



Corporate Responsibility Report

Avon International 2024



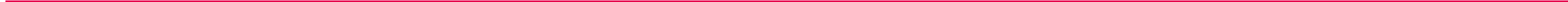


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Introduction: A better world for all



What really drives Avon is our purpose to create a better world for all.

Every year, Avon has a positive impact on millions of people around the world. We achieve this through our products, our campaigns and partnerships, the opportunities we create – and of course how we do business. **Every Avon purchase makes a difference. And that's what makes Avon different.**

Despite challenging times, in 2024 we remained focused on our purpose, and improving our social and environmental impact. I'm pleased to report that we made good progress, although there's more to do and we're still learning in some areas.

There were two main strands to our sustainability work during the year – **developing our organisational culture and getting the right systems in place.** Both are important foundations that we'll build upon in the coming years.

In terms of culture, we introduced new business behaviours to help us communicate and work more effectively. And we took extra steps to help Avon Representatives build their beauty business skills. Throughout, we continued to foster an inclusive culture so that people can bring their whole selves to work with Avon.

Our systems work involved gathering more detailed and accurate data. This will help us focus our sustainability efforts to achieve maximum impact by innovating in our products, packaging and procurement.

With these elements in place I'm excited about what we'll achieve in 2025.

A stylized, handwritten signature in black ink, reading 'Kristof'.

Kristof Neiryck,
Chief Executive Officer



Sustainability at Avon

At Avon, sustainability means doing business in both socially and environmentally responsible ways. Sustainability isn't an add-on – it's woven into everything we do.

Our Sustainability Growth Vision, which guides our Sustainability Strategy, involves **protecting our planet, investing in people and making our products more sustainable**. Under these three interconnected pillars, we have sustainability goals to help us achieve our vision (see diagram).

This report outlines our 2024 progress towards these goals, and the [appendix](#) includes more detailed performance data. Overall, we're making promising progress. But we won't stop pushing until we get there.

Reflecting Avon's purpose, investing in people means within our workforce and family of Representatives but also among our customers and wider society.



Our sustainability strategy was highly commended in [The Global Sustainability & ESG Awards](#)

Sustainability Growth Vision



Our governance, ethics and compliance

This report covers the calendar year 2024. It focuses on Avon International, which manages our operations in Europe, the Middle East and Africa (EMEA), and Asia Pacific (APAC).¹

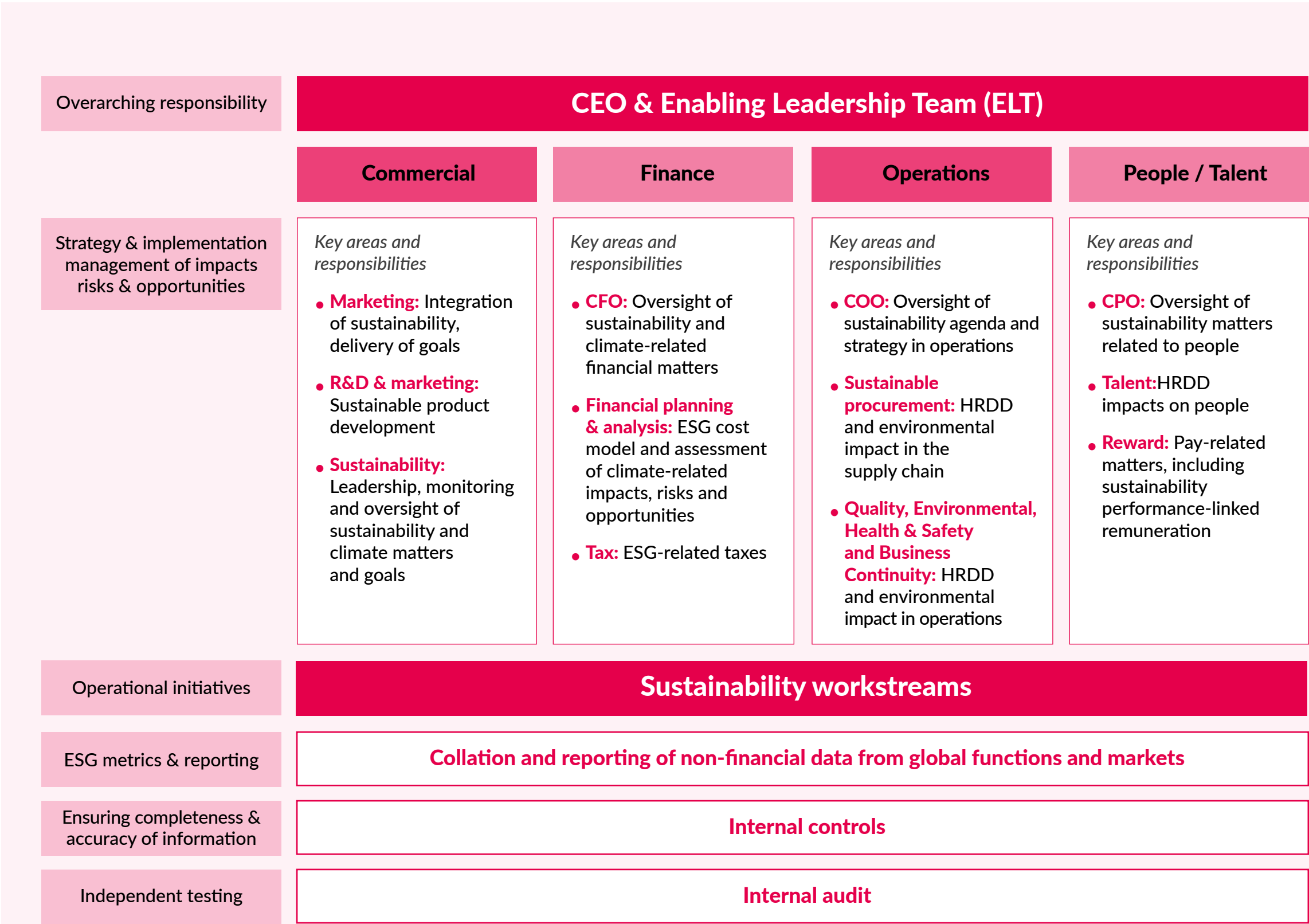
As part of the Natura &Co Group, Natura &Co Holding S.A.’s independent board oversees Avon International’s programme to ensure ethical conduct throughout our business, including climate-related risks and opportunities that may affect the Group in a material, financial or strategic way.

ESG and materiality

Avon’s Enabling Leadership Team has ultimate responsibility for our Sustainability Strategy and Climate Transition Plan. Every quarter, our ESG and Sustainable Growth Committee reviews progress and makes key decisions, and our Ethical Business Committee addresses any ethical issues or concerns. Several forums and processes interact with these committees to escalate issues, report on progress and implement decisions.

Our governance structure integrates sustainability throughout Avon. Priority activities are informed by roadmaps and key performance indicators designed to help us achieve our goals. Quarterly forums bring together relevant teams to discuss and monitor sustainability issues, risks, opportunities and strategy. Avon’s Board remuneration and associate (employee) bonuses were also linked to annual environmental targets.

In 2024 we conducted a **double materiality assessment of ESG matters** relating to four representative operational and commercial sites, including a review of business impacts, risks and opportunities (see the [appendix](#)). These findings will influence our future priorities and reporting.



¹ Natura &Co Latam reports on Avon operations in Latin America.

Culture and ethics

Avon’s values – Belief, Integrity, Respect, Trust and Humility – are the foundation of our ethical business culture.

We require all Avon associates to uphold the highest ethical standards. Our Code of Conduct (CoC) outlines everyone’s responsibilities and reporting lines. All associates must complete annual Code of Conduct training resulting in certification.

Our employees’ performance management and remuneration are linked to following our CoC, and wider ethics and compliance. They must report actual or potential violations of our CoC or the law to one of our helpdesks, focal points or our Ethics Line. We remedy and prevent further misconduct, potentially through disciplinary action or dismissal.

We’re committed to complying with anti-bribery and anti-corruption laws everywhere we do business. Our Global Anti-Corruption Programme and related policy ensure that high-risk activities are transparent and ethical. Our Conflict of Interest policy helps us avoid even the appearance of a conflict of interest by providing guidance on assessing potential risks and the right course of action.



In 2024 we initiated **Ethics and Compliance days in seven countries** to reinforce our ethical culture. For example, a focus on integrity aimed to foster open communication and good decision making.

In response to a survey about workplace ethics and culture, 76% of our associates said they believed that people at Avon behave ethically and face consequences if they don’t.

“Avon is taking ethics and compliance seriously.”

Avon associate responding to our workplace survey



Code of Conduct compliance

In 2024 we had zero CoC breaches in the areas of corruption/bribery, conflicts of interest, money laundering/ insider trading and customer data privacy. There were five breaches relating to discrimination/harassment. Some 21 reported violations led to significant specialist internal investigations, resulting in us taking action in eight cases.

Supporting our associates

Valuing our workforce

Avon associates drive everything we do. We value, support and listen to them, and help them to develop their skills and lead purposeful careers.

While Avon is open to everyone, we're proud to have a largely female workforce. In 2024 we fell slightly short of our goal to have 50% women in our senior leadership (see table) because of organisational changes and employee turnover. But we remain committed to this target.

Avon International female senior leadership, 2021–2024				
Year	2021	2022	2023	2024
% of women in senior leadership	52	51.7	48.7 ²	47 ³

All our associates receive at least the Living Wage. Although many companies struggle with pay gaps that favour men, we're pleased to have an unexplained gender pay gap of under 1%.⁴ However, we aren't complacent and continue to have a strong focus on pay equity.

² Plus 1% of non-declared gender.

³ Plus 1% of non-declared gender.

⁴ Any differences in average pay for women and men that aren't because of different roles, locations or experience/performance levels. Gaps less than 1% are generally considered not to be gaps.

Spotlight on ending violence against women and girls

Allies Against Abuse is a global group of associates who are trained to support colleagues experiencing any form of gender-based abuse, including outside of work, and signpost them to appropriate support. In 2024 our partner NO MORE hosted 10 sessions to enhance allies' knowledge about forms and signs of abuse at any stage during or after a relationship.

“
If I'd had access to the resources and support Avon provides, I think I would have taken action sooner. Having this network and a safe place is empowering. It's about making these conversations normal, without shame.”

Marianne, Avon associate and gender-based violence (GBV) survivor



Listening to and supporting our colleagues

We want all Avon associates to feel supported and free to be themselves at work.

In line with our values, we strive to embed diversity, equity and inclusion throughout our business, and we ask our employees about their workplace experiences.

At Avon, every voice matters. We know that when we truly listen and value each other’s opinions, we create a space where ideas grow and innovation thrives. So, we conduct regular Glint employee surveys to listen to our associates’ views and experiences, and act of findings. In 2024, **73% of respondents said they were happy working at Avon**, 83% felt supported by their managers and 81% found their work meaningful.

We conducted demographic surveys in eight countries to **better understand the diversity of our workforce** and inform local targets. In a positive shift, 13% more respondents shared their demographic details through this survey. The proportion of respondent managers from an under-represented group⁵ grew slightly to 10%, though we aim to build on this.

⁵ Self-identified as women, from a previously disadvantaged race, ethnicity and/or socio-economic background, with a physical or mental disability, and/or LGBTQIA+.



Our **Associate Resource Groups** help us to foster an inclusive culture, by influencing our policies and serving as platforms and networks for colleagues from historically marginalised groups:

- Beauty in Colour (race)
- Women’s Network (gender)
- PossAbility (disabilities)
- Avon Pride (LGBTQIA+)

The Avon Pride network held a virtual event to connect colleagues across the world, and, to learn more about queer culture and being effective LGBTQIA+ allies. Our Women’s Network relaunched with new strategic objectives to maximise its impact including focuses on women’s wellbeing and male allyship.



Developing our workplace culture and skills

We want our associates to develop the skills and behaviours that will help us to work together effectively, and progress individually and as teams.



“ We know that when we truly listen and value each other’s opinions, we create a space where ideas grow and innovation thrives. This year, a core focus was on developing our culture together, because when we’re all fully engaged and supporting each other, we can make incredible things happen. ”

Jane Van Arkadie, Head of Talent, Avon



To protect our people and our workplace culture, we have a suite of **inclusive and progressive employment policies that often go beyond legal requirements.**

To ensure that that our culture reflects Avon’s ambitions and values, we **introduced a coach hub and culture workshops** for our Senior Leadership Team. And we launched quarterly Avon Days involving all associates, bringing teams together to talk about our culture and to embed core behaviours.

And to ensure that sustainability remains at the heart of our business, we delivered **11 webinars on topics including decarbonisation and material sourcing**, inviting guest experts such as [SHE Changes Climate](#).

These events attracted an average of 270 participants per session, in addition to catch-up viewers. We also launched **Eco Echo, a quarterly staff newsletter on sustainability** topics.

During the year, we **invested US\$772,042 in employee training** – totalling 62,996 hours of associate learning. This included 2,290 hours of self-led learning on LinkedIn, with courses ranging from strategic thinking to technical and communication skills. Some 37 associates completed Leading with Heart, our externally facilitated leadership training for first-time people managers, covering eight core skill areas.

Empowering our Representatives

Around 2 million Avon Representatives sell our products directly to their customers. They're the backbone of both our business and our achievements in creating a better world for all.

Anyone can become an Avon Representative. Our Representatives welcome this flexible opportunity to earn supplementary income or build a beauty business.



**AVON
ACADEMY**

“Beauty Advisor has played a big role in the success of my Avon business and I am now earning more. The product cards have helped me gain more knowledge and be confident in selling. I also love the video tutorials on how to use our products.”

Febbie, Avon Representative, the Philippines



We **support all Representatives with tools, training opportunities and networks** to help them learn and earn in their own way. While Representatives have been part of our business for more than 135 years, the ways we equip and support them have moved with the times.

We **revamped our digital training platform Avon Academy in 31 countries**. This provides 300 new learning pathways, covering beauty, digital, sales and marketing skills – with real results.

Over 61% of new Avon Representatives have used this platform. This helps them to achieve higher sales across multiple categories, notably increasing makeup sales by up to 154%. Similarly, Sales Leaders (who recruit and manage their own team of Representatives) using Avon Academy increase their sales by up to 129%.⁶

We **expanded Avon Beauty Advisors, our training programme to build Representatives' expertise** and confidence in fragrance, makeup and skincare, to help strengthen their earnings. This training can be completed at any time via Avon Academy.

⁶ Based on data from October 2024, compared with Representatives who didn't participate in Avon Academy training.



We continued **growing retail franchise opportunities** for suitable Representatives, which both empowers our Representatives and increases our access to new consumers. We now have 81 stores/kiosks in Türkiye, Romania, the UK and South Africa (2023: 67 in 2 countries).



Spotlight on ending violence against women and girls

Leigh-Ann is an Avon Representative who is also trained to support survivors of Gender-Based Violence (GBV).

“
Within three days of starting as a Rep, I’d made £500 in sales. Avon has not only given me something to build for myself but has also been really important for my financial independence.

I want to raise awareness that abuse comes in many forms. Looking out for the signs and reaching out for help is so important.”

Leigh-Ann, Beauty Advisor and GBV Ambassador, UK



Our campaigns and volunteering

Avon supports causes that matter to women. Since 1992, we've donated over US\$1.1 billion to these causes by supporting a network of charity partners across the world.⁷ In 2024 alone, we donated US\$2.3 million.

These donations are more than figures on a page – they change people's lives. In 2024 our programmes and NGO partnerships reached over one million women and girls, meaning we're on track to meet our 2030 goal.



⁷ Donations from Avon and the Avon Foundation to NGOs, following ethics and compliance verification.

Ending violence against women and girls

One in three women will experience Gender-Based Violence (GBV) or abuse at some point. Our global End Violence Against Women programme involves charity partnerships, campaigns and trained Ambassadors to shine a light on this issue and improve access to support.

Over the last 20 years Avon and the Avon Foundation have donated more than US\$91 million to help end GBV, and supported over 15 million women and girls through our programmes and partnerships. In addition, we actively seek opportunities to address GBV through our business activities.

Our partner NO MORE trains Avon Associate Allies Against Abuse and Representative GBV Ambassadors to spot forms of abuse and help GBV survivors, including Avon colleagues and customers, to access appropriate help (see pages 8 and 12).

In 2024, with multiple NGO partners across the world, we developed Lovestrong, a new platform to highlight signs of intimate partner abuse.

Being Lovestrong means knowing what is and isn't love, and feeling empowered to notice warning signs and seek support. The platform highlights 10 early warning signs and helpful resources. Coinciding with the International Day for the Elimination of Violence against Women, the launch reached over 16 million people.

During the year we ran national campaigns to help end GBV in several countries, including an initiative to reduce domestic violence in Romania and classes in Poland to tackle cyberbullying.

Throughout the year, all sales of our causes collection, including our Personal Safety Alarm, benefited organisations supporting domestic abuse survivors.



Breast cancer awareness

Around one in seven women will develop breast cancer in her lifetime. Early detection saves lives, so Avon campaigns to help everyone understand what to look out for and how to protect their breast health.

Since 1992 we've kept our Breast Cancer Promise by helping to educate 180 million women about breast health and funding over 20 million scans.

In 2024, we supported free breast screening in 16 Romanian cities through the **Cancel Cancer Caravan**, which provided free ultrasounds to around 1,500 women. Over seven years, this initiative has delivered 16,000 scans to help detect breast cancer early. This is particularly important in Romania, which has no national breast screening programme.



“We are grateful for the work that Avon continues to do. Their support will be instrumental in providing vital services for women with breast cancer and raising awareness.”

Dr Kelly Salvador, the Philippine Cancer Society

October is **Breast Cancer Awareness Month** – a great opportunity to raise additional awareness. Our awareness-raising press coverage in seven major countries had a potential audience reach of 174.8 million people in 2024. We also fundraised and donated proceeds from a body lotion to support breast cancer NGOs.

Our annual **Avon Pink Parade** in the Philippines turned Emerald Avenue pink as Avon associates, our ambassadors Heart Evangelista and Kylene Alcantara and many others marched in solidarity with everyone affected by breast cancer. The event raised PHP1 million (around £13,600) for the Philippine Cancer Society.

Employee volunteering

All Avon associates can spend up to three paid working days a year on volunteer activities of their choice.

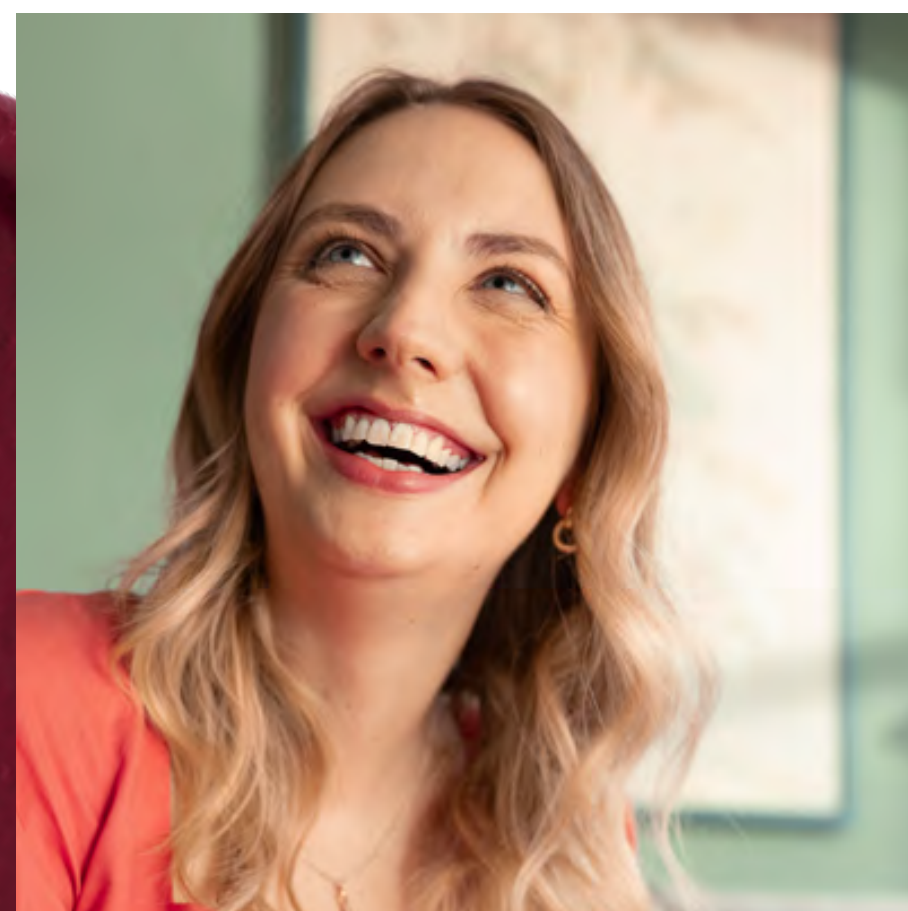
Our volunteering hours **increased by over 15%** from 2023. Collectively, our employees spent 15,715 hours supporting a wide range of causes.

In the UK, Jaimie is a volunteer trustee of Northants Domestic Abuse Service. He uses his professional skills to support the organisation as a non-executive finance director.

Sarah became a Boobette for the CoppaFeel! breast cancer charity, sharing her personal story to motivate others to protect their breast health.

“
I’m spreading breast awareness in the hope that one day all breast cancers are diagnosed early so everyone has the best possible chance of surviving. I am hoping my experience will give hope to others. I’ll be using my Avon volunteer days to spread knowledge.”

Sarah, Avon associate, UK



In Italy, Avon associates volunteered with Terre des Hommes Italia to support summer camps that provide play and educational activities for primary and middle school children.

In South Africa, a team of Avon volunteers sorted and packed over 100 gift bags for oncology nurses in partnership with local NGO Look Good Feel Better.



The resources we use

We endeavour to minimise the environmental impact of our daily business activities and embed sustainability in everything we do, from enhancing our production efficiency to carefully selecting the energy and resources we use.

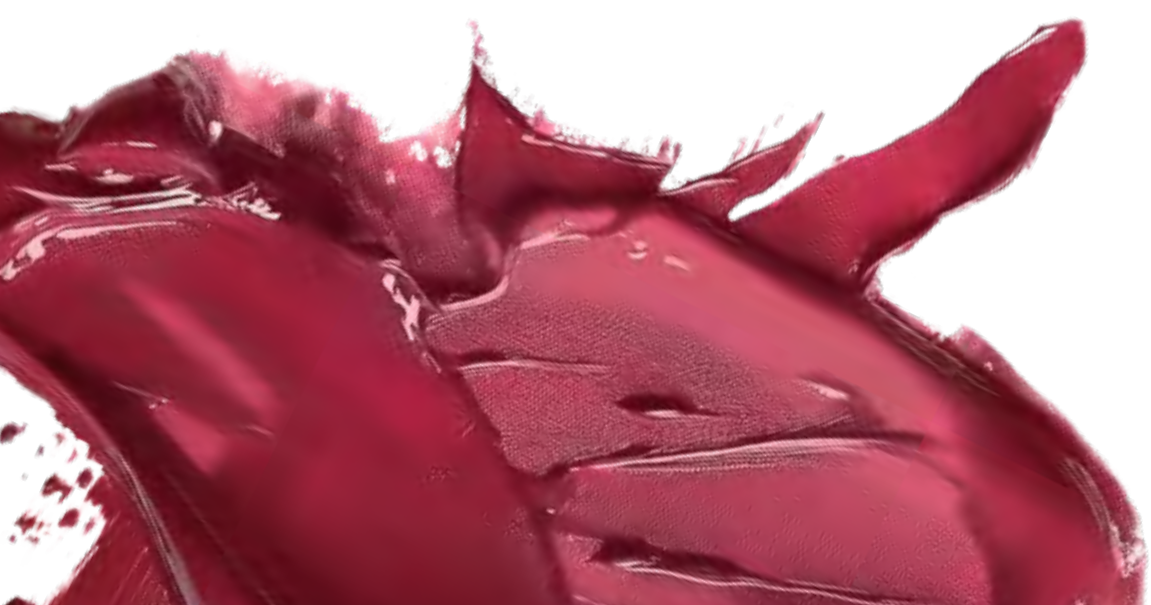


We're proud that **we've sent zero operational waste to landfill since 2023**, meeting a key sustainability goal. We also sent less non-operational waste to landfill in 2024 because we're generating less waste across both our core and supplementary activities.

Our **operational recycling increased by 0.5%** to 96.8% year on year. A key factor here was finding ways to recycle more packaging, such as implementing better waste separation in our Poland manufacturing plant.

We **reduced our water use by 15%**. Similarly, **our operations generated less waste (-16%) and fewer emissions (-17%)** than in 2023. However, this was partly because of reduced production volumes, so we slightly increased the amount of water used and waste generated for each product unit.

Consequently, we fell short of our goals to reduce waste intensity by 1% year on year and water intensity by 0.5% year on year – the former increased by 8.5% and the latter increased by 9.9%. Despite this, we continue to prioritise reducing our water and waste intensity.



Decarbonising Avon

Since 2023, we’ve reduced our scope 1 carbon emissions by 19%, our scope 2 emissions by 40% and our scope 3 emissions by 36%.^{8 **}

This reflects positive changes in our operations and value chain, the evolution of our portfolio mix, and volume changes. It means we’re making good progress towards becoming net zero by 2050. And it means we’re on track to meet our 2030 emission reduction goal.

Our decarbonisation strategy

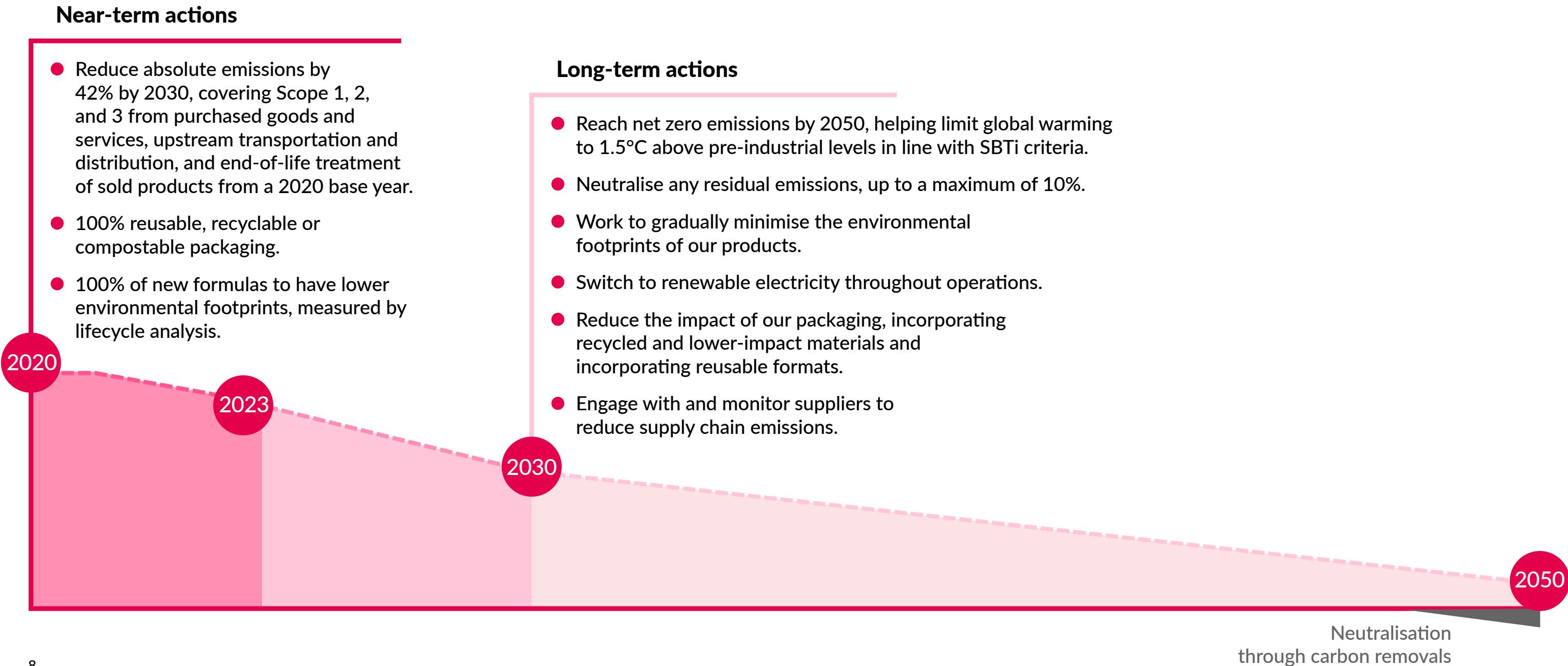
Ultimately, Avon aims to become more climate resilient as a business, while also supporting greater resilience among our stakeholders and wider society.

Avon’s 2030 targets for scope 1, 2 and 3 carbon emissions were **verified by the Science-Based Targets Initiative** in 2023.⁹ Our decarbonisation work is driven by our ambition to become net zero by 2050, and is guided by our Climate Transition Plan.

We have tailored roadmaps for six business areas that are the biggest drivers of our carbon footprint (see diagram). Across all areas, we use a **full life cycle and holistic approach** to minimise our carbon footprint. For example, we assess the carbon footprint of our products – from their ingredients and packaging through to how our customers use and dispose them. As insights and technologies evolve, we adapt these roadmaps.

Our decarbonisation approach aligns with the Climate Disclosure Project (CDP) and Taskforce on Climate Related Financial Disclosure. In 2024, we maintained our **CDP rating at level B**, recognising the proactive measures we’re taking to address climate-related risks, opportunities, performance and governance.

Reducing our carbon footprint requires robust data. In 2024, the first full year of implementing our carbon reduction roadmaps, we focused on **improving our systems and data collection**. We onboarded a new carbon inventory system and strengthened both the quality and granularity of our data. For example, we calculated the whole life carbon footprint calculation of our bestselling products and started collecting more regular emissions data relating to our purchased goods.



⁸ Scope 1 and 2 emissions are those directly caused by our business and energy use. Scope 3 emissions are indirect emissions associated with our business, such as those generated in our supply chain.

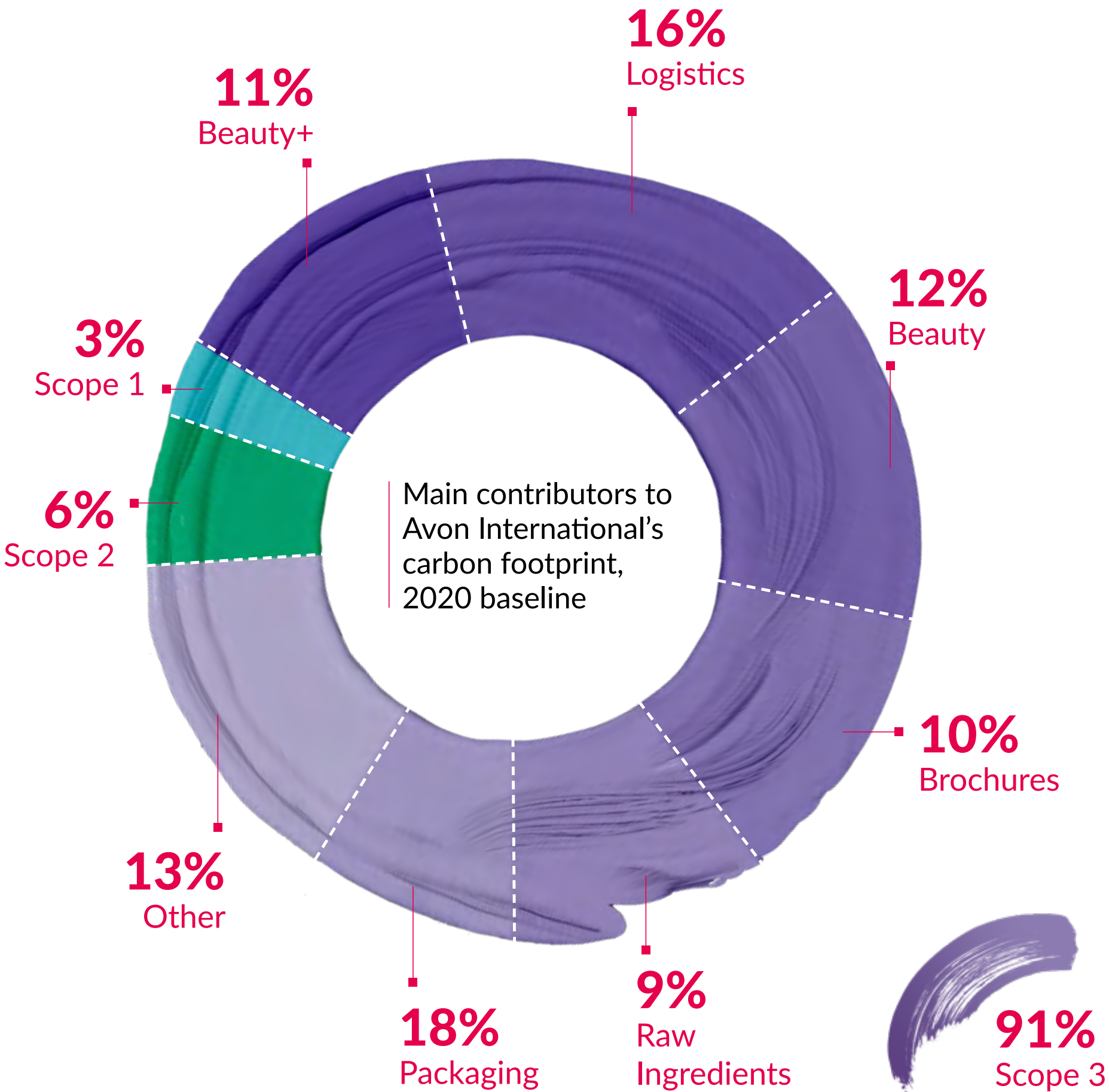
⁹ At Natura &Co level.

Decarbonising our value chain

Almost all (97%) of Avon’s carbon emissions come from the value chain of our products and business activities (see diagram).

To reduce these emissions, we continually invest in research and development, switch to less carbon-intensive materials, strengthen our systems and methods, and engage with suppliers.

In 2024 we began collecting comprehensive data from our suppliers for the 20 raw materials with the highest purchased volume. This will inform our future decarbonisation work.



Progress in our paper

We achieved a milestone by **significantly reducing the carbon footprint of Avon paper – our primary use of paper**. We achieved this by using carbon intensity criteria and mandatory Forest Stewardship Council (FSC) certification when selecting suppliers in 2022–2024.

Sourcing from paper mills that use more renewable energy sources will reduce the carbon footprint of our brochures by an estimated 4,500 tonnes of CO₂ equivalent (tCO₂eq) in 2024–2025. This represents an 11.7% reduction in our brochure carbon footprint, and a 1.8% reduction in Avon’s overall carbon footprint.^{10***} The supply chain for our brochure paper is now fully certified, in line with our critical materials policy (see [page 20](#)).

¹⁰ Compared with 2023.

Our sourcing and supply chain

Our robust policies and oversight help to ensure that our 6,000 direct and indirect suppliers reflect good social and environmental practices in their ways of working, including how they treat workers.

See [page 17](#) for more information on our sourcing and supply chain work.



Responsible procurement

Carefully selecting our suppliers and ensuring they meet our high social and environmental standards is central to creating a better world for all.

We require all Avon suppliers to comply with strict requirements, and ensure that high-risk suppliers undertake third party site audits. In 2024 we expanded our supplier audit programme to check compliance of more supplier categories (see [page 21](#)).

We also **increased our supplier engagement** by hosting supplier events in Europe and Asia on sustainable procurement, and by visiting more supplier sites.

At our European supplier day, we recognised sustainability leaders with awards for their work on packaging circularity and paying living wages. In the Philippines, over 60 supplier representatives participated in our annual refresher training on responsible procurement. We increased our in-person visits to some supplier sites in China and the Philippines (see infographic), complementing our third party social and environmental audit programme.

China and the Philippines supplier site visits by our responsible procurement team



Critical materials

Our sustainable sourcing prioritises areas where we can have most impact, or where the need for change is greatest.

We have strict sourcing policies relating to six critical materials that can be linked to social or environmental risks (palm oil, paper, cotton, soy, mica and alcohol). These policies, and ambitious 2025 goals, aim to trace the origins of these materials and ensure that our suppliers are certified against international sustainability standards.

We made huge gains in 2024, particularly in relation to our alcohol and mica supply chains (see table). This means we're on track to achieve our goals.



We achieved this progress in several ways. The alcohol in Avon products that comes from maize and wheat (83% of the alcohol we source) is REDcert certified. This means that it helps to reduce greenhouse gas emissions, prevent deforestation and promote responsible land use, while also meeting positive social criteria.

We also use some alcohol that comes from sugarcane. In 2024, after meeting local growers, mills, industry associations and other international buyers, we began a collaboration to increase the supply of certified sustainable sugarcane and alcohol in the Philippines in the long term.

We enhanced the third party verification of mica in our supply chains in multiple ways, demonstrating strong due diligence in a high risk sector. We visited mica processors and picking sites in India. And we comprehensively reviewed all our mica supply chains against human rights criteria, leading to a significant shift in procurement decision making in our raw ingredient tendering.

As part of the Responsible Mica Initiative (RMI), we contributed to human rights risk assessments of mica supply chains in China, Brazil and Madagascar, and supported collective audits.

As a member of Action for Sustainable Derivatives (ASD), we continued to support a project to improve workplace safety and inclusion for women working in Indonesia's palm industry.

See [page 25](#) for details of our certified cotton and [page 17](#) for details of how our paper procurement helped to reduce our carbon footprint.



Critical materials traceability and certification performance, 2023–2024

	Traceability		Certification	
Material	2023	2024	2023	2024
Paper	n/a	n/a	84%	92.3%
Palm oil	96%	96%	92%	95.3%
Alcohol (ethanol)	100%	100%	0%	64.1%
Cotton	96.4%	100%	0%	3.1%
Mica	100%	100%	8% third party verified	30% third party verified
Soy	89%	82.8%	0%	0%

Our human rights initiatives

Upholding human rights is central to achieving Avon’s purpose. We’re committed to protecting human rights for all people in our business and supply chain.

In line with international frameworks and standards, we take steps to prevent and address any human rights concerns in our business and supply chains. In 2024 we made good progress towards meeting our 2027 human rights goal.

We broadened our responsible procurement due diligence by expanding our use of the Sedex Radar tool to assess supply chain risks. This helped us to identify and prioritise potentially problematic procurement categories and sites, making more structured decisions on where we require a third party social and environmental audit at factory level.

We also started expanding our due diligence beyond our product manufacturing and packaging suppliers to more ingredients beyond our six critical materials (see [page 20](#)), and to service providers such as distribution and warehousing.

We joined **the Fair Labor Association coalition** to promote child protection and decent working conditions for seasonal agricultural workers in the Turkish rose and Egyptian jasmine sectors.

The jasmine project includes educational, financial and medical projects for pickers, has distributed protective equipment for them and coordinates night monitors to report any grievances.

We commissioned [Business for Social Responsibility \(BSR\)](#) to conduct **a comprehensive human rights risk assessment of our supply chain and operations**. This study will align with the UN Guiding Practices on Business and Human Rights and forthcoming legal requirements on supply chain human rights due diligence. It will help us further understand current key human rights risks and how best to tackle them going forward.



Our sustainable innovations

We take the social and environmental impact of Avon products and packaging just as seriously as their efficacy and value.

Product formulas

We've committed to ensuring every new Avon product is more sustainable than the last.

In 2024, we began actively using a tool designed by Quantis specifically for us, based on the database of raw materials used by Avon to assess the comparative life cycle of products from start to end. The methodology allows us to compare the reference formula with the new one to achieve a lower Single Score, which indicates a lesser impact on the 16 environmental factors measured during the formula's environmental assessment.

Thanks to this tool, we can determine the impact of individual raw materials used in a given product at each stage of the formula's life: from the cultivation of plants used to produce raw materials, through transport, product manufacturing, final use, and disposal.

In 2024, based on the analysis of all released new products, **we identified 50 products that meet the requirements of the new database, of which 15 products (30%) have a lower Single Score compared to the reference, thus exerting less impact on the environment.** The three main areas we monitor are climate change, which is synonymous with determining the carbon footprint, land occupation, and water consumption. The Sustainability Formulation team conducted a global training cycle for all R&D teams responsible for developing new products. The methodology and tool work excellently during the design of new products to reduce their environmental impact and make conscious choices of raw materials.



In 2024, to support our decarbonisation (see [page 17](#)) we began collecting detailed data on the carbon emission of raw materials by directly contacting our producers and suppliers. We assessed the carbon footprint of high-volume ingredients, such as ethanol, surfactants, emollients, and silicones. We successfully introduced alternatives with a lower carbon footprint for important raw materials such as ethanol, sodium laureth sulfate, and propylene glycol.

We participated in the second edition of the “Together for the Planet” program organised by BASF Poland and partners. The aim of the program is to highlight the best practices and initiatives/projects regarding sustainability. There were four categories in which companies could submit their achievements:

- 1. Sustainability Leader (Small and Medium Businesses)
- 2. Circular Economy Master
- 3. Net-Zero Promoter
- 4. Innovator of the Year



Avon received the Distinction Award in the Net-Zero Promoter category, showcasing the company’s efforts to reduce emission.



In 2024, we made significant progress in the biodegradability of our rinse-off products. We analysed the biodegradability of the ingredients in all 272 rinse-off formulas produced in 2024. Considering the production volume, 93.49% of the formulas produced in 2024 are biodegradable. With good progress, we are approaching our 2030 target of 95%.

In 2024, for the first time, we provided complete data for all raw materials contained in our formulas, supplementing the database with bar soaps and fragrance composition ingredients. The Sustainability Formulation, Toxicology, and Regulatory teams worked fruitfully towards calculating the biodegradability of formulas for our top sellers like bubble bath and preparing claims and their substantiation. Below are three example products:

White lily bubble bath

This bubble bath is 97% readily biodegradable based on OECD 301 series and similar test guidelines conducted on ingredients. This biodegradable claim does not relate to the packaging.

Senses mandarin & zen shower gel

This shower gel is 96% readily biodegradable based on OECD 301 series and similar test guidelines conducted on ingredients. This biodegradable claim does not relate to the packaging.

Avon care shampoo – aloe

This shampoo is 97% readily biodegradable based on OECD 301 series and similar test guidelines conducted on ingredients. This biodegradable claim does not relate to the packaging.



Product packaging

Reducing the environmental impact of our product packaging is a priority for Avon, while ensuring that our products look great and remain in perfect condition.

We're proud that 83.8% of our packaging material¹¹ is now reusable, recyclable or compostable, meaning that we're on track to meet our 2030 goal.

Our 2024 packaging innovations involved:

Reducing the packaging we use

Increasingly using sustainable and easily recyclable materials

Using more recycled material

Launching our first refillable product packaging



We launched **fully recyclable refill tubes for our Anew 30ml skincare serums**, which use 65% less packaging than the Anew glass bottle and pump. These handy refill tubes save customers money, and encourage them to re-use the glass bottle. Taking this approach for such high-volume products will considerably reduce packaging waste.

We scaled up several sustainable packaging changes. In a significant step, we **began replacing the cellophane wrap on our fragrance products** in EMEA with two tamper-proof labels. This will significantly reduce single-use plastic the weight of plastic packaging for each of these products at unit level by approximately 91%, saving an estimated 13% of CO₂ emissions in our fragrance packaging.

We rolled out **paper-based, plastic-free and fully recyclable nine-pan eyeshadow compacts**. And we prepared to use similar compacts for other powder-based products from early 2025. These compacts contain no mirrors and minimal aluminium content that can be separated for recycling.

We're proud that **our paper-based packaging in EMEA is 100% certified** (99% by FSC and 1% by Programme for the Endorsement of Forest Certification). This means that our cartons, liners and shipping boxes all support forest management that is environmentally, socially and economically beneficial.

Some 10.1% of the plastic in our packaging is recycled material – this has more than doubled since 2023. Notable **increases in our use of recycled materials** include new 100% recycled polyethylene terephthalate (rPET) plastic bottles for our popular Senses personal care products and switching our Black Suede fragrance packaging to a 50% recycled plastic (PCR) cap and 20% PCR glass bottle.



¹¹ Includes all primary and secondary plastic, wood, glass and metal packaging sold but excludes Beauty+.

Beauty+: Our fashion and home products

We know that Beauty+, our fashion and home range, is one of the biggest contributors to our carbon emissions, so we continue to prioritise reducing its carbon footprint in several ways.

We made impressive progress in 2024. While our Beauty+ products remained PVC-free,¹² we **reduced Beauty+ plastic packaging in EMEA by 70%** year on year.**** We shipped almost 1.8 million product units in paper instead of plastic, including beauty tools and jewellery. We also reduced the amount of paper in our Smart watch packaging. And we planned ways to reduce packaging and increase recycled content in our makeup brushes and footcare products.



Building on preparations in 2023, we started using **cotton verified by the Aid by Trade Foundation's Cotton Made in Africa (CmiA) initiative**. CmiA aims to improve working conditions for around one million small-scale farmers, while promoting regenerative agriculture and enhancing gender equality. CmiA verified cotton is fully traceable, uses no irrigation or genetically modified seeds and produces 13% fewer carbon emissions than standard cotton.

We sold Bright Floral Cotton Pyjamas using CmiA cotton in EMEA, which were extremely popular with our customers. We also prepared to expand our use of CmiA cotton in more products and regions from 2025.



¹² Some legacy products containing PVC may remain on sale in South Africa until 2025.

Our cruelty-free products

At Avon, we're against testing cosmetic products and ingredients on animals. We simply don't do it.

All our beauty and personal care products are approved by Cruelty Free International's Leaping Bunny Programme.

This rigorous process involved assessing over 8,000 raw ingredients and engaging around 4,000 suppliers in 2023–2024 to ensure that no animal testing is involved.



In 2024 we were proud to be shortlisted in the [Marie Claire Sustainability Awards](#) in both the cruelty free and carbon reduction categories.

“We are delighted to have such an iconic, global brand as Avon as part of our Leaping Bunny family, after demonstrating their commitment to ending animal testing for cosmetics over many years.”

Michelle Thew, CEO, Cruelty Free International



Memberships, certifications and affiliations



Click on the names to visit their website.

- [Action for Sustainable Derivatives](#)
- [Bonsucro](#)
- [British Beauty Council Sustainable Beauty Coalition](#)
- [Business for Social Responsibility](#)
- [Cascade \(formally Sustainable Apparel Coalition\)](#)
- [Cotton made in Africa](#)
- [Cosmetics Europe](#)
- [Cruelty Free International](#)
- [Eco Beauty Score](#)
- [EcolInvent](#)
- [EcoVadis](#)
- [Fair Labor Association](#)
- [Forest Stewardship Council](#)
- [Quantis](#)
- [Responsible Business Forum](#)
- [Responsible Mica Initiative](#)
- [Roundtable on Sustainable Palm Oil](#)
- [Sedex](#)
- [Sustainable Palm Index](#)

Appendix

Double materiality assessment

In 2024, we conducted Double Materiality Assessment (DMA) for four Avon’s legal entities obliged to disclose information under *Corporate Sustainability Reporting Directive*¹³ (CSRD). Assessment was carried out following the guidelines presented in the *Delegated Act on European Sustainability Reporting Standards*¹⁴ (ESRS) Chapter 3 and EFRAG’s IG 1 Materiality Assessment Implementation Guidance¹⁵. Under the assessment, all 90 Sustainability Matters indicated in the AR16 ESRS 1 table from *Delegated Act on ESRS* have been studied concerning the impacts (impact materiality) and risk and opportunities (financial materiality).

DMA results reflect the following stages:

- Peer analysis (benchmarking);
- Questionnaire studies;
- Dialogue with internal and external stakeholders.

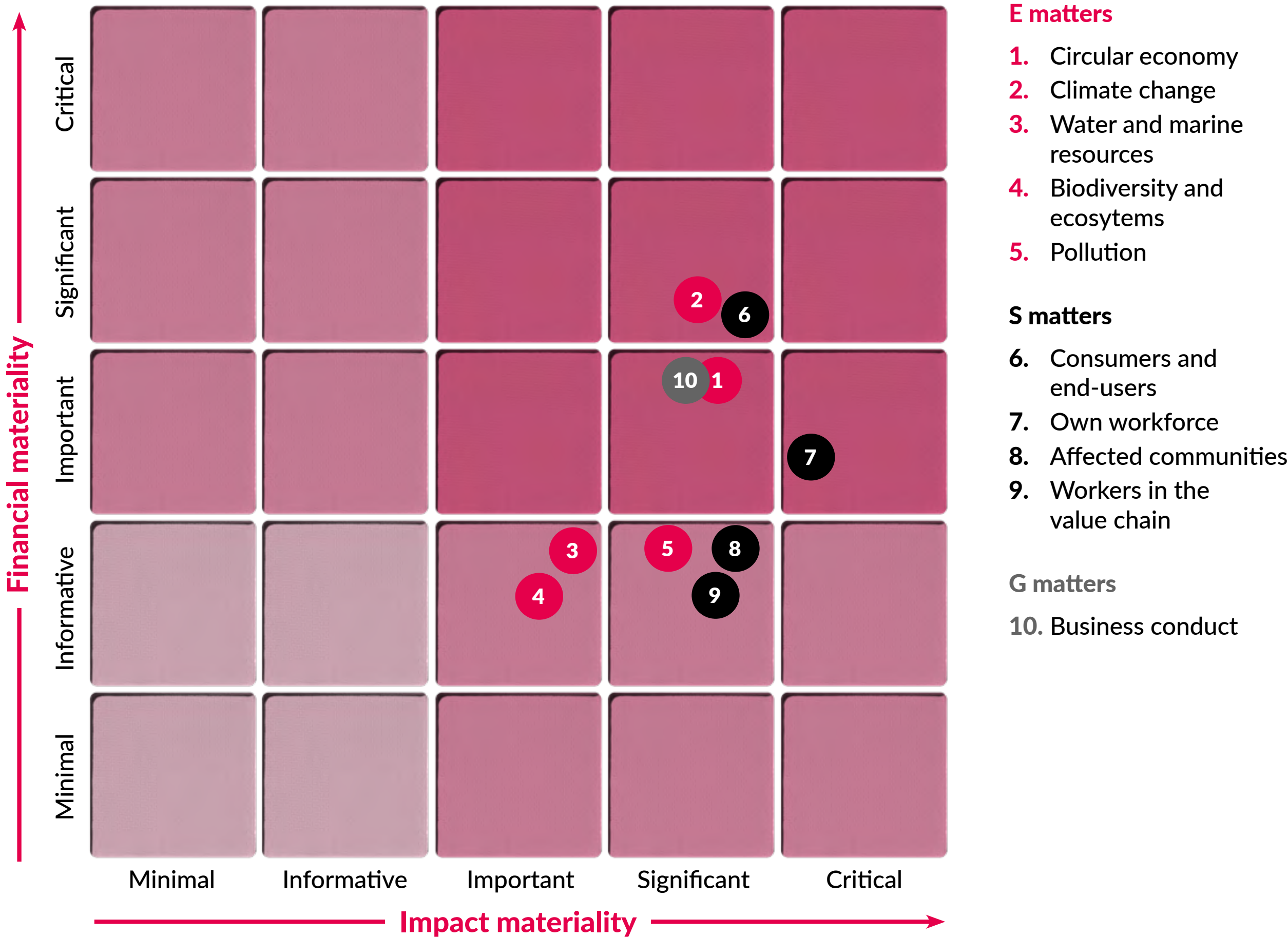
Key stakeholders¹⁶ with whom a dialogue has been held:

- Avon Associates (Employees);
- Avon Representatives;
- 1st tier indirect suppliers;
- Lower tier suppliers;
- Industry organizations and partnerships;
- NGOs and charity organizations;
- Media.

The results of Double Materiality Assessment conducted in Avon’s manufacturing site (Avon Operations Polska sp. z o. o., hereinafter: AOP) based in Garwolin (Poland) are presented in the materiality matrix:

The operations of Garwolin manufacturing site most accurately reflect the material sustainability matters relevant to Avon International nature.

AOP materiality assessment



¹³ Directive (EU) 2022/2464 of the European Parliament and of the Council of 14 December 2022 amending Regulation (EU) No 537/2014, Directive 2004/109/EC, Directive 2006/43/EC and Directive 2013/34/EU, as regards corporate sustainability reporting (<https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:32022L2464>)

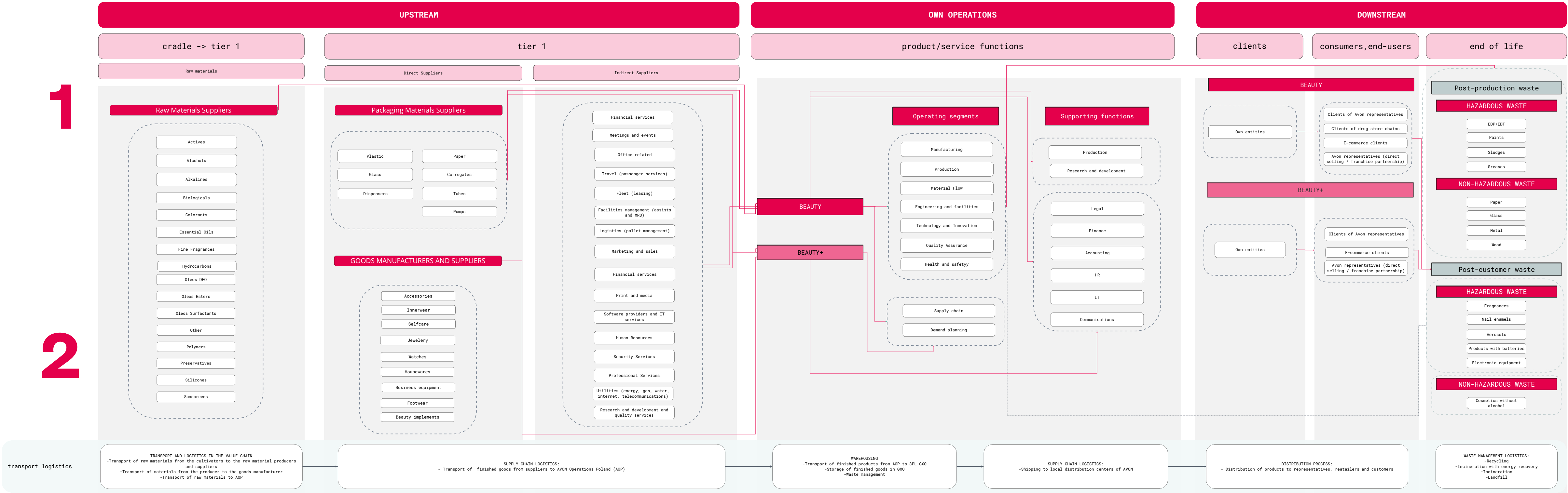
¹⁴ Commission Delegated Regulation (EU) 2023/2772 of 31 July 2023 supplementing Directive 2013/34/EU of the European Parliament and of the Council as regards sustainability reporting standards (https://eur-lex.europa.eu/eli/reg_del/2023/2772/oj/eng)

¹⁵ https://www.efrag.org/sites/default/files/sites/webpublishing/SiteAssets/IG%201%20Materiality%20Assessment_final.pdf

¹⁶ Consolidated for four legal entities

Value Chain

The core of Double Materiality Assessment was the preparation of company’s value chain. It was an underlying base for the analysis of the actual and potential impacts exerted by entity by way of examining i.a. AOP’s suppliers (who also included in contractors and business partners), products and services offered, the organisational structure, clients and end users of the products and services offered by AOP, as well as product end-of-life and waste management.



Supporting our associates

Valuing our associates

Diversity of ELT and Associates:

Enabling Leadership Team by gender:

Gender	Number	Percentage of ELT
Men	6	60.0%
Women	4	40.0%
Gender not declared	0	0.0%

Enabling Leadership Team by age group:

Age	Number	Percentage of ELT
Under 30	0	0.0%
30–50	7	70.0%
Over 50	3	30.0%

All Associates by gender:

Gender	Number	Percentage of all associates
Men	1,706	39.6%
Women	2,598	60.3%
Gender not declared	1	0.0%

All Associates by age group:

Age	Number	Percentage of all associates
Under 30	291	6.8%
30–50	3,326	77.2%
Over 50	688	16.0%

All Associates by grade group:

Grade	Number	Percentage of all associates
Junior: grades A–E (incl W)	2,741	63.7%
Middle: grades F–H	1,497	34.8%
Top management: grade I and above	67	1.5%

Number of STEM¹⁷ positions by gender:

	Finance	Supply chain	R&D ¹⁸
Men	101	375	58
% of Men	24.8%	34.8%	24.7%
Women	306	702	177
% of Women	75.0%	65.2%	75.3%
Not declared	1	-	-
% of not declared	0.2%	-	-
Total	408	1,077	235

Developing workplace skills

- Total number of training hours in 2024: **62,996.25**
- Total cost of training in 2024: **772,042.73 USD**
- Cost of training per FTE: **179.97 USD**

Average training and development hours in 2024 broken down by gender:

Male	12.90
Female	15.54
Gender not declared	3.52

Average training and development hours in 2024 broken down by function category:

Junior (grades A–E)	15.15
Middle (grades F–H)	13.92
Top management (grade I and above)	9.58

Health and safety metrics:

Lost-Time Injury Frequency Rate – LTIFR (n/million hours worked) – Employees	1.5
Lost-Time Injury Frequency Rate – LTIFR (n/million hours worked) – Contractors	0.0

¹⁷ Science, Technology, Engineering, Mathematics

¹⁸ Provided numbers are based on Job Family Groups. R&D and Engineering are considered as one Job Family Group in Avon International, therefore only one of those categories was filled in.

The resource we use

Total weight of materials used:

Material	Total weight in tonnes
Glass	6,807.2
Metal	230.5
Plastic	5,010.2
Paper	1,269.7
Wood	2.1

Post-consumer recycled (PCR) glass incorporated into finished products
(% of total weight): **0.7%**

PCR plastic incorporated into finished product packaging: **10.1%**

Recyclable plastic in finished product packaging: **61.2%**

Total weight of waste generated:

Type	Weight [t]
Hazardous waste	661.6
Non-hazardous waste	5,991.5

Waste management:

Type	Weight [t]
Total weight of waste diverted from disposal	6,420.6
Hazardous waste	507.8
Non-hazardous waste	5,912.8
Total weight of waste diverted from disposal	232.5
Hazardous waste	153.8
Non-hazardous waste	78.7

Water consumption

Water consumption	Total volume in m³
Incoming water	196,879.4
Used in production	110,793.7
Used in products	31,119.3

Wastewater management:

Wastewater management measure	Total volume in m³
Discharged	130,939.0
Treated	80,824.9
Recycled internally	13,460.1
Recycled externally	–

Energy consumption

Non-renewable energy source	Total consumption in kWh
City heat	936,239
Diesel oil	4,405,626
Electricity	31,928,972
Fuel oil	62,089
LPG	3,327,401
Natural gas	31,200,131
Petrol	9,144,434

Renewable energy source	Total consumption in kWh
Clean renewable energy (purchased)	1,468,278

Reduction in energy consumption achieved as a result of efficiency initiatives and conservation: **3,342,450 kWh**

Environmental compliance:

Number of environmental violations in 2024: 0

Environmental certification: 25% of operations (2 manufacturing sites and 1 distribution centre):

- Avon Operation Polska (Poland, manufacturing): ISO 14001 – valid by 12/05/2025
- Avon Product Manufacturing Inc (the Philippines, manufacturing): ISO 14001 – valid by 08/12/2025
- Avon Distribution Polska (Poland, distribution): ISO 14001 – valid by 12/05/2025

GHG emissions 2024:

Category	Emission [tCO ₂ e]
Scope 1	10,151
Scope 2 – location based	13,219
Scope 2 – market based	19,721
1a: Purchased goods and services (product)	142,907
1b: Purchased goods and services (non-product)	35,731
2: Capital goods	2,246
3: Fuel and energy related activities	3,135
4: Upstream transportation and distribution	52,681
5: Waste generated in operations	140
6: Business travel	1,725
7: Employee commuting	2,290
8: Upstream leased assets	-
9: Downstream transportation and distribution	27,299
10: Processing of sold products	-
11a: Use of sold products (Direct)	11,459
11b: Use of sold products (Indirect)	777,214
12: End-of-life treatment of sold products	14,797
13: Downstream leased assets	-
14: Franchises	6,871
15. Investments	-

Category	Emission [tCO ₂ e]
TOTAL (market-based)	1,108,366
TOTAL Scope 3	1,078,494
TOTAL (market-based, 11b exc)	331,152
TOTAL Scope 3 (11b exc)	301,279

This report covers the calendar year 2024. It focuses on Avon International, which manages our operations in Europe, the Middle East and Africa (EMEA), and Asia Pacific (APAC).1 *****

Legal endnotes

- * From January 2024, all environmental data from our manufacturing sites and distribution centers is reported by dedicated people every month to Aplanet platform. Up until December 2023 we had collected environmental data internally with all sites tracking each month.
- ** From January 2024, all environmental data from our manufacturing sites and distribution centers is reported by dedicated people every month to Aplanet platform. Up until December 2023 we had collected environmental data internally with all sites tracking each month.

In the case of Scope 1 and 2 emissions, we additionally collected data from marked base locations and data regarding fuel consumption of company vehicles. Our Scope 3 emissions are calculated externally by Carbon Trust consultancy.
- *** Our reduction on paper is collected and calculated by our internal Carbon analyst.
- **** Reduction in plastic packaging is on average, per new product launched across the Avon International portfolio (excluding branded and local developments). Data collected and reviewed internally via our packaging and waste reports. We compared plastic packaging weight for NPD vs 2022 baseline.
- ***** Philippines, South Africa, Türkiye, China, Egypt, Kazakhstan, Malaysia, Morocco, Taiwan, Italy, Poland, Romania, United Kingdom, Czech Republic, Estonia, Georgia, Latvia, Lithuania, Slovakia, Ukraine, Bosnia and Herzegovina, Bulgaria, Croatia, Hungary, Montenegro, North Macedonia, Serbia, Slovenia, Germany, Greece, Portugal, Spain, Moldova.



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