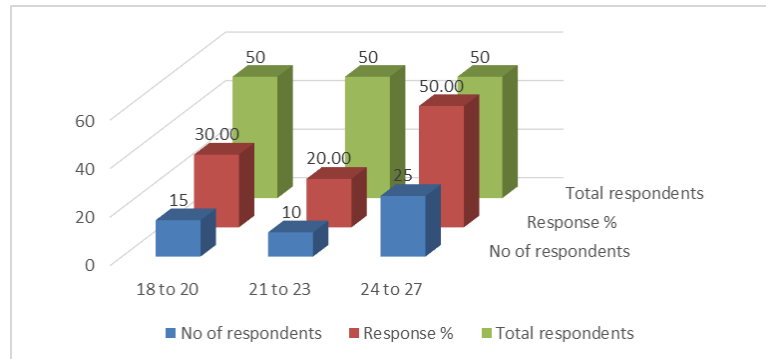


(Source: Self-Developed)

A balanced gender representation has been highlighted from the sample indicating around 34% of females, 16% preparing not to disclose their age and 50% of male. This type of age distribution has overall enhanced the findings reliability, reduced any type of gender bias and

ensured that diversified viewpoints are reflected for loyalty response and CSR perceptions from The Body Shop's Gen Z consumers.

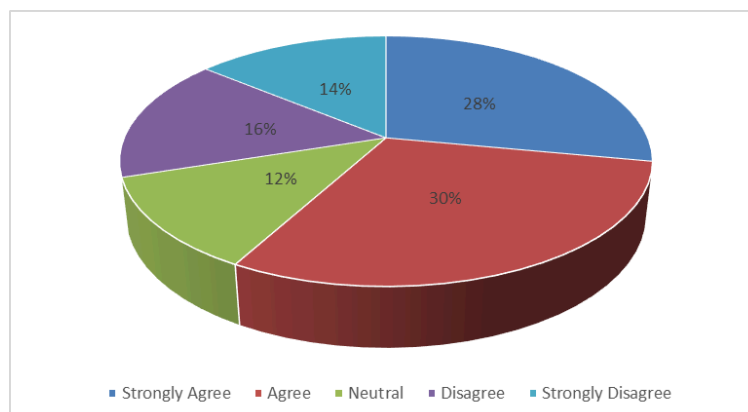
Q2. What is your age group?



(Source: Self-Developed)

Around 50% of the respondents have been highlighted within the age group of 24 to 27 years in addition to 30% of the participants within 18 to 20 years and 20% within 21 to 23 years. This indicates the participation of older Gen Z individuals indicating the consumers to be financially independent.

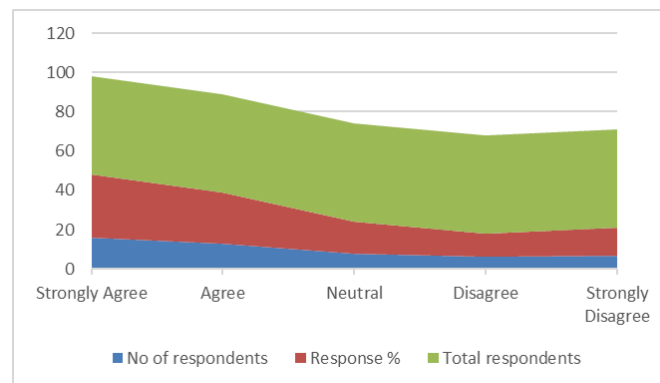
Q3. Aware about CSR initiatives at The Body Shop



(Source: Self-Developed)

A combination of 58% of individuals agreeing with their awareness about CSR initiatives at The Body Shop indicated moderate awareness due to disagreement being expressed from around 30% of respondents with 12% being neutral. While most of the participants have identified the efforts of CSR by the company, some of them were unconvinced about the initiatives.

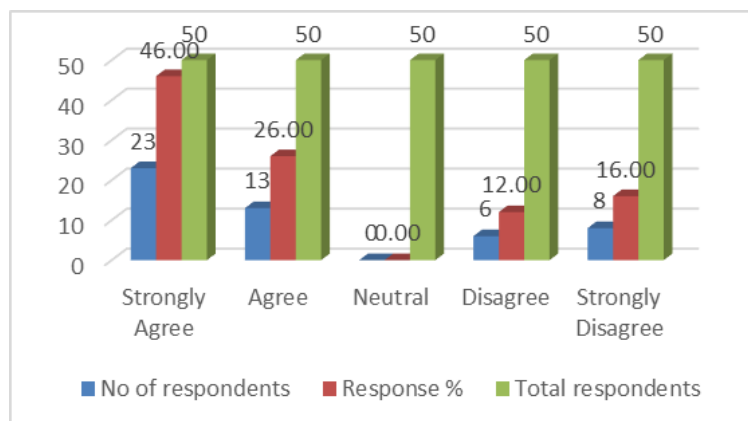
Q4. Sustainability and ethical practices are clearly communicated by The Body Shop



(Source: Self-Developed)

The majority of the participants have agreed to the fact that sustainability and ethical practices are clearly communicated by The Body Shop. This overall highlights that there is an effective communication of Corporate social responsibility in the business but also indicates the necessity of further improvement influencing ethical positioning of brand and transparency perception.

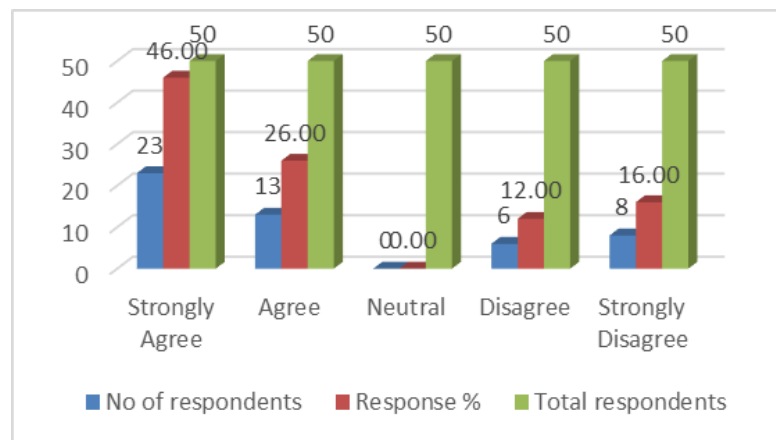
Q5. Decision is positively influenced by The Body Shop's CSR initiatives to purchase their products



(Source: Self-Developed)

The above graph has highlighted a strong influence of CSR on the purchasing decisions of the Gen Z consumers with no response that is neutral. This highlights the CSR initiative to be clearly behavioural. While some of the respondents disagreeing with this fact highlights that decision making is still influenced besides CSR by other types of factors.

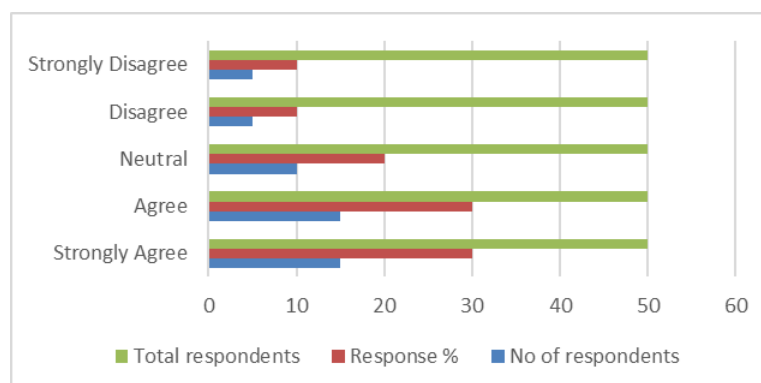
Q6. The environmental and ethical commitments make me feel more loyal towards The Body Shop



(Source: Self-Developed)

Around 78% of the respondents have highlighted their loyalty due to ethical and environment and commitments of the company with no such neutral response. This indicates a positive and strong relationship among the attitudinal loyalty and CSR suggesting that emotional attachment is significantly improved through CSR initiatives, making them to repeat purchase.

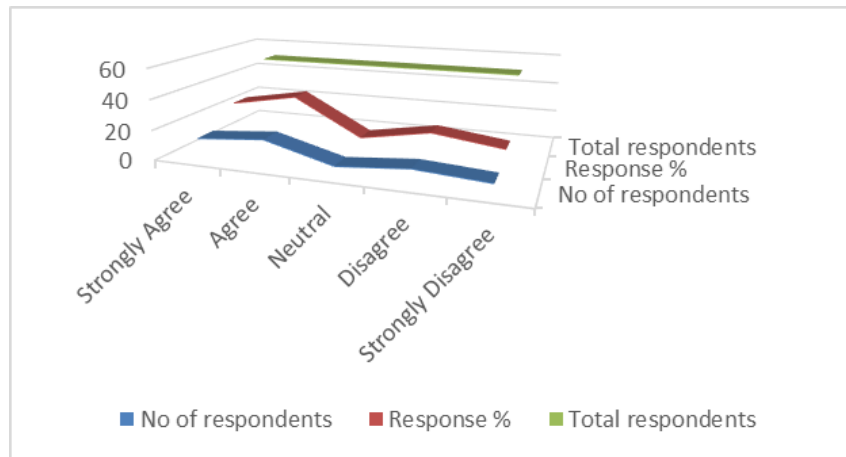
Q7. Vegan and cruelty-free product policies enhanced my trust in The Body Shop



(Source: Self-Developed)

Around 68% of the respondents have highlighted that their trust towards the brand has been improved due to the vegan and cruelty-free policies. This indicates the positive influence of trust building of the consumers with the help of animal welfare policies.

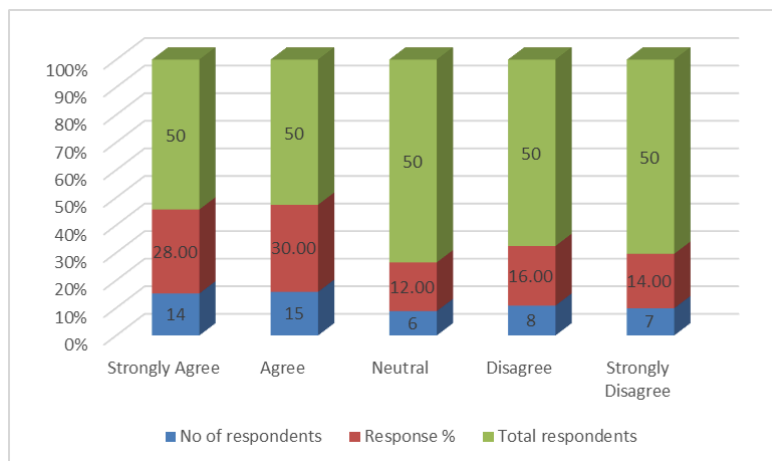
Q8. Decision of repeat purchase is influenced by environmentally friendly packaging



(Source: Self-Developed)

Most of the respondents have highlighted that their decisions of repeat purchase has been influenced through environmentally friendly packaging decisions of the company, only 30% disagreeing with this fact. While in comparison to the extensive CSR commitments, the brand must focus on other initiatives rather than only packaging to improve Gen Z .customer loyalty and repeat purchase.

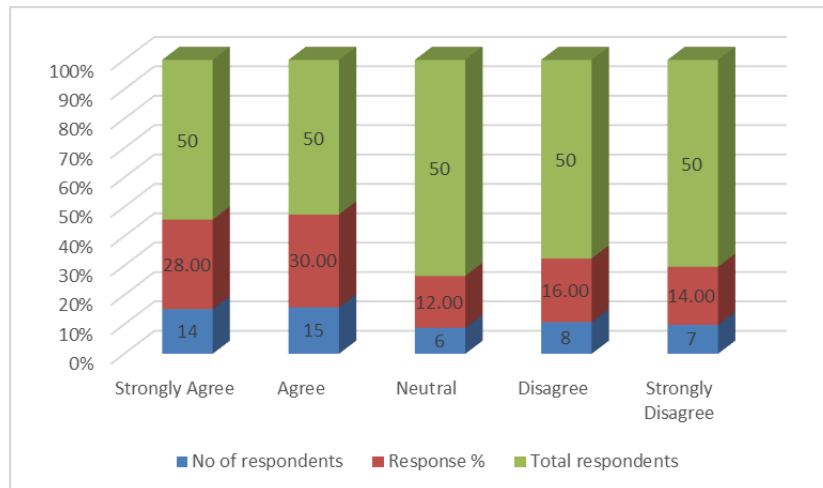
Q9. Social activism of The Body Shop fosters connection with the brand



(Source: Self-Developed)

The chart has highlighted that around 58% of the respondents have agreed to the fact that social activism of the company has enhanced the connection with the brand with only 12% of the participants remaining neutral. This has highlighted the positive influence of activism towards relation loyalty for different Gen Z consumers.

Q10. The Body Shop is likely recommended to others considering its CSR efforts



(Source: Self-Developed)

Most of the participants have recommended the CSR efforts undertaken by The Body Shop towards other companies indicating efficient advocacy behaviour. This indicates that not only loyalty and purchasing is influenced through the CSR initiative but has also led to a positive word-of-mouth about the brand from the Gen Z customers.

4.3 Secondary qualitative analysis

4.3.1 CSR dimensions and Gen Z loyalty

CSR plays a major role in shaping brand loyalty of Generation Z. As per the findings of Narayanan (2022), brand loyalty is shaped by the way CSR initiatives are perceived, integrated and communicated. This generation are highly environmentally conscious and socially active due to which they expect that brands integrate ethical values and make positive contributions to society. Digital CSR communication is prioritised by The Body Shop to strengthen emotional engagement and trust among the younger generation. Through websites and social media, the company maintains transparency about its environmental and social initiatives, fosters engagement and maintains co-creation with stakeholders (Bertolini *et al.*, 2023). Through use of interactive platforms and storytelling, the brand strengthens brand authenticity as well as builds a value-driven and loyal Gen Z community. But this is possible only when the message is consistent and credible as symbolic or false CSR communication can altogether lead to distrust instead of loyalty. In addition to this, CSR's impact on loyalty is not that easy. Actions undertaken by The Body Shop feel real and honest. Loyalty grows when communication is clear and it builds trust. Like the "*Bring Back Our Bottle*" program which encourages customers to come and recycle product bottles, thus

promoting environmental sustainability along with ethical business practices (Thalia and Andrini, 2022). This indicates that CSR dimensions should not just be seen as an opportunity but should be embedded authentically into core strengths.

4.3.2 CSR-driven loyalty strategies

If CSR initiatives are strategically implemented it can successfully influence customers loyalty but the impact strongly depends on how well the brand has maintained transparency, authenticity and relevance. In the beauty and cosmetic industry, customer loyalty is important and takes time to build as products are used daily, routines and personnel and building trust takes time. As per the findings of Hammond (2025), building and nurturing a beauty community is important. Loyalty programmes of beauty brands go beyond transaction by encouraging education, participation and interaction. They invited customers to share experience, be it exclusive content, early access or events. As per research done by Javed (2025), tech-enabled CSR initiatives like gamified sustainability, AI personalisation and recycling programs have strengthened Gen Z loyalty. Combining interactive experience with ethical engagement is a great initiative to develop loyalty towards the brand. But without proper alignment of CSR efforts with customers values, there is risk of being underappreciated.

4.4 Discussions

Overall findings from both secondary qualitative and primary quantitative analysis have indicated an efficient relationship among the brand loyalty and CSR initiative specifically considering the Gen Z customers within the beauty sector of the UK. Research supported the purchasing behaviour driven by value and ethical consumption as highlighted in the previous literature by Srivastava, (2024). From the survey it has been highlighted that most of the respondents have reported that their purchasing behaviour has been influenced positively through CSR initiatives, along with highlighting increased brand loyalty due to ethical and environmental commitments. This findings alliance with the previous literature indicating that both behaviour loyalty and attitude in a loyalty is improved by CSR commitments, improving emotional attachment and trustworthiness with the brand. The overall result has also highlighted that communication and awareness indicates an important role. The primary findings have indicated that CSR initiative awareness has been acknowledged by the respondents, with an identified communication gap from the disagreement of certain respondents. This supports the previous literature by Golec de Zavala, (2024), that indicated

that constant communication of CSR initiative must be maintained avoiding green washing perceptions and scepticism. This type of concept is further strengthened by the qualitative findings indicating the necessity of interactive engagement and transparent digital storytelling to improve trust among the Gen Z consumers. According to Bertolini *et al.*, (2023), sustainability campaign and online platform utilisation by The Body Shop has not only improved the authenticity of the brand but has also enhanced the loyalty formation of Gen Z consumers.

The findings have also highlighted that environmentally-friendly packaging and cruelty free policies have been associated positively with the intentions of repeat purchase and consumer trust. This is highlighted in the previous literature by Wong *et al.* (2024), indicating that ethical products are highlighted as a tangible signal regarding corporate social responsibility. A level of agreement has been highlighted while comparing the overall influence of CSR from the primary result highlighting that holistic and integrated strategies of CSR need to be focused by The Body Shop, regardless of only individual initiatives. The secondary findings have indicated that a combination of ethical engagement with interactive experience is a necessary CSR initiative for developing brand loyalty (Javed, 2025). Without proper CSR efforts alignment with the consumer value, there is an overall risk of underappreciation. Overall, it is confirmed in this research that the brand loyalty by Gen Z is influenced significantly by CSR strategies, while the effectiveness overall relies on consistent communication, consumer value alignment and credibility.

4.5 Chapter Summary

To conclude, this chapter has examined CSR-driven strategies adopted by The Body shop and the way it influences Gen Z loyalty towards the brand. Authentic and meaningful initiatives shape customer behaviour and attitude. By engaging the audience through responsible practices, participation, trust and long-term commitment can be developed.

Chapter 5: Conclusions, limitations and recommendations

5.1 Chapter Introduction

The overall conclusion of the research will be presented in this chapter investigating the CSR impact on brand loyalty by considering the Gen Z consumers within the beauty industry in the UK, specifically addressing The Body Shop. It will summarise the findings, concluding

on the research problem and determining limitations to provide recommendations or future areas of improvement.

5.2 Conclusion on each objectives

Linking with the first objective, define have highlighted high two moderate levels of awareness with most of the Gen Z consumers of The Body Shop to be aware about the PSR initiative. While most of the consumers have indicated disagreement determining non universal awareness, regardless of efficient ethical positioning of the brand. This highlights the necessity of proper CSR communication while improving the reach of the CSR initiative towards every Gen Z consumer segment.

Linking with the second objective, a positive and strong relationship among loyalty and customer social responsibility has been highlighted. While most of the Gen Z consumers have indicated their feeling of loyalty and trust due to the environmental and ethical commitments of the company, other consumers have indicated they are purchasing decisions to be influenced positively by the CSR initiatives of The Body Shop. This indicates that both behaviour loyalty indicating advocacy and repeat purchase and attitude in a loyalty indicating emotional attachment is directly contributed by The Body Shop's CSR initiatives.

Linking with the third objective, the connection and trust with the Gen Z consumers are influenced significantly by certain CSR dimensions like environmentally friendly packaging, social activism and vegan and cruelty-free policies. This highlights the importance of authentic activism and ethical commitments related to The Body Shop's products to drive this considered demographic loyalty.

Linking with the fourth objective, the necessity of digital engagement, initiatives of community building and transparency has been highlighted through the findings. It is identified that with modern CSR efforts with embedded authenticity and consistent communication into the business operations, the loyalty of the Gen Z consumers can be increased irrespective of considering them as symbolic tools of only marketing.

5.3 Conclusion on the research problem

The overall research problem has questioned whether the purchasing decisions of the Gen Z consumers at The Body Shop is meaningfully influenced by the CSR initiative, along with influencing their extensive loyalty within the beauty sector of the UK. And the findings have

comprehensively stated that a substantial role is played by the CSR initiatives of The Body Shop, in influencing the emotional attachment, recommendation behaviour and purchase intention of the consumers. While it is also highlighted from the evaluation that the effectiveness mainly relies on Gen Z values alignment, transparency and authenticity.

5.4 Summary of the research findings and outcomes

The overall study has highlighted that brand loyalty of Gen Z consumers is significantly influenced by CSR initiative through repeat purchase, advocacy, emotional connection and trust. While, loyalty is also positively impacted by social activism, sustainability communication and ethical product attributes, when considered as transparent and authentic within the competitive industry of beauty and personal care in the UK.

5.5 Original contribution of the research

The limited research on Gen Z loyalty and CSR initiatives, Gali considering the beauty sector in the UK has been contributed through this research, focusing on the case study of The Body Shop. Industry specific and age-specific evidence has been provided through this research about influence of CSR dimensions on loyalty behaviours of the Gen Z and ethical consumers, that can be helpful for further research in this context as well (Nordström and Olofsson, 2025).

5.6 Limitations of the research

The small sample size and focus on purposive sampling method has overall limited this research while restricting generalizability. The major focus on Gen Z consumers and a single brand limited cross-generational analysis and industry comparisons.

5.7 Recommendations

Several types of recommendations can be provided towards The Body Shop, like expanding initiative to drive community like sustainability challenges and recycling programs, overall improving engagement. CSR strategies integrated to modern technology like gamified rewards of sustainability can attract the young and Gen Z consumers. In addition, as per Szabo and Webster, (2021), consumer perceptions need to be continuously monitored in order to prevent scepticism about green washing and refine messaging while reading, forcing overall brand credibility towards the ethically conscious individuals.

5.8 Chapter summary

The overall chapter has concluded that the brand loyalty of the Gen Z has been influenced significantly by CSR strategies when transfer entry and authentically communicated. Several limitations, managerial and academic insights have been provided by this research further indicating different recommendations to improve the competitive positioning and advocacy of The Body Shop within the beauty industry of the UK.

References

- Agu, E.E., Iyelolu, T.V., Idemudia, C. and Ijomah, T.I., (2024). Exploring the relationship between sustainable business practices and increased brand loyalty. *International Journal of Management & Entrepreneurship Research*, 6(8), pp.2463-2475.
- Awa, H.O., Etim, W. and Ogbonda, E., (2024). Stakeholders, stakeholder theory and corporate social responsibility (CSR). *International Journal of Corporate Social Responsibility*, 9(1), p.11.
- Badke, W., (2021). *Research strategies: Finding your way through the information fog*. Iuniverse.
- Bertolini, A., Conte, F., Siano, A. and Marongiu, F., (2023). Digital communication of conscientious brands: Case studies. *Sustainability*, 15(21), p.15378.
- Crane, A., Matten, D., Glozer, S. and Spence, L.J., (2019). *Business ethics: Managing corporate citizenship and sustainability in the age of globalization*. Oxford university press.
- de Farias, G.A. and Holanda, M.M., (2024). The concept of Corporate Social responsibility. *Revista de Gestão Social e Ambiental*, 18(11), pp.1-18.
- De Waal, C., (2021). *Introducing pragmatism: a tool for rethinking philosophy*. Routledge.**
- Djafarova, E. and Foots, S., (2022). Exploring ethical consumption of generation Z: theory of planned behaviour. *Young Consumers*, 23(3), pp.413-431.
- Fife, S.T. and Gossner, J.D., (2024). Deductive qualitative analysis: Evaluating, expanding, and refining theory. *International Journal of Qualitative Methods*, 23, p.16094069241244856.
- Ghanad, A., (2023). An overview of quantitative research methods. *International journal of multidisciplinary research and analysis*, 6(08), pp.3794-3803.
- Golec de Zavala, A. (2024). The psychology of collective narcissism: Insights from social identity theory (p. 251). Taylor & Francis.

Hammond, P.K.A., (2025). Community Engagement: How Authentic Community Engagement Builds Brand Trust, Loyalty, and Sustainable Growth. *Loyalty, and Sustainable Growth* (May 03, 2025).

Haque, M.S., (2022). Inductive and/or deductive research designs. In *Principles of social research methodology* (pp. 59-71). Singapore: Springer Nature Singapore.

Hasan, A., (2021). Ethical considerations in the use of secondary data for built environment research. In *Secondary Research Methods in the Built Environment* (pp. 26-39). Routledge.

Hasan, N., Rana, R.U., Chowdhury, S., Dola, A.J. and Rony, M.K.K., (2021). Ethical considerations in research. *Journal of Nursing Research, Patient Safety and Practise*, 1(1), pp.1-4.

Javed, Z. and Mirza, I., (2020). Investigating Green Market Strategies: A Case Study of The Body Shop Brand. *Green Solutions A Handbook for Sustainable Business Strategies and Models*, p.183.

Javed, Z., (2025). Tech-Driven Sustainability in Beauty: Mamaearth's Journey from Green Practices to Digital Transformation.

Narayanan, S., (2022). Does Generation Z value and reward corporate social responsibility practices?. *Journal of Marketing Management*, 38(9-10), pp.903-937.

Narayanan, S., (2022). Does Generation Z value and reward corporate social responsibility practices?. *Journal of Marketing Management*, 38(9-10), pp.903-937.

Nordström, F. and Olofsson, O., (2025). The Young Professional, The Corporation, and The CSR Trend: How early career adults perceive and evaluate CSR in the context of a changing landscape.

Omodan, B.I., (2022). A model for selecting theoretical framework through epistemology of research paradigms. *African Journal of Inter/Multidisciplinary Studies*, 4(1), pp.275-285.

Petro, G. (2021). *Gen Z Is Emerging as the Sustainability Generation*. [online] Forbes. Available at: <https://www.forbes.com/sites/gregpetro/2021/04/30/gen-z-is-emerging-as-the-sustainability-generation/> [Accessed 20 Feb. 2026].

Rachmawati, E. (2024). The role of influencer marketing, customer feedback, corporate social responsibility, and product quality on brand image and customer loyalty in the beauty and personal care market in Indonesia. *The Es Economics and Entrepreneurship*, 3(01), 128-144.

Santoro, C., (2022). Sustainability and transparency in the cosmetic industry: the clean beauty movement and consumers' consciousness.

Siltaloppi, J., Rajala, R. and Hietala, H., (2021). Integrating CSR with business strategy: a tension management perspective. *Journal of Business Ethics*, 174(3), pp.507-527.

Siltaloppi, J., Rajala, R. and Hietala, H., (2021). Integrating CSR with business strategy: a tension management perspective. *Journal of Business Ethics*, 174(3), pp.507-527.

Sim, C.L., Wong, T.A., Sin, K.Y. and Sivakumaran, V.M., (2024). Pragmatism as a paradigm for quality management research in bridging academic-practitioner gaps. *International Journal of Quality and Service Sciences*, 16(2), pp.330-342.

Singh, S., (2024). Corporate Responsibility: Transparency and Disclosure.

Srivastava, V. K. (2024). Impact of Corporate Social Responsibility (CSR) initiatives on brand reputation: A study on how CSR activities enhance brand reputation and consumer loyalty in the context of sustainable marketing practices. *International Journal of Science and Research Archive*, 13(1), 1910-1930.

Szabo, S. and Webster, J., (2021). Perceived greenwashing: the effects of green marketing on environmental and product perceptions. *Journal of business ethics*, 171(4), pp.719-739.

Taekema, S., (2021). Methodologies of rule of law research: why legal philosophy needs empirical and doctrinal scholarship. *Law and philosophy*, 40(1), pp.33-66.

Tajik, O., Golzar, J. and Noor, S., (2025). Purposive sampling. *International Journal of Education & Language Studies*, pp.1-9.

Thalia, I. and Andrini, S., (2022). Public Relations Communication Model Through Csr Programs During The Covid-19 Pandemic. *Communication Studies*, 1, p.2.

Ugwu, C.I., Ekere, J.N. and Onoh, C., (2021). Research paradigms and methodological choices in the research process. *Journal of Applied Information Science and Technology*, 14(2), pp.116-124.

Wickert, C, (2021). Strategizing corporate social responsibility. In *Transformative Strategies* (pp. 137-158). Routledge.

Wong, C. W., Wong, C. Y., Boon-Itt, S., and Tang, A. K. (2021). Strategies for building environmental transparency and accountability. *Sustainability*, 13(16), 9116.

Zaborek, P. and Kurzak Mabrouk, A., (2025). The role of social and environmental CSR in shaping purchase intentions: Experimental evidence from the cosmetics market. *Sustainability*, 17(5), p.1792.

Appendices

Appendix 1: Survey Questionnaire

Q1. What is your gender?

- Male
- Female
- Prefer not to say

Q2. What is your age group?

- 18 to 20
- 21 to 23
- 24 to 27

Q3. Aware about CSR initiatives at The Body Shop

- Strongly Agree
- Agree
- Neutral
- Disagree

- Strongly Disagree

Q4. Sustainability and ethical practices are clearly communicated by The Body Shop clearly

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

Q5. Decision is positively influenced by The Body Shop's CSR initiatives to purchase their products

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

Q6. The environmental and ethical commitments make me feel more loyal towards The Body Shop

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

Q7. Vegan and cruelty-free product policies enhanced my trust in The Body Shop

- Strongly Agree

- Agree
- Neutral
- Disagree
- Strongly Disagree

Q8. Decision of repeat purchase is influenced by environmentally friendly packaging

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

Q9. Social activism of The Body Shop fosters connection with the brand

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

Q10. The Body Shop is likely recommended to others considering its CSR efforts

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree