

NEW CODES OF LUXURY

THE LONGEVITY EFFECT

From Hype to Proof: The Strategies Defining the New Era of Wellness



TOGETHER GROUP



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Contents

3.	EXECUTIVE SUMMARY
7.	INTRODUCTION
11.	<i><u>Part One</u></i>
	DRIVERS
	: The Age of Proof
	: Gender Shifts
	: Category Crossover
	: Peak Optimisation
25.	<i><u>Part Two</u></i>
	TRENDS
	: Reframing Ageing
	: Product Protocols
	: Restorative Living
	: Flagship Longevity
41.	<i><u>Part Three</u></i>
	OPPORTUNITIES
	: Own the Science
	: Bring Clinical to Life
	: Lead on Women's Longevity
	: Build the System
	: Play the Long Game
49.	CONCLUSION

TOGETHER GROUP

Together Group is a curated collective of creative consultancies, technology and production studios crafting the future of luxury and lifestyle. We blend creativity, culture and cutting-edge immersive technologies to create and elevate brands, experiences and destinations of the future. As of today, the group integrates the capabilities of 15 category-leading specialist houses, with over 700 people collaborating across 20 locations globally.

www.together.group

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The Future Laboratory is one of the world's foremost strategic foresight consultancies. Our trends intelligence partners get exclusive access to innovator and early adopter behaviours that are driving change across pivotal lifestyle sectors - including Luxury and Retail, Fashion and Beauty, Health and Wellbeing, Travel and Hospitality, Food and Drink, Property and Placemaking, Tech and Innovation, Pop Culture and Media.

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Executive Summary

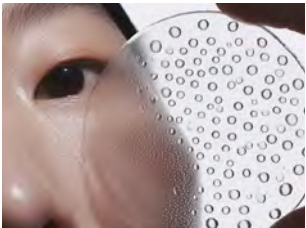
Longevity is moving from the margins of biohacker culture into the mainstream of beauty, wellness and luxury. This report maps the structural shifts driving that change, the trends emerging from it and the strategic opportunities available to brands navigating a space where the rules are being rewritten

Future:Poll™ is The Future Laboratory's quantitative division. For this report, primary research was conducted online from 6 to 14 March 2026 among 1,000 beauty and wellness early adopters in the UK and the US.



: The Forces Reshaping Beauty and Wellness

Demand for scientific credibility has raised the bar for every brand, while a research bias built on male biology has left a vast market underserved. The boundaries separating beauty, health, fashion and hospitality have dissolved, and fatigue with optimisation culture is creating space for a more human approach to health.



: Where the Industry is Heading

The language and representation of ageing are being overhauled, products are evolving into systems and protocols designed to compound value over time, and holistic health is expanding to redefine what longevity outcomes feel like to live. Physical spaces – clinics, clubs, retail environments – are becoming longevity propositions in their own right.



: What's Next for Brands

Our analysis uncovers the areas where the evidence of unmet need is clearest and the commercial opportunity most significant. Opportunities exist at all scales and agility matters as much as resources here. Smaller brands with the right scientific and ingredient partnerships can move considerably faster than larger organisations with long R&D cycles.

Key Findings

- : Longevity has moved from niche sub-category to a frame for multiple wellness-adjacent industries. But a credibility gap is widening between brands investing in genuine science and those borrowing its language
- : The longevity market has been built on male biology, leaving women's health as one of the most structurally underserved opportunities in the category. As the science catches up, brands that design for women's full biological lifespan have genuine first-mover advantage
- : Consumers are re-organising their lives around wellness, and the brands gaining ground are those that have understood wellness as a strategic lens for the entire offer, not a sub-category within it
- : Consumer demand for scientific proof is highest among the cohort that brands most want to recruit. Gen Z early adopters are the most science-forward group, with 29% preferring science-led products – and the most likely to call out longevity marketing as overused, at 64% (source: Future:Poll™)
- : The majority of early adopters sit between the poles of the category – 55% are neither purely science-led nor purely lifestyle-driven (source: Future:Poll™)
- : Recovery and restoration have expanded well beyond physical performance into a whole-self proposition. Mindfulness and mental wellbeing now rank level with longevity itself as a consumer priority – 51% versus 52% (source: Future:Poll™). This signals that the felt experience of longevity is becoming as commercially significant as the science behind it
- : Longevity consumers are building protocols, not making purchases. With 63% willing to undertake personalised nutrition plans and 59% to use personalised skincare diagnostics, according to Future:Poll™, the opportunity lies in becoming an indispensable component of a longer-term system rather than a standalone product
- : Physical spaces are becoming strategic longevity assets, with community and belonging emerging as powerful but overlooked drivers of long-term health outcomes

Experts

The Future Laboratory and Together Group would like to extend their thanks to all those who shared their time and insights with us to help create this report:

- : B Joseph Pine II
author, The Transformation Economy
- : Simone Gibertoni
CEO, Clinique La Prairie
- : Kelly Kovack
founder, BeautyMatter
- : Cindy Palusamy
founder, CP Strategy
- : Mia Kyricos
founder and chief wellness officer, Kyricos & Associates
- : Marcus Wendt
founder, Field.io
- : Éva Goicochea
founder, Maude
- : Thomas Heyne
co-founder, Scorprios
- : Lestat McCree
co-founder and CEO, Healf



Timeline in collaboration with L'Oréal, Switzerland and France

INTRODUCTION

Longevity: Beyond the Buzzword

Longevity has crossed a threshold. What began as a niche concern among biohackers and billionaires has become a mainstream cultural force reshaping how consumers relate to their bodies, their health and the brands they choose

The consumer has moved further and faster than most brands anticipated. Global Google searches for ‘longevity’ have tripled in the past year. Meanwhile, in our own Future:Poll™ survey of 1,000 early adopters across the UK and the US, six in 10 (61%) say they would choose a full body preventative scan over a luxury spa day.

This research builds on the findings of The Future Laboratory and Together Group’s 2025 New Codes of Luxury: Longevity & Wellbeing Strategies report, which identified the convergence of beauty, health and hospitality as a defining force. What has changed is the pace and commercial seriousness of that convergence, and the entry of new sectors into the mix.

The transformation economy, a concept explored in that report, has continued to evolve: consumers are seeking experiences that meaningfully change them. In many ways, longevity is the ultimate expression of that shift. And our research reveals what consumers want from that promise: more life in their years, not just more years.

‘At its heart, what longevity’s going to do as part of a transformation economy is challenge the very nature of what we think is lifestyle – and therefore the whole flow of what we now call and perceive to be the lifestyle industries,’ says Chris Sanderson, co-founder and chief creative officer at The Future Laboratory.

Beyond shifting consumer demand, the flow of capital is reinforcing longevity’s rise as a defining commercial frontier. UBS ranks longevity among its top transformational innovation opportunities, forecasting above-average equity returns over the coming decade and projecting global annual sales of £5.9 trillion (\$8 trillion) by 2030.

In beauty, this is already translating into a move away from clean beauty and colour cosmetics towards clinical skincare, proprietary science and businesses built on defensible proof. The question investors are beginning to ask is not only whether a brand can speak the language of longevity, but whether it has the science to sustain it.



Prevention & Protection Day Serum by Gezeiten, a skincare company powered by marine biotech and chronobiology, Germany

In our survey of 1,000 early adopters across the UK and the US, six in 10 (61%) say they would choose a full body preventative scan over a luxury spa day

Source: Future:Poll™

‘Longevity and wellbeing are now the primary drivers of luxury growth,’ says Dr Christian Kurtzke, CEO of Together Group. ‘Desirability is no longer enough – the next generation of brands will need to deliver measurable impact on people’s health and quality of life through integrated systems of products, services and experiences. That shift demands deeper personalisation, a fusion of design and science, and a fundamental re-invention of supply chains.’

But the category’s rapid growth has outpaced its credibility. As the concept spreads across beauty, wellness and lifestyle, a credibility gap is opening up. ‘The gap between serious longevity and marketing longevity is becoming even wider than before because there are many more players getting into the space,’ observes Simone Gibertoni, CEO of Clinique La Prairie.

This report explores the continued evolution of beauty and wellness as longevity reshapes both. It maps several forces driving that shift, the trends emerging from them, and the strategic opportunities available to brands across – and outside – the category.

Part one

DRIVERS

The Forces Reshaping Beauty and Wellness

Beauty and wellness are being reshaped around a consumer whose relationship with health, time and identity has fundamentally changed. Longevity is disrupting what beauty and wellness are for, what they promise, how they earn trust, and where they live in a consumer's life. The holistic pursuit of a longer, better life is outpacing the need for separate categories serving separate needs



On in collaboration with Erewhon, US

‘Any business that helps people become healthy, wealthy or wise is in the transformation business,’ explains B Joseph Pine II whose new book, *The Transformation Economy*, builds on his landmark analysis of the experience economy. ‘The longevity industry clearly helps people have greater health over a longer period – but it’s not just about people’s health. It’s about their wellbeing, the prosperity and meaning they gain as they age. Never think it’s about longevity for longevity’s sake.’

The longevity field is growing fast, but the forces shaping it run deep and wide. Consumer scrutiny has raised the bar for what constitutes a credible claim. Scientific infrastructure built largely on male biology has overlooked a vast and essential market. The category boundaries that once separated beauty, health, fashion and hospitality have dissolved – not because brands decided to converge, but because consumers have stopped making those distinctions. And the dominant culture of optimisation, of tracking, stacking and scoring, is generating its own fatigue.

Evidence of this is visible everywhere. It is in the scientific partnerships that conglomerates are racing to form, in the cultural crossovers reshaping where wellness is sold and who it speaks to, and in the data showing that consumers’ expectations of proof have reached a level the category has never had to meet before.

Taken together, they show the extent to which the old rules of beauty and wellness – and what success looks like – are all being rewritten simultaneously.

‘Any business that helps people become healthy, wealthy or wise is in the transformation business’

*B Joseph Pine II, author,
The Transformation Economy*

THE AGE OF PROOF

Credibility has become the category's defining competitive challenge

The mainstreaming of longevity has triggered a new kind of consumer scrutiny. After years of trend cycles and bold claims that didn't deliver, staying power has become the new trust signal. Consumers are increasingly alert to 'healthwashing', the practice of marketing products to appear more health-focused than they really are, much as greenwashing came to define a generation of empty sustainability claims.

As the category grows, the credibility problem is being compounded. At the same time, the regulatory environment is tightening. NMN – a supplement touted for potential longevity benefits – experienced three years of regulatory uncertainty before clarification by the US Food and Drug Administration in September 2025. Brands making unsupported longevity claims face reputational and legal risk as scrutiny increases.

A decade ago, beauty venture capitalists were backing clean beauty and colour cosmetics. The category of interest is now clinical skincare, specifically businesses with patented molecules, ownable scientific intellectual property and a defensible proof story. Investors are looking for the next Augustinus Bader: a brand where the science is at the core. This shift in investment criteria is an indicator of the mounting price of entry into the category.

Research is moving faster than regulation, and more brands are operating in a grey area. Some are dual-pathing novel molecules – commercialising a cosmetic application fast while simultaneously pursuing a pharmaceutical path. This is creating a new kind of convergence between pharma and beauty that neither industry has seen before.



As science moves upstream to biology, mechanisms and the root causes of cellular ageing, major conglomerates are leaning into proprietary biotech and partnerships. New alliances between L’Oréal and Tru Diagnostic, Estée Lauder and the Stanford Center on Longevity, as well as LVMH’s Dior and Integrated Biosciences, are benchmarks.

Among early adopters, nine in 10 (90%) now expect beauty products to deliver proven benefits, and 86% expect the same scientific backing as healthcare products (source: Future:Poll™). Elsewhere, research shows ‘scientifically tested’ and ‘clinically proven results’ are among the top five claims that US beauty consumers look for across age groups (source: McKinsey & Co and The Business of Fashion). Pressure is coming from both consumers and competitors.

Our Future:Poll™ findings reveal that demand for science is sharpest among the cohort that brands most want to recruit. Gen Z early adopters are the most

science-forward group, with 29% preferring science-led products compared with 24% of Millennials.

The market is bifurcating. Consumers are either shopping on price and perceived value or on scientific credibility. ‘What’s getting squeezed is the middle – those brands that are predicated on pretty packaging, good enough formula, more marketing-led than efficacy-led,’ explains Kelly Kovack, founder of BeautyMatter.

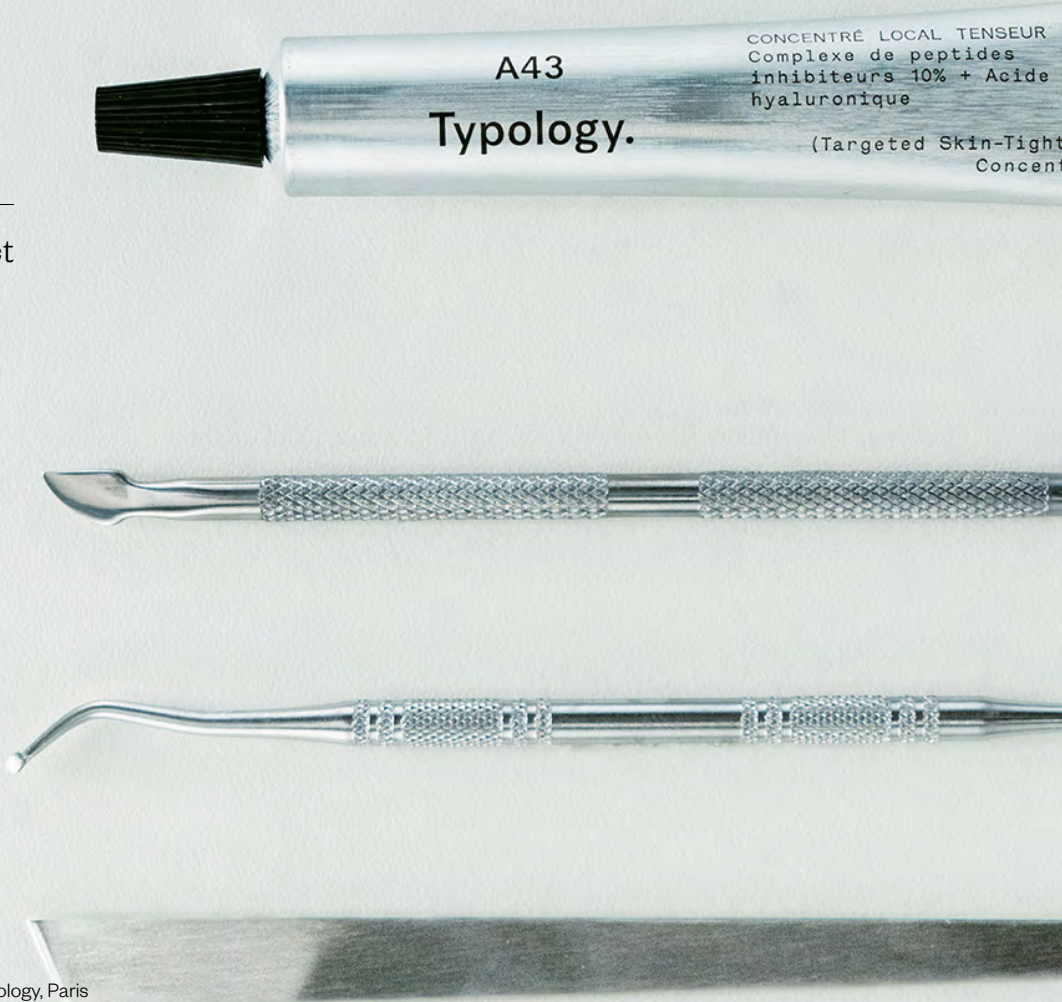
What this means

Consumers’ expectations around proof have shifted permanently. Brands that have borrowed longevity’s language without doing the underlying scientific work are running out of runway. Those investing in genuine proof points now – clinical validation, transparent communication and published outcomes – are building trust.

86%

of early adopters now expect beauty products to have the same scientific backing as healthcare products

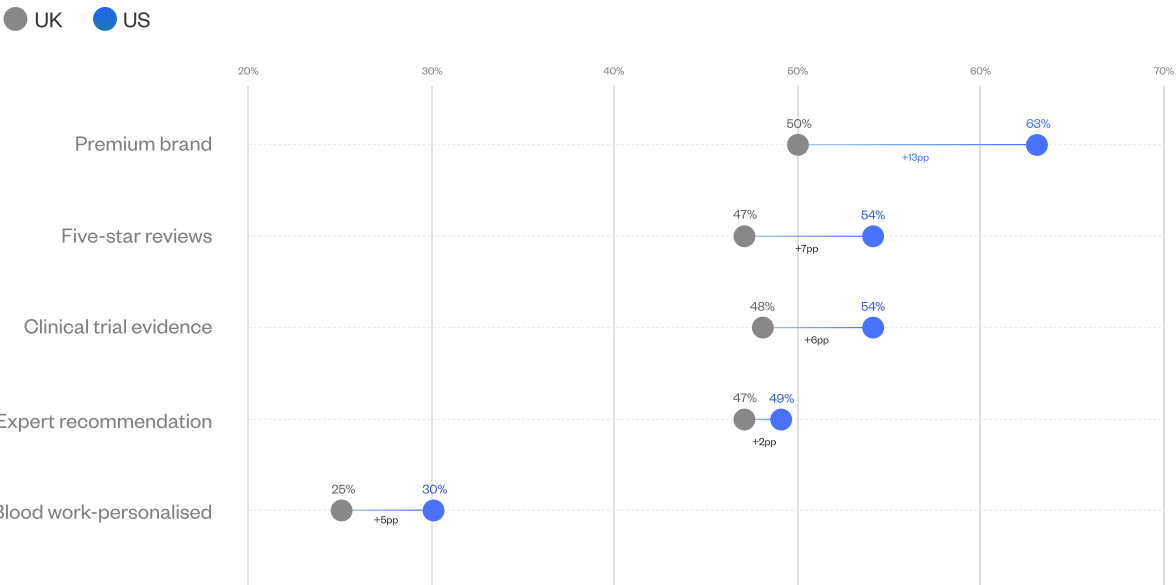
Source: Future:Poll™



Targeted Skin-Tightening Concentrate A43 by Typology, Paris

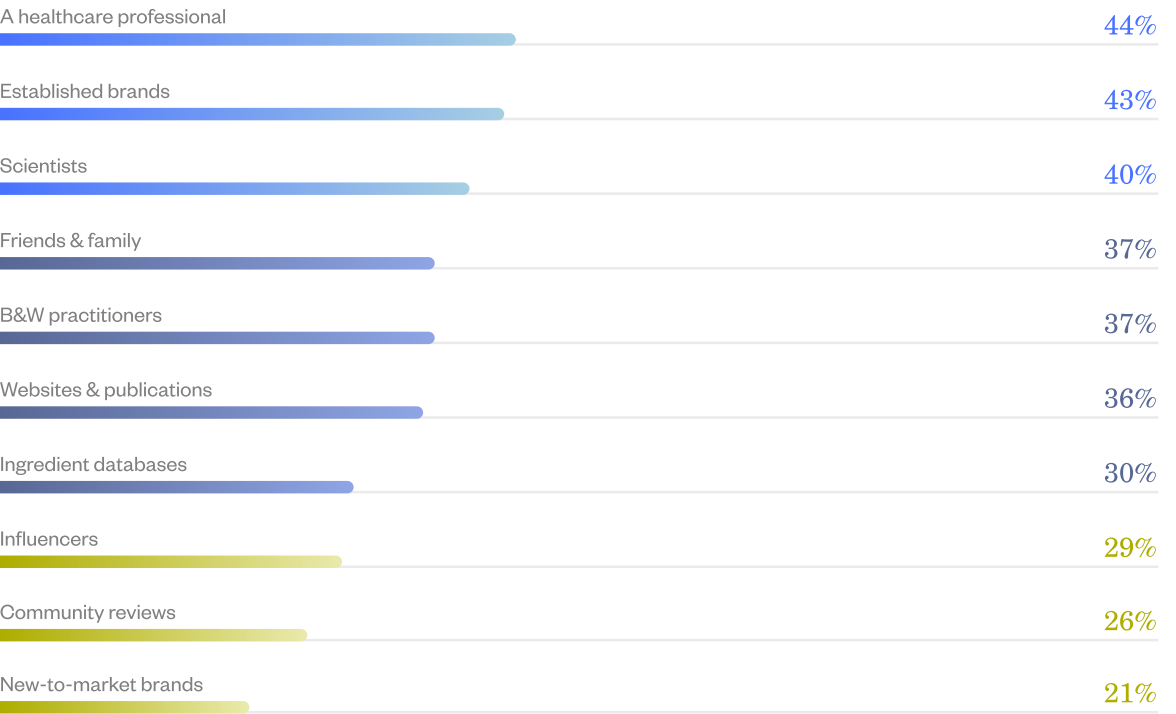
Future:Poll™

What matters most when choosing a product



US consumers score higher than those in the UK across five purchase drivers. The brand premium gap is widest at +13pp, with the US being significantly more brand-driven. The UK is relatively more evidence-orientated, with smaller gaps on clinical trials (+6pp) and expert recommendation (+2pp).

Who people turn to when researching products



Influencers are trusted by barely half as many people as healthcare professionals, yet dominate category marketing spending.

GENDER SHIFTS

A longevity market built on male biology is now a commercial liability

The longevity market has been built predominantly on male biology, on data derived from male subjects and protocols designed around male physiology. Biohacking culture reinforced this, coding longevity as a high-performance, quantified, predominantly male pursuit. That framing is now evolving in more ways than one.

As recently as 1993, female subjects were routinely excluded from clinical trials until the NIH Revitalization Act that year required their inclusion for the first time in the US. Although women outlive men by more than five years on average, they spend 25% more years in poor health as a result of this scientific bias and its downstream barriers to care (source: World Economic Forum).

Research is mounting that women fundamentally age differently and that the industry has largely treated their biological, hormonal and experiential distinctions as a side note. Ovarian ageing drives metabolic, cognitive and cardiovascular changes in women long before menopause. But these are biological processes that are not gender-neutral. Half of women (49%) now cite hormonal wellbeing as a growing priority in their routine (source: Future:Poll™).



Women's health and pregnancy insight by Oura, Finland

The science is following as women's health and wellness moves beyond a limited view of mid-life menopause – being progressively replaced with a more holistic and expansive approach to ovarian health and its wider effects. The Gates Foundation is investing £1.8bn (\$2.5bn) by 2030 in research and development to advance more than 40 innovative women's health solutions.

Although women outlive men by more than five years on average, they spend 25% more years in poor health

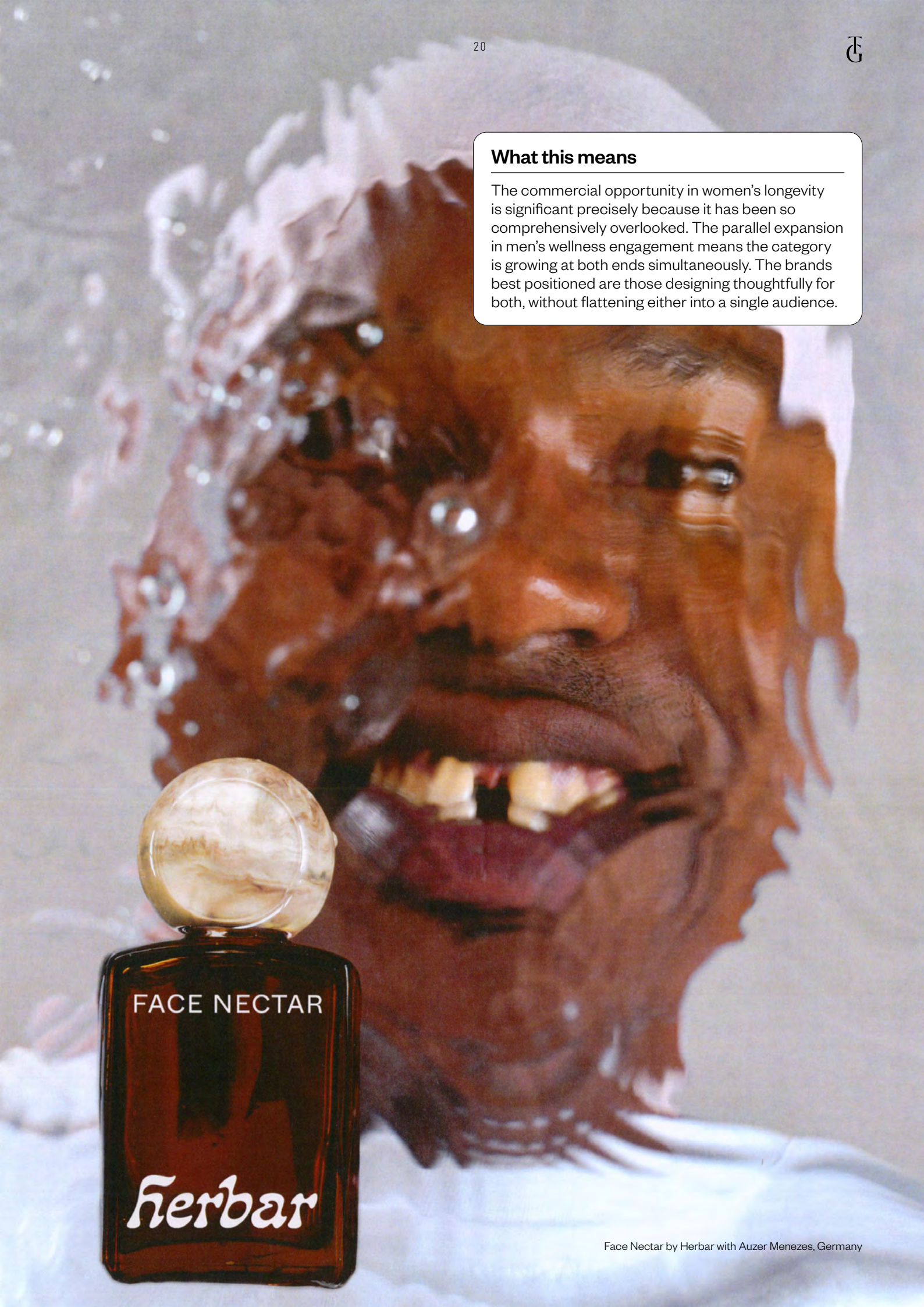
Source: World Economic Forum

At the same time, men's engagement with beauty and wellness is broadening rapidly, with younger male consumers entering categories that would have been culturally unusual a generation ago. The picture is one of genuine flux in both directions.

‘When optimisation culture is built around one body as the default, it reinforces the hierarchy that produced that exclusion,’ says Olivia Houghton, insights and engagement director at The Future Laboratory. ‘Whether a brand continues to deepen the gender divide or close the gap will have major implications for how they reach their future consumers. Marketing will need to look very different as a result.’

What this means

The commercial opportunity in women's longevity is significant precisely because it has been so comprehensively overlooked. The parallel expansion in men's wellness engagement means the category is growing at both ends simultaneously. The brands best positioned are those designing thoughtfully for both, without flattening either into a single audience.



Face Nectar by Herbar with Auzer Menezes, Germany

CATEGORY CROSSOVER

Beauty, health, fashion and hospitality are converging around the same consumers

Beauty, health, fashion and hospitality are converging, sharing ingredients, spaces, language, retail formats and consumer occasions. This is fundamentally changing competitive dynamics between all of them.

Nearly half (44%) of global consumers, for instance, now define beauty as taking care of the mind and body, with beauty supplements, spa services and aesthetic injectables all growing as part of this expanded view (source: McKinsey & Co and The Business of Fashion).

Consumers are organising their lives and their spending around a broader view of wellness, while the categories around them rush to respond. Luxury fashion is moving into wellness spaces, clinical aesthetics are integrating into beauty retail and hospitality brands are building health programming into their core identity. Longevity has now moved beyond its status as a sub-category to become both a philosophy and a strategy.

But cultural relevance remains key. In early 2026, UK wellbeing platform Healf appointed supermodel Claudia Schiffer as investor and ambassador for women’s health and longevity, music producer Calvin Harris as chief wellbeing officer, and Olympic fencer Miles Chamley-Watson as brand ambassador, drawing cultural credibility from fashion, sport and entertainment and applying it to wellness.

‘Wellbeing is now central to culture,’ says Lestat McCree, co-founder and CEO of Healf, recently named the fastest-growing company on the 2026 Sifted Leaderboard for the UK and Ireland. ‘Increasingly, our younger customers treat wellbeing as part of who they are, not merely a health intervention.’



Come Undone kit by Maude in collaboration with the production design team behind the 2026 film adaptation of Wuthering Heights, US



Healf in partnership with Claudia Schiffer, who is an investor and ambassador for women's health and longevity, UK and US

‘Wellbeing is now central to culture. Increasingly, our younger customers treat wellbeing as part of who they are, not merely a health intervention’

Lestat McCree, co-founder and CEO, Healf

Elsewhere, intimacy brand Maude collaborated with the production design team behind the 2026 film adaptation of Wuthering Heights. The limited-edition Come Undone kit translated the story’s visual and material language into a sensorial product experience, including a massage candle designed to be poured onto skin once melted. ‘Consumers are engaging with intimacy as something emotional, aesthetic and connected to wellbeing, not just physical experience,’ says Éva Goicochea, Maude’s founder.

At Paris Fashion Week, Bryan Johnson, the 48-year-old who spends £1.5m (\$2m) a year attempting to reverse his biological age, made his runway debut at Matières Fécales, reflecting how deeply longevity culture has penetrated the fashion conversation.

Commercial tie-ups echo these shifts. The Kering and L’Oréal joint venture – a planned 50/50 partnership announced in October 2025 – combines L’Oréal’s innovation capabilities with Kering’s luxury client relationships across beauty, wellness and longevity.

‘Luxury brands realise that a lot of their consumers would rather spend £7,380 (\$10,000) on a retreat around wellness and longevity than on a handbag,’ says Cindy Palusamy, founder of CP Strategy. ‘And they’re trying to figure out how to authentically connect with that.’

What this means

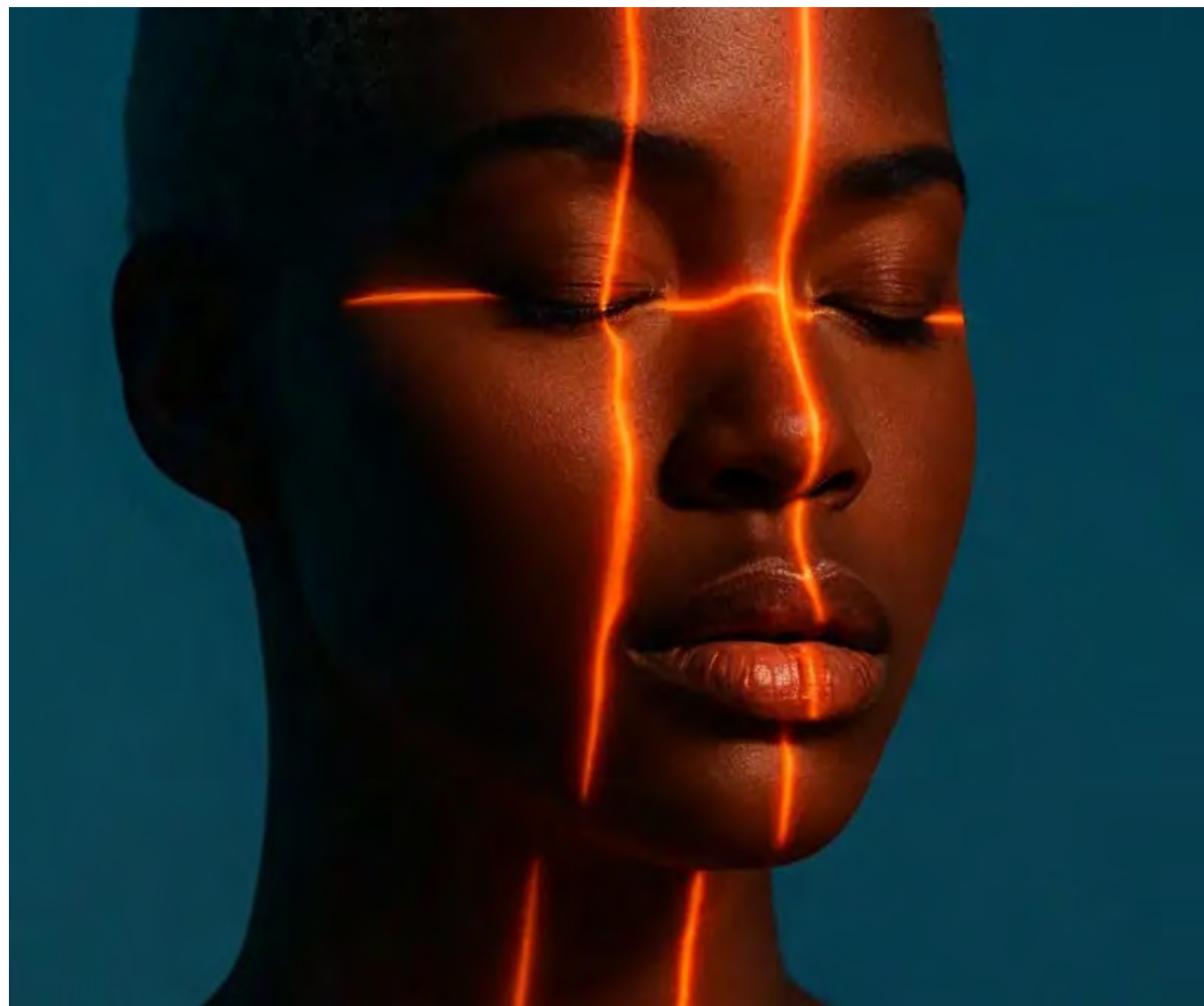
Wellness is now a lens through which the entire offer – products, spaces, partnerships and communications – needs to be reframed. The categories that adapt to this consumer reprioritisation will grow. Those that continue to operate within traditional boundaries will find themselves competing for a shrinking share.



Above: The Ritual Room at Scorpions Bodrum Villas, Turkey;
Below: Equinox Hotels partnered with professor of neuroscience
Dr Matthew Walker to elevate guest health and performance, US

‘Longevity has been a very clinical conversation – optimisation, metrics, protocols. It can feel like you’re preparing for a very long life that you’re not actually enjoying’

Thomas Heyne, co-founder, Scorpions



PEAK OPTIMISATION

The quantified self has reached its limits and consumers are recalibrating

Longevity is often conflated with optimisation – the quantified self, the biohacker’s stack, the biological age score. But the gap between passive interest and active engagement is significant and well proven. While more than 80% of people are at least passively interested in longevity, only a third say they are taking any action (source: Boston Consulting Group).

The line between vanity metrics and vitality metrics is also blurring. Biological age scores function simultaneously as motivational tools, status signals and, for a growing number of people, a source of anxiety. Switzerland has identified ‘longevity fixation syndrome’ as a new condition characterised by anxiety about over-optimising for long life. Meanwhile, GLP-1 drugs are creating downstream skin, muscular and nutritional deficits that the beauty and wellness industry is only just starting to build for.

‘Longevity has been a very clinical conversation – optimisation, metrics, protocols,’ says Thomas Heyne, co-founder of Scorpions. ‘It can feel like you’re preparing for a very long life that you’re not actually enjoying.’

Data and biomarkers have made health ever-more trackable and scoreable. The Future Laboratory first explored this in its 2015 macrotrend The Optimised Self, but the culture today is more primed than ever to compare and compete. Health has always carried a status dimension. The most acute expression of this is visible in darker sides of men’s wellness, where physical strength, muscle culture

and looksmaxxing have become new scoreboards for online communities built around extreme ideas of masculinity.

At the same time, the mainstreaming of strength training as a longevity behaviour represents something more substantive. According to Life Time’s 2026 Wellness Survey in the US, 42% of respondents cited getting physically stronger as their primary health goal, and 33% named longevity as their primary fitness motivation. Muscle, bone and brain health are emerging as serious sub-categories, driven by growing awareness of age- and hormone-related muscle decline, particularly among women and GLP-1 users.

What is emerging is a recalibration. The brands better positioned for the next phase build clinical rigour into their foundations, and meet consumers through sensation, feeling and perceivable benefits. Consumers are asking for science made liveable.

‘I suspect there are many consumers today that would still happily give up five of their last years to make the next five their best years,’ says Mia Kyrlicos, founder and chief wellness officer at Kyrlicos & Associates. ‘They’re looking for more life in their years, not necessarily more years. Longevity is promising quantity, but not always quality.’

What this means

A backlash against over-optimisation is a signal of consumer fatigue. Rather than abandon rigour, the opportunity for brands is to make it human: grounded in science, shaped by the lived experience and geared towards something beyond the data.

Part two

TRENDS

Where the Industry is Heading

The most important question facing beauty and wellness brands right now is not whether to engage with longevity. It is *how*

Consumers have adopted longevity as a new priority and, in doing so, they have used it to redefine what they expect from the entire category. They want science, but they also want to feel something. They want proof, but they do not want to be overwhelmed by data. They want to live longer, but what they are really asking for is a better quality of life.

Our Future:Poll™ research captures this tension: 55% of early adopters sit between the poles of the category – neither purely science-led nor purely lifestyle-driven. As many as 96% value products that support long-term health and wellbeing, while products aimed simply at extending lifespan score 11 percentage points lower.

Seen in practice, language and representation in beauty are being overhauled, but the brands making it stick are those backing the new vocabulary with genuine science. Products are evolving from isolated purchases into systems and protocols built for the long term. Recovery is expanding beyond the physical into something more purposeful to redefine what

longevity outcomes actually feel like. And the spaces where longevity is experienced are becoming strategic assets, demanding design thinking that the category is only beginning to develop.

‘Maybe what we can anticipate with this focus on transformative longevity is that it really marks the end of swing lifestyles – the end of that detox-to-retrox culture,’ says Chris Sanderson, The Future Laboratory’s co-founder and chief creative officer.

The trends identified here are emerging shifts with significant commercial headroom. They all circle the notion that science and lifestyle are not opposites – and the brands gaining ground are those that have stopped treating them as such.

‘We view scientific credibility and lifestyle accessibility as complementary rather than competing,’ explains Healf’s McCree. ‘We see both as table stakes. Our best-selling products month in and month out are those that are scientifically validated and culturally resonant.’

‘Maybe what we can anticipate with this focus on transformative longevity is that it really marks the end of swing lifestyles – the end of that detox-to-retrox culture’

Chris Sanderson, co-founder, The Future Laboratory



REFRAMING AGEING

The language of ageing is changing, but science and storytelling must follow

The concept of ageing is being repositioned across beauty and wellness marketing. The deficit framing of ‘anti-ageing’, built on fear and the premise that time is something to be fought, is giving way to the language of healthspan, vitality and active ageing. This is a shift in how brands represent age, who they cast, what language they use and what aspirations they attach to growing older. The risk is that the shift stays at surface level, with unchanged science and storytelling.

‘The language of beauty has not evolved in probably 100 years,’ says CP Strategy’s Palusamy. ‘Words matter, but I’m not sure if brands have spent enough time sharpening their lens on language.’ The risk she identifies is specific: brands drawing loose connections to longevity research and simply relabelling existing products accordingly.

More than half (57%) of UK and US early adopters agree that longevity has become an overused marketing term, rising to 64% among Gen Z specifically (source: Future:Poll™). And as Clinique La Prairie’s Gibertoni notes: ‘Customers are understanding 3% of what we tell them. We are all too complicated.’ The language problem and the communication problem are two sides of the same challenge.

‘Scientific storytelling is a very different skill set than traditional marketing and branding,’ explains BeautyMatter’s Kovack. Brands with genuine science are failing to communicate it – not because the science isn’t there, but because translating clinical rigour into narrative requires capabilities that many brands and scientists are both lacking.

The commercial opportunity in getting this right is significant. In 2025, 46% of global consumers selected ‘looking healthy’ as their leading definition of beauty, and sales of supplement products with a beauty positioning grew over 6% year on year compared with 2% for the overall industry (source: Euromonitor). This is notable because the healthspan market is also structurally broader and more age-agnostic, appealing across demographic groups.

‘Scientific storytelling is a very different skill set than traditional marketing and branding’

Kelly Kovack, founder, BeautyMatter



Targeted Skin-Tightening Concentrate A43 by Typology, Paris

Paula’s Choice’s 2026 campaign The Long Game, featuring women aged 68 to 100 as the face of its CellularYouth Longevity Serum, is a deliberate statement about representation, disrupting the advertising conventions of a category that has historically defaulted to youth. Dior’s first complete reformulation of L’Or de Vie in 17 years, incorporating Golden Drop Longevity Technology targeting more than 700 longevity genes, backs the repositioning with scientific progress.

At a product level, new skincare launches are increasingly bringing barrier integrity, hydration levels and inflammation scores to the fore rather than wrinkle reduction, marking a change in what the category is now promising. OneSkin was among the earliest to mark this shift, positioning its full range of peptide-based products spanning face, hair, body and lips as ‘topical longevity supplements’ to support ‘skinspan’. The longevity framing has since been adopted by Estée Lauder, Lancôme, Tatcha and others.

The gender dimension is evolving too. For women, the reframing is moving towards hormonal health, cognitive function and longevity across the full biological lifespan, replacing cosmetic narratives with science-backed ones. For men, the conversation is newer but growing fast, as younger male consumers engage with wellness in new ways. How brands represent ageing for each audience is increasingly a strategic, as well as a creative, question.

What this means

Reframing ageing is a marketing, communications and scientific challenge simultaneously. Brands that update their language without updating their science or their representation will face an increasingly sceptical consumer. Those that solve all three, finding new ways to make complex science culturally relevant, casting ageing as aspiration and building the proof to back the claim, will gain the advantage.

63% of early adopters have done or would do a personalised supplement and nutrition plan, and 59% have used or would use personalised skincare diagnostics

Source: Future:Poll™

PRODUCT PROTOCOLS

The opportunity is a better system, not a better product

Products are the daily practice layer of longevity. Where experiences introduce and intensify longevity behaviours, products are what make those behaviours sustainable, repeatable and scalable. The category is maturing commercially around this insight, and the brands winning are those that have moved from selling individual products to building systems.

‘Real longevity requires three things: diagnostic, intervention and follow-up. You need to have an intervention only if there has been a diagnostic phase before. The follow-up is very important, it’s about creating a real transformation in people,’ says Gibertoni. This is how products must be developed, fitting into a system with diagnostic entry, active intervention and compounding follow-through.

The protocol model – daily rituals that compound value over time built from ingredients, diagnostics, supplements and tools that work together – is how longevity translates into consumer behaviour at scale. Our Future:Poll™ findings show that 67% of early adopters prefer products that deliver benefits over time rather than instant results.

Central to the protocol model is the data opportunity. Consumers are generating unprecedented volumes of personalised health insight through wearables, diagnostics, blood panels and AI coaching tools. Among UK and US early adopters, 63% have done or would do a personalised supplement and nutrition plan, and 59% have used or would use personalised skincare diagnostics (source: Future:Poll™).

As consumers invest in at-home clinical tools – LED masks, microcurrent devices and red light panels – another opportunity is emerging. Products need to be positioned in relation to these tools: before the treatment, during recovery and after the intervention. The brands that develop this taxonomy first will earn a structural role in how consumers build their protocols. ‘As more and more people invest in things like LED masks or microcurrent items, is that going to kick-start a new way to classify complementary products?’ asks CP Strategy’s Palusamy.

LYMA, the British medtech brand, has built an AI-powered wellness app that extends its skincare proposition into a fully connected digital ecosystem, designed to help users maximise their investments in supplements, laser treatments and skincare. At its core is AI face-scanning technology trained on more than 3m skin photos, delivering clinical-level scoring across eight skin metrics. Users track changes every 30 days, gaining insight into skin health. The platform combines personalised treatment protocols, routine and supplement-tracking, progress photography and expert support.

Fitness wearable companies such as Oura and Whoop are redefining the diagnostic entry point to longevity, and women are the growth story. In February 2026, Oura launched its first proprietary AI model to enable its AI chatbot, Oura Advisor, to deliver personalised insights on women’s health, supporting questions spanning the full reproductive health spectrum, from

early menstrual cycles to menopause. The model draws on established medical standards, research and knowledge sources reviewed by board-certified clinicians and women’s health experts, and integrates biometric signals and long-term trends.

‘Women’s health is too complex and too often overlooked to rely on one-size-fits-all systems,’ said Dr Ricky Bloomfield, chief medical officer at Oura, in a press release. ‘By designing a model specifically for women and grounding it in trusted clinical science and real-world biometric data, we’re setting the standard for how responsible intelligence should be built.’

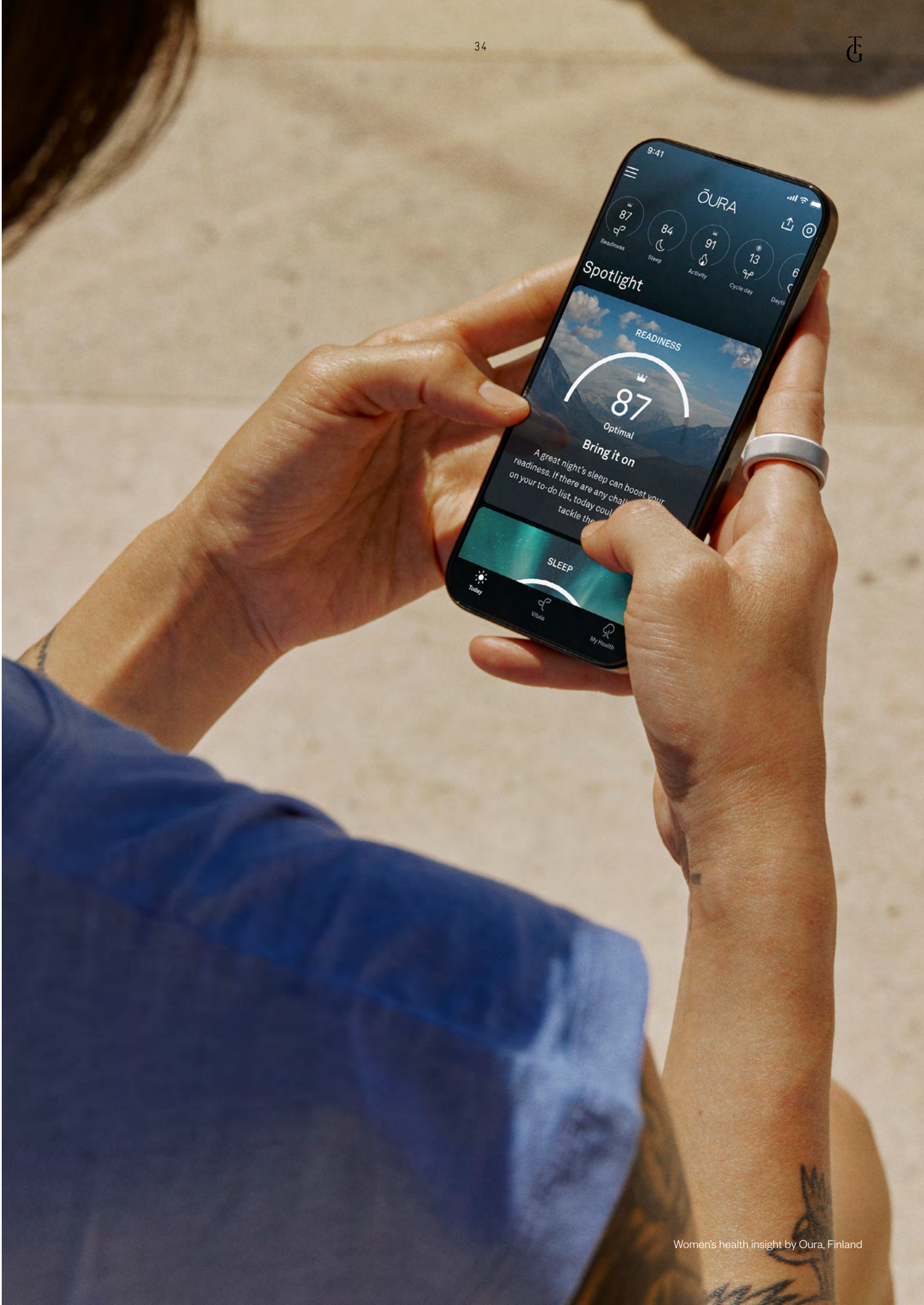
Whoop has also reported a 150% year-on-year increase in women using its products, making women its fastest-growing user segment, according to TechCrunch. Women are said to engage 30% more with its Whoop AI feature than the platform average. Together, Oura and Whoop are bringing the scale of unmet demand in women’s health to the fore and establishing the data layer that successful longevity product stacks ultimately need to connect to.

What this means

The question is how a product fits within a system that the consumer is building. Brands that position themselves as essential components of a longer-term protocol will earn both loyalty and the compounding commercial returns that come with it.

‘As more and more people invest in things like LED masks or microcurrent items, is that going to kick-start a new way to classify complementary products?’

Cindy Palusamy, founder, CP Strategy



Women's health insight by Oura, Finland

RESTORATIVE LIVING

Recovery has moved beyond the gym and into a lifestyle and mindset

Recovery has expanded well beyond its athletic origins. Rest, restoration and recuperation are being reframed as active investments in long-term health, pursued as deliberately as any training programme. The consumer is seeking this as a core part of their wellness routine.

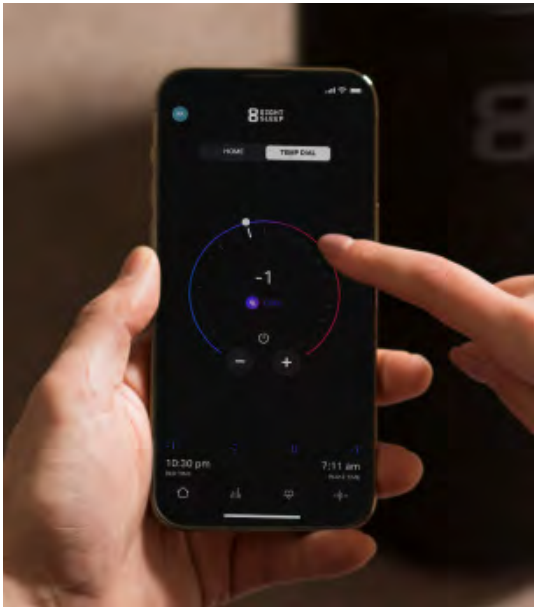
Innovation in recovery continues to accelerate across familiar categories. Cean, which describes itself as ‘wearable wellness’, produces everyday clothing with medical-grade graduated compression designed to follow lymphatic pathways. Skin Series™ offers textiles and garments embedded with bioactive ingredients. Elsewhere, Eight Sleep’s AI-driven sleep system creates a digital twin for each user to predict and pre-emptively address sleep disturbances, representing digital recovery built for daily life.

But recovery is being reframed as something fundamentally outcome-based. Instead of how hard you can push, the question is now what you are trying to restore and why. This increasingly involves far more than just the body.

In our survey, mindfulness and mental wellbeing ranked as the second biggest future priority among early adopters, at 51%, just one point behind longevity and healthy ageing itself, at 52% (source: Future:Poll™). Those two numbers being almost identical is itself the story. We need to reflect more deeply on what it feels like to pursue longevity.

‘Does it make sense to live longer if you’re not living well? Do you want to live longer if you are depressed, if you don’t have purpose in life, if you are unhappy?’ asks Simone Gibertoni, CEO of Clinique La Prairie. His Life Reset programme, built around Nine Hallmarks of Mental Wellbeing, addresses what he identifies as the most pressing underserved dimension of the longevity conversation.

Clinique La Prairie’s new vitality programme, launched in January 2026, makes this tangible. ‘What is the outcome that I’m going to get?’ was the question consumers in Asian markets most asked Gibertoni’s team – and it is a question the whole longevity industry needs to answer more directly. The programme’s answer is vitality, the felt sense of energy, purpose and physical capability. Here, rest and recovery are the mechanism rather than the promise.



Eight Sleep, US

Mindfulness and mental wellbeing ranked as the second biggest future priority among early adopters, at 51%, just one point behind longevity and healthy ageing itself, at 52%

Source: Future:Poll™

Our survey of US and UK early adopters reveals that 64% have attended or would attend a wellbeing retreat, the highest-scoring activity of all those tested (source: Future:Poll™). ‘The experiences delivering the greatest return on wellness are the ones that have the least amount of tech behind them. They’re reconnecting people with nature, giving them a time-out, helping them replenish in ways that modern society is stealing from them,’ says Kyriscos & Associates’ Kyriscos.

Sensorial and social restoration is the dimension the category is slowest to name but fastest to grow. Thermal experiences, breath work, sound bathing and communal rest practices are crossing from alternative wellness into mainstream hospitality programming. Rest is increasingly something people do together, changing the brief for products and experiences.

At the product level, Palusamy identifies a growing consumer expectation that she calls ‘neuro-cosmetic benefits’: scent with documented mood effects, actives that modulate stress responses, formulations positioned for their psychological as well as physical outcomes. ‘More and more consumers are expecting a neuro-cosmetic type of benefit, whether it’s scent that has an impact on mood or active ingredients that can impact stress levels,’ she observes.

How the culture of longevity evolves from here may be shaped significantly by women. As women’s health becomes a more central driver of the category, the dominant culture is likely to move away from extreme, competitive optimisation towards more sustainable, integrative approaches: community and connection, emotional and mental wellness, stress reduction and, increasingly, joy and meaning as legitimate health outcomes.

‘While everyone’s talking about AI and optimisation, I firmly believe that the competitive edge is going to be how human you can be because that can’t be faked,’ says BeautyMatter’s Kovack.

What this means

Restoration is becoming the felt experience of longevity. Mental and emotional wellbeing is now level with physical health in consumers’ priorities. The brands and spaces that design for whole-self restoration, treating vitality as the outcome and recovery as the mechanism, are building for where the category is going.



Skin Series™ by Rosie Broadhead, UK

‘The words ‘hospital’ and ‘hospitality’ have the same root. What if we switched the paradigm?’

*Mia Kyricos, founder and chief wellness officer,
Kyricos & Associates*

FLAGSHIP LONGEVITY

The most compelling longevity environments apply hospitality thinking to clinical infrastructure

Longevity has become a physical proposition. Spaces, clinics, clubs, residences and retail environments are emerging as strategic assets in the longevity economy. The question is not which brands are entering the space, but in which direction the integration is running.

Sitting at the intersection of the clinical and the accessible, Neko Health – the fast-growing full body scan start-up co-founded by Spotify co-founder Daniel Ek – offers 15-minute preventative health scans that track more than 50 health markers. The experience itself is as important as the data it generates, being designed with the aesthetics and user experience of a premium consumer product rather than an overtly medical setting. It makes the case for what a longevity experience can be when design is taken seriously.

‘One of the most important aspects when thinking about preventative healthcare is creating environments that encourage positive habits,’ Neko Health lead architect Franquibel Lima tells The Future Laboratory. ‘To achieve this, it’s essential

that the spaces we design feel welcoming, optimistic and uplifting. We aim to move away from the traditional, often clinical, feel of a doctor’s office.’

Almost a third of consumers first discover a brand aligned with their values through community interactions, according to data from The Business of Fashion and McKinsey & Co. The rise of wellness-first third spaces is now showing up across the fashion and retail landscape. Kith Ivy’s members-only New York club combines retail, dining and wellness with a Giorgio Armani spa partnership and Erewhon tonic bar. Dior is expanding branded spas and Lululemon is establishing yoga hubs. In each case, the physical space builds the brand relationship.

Kyricos & Associates’ Kyricos proposes rethinking the dynamic between hospitality and longevity. ‘The words ‘hospital’ and ‘hospitality’ have the same root. What if we switched the paradigm?’ she says. The result could be a new type of environment, which is part clinical, part cultural and part social.

113 Spring in New York is a purpose-built living lab and community hub designed around the convergence of luxury, wellbeing and longevity. It offers a rotation of curated, expert-led wellness experiences in a new kind of hybrid retail environment.

Underpinned by SpringOS, an intelligent operating system designed by Field.io, the space can sense, learn and adapt in real time.



Neko Health, Covent Garden, London, UK



113 Spring designed by Field.io and Snøhetta, New York

‘Right now, stores capture less than 1% of the data available to them. They don’t know what’s happening in their spaces, says Marcus Wendt, founder of Field.io. ‘They don’t know their customers.’ By responding dynamically to individual visitors and adjusting lighting, music, on-screen content and even staff interactions based on who is in the space and what they need, SpringOS aims to close that gap.

‘Design makes a huge difference in the success of a product,’ observes Wendt. ‘If you don’t learn to speak the right language, you just don’t reach certain user groups.’ There is not yet a settled framework for what physical longevity propositions should look and feel like, which means the brands that solve this first could quickly own the category.

As this evolves, the next expression of this shift could merge with a nascent but growing real estate category: longevity residences. These are domestic spaces designed to support longer, healthier lives by integrating preventative medicine, advanced diagnostics, health-tracking and therapeutic

interventions directly into the home. The challenge will be balancing forward-thinking design with necessary attention to social wellness.

‘When we talk about ‘social wellness’, we’re really talking about belonging,’ says Scorpios co-founder Thomas Heyne. ‘Belonging is probably one of the most powerful longevity tools we have – it just doesn’t come in a bottle.’ But the idea that human connection, belonging and real-world engagement are themselves health outcomes is an essential but overlooked part of the equation. ‘I think it’s the missing piece,’ adds Heyne.

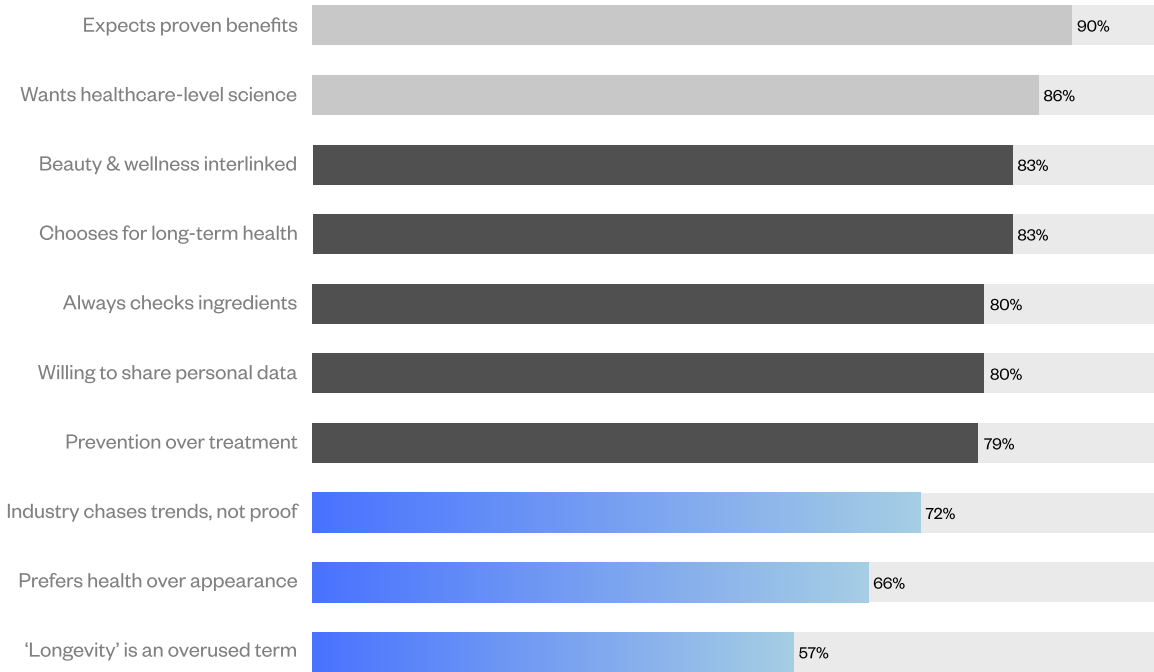
What this means

Flagship longevity environments are becoming the most tangible expression of a brand’s positioning in this area. Getting this right requires more than adding wellness amenities. Spaces must be fundamentally rethought to successfully combine design ambition, social mindsets and clinical infrastructure.

Future:Poll™

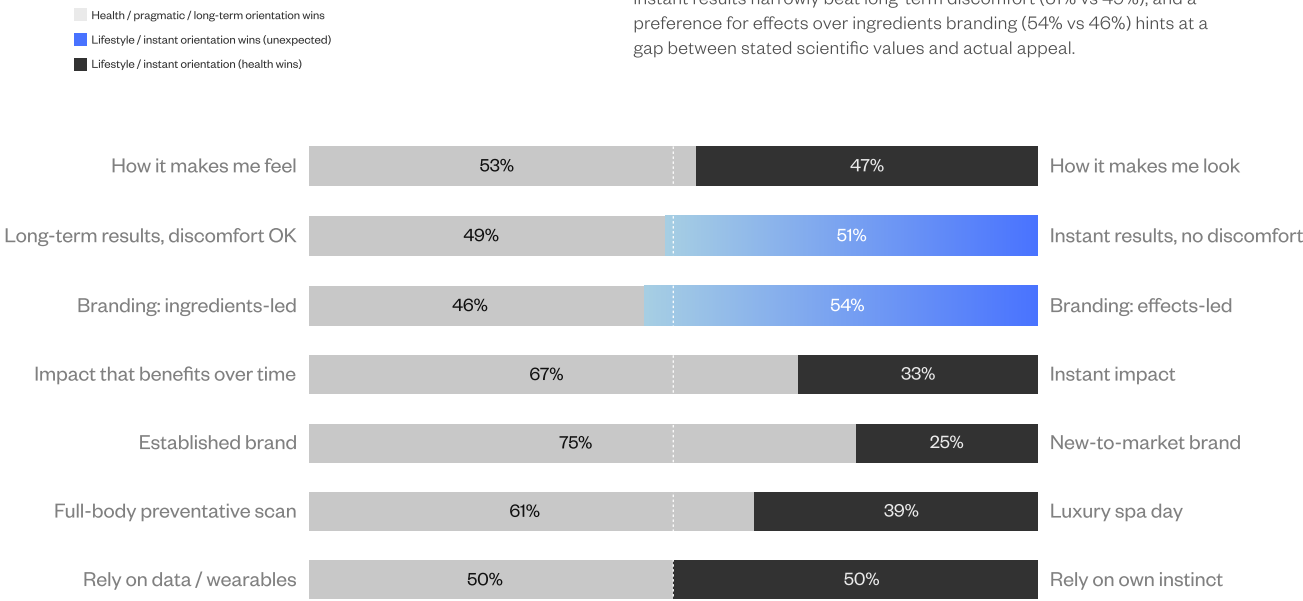
The science mandate, and the tensions within it

Agreement with 10 beauty and wellness statements, ranked. 90% expect proven benefits, the highest consensus in the study. But 72% believe the industry chases trends over proof, and 57% think 'longevity' has become an overused marketing term.



When forced to choose

Respondents chose between two opposing orientations. The results reveal a predominantly health-pragmatic audience, but with telling exceptions: instant results narrowly beat long-term discomfort (51% vs 49%), and a preference for effects over ingredients branding (54% vs 46%) hints at a gap between stated scientific values and actual appeal.



Part three

OPPORTUNITIES

What's Next for Brands?



The drivers and trends explored in this report point towards five areas where the evidence of unmet need is clearest and the commercial opportunity most significant. They are not exhaustive and they are not equally accessible to every brand. What they share is a common characteristic: each represents a place where longevity consumers are further ahead than the industry serving them.

Across all five, the same underlying dynamic is at work. The longevity economy rewards brands that can bring science and storytelling together – those that have the proof and can make it felt. Neither alone is sufficient. The brands best placed to capitalise are those with the clarity to identify where their credibility genuinely sits, and the discipline to build from that foundation rather than claim territory they have not yet earned.

Opportunities exist at all scales and agility matters as much as resources here. Smaller brands with the right scientific and ingredient partnerships can move considerably faster than larger organisations with long research and development cycles.



Cell BioPrint, a breakthrough skin analysis technology developed in partnership with Korean start-up NanoEnTek and L'Oréal, France and Korea

1. OWN THE SCIENCE

The longevity market is crowded with brands that have borrowed the language without doing the work. Consumer trust is now built on proof – clinical validation, published outcomes, transparent communication – that compounds over time in a way that positioning alone never can. Start with what you can genuinely substantiate, make it intelligible and build from there. The brands investing in this now are creating an advantage that later entrants will find very difficult to close.



At Neko Health Manchester, each visit includes a dedicated account and tailored support, ensuring warm, individualised care, UK

2. BRING CLINICAL TO LIFE

The gap between what the science of longevity can do and what consumers can feel, understand and connect with remains wide – and closing it is one of the most valuable things a brand can do right now. Clinical rigour without warmth, accessibility and contextualisation will not reach critical mass. The opportunity is to make longevity science feel human by finding the language, formats and experiences that make it land.

3. LEAD ON WOMEN'S LONGEVITY

The science of longevity has been built predominantly on male biology, but a correction is already under way. Women's longevity spans hormonal health, metabolic function, cognitive performance and preventative care across the full lifespan. The brands and operators that move into this territory with genuine scientific grounding now have early-mover advantage and a window to establish a prime position.



A Moving Sanctuary by Random Studio for Lexus during Milan Design Week 2026

4. BUILD THE SYSTEM

Longevity consumers are looking beyond products and building protocols. They are stacking supplements, devices, diagnostics and treatments into routines designed to work together. The opportunity is to become an indispensable part of that system rather than a standalone transaction. Brands that position themselves as essential components of a longer-term protocol will earn loyalty and returns that products alone cannot generate.

Klira is a personalised skincare brand combining dermatology, AI skin analysis and medical-grade ingredients to create customised night-time treatments, UK



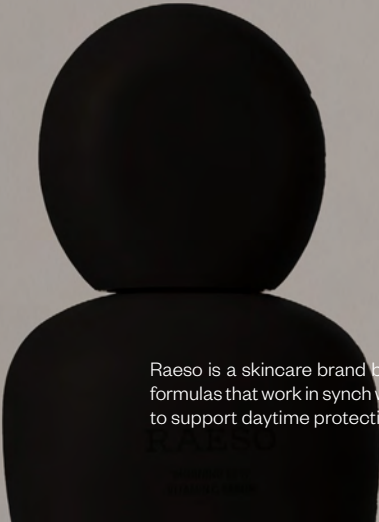
The Commons Health Club, Richmond, Australia

5. PLAY THE LONG GAME

Longevity consumers think about their health across their entire lives, not just the years of peak spending. The opportunity is to design for every life stage – building products, services and relationships that grow with the consumer and reward consistency and continued engagement. Most brands are still structured around acquisition. The ones that will define the longevity economy are building with time in mind.



CONCLUSION



Raeso is a skinoare brand built on circadian skin science, creating formulas that work in synch with the skin's 24-hour biological rhythm to support daytime protection and night-time repair, New Zealand

Longevity has done something that few trends manage: it has changed the question. For decades, the beauty and wellness industries asked how to make people look and feel better. Longevity has reframed that as how to help people live better for longer. That is not a product brief. It is a fundamentally different relationship between a brand and a consumer

‘We were talking about goods, we went into experience, and now people want transformation,’ says Clinique La Prairie’s Gibertoni. ‘The best transformation? Something which is going to affect your physical body, your ability to live better, your vitality, your energy.’

This report has mapped an industry in the early stages of responding to that reframing. The forces driving it are structural – a credibility gap that is widening, a scientific infrastructure that is being rebuilt, consumers who are organising their entire lives around a broader definition of health. The trends emerging from these forces are nascent but real, meaning many of the true opportunities are yet to be fully realised.

Our research shows that consumers have already moved and they are not waiting for the industry to catch up. Instead, they are building their own protocols, seeking their own experts, making their own trade-offs between science and sensation, data

and feeling, length of life and quality of it. The brands that have understood this will position themselves as partners in a longer-term pursuit.

The opportunity to speak the language of longevity, however, must be earned. That requires proof, genuine scientific grounding, honest communication and the humility to recognise that the consumer’s definition of a good life is broader than any single category alone.

‘Whatever you sell today is but a means to an end,’ says B Joseph Pine II. ‘If you sell the end – helping consumers fulfil the aspirations they have for their lives and for themselves – then you will gain much more economic value. Understand what your customers aspire to become, and guide them to achieve those aspirations and flourish as human beings.’ The brands that answer this credibly and humanly will define what wellness and beauty look like for the next decade.



Prevention & Protection Day Serum by Gezeiten, a skincare company powered by marine biotech and chronobiology, Germany

New Codes of Luxury

Series Overview



New Codes of Luxury in Saudi Arabia

Our inaugural report decodes the Saudi luxury market’s transformation, and unveils the cultural and consumer shifts shaping a future-forward, heritage-rooted luxury landscape in KSA.

[Learn more](#)



Longevity and Wellbeing Strategies

Exploring the convergence of beauty, health and hospitality, this report defines a new paradigm: Transformational Luxury, and spotlights wellness as a valuable driver of brand relevance.

[Learn more](#)



Immersive Technologies for Transformation

This edition investigates how immersive technologies like digital twins are reshaping property, placemaking, retail and experiential marketing, ushering in an era of connected and tech-powered luxury.

[Learn more](#)



Elevating the Hospitality Guest Experience with AI

With AI transforming guests’ expectations and service delivery, this report reveals how luxury hospitality brands can re-imagine excellence and innovation for a new generation of global travellers.

[Learn more](#)

How Together Group Can Support



1. Bespoke Thought-leadership

The Future Laboratory’s foresight capabilities, combined with Together Group’s sector depth, enable brands to build proprietary positions through bespoke research, trend reports and strategic frameworks.



2. Wellness-focused Strategy

Together Group identifies where existing equity, heritage and product strengths intersect with the new codes of wellness – building commercially grounded strategies across retail, beauty, fashion, hospitality and beyond.



3. Brand Creation & Incubation

Together Group offers end-to-end brand creation: naming, identity, narrative architecture, go-to-market strategy, communications and digital, led by our world-renowned branding studios – Construct, Noë & Associates and King & Partners – each built to enter the market with conviction and endure long-term.

Together Group is a curated collective of high-quality creative consultancies, immersive technology, marketing, communications and production studios. As a strategic partner and transformational, integrated platform we craft the future of luxury and lifestyle. As of today, the Group integrates the capabilities of 15 category-leading specialist houses, with over 700 people collaborating across 20 locations globally.



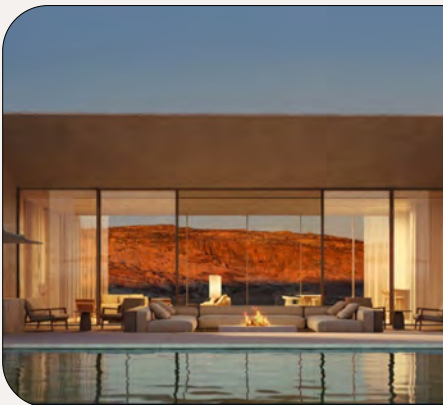
4. Communications & Expert Storytelling

PURPLE and Folk at PURPLE, one of the world’s leading luxury communications agencies, specialises in precisely this: credible media placement, expert voice strategy and long-form editorial that earns authority rather than buys it.



5. Events, Pop-ups, & Content Experiences

Led by OBO and North Six, Together Group’s experiential capabilities bring the themes of this report to life: from longevity-focused retail environments and science-led brand activations to the intimate community moments that build lasting brand loyalty.



6. Digital Innovation & Immersive Content

Through Noë & Associates, Imerza and Visualisation One, we vividly bring unbuilt wellness destinations and spaces to life – blending AI-generated and human-crafted content to create digital twins and immersive visualisations that support investment, pre-launch and brand storytelling.



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