



2025 to 2030 Strategy

Published March 2025

working together for a sustainable aerosol industry

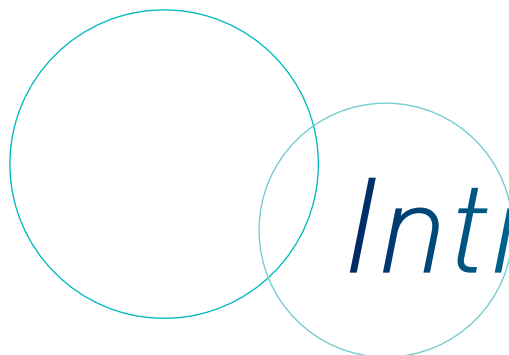
Executive Summary

The *BAMA Strategy 2025 to 2030* focuses on representing members' interests, maintaining expertise, effective lobbying, PR activities, crisis management and strong governance. Despite challenges, the UK aerosol industry remains resilient. The strategy prioritises sustainability, encouraging companies to measure and reduce emissions and ensure the recyclability of their products.

BAMA will continue to leverage relationships with the UK and international regulatory bodies and enhance member engagement through events and direct communication. Integral pillars include advocacy, expertise, PR and crisis communication, and governance and finance.

Key initiatives involve the creation of a Risk Register, Sustainability Pathway and advanced training programmes to support the future needs of the industry.

... representing
members' interests,
maintaining expertise,
effective lobbying,
PR activities, crisis
management and strong
governance



Introduction

The third edition of BAMA's five-year strategy plan maintains a focus on the fundamental pillars outlined in our first strategy plan in 2016. The core aims of the Association will centre on representing our members' interests to regulatory authorities, retaining, and sharing, expertise, developing our lobbying activities, ensuring the industry is reflected in the best possible light through targeted PR activities and crisis management, and upholding strong governance and healthy finances.

Overall, the volume of aerosols filled in the UK continues to hold firm, with falls in some sectors compensated for by others. While macro environmental forces have affected some categories, on balance, the UK aerosol industry has remained resilient against the supply chain challenges, market disruptions, and economic and political uncertainty that have shaped the last five years.

This robust manufacturing base, along with the expertise of BAMA members, places us in a firm position to address future challenges in the coming years, challenges which will primarily revolve around sustainability. As more regulation is introduced,

greater onus will be placed on companies to prove the provenance of materials they sell to consumers and to reduce or eliminate their impact on the planet. Whether this is measuring and reporting on carbon emissions, or through ensuring products and packaging can be reused, refilled or recycled.

The inevitable rise in industry compliance and regulation, and the impact of potential wider global and local developments means it is essential that BAMA maintains and further promotes its expertise, resources and member relationships.



The volume of
aerosols filled in the
UK continues to hold
firm, with falls in some
sectors compensated for
by others





What we do and how we do it

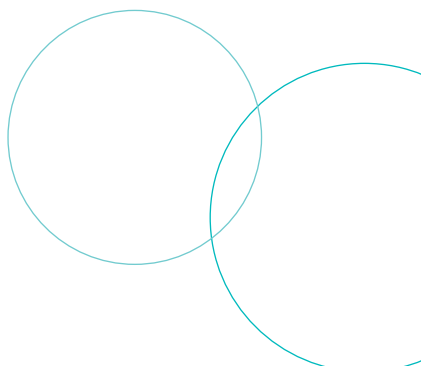
Membership

As the soul of the Association, members are central to what BAMA does and how it does it. To understand members' evolving needs, stay abreast of new developments and to affirm positive relationships, it is important for the Secretariat to maintain strong connections with all members. Building relationships extends further afield too, as we look to encourage those involved in the aerosol industry but outside of BAMA, to join the Association.

Hosting a number of key events throughout the year, BAMA offers a diversity of platforms to actively engage with members and form a clear understanding of what it is they seek from the Association. As well as networking at industry events, it is also important for BAMA staff to visit members in person to further their awareness of members' specific needs.

Building on BAMA's four key pillars

Integral to the support and resources we offer our members, four fundamental pillars shape our long-term strategy. Over the coming years, we will stay focussed on developing and enhancing the following:

- 1. Advocacy**
 - 2. Expertise**
 - 3. PR and crisis communication**
 - 4. Governance and finance**
- 

1. Advocacy

The primary role of BAMA is to represent the views of our industry to those in government. This ensures regulatory stability and thus, a stable platform for the long-term future of our industry and support in developing new regulations that meet an ever-evolving marketplace.

BAMA must harness existing links with the UK Government and those in the devolved assemblies. Now the UK is outside the EU, and BAMA is no longer a member of FEA, new avenues to monitor and influence regulations in the EU should be considered and devised. In addition, BAMA must look at how to contribute to discussions affecting our industry taking place at organisations such as the UN.



Knowledge is a
fundamental currency
in all industries and in
a small sector such as
aerosols, retaining and
sharing intellectual
capital is of huge
importance



2. Expertise

Knowledge is a fundamental currency in all industries and in a small sector such as aerosols, retaining and sharing intellectual capital is of huge importance. To ensure we maintain a high level of knowledge within BAMA, we will keep on working closely with members to accurately record the information and experience gleaned from those who operate in a diversity of roles and disciplines. To ensure we reach as wide a base as possible, this acquired knowledge will be shared on a variety of platforms, forming content within our face-to-face training sessions, written guides and online through webinars and video training modules.

3. PR and crisis management

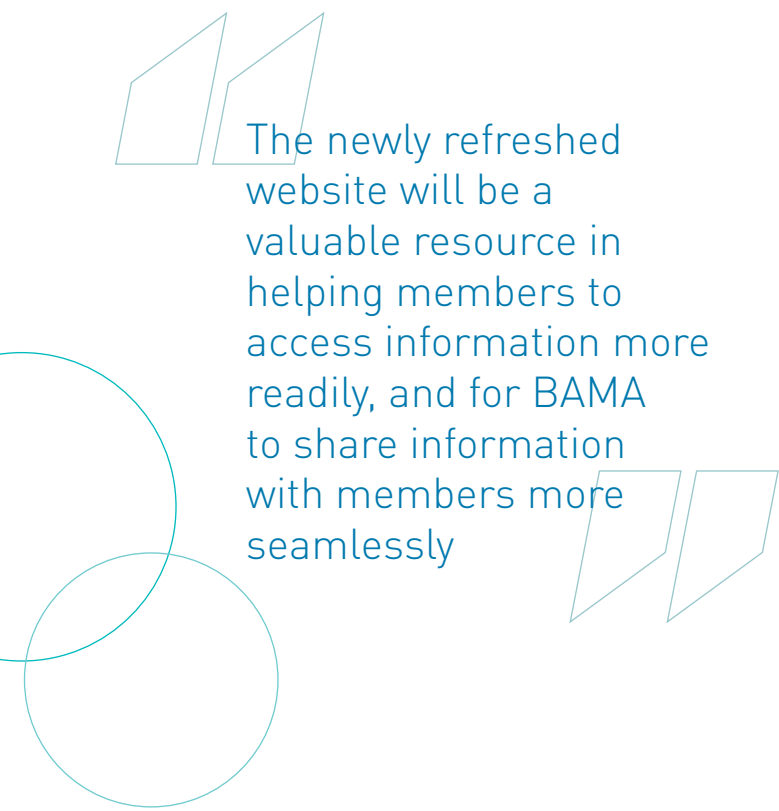
BAMA will remain a business-to-business organisation, and as such, our focus on informing members on all of the Association's activities will continue through the distribution of press releases on key events and announcements, feature contributions to industry and wider publications, and through social media channels.

Member news will be shared primarily through BAMA's Aerosol Focus newsletter which will continue to be developed editorially and circulated to a wider audience.

The newly refreshed website will be a valuable resource in helping members to access information more readily, and for BAMA to share information with members more seamlessly. New user capabilities such as opting into a newsletter circulation list, or accessing Panel and Working Group reports will help

BAMA further understand preferences, and through the delivery of tailored updates and information to those who want it, engagement will be enhanced.

We will also be able to use the website's Content Management System and other data analytics platforms, to gain new insights on what members are interested in and use this data to develop more targeted communication campaigns. In addition, a proactive and up-to-date crisis management plan will be in place to provide awareness of, and effective responses to, events that may affect the industry.



The newly refreshed website will be a valuable resource in helping members to access information more readily, and for BAMA to share information with members more seamlessly

4. Governance and finances



In a climate of ongoing global economic uncertainty, BAMA will continue to instil confidence in our members

Membership will be represented through the Board of Directors and the Officers of the Association. The Board will set the strategic direction for the Association, scrutinising and challenging the work of the Secretariat as it delivers the Board's ambitions.

Although a "not for profit" organisation, the BAMA Board and Secretariat must ensure that the Association maintains healthy finances in order to fulfil the needs of its member companies. As agreed at the AGM, the Association will typically retain one year's operating costs in reserve to ensure that it can continue to function should there be any significant shifts in the market which might impact its income.

In a climate of ongoing global economic uncertainty, BAMA will continue to instil confidence in our members through our openness and transparency on key strategic decisions. All decisions related to governance and finance will be communicated to members via the Annual Report, Chair's report in our quarterly Aerosol Focus newsletters, BAMA Briefings and at the Annual Forum and Awards.



Preparing for the future of the industry

A Risk Register for improved business continuity

To support effective business continuity, we will create a Risk Register that will identify, anticipate and analyse the potential threats and obstacles to BAMA as an Association. In turn, this will allow us to create a set of operating procedures to define how the Association should work in the event of any of the risks identified becoming reality. These procedures will form a comprehensive manual determining how BAMA should operate to ensure business continuity in the event of external events impacting the Association.

Developing a Sustainability Pathway

As the Government raises expectations on industry to provide more detail on where materials are sourced from, their ethical credentials, carbon emissions, design for recycling, and reuse and refilling data, BAMA will seek to develop a Sustainability Pathway.

The goal of the Sustainability Pathway is to help all those in the aerosol manufacturing supply chain understand the UK and EU regulatory landscape in relation to sustainability. It will provide direction on how to access the information they are required to report on, and what data will be required by their customers.

The pathway will also detail where we currently are as an industry in relation to emissions and carbon footprint, exploring ideas on how industry might address the challenges we face by changing the way aerosol products are produced and consumed to 2030 and beyond.

An important tool in identifying where we are and where we want to go will be BAMA's Future of Aerosols 3 report. A decade after the Future of Aerosols 2 report was published, we will undertake a review of the previous report, assessing the progress since its publication. This will include an appraisal of the many questions raised in the report and the facilitation of workshops to understand the direction of where our industry is heading in the coming 5, 10 and 20 years.



The goal of the Sustainability Pathway is to help all those in the aerosol manufacturing supply chain understand the UK and EU regulatory landscape in relation to sustainability



Forming and maintaining regulatory relationships

Prior to the 2024 general election, the former UK government asked how regulations could improve through the eyes of the aerosol industry and were invited by the Office for Product and Safety Standards to offer suggestions on possible changes to the UK Aerosol Dispenser regulations.

As it stands today, the legislative plan for our new government is unknown. However, as we now sit outside of the European Union, there is space for us to consider what we might like to change from a regulatory perspective, and what influence we might have at supranational organisations, such as the United Nations.

At the UN, we will explore how BAMA can work with other national associations outside of the EU to put forward the aerosol industry's position on regulations such as the Globally Harmonised System of Classification and Labelling of Chemicals (GHS), and the ADR regulations relating to the International Carriage of Dangerous Goods.

BAMA will maintain its firm relationships with the UK Government, particularly with our sponsoring agency in the Department for Business and Trade (DBT), and the OPSS. We will also seek to develop more extensive connections with other departments whose

regulations will indirectly impact aerosol dispensers, such as the Department for Environment, Food, and Rural Affairs (DEFRA) and the Department for Transport (DfT).

Supporting members on an international level

BAMA has an enviable global reputation with fellow aerosol associations. Using the resources we have developed for our members, we will examine how these existing relationships can be leveraged to gain information on regulations in other regions where BAMA members may look to develop exports.

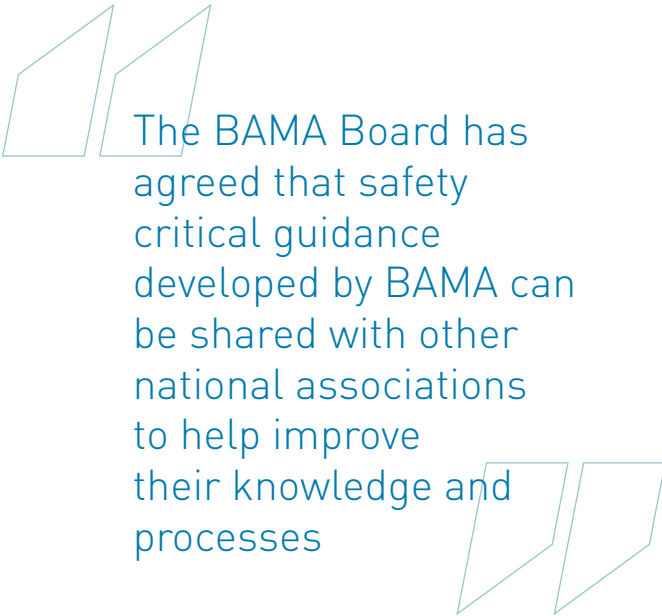
Knowledge exchange

The BAMA Board has agreed that safety critical guidance developed by BAMA can be shared with other national associations to help improve their knowledge and processes. The proviso is that the associations who receive access to this information should credit BAMA as providing the source material and allow us to publish their translated version on our website.

International regulations guides

We also aim to produce a series of short guides on international regulations in association with key aerosol markets around the world. This will further

support BAMA members in understanding the basic requirements for those markets, signpost them to more detailed information, and in particular, provide information on how to contact the relevant aerosol association.



The BAMA Board has agreed that safety critical guidance developed by BAMA can be shared with other national associations to help improve their knowledge and processes

Advancing training and knowledge sharing

BAMA has already started to develop online training systems to cater for the needs and preferences of a digitally capable next generation. Our online training portal comprises a series of instructional videos, including the basics of aerosol technology, and intermediate, interactive units explaining the fundamentals of aerosol labelling, transport regulations, and flammability dangers in an aerosol factory.

Further development of intermediate training units

Further intermediate units will be developed to cover areas such as warehousing, laboratory safety, compatibility testing, and filling. We will also aim to produce more training videos demonstrating how to safely carry out specific laboratory tasks, such as gasket swell tests, puncturing aerosols to recover the contents and examining the components for fatigue, and discharge rate.

More in-depth online training

Following the launch of the intermediate levels, we will explore the potential behind producing more in depth, online training. For example, the creation of an interactive guide on how to use the BAMA Standard when auditing a warehouse or manufacturing facility, or the delivery of formal training on consigning aerosols under Limited Quantity regulations.

Train the trainer programme

BAMA will also assess the potential for a Train the Trainer programme to support multinational companies in educating their staff members on the most critical aspects of aerosol technology and safety. Although the aerosol industry is relatively small compared to other sectors, there is a wide scope of areas for those developing aerosols to understand.

Exploring apprenticeships and internship opportunities

BAMA will partner with an external service provider to evaluate the merits behind an Aerosol Technology Apprenticeship Programme, and whether there is

an opportunity to develop internships at companies within the supply chain to improve access to industry knowledge.

Diversifying events

In addition to the current Innovation Day, Discussion Evenings, and Forum, BAMA will explore the development of additional events to further engage members, share information and better understand the specific needs of members.

We will continue to work closely with members to ensure the relevancy of training and we will actively promote new training developments and benefits through our traditional and digital channels.

Summary

Based on the pillars of expertise, advocacy, communication and governance, the BAMA Board and the Secretariat will deliver a focused, yet adaptive five-year strategy within the context of an increasingly global, connected and continually evolving landscape.

Activities surrounding the creation of a Future of Aerosol 3 report and the development of a Risk Register will play important roles in guiding a

strategy that delivers a service our members want and need, while ensuring continued engagement with wider stakeholders.

Members will benefit from the development of UK and global relationships, key guidance on sustainability regulations, more seamless access to digital training platforms and industry knowledge and greater clarity on international regulations as we continue to prepare for the future.

BAMA strategy timeline

	2025				2026				2027				2028				2029				2030			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Risk register																								
Complete analysis																								
Develop procedures																								
Review register																								
Update procedures																								
Sustainability pathway																								
Develop scope																								
Agree terms of reference																								
Organise meetings																								
Generate report																								
Develop work programmes based on report																								
Work with industry on implementation																								
Regulatory relationships																								
Work with UK Government																								
Work with OPSS on the Product Safety Review and changes to Aerosol Regulations																								
Develop UN influence																								
International relationships																								
Knowledge exchange																								
Regulatory guides																								
Training																								
Intermediate training units																								
In-depth training units																								
Train the trainer																								
Apprenticeship and internships																								
New events																								
Future of Aerosols 3																								
Identify partner																								
Develop scope																								
Organise meetings																								
Publish report																								
Work with industry on output																								
Develop work plan																								
Implement work plan																								



@BAMA_aerosol



British Aerosol Manufacturers' Association



enquiries@bama.co.uk



+44 (0)1438 583 583

www.bama.co.uk