

A close-up photograph of two women smiling. The woman on the left has dark hair and is smiling broadly, showing her teeth. The woman on the right has light brown hair, a gold nose ring, and a gold hoop earring, also smiling broadly. The background is a soft, out-of-focus light blue.

AVON

UK GENDER PAY GAP

2022 Report

Michelle Parczuk, Vice President, People Culture & Organisation

At Avon, we take our responsibility to be a leader in championing the economic freedom of women seriously. We continue to welcome the UK Government’s gender pay gap reporting legislation and the opportunity it gives all of us to shine a spotlight on this issue.

Once again, we have partnered with external company, Mercer to fully understand our results. While we acknowledge that there is still a **17.9%** mean gender pay gap, we are pleased to see that this has reduced from **23.9%** last year.

Our gender bonus gap has also seen a reduction, going from a **45.1%** mean gender bonus gap in 2021, to a **37.6%** gender bonus gap in 2022.

Gender Pay Gap 2022 Gender Bonus Gap 2022

Gender Pay Gap 2022		Gender Bonus Gap 2022	
Mean	Median	Mean	Median
17.9%	13.2%	37.6%	20.0%

The proportion of males and females receiving bonus payment

Males	Females
91.8%	93.6%

We have 100% equal pay at each level throughout our business, however it is our workforce profile that is the most significant driver of our gaps. We have a high proportion of women in direct selling (field based) roles; roles which sit within the lower to lower-middle pay quartiles. While this means that it pulls down the female mean and median hourly pay figures, these roles are not only the nature of our business, but our very purpose.



We're very proud that:

- Almost half of the top 20 hourly rates are earned by females, including the two highest
- Our UK Leadership team has a 50/50 split gender representation
- Our Chief Executive Officer, Chief Scientific Officer and Chief Technology Officer, VP People Culture & Organisation and Head of Communications are all female.

There is still work to be done, within Avon and society at large, and we will continue to be a strong voice for women, and to stand up for equality in all its forms.

Female economic empowerment is at our heart and will always be what drives us. We are committed to continually improving our gender pay gap, here's how...



1. **We** conduct regular Pay Equity reviews and close any unexplained pay gaps
2. **We** examine bonus and incentive payments to understand any gender gaps
3. **We** continue to strive for a 50/50 split of women and men in leadership roles and look beyond the gender binary
4. **We** ensure a good representation of women across all roles and functions and use our data (including future ethnicity pay gap data) to hold ourselves to account
5. **We** stay true to our purpose and will not reduce representation of women in customer-facing roles
6. **We** ensure that female leaders get equal exposure to mobility opportunities
7. **We** grow and develop our female leaders internally, seek experienced female leaders externally and continue to provide all associates with learning and development opportunities to grow meaningful careers with us
8. **We** continue to monitor for any biases in how we work and manage our people, striving for an environment that is psychologically safe
9. **We** remain transparent about our pay philosophy and pay decisions
10. **We** co-create a respectful and inclusive culture, where differences are embraced, and everyone feels confident to bring their whole self to work and to perform at their best

For more on our commitment to Corporate Social Responsibility visit [Avon Worldwide.](#)

Learn more about Natura &Co's Commitment to Life [here.](#)