



Diversity and Inclusion

Focus on **underrepresented groups**

Natura & Co's commitment to diversity and inclusion is a fundamental aspect of our sustainability vision, with a focus on underrepresented groups and the promotion of equity across all levels of the organization.



Vision / Diversity and Inclusion

We are continuing to focus on attracting and developing women at all levels in the business.

We have made significant progress in achieving gender parity in leadership positions. We reached our target of women representing at least 50% of the senior team one year early in 2022. Due to a significant simplification of the company during 2023, which significantly reduced the number of employees, we ended the year at 49.3%, just below our target. Within our new, more simplified structure, this percentage drop from 2022 is the equivalent of a single headcount, however we recognize that our work here is not done. We aim to achieve at least 50% by the end of 2024 and to do so, we are continuing to focus on attracting and developing women at all levels in the business.

Recognizing Natura & Co's social achievements, we proudly reached our goal of providing a living wage for all employees across Natura & Co in more than 53 countries. This commitment extends beyond the notion of a minimum wage, embracing a comprehensive understanding of a dignified life that includes access to food, water, housing, education, healthcare, transportation, and other essential needs. Our approach reflects a deep commitment to improving the quality of life for our employees and their families, thereby contributing to the construction of a more equitable society. Natura & Co also maintained its commitment of closing its unexplained pay gap between men and women for the group. We are also committed to achieving 30% inclusion of underrepresented groups across managerial levels and business units.

Considering their key markets, both Natura & Co Latin America and Avon International are defining suitable targets to address what 'underrepresented' means in a local context.

We engage employees through diversity surveys in all markets where we operate, with high participation rates exceeding 55%, reflecting an increase in participation compared to FY22 when we conducted our first diversity survey. These surveys help us gather feedback and insights to continuously improve our diversity and inclusion initiatives.

Overall, our commitment to diversity and inclusion extends beyond rhetoric to tangible actions and initiatives aimed at creating a more equitable and inclusive workplace for all.