

2022
Annual Report
Sustainability data

AVON  natura  THE BODY SHOP Aēsop.

natura & co

2022

Annual Report Sustainability data

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About this document

This document supplements Natura &Co 2022 Annual Report. It provides additional data, transparency and accountability on our environmental and social performance across our four Business Units (Natura &Co LATAM; Aesop; The Body Shop and Avon International) from 1 January 2022 to 31 December 2022, in line with global reporting frameworks. Unless otherwise stated, the data relates to our global performance. In July 2023, this document was updated to include new sections covering environmental, social & governance / economic indicators.

Materiality Assessment

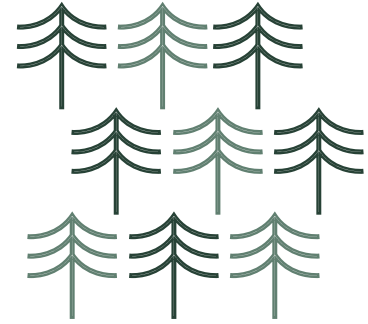
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As a relationship-based group, concepts like proximity, engagement, and dialogue are constant ongoing processes. Hence, conducting a formal materiality assessment ensures we prioritize the issues that have the biggest impact on our business and governance, communities and the environment, and that matter most to our stakeholders. As well as considering the Holding, the process included a more detailed examination of each of the four businesses, thus enabling the more accurate capture of the perception of stakeholder groups in all the regions in which the group operates.

The process began with nine in-depth interviews with sustainability leaders of our businesses: four of them from Natura &Co, two from Natura &Co Latam, one from The

Body Shop, one from Avon and one from Aesop. Later, we analyzed the results of an online survey with 590 respondents among external and internal stakeholders – employees, suppliers, NGOs, investors, private sector, and academia – encompassing the Holding and each one of the businesses and combining local and global perspectives. Furthermore, we also conducted 40 in-depth interviews with internal and external stakeholders to test the prioritization and get quality feedback.

Our material issues were assessed applying double materiality, i.e., in the environmental and social impacts of the company's activities on the economy, environment, and people (including impacts on their Human Rights), and the business impact of environmental and social



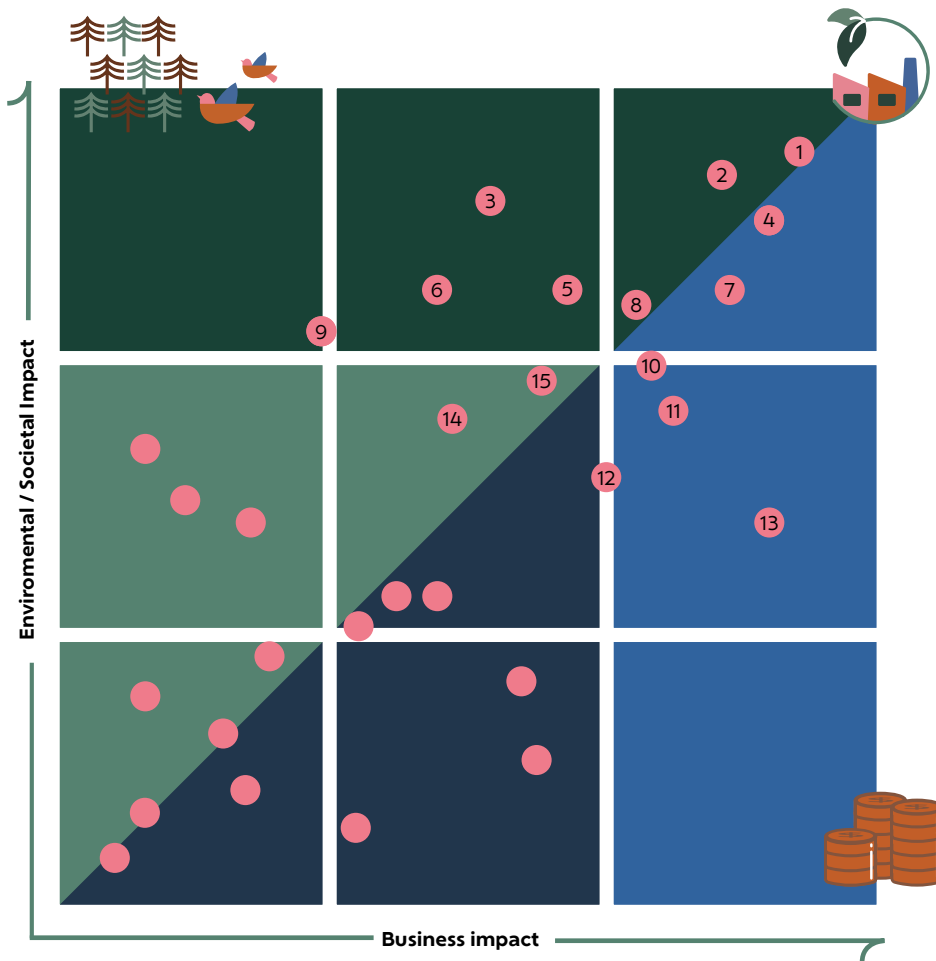
issues on business success, including financial performance and the value of the company.

This is an ongoing process that we aim to review frequently, ideally every 2 years as we recognize that it is important to do frequent updates so we can maintain a clear oversight of our material issues, ensuring we are addressing the key topics for both our internal and external stakeholders.

The assessment results are plotted on a materiality matrix, with their position relative to the degree of stakeholder interest and potential business impact.

Overall, the priority issues are similar between the Holding and the businesses. Climate Action, for instance, is a consensual issue across all stakeholders and brands and is highly expected to be addressed by Natura &Co as a leader on this theme.

However, each one has some differing priority material issues considering their own operations and stakeholders. For instance, there is a strong feeling that 'poverty / livelihoods' (focused on representatives and consultants) and 'biodiversity' (connected to deforestation of the



Top 15 issues

1. Climate action
2. Human rights (internal and in the supply chain)
3. Poverty/ livelihoods (including living wage)
4. Circularity/ packaging (recycling and alternative sourcing)
5. Sustainable sourcing (ingredients management)
6. Waste and effluent management (other than packaging)
7. Water management
8. Employee health and well being
9. Community impact
10. Regeneration of nature/ natural resource management
11. Deforestation (impact through the value chain)
12. Ethics and integrity (including bribery & anti-corruption)
13. Product design & life-cycle management (including carbon footprint)
14. Diversity and inclusion
15. Biodiversity

Amazon) are matters that assume more importance for Natura &Co Latam. Single-use plastic and product design/lifecycle assessment are also material for Natura &Co Latam, as well as product innovation and climate action.

Social issues are highlighted as important topics to show Avon's contribution to a better society, reflecting the company's core purpose of helping to create a better world for women. Social regeneration and value distribution topics, such as 'Gender equality' and 'Improving livelihoods' are high impact. 'Animal welfare' was mentioned as a core

topic for The Body Shop compared with the other brands. "Product quality and safety" and "product design" are issues that assume more importance for Aesop and its stakeholders than for the other brands; however, they didn't score as highly as issues impacting the Environment / Social scale.

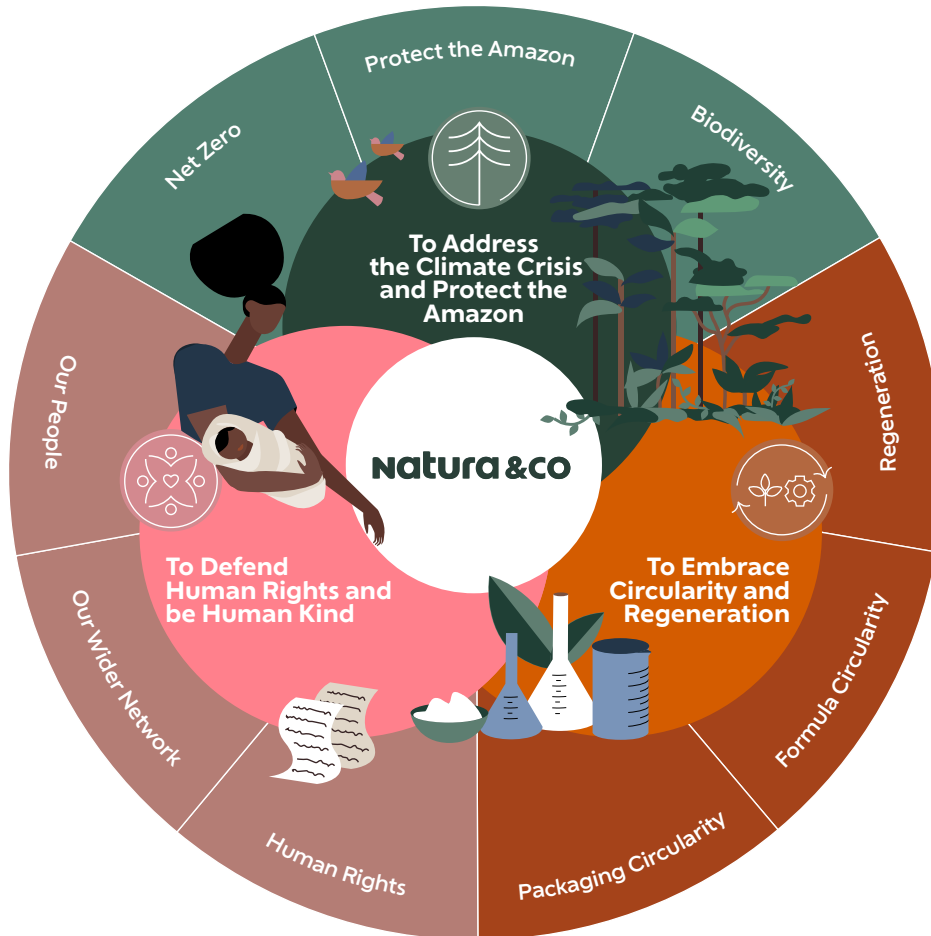
The assessment also showed that the top 3 material issues are very similar to the pillars of the Commitment to Life strategy. Climate action is linked to Address the Climate Crisis & Protect the Amazon. Human Rights (internal and in the supply chain) is connected to Defend

Human Rights and be Human-Kind. Circularity / Packaging (recycling and alternative sourcing) is aligned with Embrace Circularity and Regeneration.

As a strategy for managing potential events that could have an impact on the achievement of our goals, we have inserted the Commitment to Life as a Corporate Risk Scenario and annually the exposure level of this risk is reported to the Executive Leadership and the Audit, Risk Management and Finance Committee linked to the Board of Directors.

Materiality Assessment

Material Issues	Annual Report Reference Pages	Connection with Commitment to Life Pillar
Climate Action	Pages 89, 90, 91	To Address the Climate Crisis and Protect the Amazon
Human Rights (internal and in the supply chain)	Page 101	To Defend Human Rights and be Human Kind
Circularity / Packaging (recycling and alternative sourcing)	Pages 104, 105	To Embrace Circularity and Regeneration
Employee Health and Wellbeing	-	-
Water Management	-	-
Regeneration of nature / Natural resource management / land use	Pages 94, 104, 105	To Embrace Circularity and Regeneration
Deforestation (impact through the value chain)	Pages 92, 94, 96, 97	To Address the Climate Crisis and Protect the Amazon
Product design and lifecycle management (including carbon footprint)	Pages 104, 105	To Embrace Circularity and Regeneration
Ethics and integrity (including bribery and anti-corruption)	Pages 32, 33, 34	Transversal topic
Sustainable Sourcing (ingredients management)	Page 102	To Defend Human Rights and be Human Kind
Poverty / Livelihoods (including living wage)	Pages 98, 99	To Defend Human Rights and be Human Kind
Community impact	Pages 94, 102, 103	To Address the Climate Crisis and Protect the Amazon
Waste and effluent management (other than packaging)	-	-
Diversity & Inclusion	Pages 98, 99	To Defend Human Rights and be Human Kind
Biodiversity	Page 94, 95	To Address the Climate Crisis and Protect the Amazon



Commitment *to life*

Two years on from the launch of Commitment to Life, our sustainability vision aimed at addressing some of the world's most urgent and pressing challenges, we are making progress towards reaching some of the targets we set. Despite an organizational transformation in our structure, giving more autonomy to our businesses, we remain steadfast in our belief that sustainability is the foundation that unites us.

To Address the Climate Crisis *and Protect the Amazon*

Net Zero GHG Emissions

→ **Target: Become Net Zero, delivering 1.5 degree 20 years ahead of UN Commitment**

Our total GHG emissions for 2021 are calculated at 2.8 M tCO₂eq, without including the customer use phase, and 5.1 M tCO₂eq including the use phase. Category 1 Purchased goods and services (prod-

uct and non-product) remain the main important category, followed by category 4 upstream transportation and category 12 end of life. Excluding the use phase, Natura &Co Latin America accounts for 60% of emissions, Avon International for 28%, followed by The Body Shop with around 10% and Aesop with 3%. At a brand level, Avon still accounts for most of the emissions, with around 68%, while Natura is responsible for almost 19%.

→ **Target: Science Based Targets Initiative (SBTi) for all companies, scopes 1, 2 and 3**

By May 2023, the Science Based Targets initiative (SBTi) validated that the corporate greenhouse gas emissions reduction targets submitted in 2022 are deemed to be in conformance with the SBTi Criteria and Recommendations (version 5). See page 28 for further details.

Protect the Amazon

Target	Target timeline	Natura &Co Holding
Expand influence on forest preservation from 1.8m to 3m ha	2030	2m ha ¹
Expand influence on forest preservation from 33 to 40 communities	2030	41 ¹
Increase revenue streams with 55 bio-ingredients (from 38)	2030	42 ¹
Share at least R\$ 60 million in value with communities (from R\$ 33 million)	2030	R\$ 42.87m ¹
Foster collective efforts towards zero deforestation by 2025	2025	1.15m ha 580 million trees 5 partnerships ¹

Footnotes

¹ Natura Global only

Biodiversity

→ Target: Help create targets with a network of partnerships (UEBT, SBTN, BfN, WEF)

In line with its commitment to implement the Science Based Target Network (SBTN) framework – a five-step process that companies can follow to supplement their current strategy for addressing environmental issues or to begin exploring these issues for the first time – we made the decision to conduct a study of the Natura Ekos product line in Brazil. During Step 1A of the SBTN framework, the analysis focused on a materiality assessment conducted at the sectoral and company levels. This was in addition to upstream activities and the direct operations. After using the recommended tools and conducting a survey among key stakeholders, it was concluded that the most relevant environmental pressures in the upstream activities were "terrestrial ecosystem use and change in use" and "GHG emissions". In contrast, "water use", "GHG emissions" and "solid waste" were the more notable pressures for the direct operations. Step 1B focused on the value chain assessment of Natura's high-risk commodities: Cupuaçu, Murumuru, Brazil nut, Ucuuba and Andiroba. Although the SBTN guidelines recommend the prioritization to be based on water quality and water quantity, the analysis was extended to a

review of general "state of nature" indicators: the MSA (Mean Species Abundance), STAR (Species Threat Abatement and Restoration Metric), and a proposed deforestation indicator.

Step 2 allowed us to analyze and prioritize within the long list of locations and value chain activities assessed in Step 1, by evaluating which areas have the greatest negative impacts and therefore create the greatest urgency to act by target setting. Due to the homogeneity of these results, prioritization was made by taking into consideration deforestation periods of five and ten years, between 2015-2020 and 2010-2020 respectively, together with the MSA metric. Hence, the communities in which it is necessary to focus efforts to reduce environmental pressures are five communities. If the MSA metric filter is removed from the prioritization, then a single community will remain with the highest deforestation in both periods considered. Additionally, taking into consideration the previous prioritization list, the Cofruta and Reca communities supply Ucuuba or Brazil nut, which are threatened species recognized by the IUCN 'Red List of Threatened Species'.

Although Natura already has actions in place for the sustainable harvesting of these raw materials,

such as innovative management systems and the implementation of a circular economy, it is important to emphasize that these communities require redoubled attention to their production systems so as not to increase the pressure of threat exerted on them. Our *Sourcing with Respect* certification from UEBT allows us to manage this aspect, as well as many others.

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Target	Target timeline	Natura &Co Holding	Natura &Co Latin America	Aesop	The Body Shop	Avon International
Expand from Natura's 16 year payment of ABS (access and benefit sharing) to the Group by 2025 – as per UN Convention on Biological Diversity (CBD) / Nagoya Protocol	2030	R\$ 9.6m	R\$ 9.2m ¹	-	R\$ 0.4m ²	-

Footnotes

¹ Natura Global only

² GBP = BRL 74286

To Defend Human Rights *and be Human Kind*

Our People

Target	Target timeline	Natura &Co Holding	Natura &Co Latin America	Aesop	The Body Shop	Avon International
Gender balance: 50% women onboard/senior team by 2023	2023	52.5% ⁴	51.8%	45.7%	63.0%	51.7%
Equitable pay, closing the gender gap by 2023	2023	-0.76%	-0.82%	-0.58%	-0.77%	-0.79%
Living wage (or above) for all by 2023	2023	1A 99% 2A2C 95%	1A 99% 2A2C 95%	1A 98% 2A2C 84%	1A 96% 2A2C 94%	1A 100% 2A2C 100%

Footnote

⁴ Natura &Co Holding employees are 50% female for this metric; Board of Directors 31% are female

→ **Target: Work towards 30% inclusion, in management, of under-represented groups**

One of the greatest challenges in our Commitment to Life is the ambition for 30% inclusion of underrepresented groups across all

management levels in all the company's business units. Our goal is to reflect the societies in which we operate in our workforce. As a large global organization, this is not an easy task as it involves capturing sensitive personal data in accordance with data protection

laws and anonymity requirements in all jurisdictions. However, we are committed to progress and, as such, we partnered with external experts to conduct our first global D&I study so that we can track progress against our goals in this area.

D&I survey results

Categories	Natura &Co Holding	Natura &Co Latin America	Aesop	The Body Shop	Avon International
D&I survey global average response rate ¹⁰	39%	46%	58%	14%	33%
Total respondents (sexual orientation) ¹⁰	9624	6402	750	998	1370
Sexual orientation - identify as gay; bisexual; queer; asexual; lesbian; pansexual and other ¹⁰	14.4%	11%	29.7%	27.0%	11.4%
Total respondents (disability) ¹⁰	9412	6459	429	996	1428
Disability - have a physical, cognitive, sensory or other disability ¹⁰	4.3%	4.2%	3.3%	7.7%	3.0%

Footnote

¹⁰ Employee participation in the demographic data sharing exercise was voluntary of the employees who participated in the exercise, employees had the choice of answering all or only some of the specific demographic category questions. The six demographic category questions included gender identity; sex recorded at birth; sexual orientation; disability; mental ill health condition; and race / ethnicity. Due to the voluntary nature of the exercise and the actual participation and data disclosure rates, the snapshot provided by the Business Units demographic data is not a fully representative snapshot of each Business Units employees' demographic baseline. Due to the need to protect the anonymity of individual responses and to ensure that individual employees are not able to be identified, the snapshot of the demographic data has built in participation thresholds based on the response rate of each demographic question. At this stage, the extent to which we can draw specific conclusions for each category is dependent on the level of information shared. However, it does allow us to draw insights into key themes and areas that require focus. The respondent figures do not include participants who prefer not to answer.

Our Wider Network

→ **Target: Measurable gains for consultants/representatives and sourcing communities earnings, education, health and digital inclusion**

In 2021, we were able to demonstrate that the positive social impact generated by Natura Consultants' income from higher levels was 8.4 billion BRL, according to Natura's Integrated P&L (IP&L) valuation methodology. We also found that the consultant's upward mobility is approximately 14% per year at the middle levels. According to IP&L, the company calculated the income

increase for all Consultants and then compared it to the gap between that and what is considered "living income," i.e., enough for a person to pay for all of his or her housing, health, education, and other expenses and live a life of dignity.

→ **Target: Increase investments in key causes by 20% to U\$ 600 million (mainly in communities, breast cancer awareness, domestic violence and education)**

In 2022 the accumulated figure Natura &Co invested in key causes was USD \$183.8m¹². These investments tackled issues related to the climate

crisis, including the protection of the Amazon, education, support for women, Human Kind actions, diversity and inclusion, animal welfare, circularity and regeneration, cultural and local development initiatives. For more details on Brand specific campaign and initiatives, refer to 'Reaching out to our community' section in the Natura &Co Annual Report.

→ **Target: Promote our trusted and reliable model for the future of direct sales**

Natura &Co continue to support the future of direct selling, as members of the World Federation of Direct

Footnote

¹² Accumulated result reflecting 2020, 2021 and 2022 performance

Selling Associations (WFDSA) we are part of the Ethics Committee which has established as its goal to raise the WFDSA's and Direct Selling Association's (DSA) self-regulatory standards, including the new challenges related to the digital economy and social networks, and improve monitoring and enforcement mechanisms aiming to make direct selling be recognized as one of the most socially responsible Industries in the world. The Ethics Committee has been working to implement improvements in the WFDSA's integrity

program, having in mind not only the risks identified but also other best practices aimed at creating long term value to the direct selling companies.

Human Rights

→ **Target: Adopt robust Human Rights policy in line with UN Guiding Principles by 2023**

Our Board of Directors approved our Human Rights statement in De-

cember 2021. The following year, we began to roll the policy out across the holding company and our four brands. In 2022 we mapped our governance and accountability processes ready to update them in 2023. We also analyzed our current ways of assessing human rights risks and internally raised the profile of the risks we have. Each of our businesses now has a prioritized list of recommended actions to create better internal risk assessments and, therefore, better address human rights.

Target	Target timeline	Natura &Co Holding	Natura &Co Latin America	Aesop	The Body Shop	Avon International
Full certification – Palm Oil	2025	Traceability (Mills) – 96.3% Certification – 73.7%	Traceability (Mills) – 98.5% Certification – 81.0%	Traceability (Mills) - 89.7% Certification - 22.9%	Traceability (Mills) – 84.0% Certification – 19.0%	Traceability (Mills) - 91.7% Certification - 57.5%
Full traceability – Mica ⁵	2025	Traceability - 100%	Traceability - 99.8%	- ⁵	Traceability - 99%	Traceability - 100%
Full certification – Paper	2025	Certification - 88.5% ¹¹	Certification – 95%	Certification - 69.7%	Certification- 67.8% ¹¹	Certification – 76.8%
Full certification – Alcohol	2025	Traceability – 99.6% Certification – 38.6%	Traceability - 99.6% Certification – 47.0%	Traceability – 90.0% Certification - 0%	Traceability – 99.0% Certification - 0%	Traceability - 100% Certification - 0%
Full certification – Soy	2025	Traceability – 98.5% Certification – 0%	Traceability – 99.0% Certification – 0%	Traceability - 1.9% Certification - 0%	Traceability – 100% Certification – 0%	Traceability - 92.0% Certification - 0%
Full certification – Cotton	2025	Traceability – 87.1% Certification – 0.1%	Traceability – 87% Certification – 0%	Traceability – 95.0% Certification - 17.5%	Traceability – 100% Certification – 20.0%	Traceability - 98.2% Certification - 0%

Footnotes

⁵ Currently there is no global certification standard available for Mica. Aesop do not use Mica

¹¹ Reflects 2021 volumes for The Body Shop as 2022 data was not available

To Embrace Circularity and Regeneration

Packaging Circularity

Target	Target timeline	Natura &Co Holding	Natura &Co Latin America	Aesop	The Body Shop	Avon International
20% (or more) less packaging material (in weight)	2030	7.6% ⁶	8.2%	-	-	5.2%
50% of all plastic used to be of recycled content (in weight)	2030	11.5%	10.5%	54.7%	52.2% ⁷	0.6%
100% of all packaging material: Reusable or Recyclable or Compostable	2030	82.3%	82.3%	83.0%	90.2% ⁷	79.7%

Footnotes

⁶ Natura &Co figure excludes The Body Shop and Aesop data

⁷ The Body Shop International only, excludes The Body Shop Brazil data

→ **Target: Offset through "collection and reuse" programs to reach 100% responsible disposal where recycling infrastructure not available**

Progress has been made on reverse logistics by Natura &Co Latin America with 54% responsible disposal through the sector program Dê a Mão para o Futuro (DAMF) in Brazil, our largest market in the region, in addition to Natura Elos, a reverse logistics program. In Hispanic America, we have partnered with cooperatives and business associations to advance our agenda on this topic.

Aesop launched its first in-store refill trial launched at South Yarra in late 2021. Aesop have also launched Rinse and Return initiatives across Hong Kong & Macau, Singapore, Taiwan, Malaysia and Korea. Across 2022 these programmes collected 9220kg of used packaging material for local recycling.

The Body Shop have launched 793 refill stations in 53 countries, which has already prevented over 604,694 plastic bottles from going into circulation.

Avon International have a collection scheme set up in the Philippines and are trialing a take-back scheme in the UK. Consumer and representative research has been carried out during 2022 to gain insights and feedback on refills, concentrates and take-back schemes.

Formula Circularity

Target	Target timeline	Natura &Co Holding	Natura &Co Latin America	Aesop	The Body Shop	Avon International
95%+ renewable or natural ingredients	2030	93.7% ⁸	94.0% ¹	90.8%	91.1% ⁷	-
95%+ biodegradable formulas	2030	95.9%	95.5%	93.4%	95.0% ⁷	91.7%

Footnotes

¹ Natura Global only

⁷ The Body Shop International only, excludes The Body Shop Brazil data

⁸ Natura &Co figure excludes Avon Global and The Body Shop Brazil data

→ **Target: 100% of new formulas will have lower environmental footprint, measured by life cycle analysis (LCA)**

Natura &Co LCA Ecodesign Tool had its development completed in 2022 allowing the measurement of the

ecological footprints of formulations based on state-of-the-art LCA methodology and data. In 2023, a pilot phase of testing and evaluation is planned so that fine adjustments can be made to ensure that the tool is being successful in measuring the real impact of the formulations.

Regeneration

Target	Target timeline	Natura &Co Holding	Natura &Co Latin America	Aesop	The Body Shop	Avon International
Invest U\$ 100 million (or more) in developing regenerative solutions, such as: Biotechnology e.g. from waste to ingredients, plastics, etc.	2030	USD 13.6m ¹²	USD 13.5m ¹	-	USD 0.1m	-

Footnotes

¹ Natura Global only

¹² Accumulated result reflecting 2020, 2021 and 2022 performance

Commitment to Life

annual progress

Protect the Amazon

Target	Target timeline	2019	2020	2021	2022
Expand influence on forest preservation from 1.8m to 3m ha ¹	2030	1.8m ha	2.0m ha	2.0m ha	2.0m ha
Expand influence on forest preservation from 33 to 40 communities	2030	33	34	40	41 ²
Increase revenue streams with 55 bio-ingredients (from 38)	2030	38	39	41	42
Share at least R\$ 60 million in value with communities (from R\$ 33 million)	2030	R\$ 33.0m	R\$ 30.1m	R\$ 39.9m	R\$ 42.87m ³
Foster collective efforts towards zero deforestation by 2025	2025			0.84m ha ⁴ 477m felled trees	1.15m ha ⁵ 580m felled trees

Footnotes

- ¹ The objective of the indicator is to determine Natura's area of activity and the contribution to the conservation of the "Standing Forest" from the Biodiversity Supply Chains and the relationship communities in the Amazon. In 2022, we continue to contribute together with our network of partners to the conservation of 2 MM hectares (PRODES/INPE- Aug/20 to Jul/21), as it remains in line with the previous period
- ² During 2022, 1 community relationship ended (Marajó- ADINCOCMA); 2 communities merged (Maranhão- TUTOIA) and 3 new communities were added (ASPROC, AMARU and CAMPAX).
- ³ Results increased 8% compared YoY, with highlights for the purchase of carbon credits from the RECA community (R\$ 1.6 million), investments in agro-industries (R\$ 1.6 million) and SAF Dendê investments (R\$ 3.2 million).
- ⁴ The figure reported in FY21 Natura & Co Annual Report was 1.3m ha, this reflected the period August 2020 – July 2021. The revised figure (0.84m ha) accurately reflects January – December 2021.
- ⁵ PlenaMata (DETER/INPE) detected 0.2 m ha deforested in Q4, an increase of 12% YoY. In FY 2022, 1.03 m ha was deforested and about 580 million trees were cut down in the Amazon.

Biodiversity

Target	Target timeline	2020	2021	2022
Expand from Natura's 16 year payment of ABS (access and benefit sharing) to the Group by 2025 – as per UN Convention on Biological Diversity (CBD) / Nagoya Protocol	2025	R\$ 8.9m	R\$ 11.0m	R\$ 9.6m ¹

Footnote

- ¹ The amount paid in 2022 refers to the sales performance from 2021 and previous years. The final figure disclosed accounts for payments actually made - it does not include the payments that have been calculated and not yet paid.

Our People

Target	Target timeline	2019	2020	2021	2022
Gender balance: 50% women onboard/senior team by 2023 ¹	2023	35.0%	49.4%	50.4%	52.5%
Equitable pay, closing the gender gap by 2023 ²	2023		-0.90%	-1.19%	-0.76%
Living wage (or above) for all by 2023 ³	2023		1A 96%	1A 96%	1A 99%

Footnotes

¹ Figures include Natura &Co Board of Directors. 31% of our Board of Directors are female.

² Our methodology is in line with Mercer's global pay equity approach, whose reference for no gender pay gap is anything below -1.00%

³ There is no universal standard of living wage and there is no specific convention or binding piece of international law on the living wage. Whilst forced labour has its own 1930 Convention and the unanimously ratified 2014 protocol, living wage has never had such alignment. The level at which the living wage is set is highly context driven, both in space and times, rates varying between nations and even within countries. Our ambition is to achieve the recognised / accepted living wage where available with the below preference order of the 3 methodologies: Fair Wage Network; Government Rates / Local Living Wage Rates; Wage Indicator Foundation. The data only considers our 'Active Employee Population' and has not reviewed third-party employees.

Investment in Key Causes

Target	Target timeline	2020	2021	2022
Increase investments in key causes by 20% to USD\$ 600 million (mainly in communities, breast cancer awareness, domestic violence and education) ¹	2030	USD \$70.1m	USD \$129.1m	USD \$183.8m

Footnote

¹ Total Natura &Co figure is accumulative from 2020

Human Rights

In 2022, we released policies for each of our critical materials for suppliers (see Policies section)

Target	Target timeline	2020	2021	2022
Full traceability and/or certification – Palm Oil	2025	Certification - 0%	Certification - 70.6%	Traceability (Mills) – 96.3% Certification – 73.7%
Full traceability and/or certification – Mica ¹	2025	Traceability - 0%	Traceability - 35.2%	Traceability - 100%
Full traceability and/or certification – Paper	2025	Certification - 80.4%	Certification - 85.3%	Certification - 88.5%
Full traceability and/or certification – Alcohol	2025	Certification - 41.5%	Certification - 44.8%	Traceability – 99.6% Certification – 38.6%
Full traceability and/or certification – Soy	2025		Certification - 0.2%	Traceability – 98.5% Certification – 0%
Full traceability and/or certification – Cotton	2025	Certification - 3.4%	Certification - 2.2%	Traceability – 87.1% Certification – 0.1%

Footnote

¹ Currently there is no global certification standard available for Mica. Aesop do not use Mica

Packaging Circularity

Target	Target timeline	2020	2021	2022
20% (or more) less packaging material (in weight) ¹	2030	7.3%	8.0%	7.6%
50% of all plastic used to be of recycled content (in weight)	2030	7.0%	10.2%	11.5%
100% of all packaging material: Reusable or Recyclable or Compostable ²	2030	80.8%	81.2%	82.3%
Offset through "collection and reuse" programs to reach 100% responsible disposal where recycling infrastructure not available	2030	24.3%	20.9%	

Footnotes

¹ Total Natura &Co figure excludes The Body Shop and Aesop data

² Total Natura &Co figure for 2022 excludes The Body Shop Brazil data

Formula Circularity

Target	Target timeline	2020	2021	2022
95%+ renewable or natural ingredients	2030	88.8%	89.6%	93.7% ¹
95%+ biodegradable formulas	2030	92.8%	94.4%	95.9% ²

Footnotes

¹ Total Natura &Co figure excludes Avon Global and The Body Shop Brazil data

² Total Natura &Co figure for 2022 excludes The Body Shop Brazil data

Regeneration

Target	Target timeline	2020	2021	2022
Invest U\$ 100 million (or more) in developing regenerative solutions, such as: Biotechnology e.g. from waste to ingredients, plastics, etc. ¹	2030	USD \$4.6m	USD \$8.8m	USD \$ 13.6m

Footnote

¹ Total Natura &Co figure is accumulative from 2020 and there were no regenerative investments for Avon Global and Aesop in 2022

UN Sustainable Development Goals

Commitment to Life target / metric	SDG
Become Net Zero, delivering 1.5 degree 20 years ahead of UN Commitment	13
Science Based Targets Initiative (SBTi) for all companies, scopes 1, 2 and 3	13
Expand influence on forest preservation from 1.8m to 3m ha	15, 6
Expand influence on forest preservation from 33 to 40 communities by 2030	15, 17

Commitment to Life target / metric	SDG
Increase revenue streams with 55 bio-ingredients (from 38) by 2030	15, 9
Share at least R\$ 60 million in value with communities (from R\$ 33 million) by 2030	15, 2
Foster collective efforts towards zero deforestation by 2025	15, 13, 17
Help create targets with a network of partnerships (UEBT, SBTN, BfN, WEF) by 2025	15
Expand from Natura's 16 year payment of ABS (access and benefit sharing) to the Group by 2025 – as per UN Convention on Biological Diversity (CBD) / Nagoya Protocol by 2025	15
Gender balance: 50% women onboard/senior team by 2023	5, 10
Equitable pay, closing the gender gap by 2023	5, 8, 10
Work towards 30% inclusion, in management, of under-represented groups by 2030	10
Living wage (or above) for all employees by 2023	10, 8
Measurable gains for consultants/ representatives and sourcing communities' earnings, education, health, and digital inclusion by 2030	5, 8, 10
Increase investments in key causes by 20% to U\$ 600 million by 2030	4, 5, 15
Full traceability and/or certification by 2025 – Palm Oil; Mica; Paper; Alcohol; Soy; Cotton	15, 8, 12
Adopt robust Human Rights policy in line with UN Guiding Principles by 2023	8, 16
20% (or more) less packaging material (in weight) by 2030	12, 13
50% of all plastic used to be of recycled content (in weight) by 2030	12, 13

Commitment to Life target / metric	SDG
100% of all packaging material: Reusable or Recyclable or Compostable by 2030	12, 13
Offset through "collection and reuse" programs to reach 100% responsible disposal where recycling infrastructure not available by 2030	12, 13
95%+ renewable or natural ingredients by 2030	15
95%+ biodegradable formulas by 2030	6, 14, 9
100% of new formulas will have lower environmental footprint, measured by life cycle analysis (LCA)	12, 6
Invest U\$ 100 million (or more) in developing regenerative solutions, such as: Biotechnology e.g. from waste to ingredients, plastics, etc	15, 13

Environmental

Packaging Materials

The following tables summarize the content and weight of our brands non-plastic and plastic

packaging. In 2022, none of our Brands adopted any compostable packaging.

GRI 301-1 Materials used in production & packaging (t)	2021					2022				
	Natura & Co Latin America	Avon International	The Body Shop	Aesop	Total	Natura & Co Latin America ¹	Avon International	The Body Shop	Aesop	Total
Glass	29,742	13,854	2,214	790	46,600	27,476	9,529	2,700	525	40,230
Metal	2,107	247	389	87	2,830	1,875	503	277	59	2,714
Paper / cardboard	13,758	2,720	1,441	43	17,962	11,653	2,198	1,936	76	15,863
Plastic (exc. Green plastic)	22,557	10,909	3,620	468	37,554	21,448	7,195	2,239	417	31,299
Wood	-	-	-	-	-	48	-	1,075	-	1,123
Green plastic (from renewable sources) ²	2,730	-	-	-	2,730	2,157	-	-	-	2,157

Footnotes

- The data was generated through: Annual CFT sales report (products sold) for the period from 01/01/2022 to 12/31/2022-LATAM (BRA, CPE, NOLA, SMG); Finished product BOM report containing all packaging inputs; Technical specification report of packaging components informing type of material and weight. The analysis included only primary components (bottle, lid, seal and others) and secondary components (cartridge, wrappings, labels, tags and others), tertiary items were excluded (shipping boxes, plastic wrapping film for pallets, and others).
- Green plastic - plastic used in packaging that comes from sugar cane.

GRI 301-2 Recycled input materials used (%)	2021					2022				
	Natura &Co Latin America	Avon International	The Body Shop	Aesop	Total	Natura &Co Latin America ¹	Avon International ²	The Body Shop	Aesop ³	Total
Post-consumer recycled glass incorporated into finished product packaging	7.7	7.3	36	13.7	13.4	9.6	11.9	34	43.2	10.1
Wood/paper fibre/paper/cardboard that is from recycled and/or certified materials	6.8	36.2	100	6.7	20.1	3.2	22.5	74	16.7	14.4
Post-consumer recycled plastic incorporated into finished product packaging	8.5	0.04	47	50.8	10.2	10.5	0.6	52.2	54.7	11.5
Recyclable plastic in finished product packaging	66.8	54.4	77.5	61.6	64.3	71.7	53.6	90	57.5	68.5

Footnotes

1. Technical list for the finished product containing all packaging inputs. The analysis includes only the primary components (bottle, cap, seal and others) and secondary components (cartridge, wrappings, labels and others). Tertiary items (shipping boxes, plastic wrapping film for pallets, and others) were excluded.
2. Paper/ wood usage includes secondary and tertiary packaging - purchased volume
3. Scope: Based on fulfilled finished goods going to stores from warehouses. Includes labels, sachets, primary and secondary packaging. Includes POS items such as cotton bags and standalone pumps, caps and cartons. Excludes tertiary items.

GRI 301-3 Products and their packaging recovered for each product category (%) ¹	2022		
	Aesop	Natura &Co Latin America ³	The Body Shop ⁴
Plastic	2.5 ²	54.8	0.7
Glass		35.6	0.03
Metal		72.6	0.01
Wood / Paper fibre	-	50.5	0.02
Others	-	54.2	-

Footnotes

1. Data is not available for Avon International.
2. Aesop consider 2.5% of its plastic, glass and metal packaging recovered. The quantity of packaging sent for recycling only counts rinse & return figures, and all data applies to Aesop Asia only, as the rinse & return program is only available in Asia. The number of rinse & return items represents the number of empty and used packs (including non-Aesop bottles) that are returned to the store by the customer and recorded in the transaction by the retail consultant, since there is a barcode that tracks the number of rinse and return items
3. Regarding the expansion of recycling in Latin America, we ended the year offsetting 39.01% of the waste generated in 2021, that is, we destined 6,957.19 tons of post-consumer material for recycling. The result is due to the participation of more than 263 urban waste collectors and coordination with 50 partners (municipalities, cooperatives, NGOs and companies).
4. Data is related to The Body Shop's Return, Recycle, Repeat Scheme in the UK, Ireland, Hong Kong, and Singapore. The Body Shop don't have Return, Recycle, Repeat scheme in any other markets.

Energy Consumption

Natura &Co does not sell energy.

2022

GRI 302-1 Energy consumed (GJ) ¹	Natura &Co Latin America ²	Avon International ³	The Body Shop	Total
Fuels from non-renewable sources	70,489	108,810	25,171	204,470
Fuels from renewable sources	128,310	1,567	45,814	175,691
Total	198,799	110,377	70,985	380,161
Percentage of renewable energy (as % of total energy consumed)	64.5%	1.4%	64.5%	46.2%
Electricity ⁴	306,980	91,157	58,015	456,152

Footnotes

- The values were converted from reporting units to MWh, which is the measurement unit used in our management, and later to GJ, using the conversion factor of 1 Megawatt-hour (MWh) equivalent to 3.6 Gigajoules (GJ)
- All sites prepare monthly consumption reports. As a methodology, we have the energy consumption procedure, applicable to all operations of the Natura &Co group.
- The information includes energy used by Avon International Manufacturing sites and Distribution Centres operated by Avon International
- Certificates were purchased for Natura&Co Latin America operations. I-REC 2022 (TOTAL Natura &Co Latin America): 99,500 MWH. Avon Latin America: Purchased 100% considering manufacturing operations and Distribution Centres (DCs) in Argentina, Colombia, and Mexico and for Brazil, acquired 100% of the manufacturing operations (excluding DCs). Natura: Acquisition of 100% considering manufacturing operations, Distribution Centres (DCs), and Owned Stores (in Argentina, Brazil, Mexico, Colombia), representing 97% of the total operations (all countries).

2022

GRI 302-1 Energy consumed (GJ) ¹	Natura &Co Latin America	Avon International ³	The Body Shop	Total
Electricity	306,980 ²	91,157	58,015	456,152
Heating	13,321	-	-	13,321
Refrigeration	100,144	-	-	100,144
Steam	178,929	-	-	178,929
Total	599,374	91,157	58,015	748,546

Footnotes

- The values were converted from reporting units to MWh, which is the measurement unit used in our management, and later to GJ, using the conversion factor of 1 Megawatt-hour (MWh) equivalent to 3.6 Gigajoules (GJ)
- Certificates were purchased for Natura&Co Latin America operations. I-REC 2022 (TOTAL Natura &Co Latin America): 99,500 MWH. Avon Latin America: Purchased 100% considering manufacturing operations and Distribution Centres (DCs) in Argentina, Colombia, and Mexico and for Brazil, acquired 100% of the manufacturing operations (excluding DCs). Natura: Acquisition of 100% considering manufacturing operations, Distribution Centres (DCs), and Owned Stores (in Argentina, Brazil, Mexico, Colombia), representing 97% of the total operations (all countries).
- Electricity consumed does not include the energy from solar panels.

Water

In 2022, water consumption for Natura &Co Latin America; Avon International and The Body Shop,

calculated based on the difference between the total withdrawn and the total discharged.

2022

GRI 303-3, 303-4, 303-5 SASB CG-HP-140 a.1 Volume of water withdrawn, discharged and consumed (ML)	Natura &Co Latin America	Avon International	The Body Shop ⁴	Total
Total water withdrawn ¹	706.4	275.7	3.8	985.9
Total water discharged ²	470.8	196 ³	1.7	668.5
Water consumption	235.6	79.7	2.1	317.4

Footnotes

1. Water withdrawal considers surface water; groundwater; produced water and third-party water purchased. Natura &Co Latin America have no catchments in an areas of water stress.
2. For Avon International, data is collected on a monthly basis by Avon International facilities and complied to the Global Report. Local regulations define the criteria for setting discharge limits for priority substances. BOD (Biological Oxygen Demand), COD (Chemical Oxygen Demand) and grease are reported globally. In each country, all parameters required by local regulations are verified before discharge. Avon International do not collect the information about effluent disposal from our suppliers.
3. 190.6 ML of Avon International water discharged has undergone biological treatment. The remaining 5.4 ML of water that was discharged represents good quality water that is directly used for gardening with no treatment.
4. Water data is from offices only and considers only water use from municipal sources.

Waste

Waste diverted from disposal (used/recycled/sold) (t) ¹	2022
Natura &Co Latin America	30,561
Avon International ²	167
The Body Shop ³	2,764
Aesop ⁴	8,919
Total	42,411

Footnotes

1. No hazardous municipal waste was diverted from disposal for Natura &Co Latin America and Aesop
2. The total volume includes hazardous and non-hazardous waste. The data is from manufacturing sites and distribution centres that are operated by Avon International
3. The scope only covers stores and offices
4. The scope only covers all global stores and offices

2022

GRI 306-4 Waste recovery by recycling (t) ¹	Natura &Co Latin America	Avon Internationa- l ²	The Body Shop	Aesop ³	Total
Hazardous					
Inside the organization (on site)	4,318	0	-	-	4,318
Outside the organization (off site)	56.6	1,184.7	-	-	1,241.3
Non-hazardous					
Inside the organization (on site)	25,238.0	0	-	166.8	25,404.8
Outside the organization (off site)	948.7	8,919.2	2,752.7	0	12,620.6
Total	30,561.3	10,103.9	2,752.7	166.8	43,584.7

Footnotes

1. Recycling: composting, co-processing and recycling
2. The data numbers reported are the numbers from Manufacturing sites and Distribution Centers that are operated by Avon International.
3. No data is available for hazardous waste for Aesop because within the scope (offices and stores) it is assumed that no volumes of hazardous waste are removed

2022

GRI 306-5 Waste directed to disposal (t)	Natura &Co Latin America	Avon Internationa- l	The Body Shop	Aesop ¹	Total
Hazardous	233.7	277.2	2.7	-	513.5
Non-hazardous	1,851.4	109.9	81.9	59.3	2,102.4
Total hazardous & non-hazardous	2,085.1	387.1	84.5	59.3	2,615.9

Footnotes

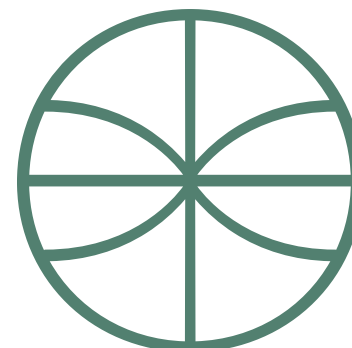
1. Total volume of waste directed to disposal is estimated for Aesop as there is no data available by composition. The scope only covers all global stores and offices (offices and stores) it is assumed that no volumes of hazardous waste are removed

2022

GRI 306-5 Waste directed to disposal (t) Inside the organization (on site) ¹²	Natura &Co Latin America	Aesop	Total
Hazardous			
Incineration without energy recovery	129.7	-	129.7
Landfill	70.9	-	70.9
Total hazardous	200.6	0	200.6
Non-hazardous			
Incineration without energy recovery	275.6	-	275.6
Landfill	1,109.4	59.3	1,168.7
Total non-hazardous	1,384.9	59.3	1,444.2

Footnotes

1. For Avon International, no hazardous or non-hazardous waste was directed to disposal within the organization per these operations
2. The Body Shop has no on-site disposal



2022

GRI 306-5 Waste directed to disposal (t) ¹ Outside the organization (off site)	Natura &Co Latin America	Avon International	The Body Shop	Total
Hazardous				
Incineration without energy recovery	26.6	277.2	-	304.1
Landfill	6.5	-	-	6.5
Total hazardous	33.06	277.2	2.7	312.9
Non-hazardous				
Incineration without energy recovery	1.8	56.9	-	58.7
Landfill	464.7	52.9	-	517.6
Total non-hazardous	466.4	109.9	-	576.3

Footnote

1. Aesop do not direct any waste to disposal outside the organization

Environmental Management System

In 2022, 52% of our global operations are certified to ISO 14001 standard. All 3 Avon International manufacturing sites (Garwolin, Calamba, Narofominsk) were in possession of valid ISO 14001 certificates and one distribution center was in possession of a valid ISO 14001 certificate. Natura &Co Latin America sites including Cajamar, Interlagos, Moreno and Celaya are certified to ISO 14001 standard and the volume of certified operations represents 66.97% of the total volume.

Emissions (scope 1, 2 and 3)

Category	2020	2021	2022
	NATURA&CO		
Scope 1	29,398	24,712	26,618
Scope 2 - location based	61,438	54,135	48,385
Scope 2 - market based	20,532	45,296	33,185
1a: Purchased goods and services (product)	1,204,470	1,178,429	1,047,669
1b: Purchased goods and services (non-product)	253,732	187,037	217,647
2: Capital goods	21,863	22,903	18,323
3: Fuel and energy related activities	20,659	25,915	18,554
4: Upstream transportation and distribution	250,272	262,721	283,038
5: Waste generated in operations	1,702	9,495	1,144
6: Business travel	15,458	11,557	18,343
7: Employee commuting	22,703	29,362	15,455
8: Upstream leased assets	309	378	13
9: Downstream transportation and distribution	99,248	95,815	93,212
10: Processing of sold products	0	0	733
11a: Use of sold products (Direct)	70,77	64,408	64,762
11b: Use of sold products (Indirect)	3,235,256	2,367,574	2,433,793
12: End-of-life treatment of sold products	293,04	268,657	220,694
13: Downstream leased assets	0	0	0
14: Franchises	16,013	17,37	19,417
15. Investments	0	0	0
Total for Brand (location-based) without indirect use phase (11B)	2,361,073	2,252,892	2,094,019
Total for Brand (market-based) without indirect use phase (11B)	2,320,167	2,244,053	2,078,808
Total for Brand (location-based)	5,596,330	4,620,466	4,527,812
Total for Brand (market-based)	5,555,424	4,611,627	4,512,601

2022 GHG inventory breakdown per Brand

2022 Emissions (tCO2e)	Natura Cosmetics ¹	The Body Shop International	The Body Shop Latin America	Avon International	Avon Latin America	Aesop	Natura &Co (Total)
Category							
Scope 1	4,839	1,035	0	13,54	7,080	125	26,618
Scope 2 - location based	4,838	6,272	0	23,44	11,708	2,138	48,395
Scope 2 - market based	543	3,713	0	27,171	1,757	0	33,185
1a: Purchased goods and services (product)	156,180	67,201	0	250,989	537,070	35,168	1,047,669
1b: Purchased goods and services (non-product)	0	45,626	45	67,229	42,266	0	217,647
2: Capital goods	0	19	0	6,004	598	8,219	18,323
3: Fuel and energy related activities	0	1,818	0	9,065	2,336	714	18,554
4: Upstream transportation and distribution	63,503	58,934	334	88,938	63,982	7,348	283,038
5: Waste generated in operations	0	22	0	241	401	30	1,144
6: Business travel	1,529	2,106	3	6,394	5,897	2,414	18,343
7: Employee commuting	1,706	5,095	372	2,661	7,180	1,918	15,455
8: Upstream leased assets	0	0	0	0	13	0	13
9: Downstream transportation and distribution	20,160	830	5,678	36,948	27,901	418	93,212
10: Processing of sold products	733	0			0	0	733
11a: Use of sold products (Direct)	0	0	0	14,467	50,296	0	64,762
11b: Use of sold products (Indirect)	355,791	149,944	268	1,531,403	337,446	58,941	2,433,793
12: End-of-life treatment of sold products	78,999	5,741	20	52,221	83,713	0	220,694
13: Downstream leased assets	0				0	0	0
14: Franchises	0	10,271	1,402	7,744	0	0	19,417
15. Investments	0				0	0	0
Total for Brand (location-based) without indirect use phase (11B)	332,486	204,97	7,853	579,881	840,439	58,492	2,094,019
Total for Brand (market-based) without indirect use phase (11B)	328,192	202,411	7,853	583,612	830,489	56,354	2,078,808
Total for Brand (location-based)	688,277	354,914	8,121	2,111,284	1,177,885	117,433	4,527,812
Total for Brand (market-based)	683,983	352,355	8,121	2,115,015	1,167,935	115,295	4,512,601

Footnote

- Part of Scope 3 categories (1A partial service, 1B, 2, 3, 5, 8 and 11B) are not part of Natura's operational management and was not the scope of the external assurance by PwC Brasil. This data is calculated and reported in order to be aligned with the total emissions under the criteria of SBTi.

GRI 305-7 NOx, SOx and other significant air emissions (tonnes) ¹	2022		
	Natura &Co Latin America ²	Avon International ³	Total
NOx	0.65	4.8	5.5
SOx	0	0.1	0.1
Persistent organic pollutants (POP)	0	0	0
Volatile organic compounds (VOC)	0.07	955.9	956.0
Hazardous air pollutants (HAP)	0	0	0
Particulate matter (PM)	0	2.4	2.4

Footnotes

1. Data is not available for Aesop
2. For the Interlagos, Moreno, Celaya and Ecoparque operating units, measurements were carried out throughout 2022 by contracted outsourced companies. For the Cajamar site, measurements were made in 2022 using an internal instrument to measure generator emissions.
3. The numbers above are the sum of air emissions of Avon International factories. The numbers are provided on the basis of 3rd party measurement and are reported using emission factors provided by governments. In Poland emission factors are provided by KOBIZE (government center of emissions management and balancing) and calculated based on the maximum emissions limits for the factory in Poland aligned with the Polish government. In Russia and the Philippines the emissions calculation is done by 3rd party companies that physically measure emissions and then recalculate them on a yearly basis. All factories comply with local regulations in the countries in which they operate (Poland, Russia, Philippines)

Science Based Targets Initiative

By May 2023, the Science Based Targets initiative (SBTi) validated that the corporate greenhouse gas emissions reduction targets submitted in 2022 are deemed to be in conformance with the SBTi Criteria and Recommendations (version 5). The SBTi's Target Validation Team has classified the company's scope 1 and 2 target ambition and has determined that it is in line with a 1.5°C trajectory. Our target is: Natura &Co commits to reduce absolute scope 1 and 2 GHG emissions 42% by 2030 from a 2020 base year. Natura &Co commits to reduce absolute scope 3 GHG emissions from purchased goods and services, upstream transportation and distribution, and

end-of-life treatment of sold products 42% by 2030 from a 2020 base year. The target boundary includes land-related emissions and removals from bioenergy feedstocks.

TCFD

We are committed to continued adoption and alignment with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). In 2021, we began the development of a project that will permit the group to evolve in the Risk Management and Strategic pillars of the TCFD and will lead to greater integration of climate-related risks and opportunities into the global risk matrix.

This will also drive advances in the process of co-responsibility

amongst the Risk Management, Finance and Sustainability areas in managing climate-related risk, in addition to including such risks in the processes of other areas such as strategic planning and product development.

TCFD GOVERNANCE

There are two Board Committees that have responsibility for climate-related matters:

- The Sustainability Committee is responsible for the oversight of climate-related matters, with the CEO accountable for the management of climate-related risks and opportunities.
- The Audit, Risk Management, and Finance Committee is responsible for supervise risk management,

Footnote

1. Natura &Co's Vice President Sustainability & Group Affairs is equivalent to a Chief Sustainability Officer

ethics, and compliance processes, ensuring the integrity of climate-related disclosures.

The Brands are accountable for the daily management of climate change, guided by the Group Natura &Co's Vice President Sustainability & Group Affairs¹ through monthly meetings.

→ **Next Steps**

- Following the identification and assessment of climate-related risks and opportunities in 2022, during the following years we will incorporate their consideration as part of our business strategy planning and financial planning processes.
- Establish directly co-responsibilities

ties on climate change management with other decision-making spheres of the company, integrating sustainability, risk management and strategic/ financial planning teams.

TCFD STRATEGY

Four steps compose the climate scenario analysis and TCFD:

1.	2.	3.	4.
Mapping risks and opportunities	Validation of the risks and opportunities	Possibility analysis	Impact analysis
Selection of 4 climate risk and opportunity factors on the company's 23 assets in Latin America. Considering the factors addressed by the TCFD.	Mapping the history of occurrences, and the interfaces between climate aspects and relevant issues raised by the different teams interviewed	Qualitative assessment of transition risks, based on literature review, market analysis and the IPCC climate scenario assumptions (SSPs). Quantitative assessment for the physical risks with possibility of occurrence values of the analyzed climatic hazards extracted from MOVE® modelling.	Assessment with assumptions based on global and sector projections, such as Scenario Assumptions (SSPs), especially technological progress, focus and lifestyle factors

As a result after running these 4 steps is the incorporation of the mapped risks and opportunities to our risk management. In this process, transition risks and opportunities and physical risks were mapped, considering the impacts on our Commitment to Life and the financial effects that could affect our businesses, operations and results. The transition risks, related to the movement towards a low carbon economy, include the following categories: technological, reputation, regulatory and market. Meanwhile, the physical risks are associated with climate threats (risk factors)

that could cause events (acute) or long-term changes (chronic) in the operation of our assets.

- Technological: Investments and access to new resources to update old systems could generate risks in competitiveness and efficiency in the medium and long-term.
- Reputation: The non-achievement of the transition plan targets or distorted or unfounded information could impact the organization's reputation.
- Regulatory: These could arise from political and legal restrictions that involve the mitigation

of greenhouse gas emissions and ones aimed at promoting adaptation to climate change. The associated risk and the financial impact of the changes in policy depend on the nature and the moment of the implementation and change in the regulatory framework.

- Market: This is manifest in changes in the supply and demand of certain commodities, products, and services, as well as in access to determined markets because factors related to climate change are increasingly being incorporated into decision making.

→ **Physical risks:**

- Acute physical: These include the increase in the severity and intensity of extreme climatic events, such as droughts, fires, hurricanes or floods.
- Chronic physical: These include changes in rainfall patterns and extreme variability in climate patterns, increase in average temperatures, chronic heat waves or increases in sea levels.

Three scenarios were adopted, considering the time horizons of 2030, 2050 and 2070 for physical risks and 2030 for transition risks.
































→ **Next steps:**








- Complete climate scenario analysis by quantifying the financial impact from priority transition risks and opportunities (where data and methodologies allow).
- Continue to improve near- and

long-term transition plans to achieve our net zero goals and strategy to a low-carbon economy across our value chain




- Incorporation of the climate analysis outcomes into the Group's strategic planning process

	SSP1 (Optimist)	SSP2 (Intermediate)	SSP3 (Pessimist)
Main description	Sustainable development	Middle of the road (historical pattern trends)	Regional rivalry
Mitigation challenges	Lesser	Average	Greater
Adaptation challenges	Lesser	Average	Greater
Populational growth	Low	Average	High
Per capita economic growth	High	Average and unequal	Low
Human development	High	Average and unequal	Low
Technological progress	High	Average and unequal	Low
Focus	Technology and environment-oriented behaviour	-	Regional food and energy security
Per capital energy and food demand	Low	Average and unequal	Limited resources
Lifestyle	Resource efficient	Resource intensive	Resource intensive
Convergence and cooperation	Economic convergence and global cooperation	Economic convergence and limited global cooperation	Regionalization and lack of global cooperation
Emissions	The neutrality of CO ₂ emissions (RCP 2.6) is reached between 2070 and 2080. In this scenario, global warming would be of 1.8°C by 2100. This scenario is similar to IEA SDS	GHG emissions (RCP 4.5) peak in the second half of the 21 st century, starting an abrupt reduction from then on, reaching half of current values by 2100. In this scenario, the additional heating would be of 2.7°C by 2100. This scenario is similar to IEA STEPS (previously IEA NPS)	Increasing GHG emissions throughout the 21 st century (RCP 7.0), with an increase in the global average temperature possibly exceeding 2°C by 2050. In this scenario, the additional heating would be 3.6°C until 2100. This scenario is similar to IEA CPS.



Transition risks [SSP1 – Horizon 2030] Exposure to Residual Risk ¹	Threats	Risks	Commitment to life	Opportunities	Level
Technological	Scarcity of inputs and raw materials	<ul style="list-style-type: none"> Increased expenditures on R&D Restrictions or changes in production activities <p><i>Commitment to Life Pillars Impacted:</i>  </p>	<ul style="list-style-type: none">   	<ul style="list-style-type: none"> Development of products with substitute raw materials from critical chains 	<ul style="list-style-type: none">   
	Need for technological change for the development of new products or the adaptation of existing ones	<ul style="list-style-type: none"> Increased expenditures on R&D Restrictions or changes in production activities Expenditures on the transition to more sustainable technologies <p><i>Commitment to Life Pillars Impacted:</i>  </p>	<ul style="list-style-type: none">    	<ul style="list-style-type: none"> Diversification and amplification of portfolio with products with technologies and production processes Products with more sustainable and innovative technologies 	<ul style="list-style-type: none">    
Reputation	Scarcity or difficulty in accessing raw materials and lack of supply alternatives	<ul style="list-style-type: none"> Incapacity to deliver products <p><i>Commitment to Life Pillars Impacted:</i> </p>	<ul style="list-style-type: none">  	<ul style="list-style-type: none"> Consolidate the image of brand that is a benchmark in the transition to a low carbon economy 	<ul style="list-style-type: none">  
Regulatory	Regulations associated with carbon - pricing of carbon and GHG emissions standards	<ul style="list-style-type: none"> Technological restrictions and increase in cost of products <p><i>Commitment to Life Pillars Impacted:</i>  </p>	<ul style="list-style-type: none">  	<ul style="list-style-type: none"> Implementation of more efficient processes related to the use of Amazonian biodiversity inputs 	<ul style="list-style-type: none">  
	More restrictive regulations on Amazonian biodiversity inputs	<ul style="list-style-type: none"> Increase in product sale prices and/or reduction in profit margin Restrictions in production and sales activities <p><i>Commitment to Life Pillars Impacted:</i>   </p>	<ul style="list-style-type: none">   	<ul style="list-style-type: none"> Implementation of more efficient processes related to the use of Amazonian biodiversity inputs 	<ul style="list-style-type: none"> 

Transition risks [SSP1 – Horizon 2030] Exposure to Residual Risk ¹	Threats	Risks	Commitment to life	Opportunities	Level
Regulatory	More restrictive regulations on packaging	· Increase in product sale prices or reduction in profit margin · Increase in R&D costs <i>Commitment to Life Pillars Impacted:</i> 	 	· Use of increasingly sustainable and less packaging	 
	Restrictions in legislations on the use of water resources, reverse logistics and waste disposal	· Increase in costs associated with adaptation of production <i>Commitment to Life Pillars Impacted:</i> 		· Construction of solutions for reverse logistics	 
Market	Implatation of measures fot the transition to a low carbon economy	- <i>Commitment to Life Pillars Impacted:</i> 	-	Increase in competitive-ness	
	Changes in consumer behavior and preferences with higher demand for more sustainable products and services	- <i>Commitment to Life Pillars Impacted:</i> 	-	Increase in revenues	

Risk exposure:

-  Low
-  Moderate
-  High

Level of Opportunities:

-  Moderate
-  Exceptional

Commitment to life:



Defend Human Rights and be more human-kind



Address the climate crisis and protect the Amazon



Embrace circularity and regeneration

Footnote

1. Risk exposure is determined by the intersection of two conditions: probability of occurrence and impact (non-financial). For the Commitment to Life driver, we broadened the exposure and assessed which pillars of our targets would be impacted. Another important point is that the exposure already takes our mitigating actions into account, that is, the residual impact.

Physical risks [SSP3 – Pessimistic vision] Exposure to Residual Risk ¹	Threats	Risks	Commitment to life
Acute	Meteorological drought	<ul style="list-style-type: none"> · Increase in energy costs · Stoppage of operations due to lack of water · Deterioration in water quality 	[2] [2] [3]
	<i>Commitment to Life pillars impacted: no direct connection with the targets</i>		
	Floods	<ul style="list-style-type: none"> · Risk to physical integrity of employees · Employee difficulty in accessing installations · Damage to infrastructure, equipment and product stock · Increase in costs of repair and maintenance · Interruption and delay in operations due to logistics issues (e.g. impossibility of entry or exit of products) 	[3] [3] [2] [2] [2]
	<i>Commitment to Life pillars impacted: no direct connection with the targets</i>		
Chronic	Fires	<ul style="list-style-type: none"> · Damage to infrastructure, equipment and product stock · Risk to physical integrity of employees · Employee difficulty in accessing installations · Interruption and delay in operations due to logistics issues (e.g. impossibility of entry or exit of products) · Loss of flora and fauna in the region 	[2] [3] ● [3] ●
	<i>Commitment to Life pillars impacted:</i>		
	Extreme climatic events	<ul style="list-style-type: none"> · Increase in premiums paid to insurers · Possible increase in exposure to losses due to refusal of insurance sector to cover determined events, conditions and geographical areas or re-sponsibility policies 	[2] [2]
	<i>Commitment to Life pillars impacted: no direct connection with the targets</i>		
Chronic	Heatwave	Physical discomfort of employees	

Risk exposure:

- Low
- Moderate
- High
- Very High

Commitment to life:



Defend Human Rights and be more human-kind



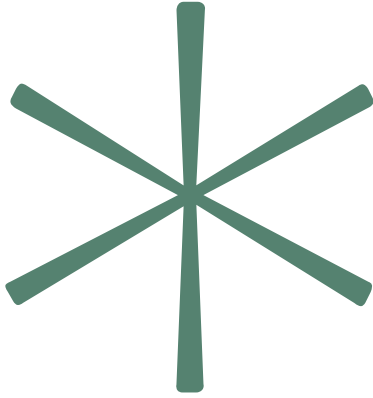
Address the climate crisis and protect the Amazon



Embrace circularity and regeneration

Footnotes

1. Risk exposure is determined by the intersection of two conditions: Probability of occurrence and impact (non financial). For the Commitment to Life driver, we broadened the exposure and which pillars of our targets would be impacted. Another important point is that the exposure already takes our mitigating actions into account, that is, the residual impact.
2. With impact on our businesses; however, without direct impact on the Commitment to Life targets
3. Our concern and care for our employees. Partners, suppliers, consultants and representatives and the whole of our network is directly connected with our way of being and doing things, our well-being-well culture. As such these topics do not directly impact our sustainability targets.



TCFD RISK MANAGEMENT

Intent on maintaining an integrated, robust risk governance model to ensure the achievement of corporate goals and to honor our responsibilities, we use a methodological approach based on the COSO (Committee of Sponsoring Organizations of the Treadway Commission) framework, on the guidelines set forth in the ISO 31000 standard for Risk Management and on the Three Lines model, developed by the IIA (The Institute of Internal Auditors).

The Risk Management and Internal Controls area, comprising a multidisciplinary group, conducts the mapping of the main risks that may impact the achievement of strategic goals and maintains a robust and efficient internal controls environment. In 2022, these processes kept pace with the major business transformations, in particular: (i) supply chain and information technology integration processes, (ii) developments in the Commitment to Life; (iii) readjustments in strategy; and (iv) changes in ways of working, among others.

Faced with this internal context as well as the challenges (macro-economic, geopolitical and supply chain, among others) imposed by the external conjuncture in Latin America, we adopted initiatives to

ensure even greater robustness in risk management. Worthy of note are:

- We incremented our risk assessments, considering:
 - I. calibration of risk exposure by brand and region;
 - II. connection of risk based on strategic pillars;
 - III. identification of the most critical factors and respective mitigation measures; and
 - IV. implementation of the Commitment to Life driver
- We evolved in socio-environmental risk management
- Moreover, given the relevance of the question, our risk scenarios are assessed in terms of impact and probability, considering changes in the business environment, the existence of controls and the implantation of response measures for each level of exposure
- Our corporate risk map is reported annually to the Executive Committee, ratified by the Audit, Risk Management and Finance Committee and submitted to the Board of Directors for approval

→ **Next steps:**

- Complete the quantification of transition financial impacts from material climate risks.
- Integrate the climate assessment into the Enterprise Risk Management framework and strategy planning process.
- Assign climate risk owners that will be accountable for determining what appropriate controls and management responses are required.

TCFD METRICS & TARGETS

GHG emissions

→ **Metric:**Total Scope 1, 2 and 3 emissions. The Group reports its GHG inventory breakdown against a 2020 baseline

→ **Target:**Absolute emission reduction near-term targets for Scope 1 and 2 and Scope 3 to 2030 to be validated by the SBTi

Remuneration

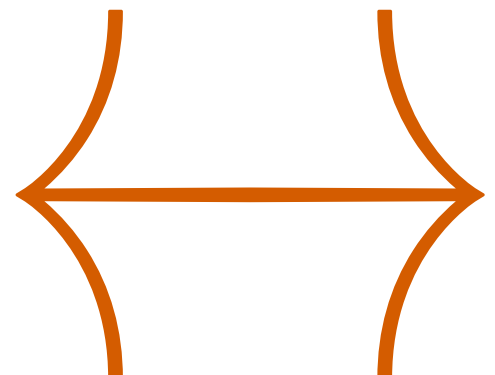
→ **Metric:**The Group's long-term incentive (Lti) runs for a three-year cycle and is managed through two vehicles – Performance Share Unit (PSU); and Supplementary co-invest award (RSU). The PSU award is performance based; the value that participants receive will be dependent on the achievement of multi-

year performance measures and the awards will be subject to performance conditions over a three-year period. The PSU includes 30% of the overall performance being linked to carbon emission intensity reduction which is connected to our Commitment to Life Climate Crisis pillar.

→ **Target:**The People Committee keeps this under review each year to ensure that senior leadership across the Group is appropriately incentivized to deliver on our climate commitments.

→ **Next steps:**

- Describe risk and opportunity management processes and performance against goals
- Disclose the financial impact of climate change in relevant reports
- Develop GHG long-term Net Zero targets to SBTi for validation



Social

Total employees

GRI 2-7

Employee by type of work contract and gender	2022				Total
	Temporary	Permanent	Full-time	Part-time	
Men	373	9,486	9,400	459	9,859
Women	2,737	20,606	17,861	5,482	23,343
Not declared	217	501	437	281	718
Total	3,327	30,593	27,698	6,222	33,920

Footnote

Natura & Co Holding - 87 employees; Natura & Co Latin America - 16,365 employees, it does not include interns and apprentices; Avon International - 5,930 employees; The Body Shop - 8,231 employees; Aesop - 3,307 employees, headcount and active workers report pulled from 31st December 2022 - report excludes any festive/seasonal employees. Aesop classify workers who are not employees as Contingent Workers.

Employees by region and gender	2022		
	Men	Women	Not declared
Americas (South, Central & North) ¹	8,063	10,263	157
EMEA (Europe, Middle East & Africa) ²	2,284	7,263	189
APAC (Asia & Pacific) ³	883	4,438	380
Total by gender	11,230	21,964	726

Footnotes

1. The Americas region refers to the following countries: Argentina, Brazil, Canada, Chile, Colombia, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Peru, United States of America (USA), Uruguay and Venezuela.
2. The EMEA region refers to the following countries: Bosnia and Herzegovina, Bulgaria, Croatia, Czechia, Estonia, Finland, Georgia, Hungary, Latvia, Lithuania, Moldova, Montenegro, North Macedonia, Poland, Romania, Serbia, Slovakia, Slovenia, Ukraine, Egypt, Morocco, South Africa, Turkey, United Kingdom (UK), France, Netherlands, Belgium, Italy, Portugal, Spain, Germany, Greece, Austria, Switzerland, Norway, Sweden and Denmark.
3. The APAC region refers to the following countries: China, India, Australia, Hong-Kong, New Zealand, Macau, Singapore, Taiwan, Kazakhstan, Kyrgyzstan, Russian Federation, Korea, Malaysia, Philippines and Japan.

Collective bargaining agreements

GRI 2-30

Employees covered by collective bargaining agreements	2022				Total
	Natura &Co Latin America ¹	Avon International ²	The Body Shop ³	Aesop ⁴	
Total of employees	16,365	3,685	7,210	800	28,060
Employees covered by collective bargaining agreements	10,797	1,164	1,460	190	13,605
Total percentage	66.0%	31.6%	20.2%	23.8%	48.5%

Footnotes

- For employees not covered by collective bargaining agreements, the organization determines working conditions based on the best competitive market practices
- The organization does not determine working conditions or terms of employment based on collective bargaining agreements covering other employees or based on collective bargaining agreements from other organizations. Scope is only considering in-market resources.
- Collective bargaining agreements cover the following countries – Belgium; Netherlands; Germany; Sweden; Denmark (sales consultants only); Austria; Spain; Portugal; France
- Scope is only considering employees based in Europe. Conditions for employees not covered by collective bargaining agreements are not detrimental and are equal to those covered by a collective bargaining agreement.

GRI 401-1 Turnover rate by gender ¹	2022					Total
	Natura &Co Latin America ²	Avon International	The Body Shop	Aesop	Natura &Co Holding	
Men						
No. hired	765	288	520	210	5	1,788
No. terminated	1471	564	465	185	17	2,702
Total turnover rate (%)	18%	19%	60%	27%	38%	22%
Voluntary turnover rate (%)	-	14%	48%	-	-	-

2022

GRI 401-1 Turnover rate by gender ¹	Natura &Co Latin America ²	Avon International	The Body Shop	Aesop	Natura &Co Holding	Total
Women						
No. hired	1,518	155	4,987	668	15	7,343
No. terminated	2269	1025	4,953	573	35	8,855
Total turnover rate (%)	20%	13%	67%	24%	43%	33%
Voluntary turnover rate (%)	-	13%	54%	-	-	-
Total turnover as % of total employees (%)	19%	15%	66%	30%	41%	31%
Voluntary turnover as % of total employees (%)	-	13%	53%	-	-	-

Footnotes

1. Calculation base for turnover rate: (hired+terminated/2)/total headcount equivalent (considering total of male and female employees respectively in the gender turnover rates)
2. For this indicator, only data from Natura and Avon in Latin America are considered

2022

Additional Hiring Data ¹	Avon International	The Body Shop
Average hiring cost per FTE	USD \$2,800	USD 3,520

Footnote

1. Data is unavailable for Aesop and Natura &Co Latin America

Work related injuries and ill health

In Natura &Co Latin America, 14 incidents of work-related ill health were recorded mainly relating to hearing loss, mental health and musculoskeletal complaints. Natura &Co Latin America have implemented a Hearing Conservation Program for when they identify noise above the tolerance limits. In Brazil, Natura &Co Latin America

provide broad and free psychological support, screening for symptoms of mental overload in occupational exams, as well as the Primary Health Care Program and social service as resources for identifying and caring for mental disorders. Avon International has not had any cases of occupational diseases or ill health reported.

GRI 403-9 Work-related injuries - employees ¹²	2022			Total
	Natura &Co Latin America ³	Avon International	Aesop	
Number of hours worked	40,202,059	3,652,164	7,800,000	51,654,223
Base of number of hours worked	200,000	200,000	200,000	200,000
Total recordable cases rate – TRC5	0.06	0.3	6.8 ⁴	-

Footnotes

1. There were no fatalities due to work-related injuries for Natura &Co Latin America, Avon International, The Body Shop and Aesop
2. There were no work-related injuries for Avon International and Aesop, Natura &Co Latin America had 13 work-related injuries
3. Hazards were identified through safety tools (behavioural or structural) applied in the areas; through the hazard and risk survey methodology; and investigation and analysis of occurrences. All occurrences are subject to the investigation and scope process to ensure the improvement of our processes, procedures, structures and behavioural aspects.
4. The data for total recordable work-related incidents includes safety incidents as the data cannot be separated.
5. Calculated using the following methodology Number of deaths resulting from accidents at work / Number of hours worked * Based on the number of hours worked (200,000 or 1,000,000).

GRI 403-9 Work-related injuries – workers who are not employees, but whose work and/or workplace is controlled by the organisation ¹²³	2022		Total
	Natura &Co Latin America ³	Avon International	
Number of hours worked	15,322,319	2,334,792	17,657,111
Base of number of hours worked	200,000	200,000	200,000
Total recordable cases rate – TRC ⁴	0.25	0.17	

Footnotes

1. There was 1 fatality due to work-related injuries in Natura &Co Latin America
2. There was 19 work-related injuries in Natura &Co Latin America. There was no work-related injuries in Avon International and The Body Shop
3. Aesop do not have 'workers' within their organization
4. Calculated using the following methodology Number of deaths resulting from accidents at work / Number of hours worked * Based on the number of hours worked (200,000 or 1,000,000).

Lost-time injury frequency rate <i>The number of people who report having been injured while working in our premises or while on business for us, resulting in time taken off work</i>	2022	
	Avon International	The Body Shop
Employees injured requiring time off work (per million hours worked)	1.65	1.95
Contractors injured requiring time off work (per million hours worked)	0.85	4.01

Footnotes

the LTIFR is the number of lost-time injuries per million hours worked, calculated using the formula:
 $LTIFR = (\text{Number of lost-time injuries}) / (\text{Total hours worked in accounting period}) \times 1000000$

Diversity of governance bodies & employees

Further details on our Board of Directors can be found in the Natura &Co Annual Report pages 27 - 31

Natura &Co Board of Directors	2022
	Natura &Co
Independent members	61.5%
Gender	Women – 31% Men – 69%
Age group	Between 30 and 50 – 8% Over 50 years – 92%
By colour / ethnic origin	Black – 8% White – 92%
Origin of Board member by country	Brazil – 54% United States – 31% United Kingdom – 8% Greece – 8%
Time on Board	Between 1 and 3 years – 62% Over 3 years – 38%

GRI 405-1 Number of employees by functional category and gender	2022							
	Leader- ship	Director Level	Manage- ment	Coordi- nator	Adminis- tration	Opera- tional	Sales- force	Total
Natura &Co Latin America								
Men	8	46	474	715	1,542	3,394	227	6,406
Women	4	54	692	1,138	2,276	1,932	3,860	9,956
Not declared	0	0	0	1	1	0	1	3
Total	12	100	1,166	1,854	3,819	5,326	4,088	16,365
Avon International ¹								
Men	7	36	265	347	571	768	44	2,038
Women	5	40	456	880	1,511	654	343	3,889
Not declared	-	-	-	-	-	-	-	-
Total	12	76	721	1,227	2,082	1,422	387	5,927
The Body Shop								
Men	5	23	171	27	148	55	390	819
Women	6	43	415	130	409	47	6,361	7,411
Not declared	0	0	0	0	0	0	1	1
Total	11	66	586	157	557	102	6,752	8,231
Aesop²								
Men	4	11	65	73	-	-	-	153
Women	2	14	121	160	-	-	-	297
Not declared	1	3	33	36	-	-	-	73
Total	7	28	219	269	-	-	-	523
Holding								
Men	9	10	9	1	1	-	-	30
Women	3	16	21	7	10	-	-	57
Not declared	-	-	-	-	-	-	-	-
Total	12	26	30	8	11	-	-	87

Footnotes

1. Includes all permanent and fixed-term contract employees with the exception of those on unpaid leave.
2. Data only represents management – level employees

GRI 405-1 Number of employees by functional category and age group ¹	2022							
	Leader- ship	Director Level	Manage- ment	Coordi- nator	Adminis- tration	Opera- tional	Sales- force	Total
Natura &Co Latin America								
Under 30 years	0	0	11	185	1,218	763	564	2,741
Between 30 and 50 years	7	76	1,065	1,568	2,399	3,820	3,026	11,961
Over 50 years	5	24	90	101	202	743	498	1,663
Total	12	100	1,166	1,854	3,819	5,326	4,088	16,365
Avon International								
Under 30 years	-	-	4	75	284	105	11	479
Between 30 and 50 years	7	54	587	1,019	1,545	982	311	4,505
Over 50 years	5	22	130	133	253	335	65	943
Total	12	76	721	1,227	2,082	1,422	387	5,927
The Body Shop								
Under 30 years	0	1	33	29	145	14	4,086	4,308
Between 30 and 50 years	7	49	452	111	326	40	2,147	3,132
Over 50 years	4	16	101	17	86	48	519	791
Total	11	66	586	157	557	102	6,752	8,231
Holding²								
Under 30 years	-	-	1	1	3	-	-	5
Between 30 and 50 years	10	15	25	5	7	-	-	62
Over 50 years	2	6	2	2	1	-	-	13
Total	12	21	28	8	11	0	0	80

Footnotes

1. Data is unavailable for Aesop

2. There are 7 Holding employees who don't have a date of birth listed

Workforce breakdown: Race/Ethnicity ^{1,2}	2022			
	Total employee participation	Total participant response rate (%)	Total management participation	Management response rate (%)
White Other ³	4378	40%	1030	39%
White British	1045	9%	413	16%
Black / African American / Afro descendants	1979	18%	246	9%
Mestizo ⁴	1207	11%	216	8%
Asian ⁵	990	9%	168	6%
Asian and/or Indigenous descendant	221	2%	40	2%
Hispanic Latino	81	1%	0	0%
All other choices	1,150	10%	533	20%

Footnotes

1. This data is based on employees' self-identification in our demographic data survey conducted in early 2022. As low numbers of people chose to disclose this information in our survey, the % of each category is lower than in our employee population
2. As low numbers of people chose to disclose this information in our survey, the % of each category is lower than in our employee population. In other markets, the number of respondents was too small to provide meaningful data. 'All other choices/categories' include two or more answer options with less than 20 respondents each. We do not detail which other choices are included to ensure anonymity of respondents.
3. White Other includes those who identify as Romanian; Russian; Caucasian; White Portuguese; Hungarian; White Greek; Czech; Italian; Serbian; Ukrainian
4. Mestizo refers to mixed Spanish and/or Indigenous descendants
5. Asian includes those who identify as Asian; Japanese; Chinese; Filipino

Number of STEM-related positions and gender	2022														
	Natura &Co Latin America			Avon International			The Body Shop			Aesop			Holding		
	M	W	ND	M	W	ND	M	W	ND	M	W	ND	M	W	ND
IT	253	226	78	112	48	-	65	31	-	77	62	22	-	-	-
Finance	236	420	67	124	317	-	42	83	-	20	57	10	13	24	-
Supply Chain	666	796	138	593	872	-	34	66	-	34	67	14	2	3	-
R&D & Engineering ¹	100	266	24	67	142	-	12	49	-	6	43	5	-	-	-
Total	1255	1708	307	896	1379	-	153	229	-	137	229	51	15	27	-

Footnote

1. R&D and Engineering are classified as a single job family

M - Men W - Women ND - Not declared

Employee training

GRI 404-1 Employee training by gender ¹²	2022		Total
	Natura &Co Latin America	Avon International	
Men			
Total hours of training	35,947	3,123	39,070
Average hours of training	5.6	1.5	3.55
Woman			
Total hours of training	52,837	8,391	61,228
Average hours of training	5.3	2.1	3.7

Footnotes

- Aesop does report employee training by gender. The total hours of training for men; women and not declared is 49,012; average hours of training is 13.9; training expenses was US\$ 685
- Training expenses were calculated as the average amount spent (US dollar) per FTE on training and development in 2022. In Avon International the average training expense per FTE was \$94. In The Body Shop, £25 is allocated per head for all Head Office employees, Field and Retail Leaders for LinkedIn Learning and a Love Money £100 credit is available per FTE. In Natura &Co Latin America, employee training expenses per FTE is BRL 5,453.

GRI 404-1 Employee training by functional category ¹²	2022	
	Natura &Co Latin America ³	Avon International
Management		
Total hours of training	3396.7	
Average hours of training	2.9	2.3
Leadership / co-ordination		
Total hours of training	6825	
Average hours of training	3.8	2.3
Administrative		
Total hours of training	14,723.9	
Average hours of training	3.9	3.4
Operational		
Total hours of training	30,893.4	
Average hours of training	5.8	0
Salesforce		
Total hours of training	29,936.3	
Average hours of training	7.3	1.9

Footnotes

- Total hours of training for Natura &Co Board of Directors was 110.5 and the average hours of training was 1.4.
- Data is unavailable for Aesop
- Average training hours for apprentices (7.8); interns (14.5); Vice President and President (1.6)

Gender equality salary gap

Natura &Co's conducted its independent pay equity study in partnership with global consultancy Mercer. Natura &Co's goal is to not just meet statutory minimums but to go above and beyond to challenge ourselves. Natura &Co third pay equity report can be accessed [here](#).

GRI 405-2 Remuneration (%)	2021	2022
Natura &Co Latin America	-1.31	-0.82
Avon International	-1.27	-0.79
The Body Shop	-0.8	-0.77
Aesop	-1.0	-0.58
Total Natura &Co Holding	-1.19	-0.76

Footnote

The indicator presented is based on a more sophisticated methodology than the simple ratio of women's salary to men's and between ethnic-racial groups. Although the classification by functional category is not available in this cycle, the metric can be used as a reference to GRI 405-2, due to the similar intention in relation to the data reported

Employee Engagement

Employee engagement indicator (% of actively engaged employees) ¹	2020	2021	2022
Natura &Co Latin America ²	88	86	85
Avon International ³	69	64	66
The Body Shop ⁴	78	76	74
Aesop ⁵	70	69	71

Footnotes

1. Aesop; Avon International; The Body Shop and Natura &Co Latin America use Glint to capture employee engagement data and have applied the following methodology to the data, 'Favourable' in Glint = actively engaged.
2. Data coverage Natura &Co Latin America (% of total employees who responded) is 83% 2020; 90% 2021; 90% 2022
3. Data coverage Avon International (% of total employees who responded) is 84% 2020; 86% 2021; 93% 2022
4. Data coverage The Body Shop (% of total employees who responded) is 72% 2020; 84% 2021; 81% 2022
5. Data coverage Aesop (% of total employees who responded) is 89% 2021; 88% 2022

Customer satisfaction

Satisfied customers indicator (% of satisfied customers)	2020	2021	2022
Natura Cosméticos (Net satisfaction of beauty consultants)	76	80	77
Avon Latin America (Net satisfaction of beauty consultants)	57	59	58.5
Avon International ¹	57	60	58
The Body Shop ²	77	77	80
Aesop ³	88	87	76

Footnotes

- Information based on the 5 main markets: United Kingdom, Poland, Romania, South Africa and Philippines. The data is based on representative satisfaction research (non-final customers).
- Monitor customer satisfaction using a survey
- Aesop's Voice of Customer (VOAR) Program was re-launched in 2022 with a new partner. The relaunch has led to changes in the reporting volumes to better align with customer volumes in certain markets. In the refreshed process, Asia-based markets now account for 45% of survey responses vs. 15% historically which has led to a significant shift in the results but the results are now accurately reflective of global sentiment as they are weighted against market size.

Philanthropic contributions

Type of contribution (US \$)	2022			Total
	Natura & Co Latin America ¹	Avon International	The Body Shop ³	
Cash (donations & community investments)	29,406,312 ¹	8,093,899	1,301,010	38,801,221
Time (employee volunteering during paid working hours)	- ²	31,970 ⁴	197,477 ⁵	229,447
In kind giving (product or service donations, projects / partnerships or similar)	35,663 ³	1,979,208	116,708	2,131,580
Total value	29,441,975	10,105,077	1,615,195	41,162,247

Footnotes

- In local currency cash contribution was R\$ 142,581,588. 1 BRL = 0.206242 USD
- In 2022, total volunteer hours donated by employees were 2,694 hours for Natura & Co Latin America
- In local currency in kind giving was R\$ 172,920. 1 BRL = 0.206242 USD
- In 2022, the contribution is equivalent to 2,712 hours for Avon International
- In 2022, the contribution is equivalent to 8,093 hours for The Body Shop

Employee Support Programs

Natura &Co Latin America

→ **Compensation and benefits:** In 2022, we defined a single compensation strategy and aligned our short-term and long-term incentives. We also finalized the benefits harmonization process that reinforces our organizational culture based on the promotion of well-being and care, prioritizing our people. Natura &Co employees are offered more than 30 benefits mainly related to the balance between parenthood and the well-being of employees and their families, especially children, including cases of adoption by same-sex couples. Aspects such as the career development of women, the promotion of physical and mental health, safety and the experience of our employees with our brand products are the focus of the strategy.

→ Benefits for promoting physical and mental well-being:

- "Espaço Saúde" (Health Space): we have a specialized team focused on occupational health, assistance, physiotherapy, ergonomics, labour gymnastics, psychology, gynaecology/obstetrics, orthopaedics, nutritionist, social worker, dentistry, speech therapy and occupational and laboratory tests.
- Personal Support Program (PAP): this is an open communication channel with a multidisciplinary team that operates under the psychological, financial, legal and social pillars with unlimited telephone service and available 24 hours a day, seven days a week. Employees and their dependents are entitled to six face-to-face sessions with a

psychologist, two financial consultations and legal support.

- "Psicologia Viva" (Living Psychology): we provide psychological assistance to our employees free of charge and to their dependents at a reduced price.
- "Meditação Natura" (App) (Natura Meditation): we created a free access app with guided meditation and relaxation journeys;

Among the standard benefits for full-time employees, the following stand out: extended paternity and maternity leave; nurseries and/or day-care assistance for children of employees aged up to 36 months; disability and invalidity aid; pension fund/benefit plan; vehicles; health insurance; life insurance; access to physical activity and dental plan.

Avon International

Health and well-being initiatives	Description of program - global statement
Workplace stress management	In the Philippines, Mind Nation offers counselling with a Psychiatrist / Psychologist for employees and offer monthly wellness talks. The same provider also offers a 24/7 hotline via messenger chat/call for conversations guided by their care professionals. In the UK, there is access to the Employee Assistance Program which offers counselling services, access to Mental Health First Aiders and the AXA Health App.
Sport and Health initiatives	Many of the markets offer health related initiatives. In Malaysia, Avon encourages associates to focus on self-learning via LinkedIn Learning which covers various topics including mental and physical health; financial wealth and personal upskilling. In the Philippines, Avon organises monthly Mind Nation Get Fit sessions. In South Africa, there are various health initiatives including free fruit on Friday's and a Wellness Day to encourage testing of blood sugar, blood pressure etc.)
Flexible working hours	In South Africa, flexible hours allow associates flexibility in arriving at and departing from work and lunchtime. Hours are built around the company's core hours and depend upon the necessity of office coverage, customer services and interaction between staff members.

Health and well-being initiatives	Description of program - global statement
Working from home arrangements	UK, South Africa, Turkey, Poland and several other markets offer work from home arrangements based on the nature of work the employees do.
Part-time working options	Approximately 2% of the workforce are part-time, mainly in European countries.

The Body Shop

Health and well-being initiatives	Description of program - global statement
Flexible working hours	The Body Shop offers the option of part-time work schedules to all employees globally (office & Store) and also flexibility of "in-office" hours in all markets. Part Time working is supported by local HR flexible working policies. Flexibility in office hours is supported by a global ("Work-Wise") policy, plus and local policies such as the UK "Ways of Working" policy and local collective bargaining / works council agreements.
Working from home arrangements	The Body Shop offers a global "Hybrid Working" policy, whereby employees are asked to attend the office on 4 days per fortnight, and the remainder of time working remotely / working from home. This is only applicable for the eligible (office) populations, working from home naturally isn't applicable to Store or Distribution Centre employees due to the nature of the work
The Body Shop Childcare facilities or contributions	The Body Shop offers some form of contribution to childcare costs in most major markets, according to local practice - mainly via tax relief on childcare costs via a payroll deduction system that The Body Shop participates in. In other markets, the custom is for employees to access state benefits which are already comparatively more generous than other markets (especially EMEA). The Body Shop operates an onsite Nursery at our Watersmead, our larger global HQ location.
The Body Shop Paid maternity leave in excess of legally required minimum	The Body Shop policy exceeds the legal minimum in the majority of markets. In most cases we top up the statutory minimum to 100% for a period of time.
The Body Shop Paid paternity leave in excess of legally required minimum	The Body Shop policy is to consider the quality of paternity leave in the context of local state benefits and local custom. The Body Shop paternity leave policies exceed the legal minimum in most of our major company markets, where the legally required coverage is minimal or average. In most cases, we top up the statutory minimum paternity pay to 100% of an employee's salary for a longer period. In markets where the legal minimum period of paid paternity leave is relatively generous (especially in EMEA countries), our employees access government benefits via national social security systems. Most of our employees are store staff, where it isn't customary for employers to top up the local paid paternity leave entitlement.

Employee Development Programs

Natura &Co Latin America

The year 2022 was marked by a changing macroeconomic and internal scenario that demanded a focus on development journeys that enabled the essence of Natura &Co Latin America and the strategic alignment of leadership with our business priorities. In this context, our priority was to promote the alignment between leadership and transversal essential competences for the business: Strategic Value Generation & Cultural Management.

In addition to practical experience in the areas, supported by synchronous experiences, lasting three hours per meeting, in a hybrid model, Strategic Alignment Meetings of Leaders were held. Throughout the year, there were five meetings, three of which were hybrid, lasting three hours, and two face-to-face in São Paulo, with an average of 100% participation and 90.25% public satisfaction. Among the topics addressed, the role of leadership in the cultural journey, alignment with strategy, vision, business priorities and engagement with products, consultants and representatives, and development of employees and leaders stood out.

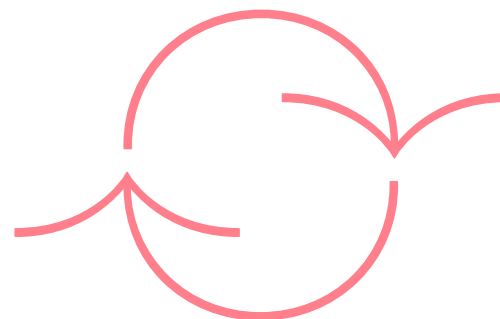
In the meetings of the Cultural Ambassadors program, 86 leaders and vice presidents participated in experiments that foster the Way of Being and Doing of the Natura &Co Latin America culture. In all, 68 hours were dedicated, with 100% adherence at launch.

Throughout 2022, we also had Internship and Young Apprentice programs. The Natura &Co Latin America Internship program invests in the training and development of young talent to later occupy vacancies from assistant to junior analyst. In the last year, we added 215 interns allocated between Brazil and Argentina and exceeded the target of contracting 50% of people with race and gender marker. Throughout the program, in addition to diversity, themes such as culture, brand and product, Commitment to Life, creation of value and agility were worked on.

The Young Apprentice Program operates as the main gateway to the employability of young people between 17 and 24 years of age, residents of communities surrounding our offices and in situations of social vulnerability. In the last cycle, there were 4,505 applicants for 173 vacancies filled in São Paulo, Cajamar, Cabreúva and Itupeva, with 65% of self-declared black people, 80% female and 27 districts/terri-

tories covered. Our objective is to generate a positive impact on the lives of these young people through a journey of development with a workload divided between practical activities (in the offices) and theoretical activities (in the centres of the partner training institution), corroborating the development of competitive skills for opportunities in other future posts.

For 2023, new editions of the Internship and Young Apprentice programs are planned. We will also relaunch the Corage Natura program in Brazil and Argentina. It is a trainee program, lasting 18 months, focused on training future Natura &Co Latin America leaders, in line with the critical skills mapped: intrapreneurial, innovative and diverse profile that bring innovation from diversity.



Natura &Co Latin America

Development Program		
Name and program description	Avante Program	DIVA Program
Description of program objective/ business benefits	The Avante Program, valid for Natura &Co employees in Brazil, was created with the objective of accelerating the career of black employees, aiming to increase representation in management positions.	To attract, retain and develop black women, we have the DIVA project (Diversity + Avon). In addition to an exclusive talent bank for black professionals on LinkedIn, which already has 500 subscribers, the initiative called Minha Cor S.A. is a movement developed to bring together recruiters and black talent on the social network through an ethnic-racial self-declaration seal. Since its creation, the platform has had more than 10,000 accesses and has already issued 1,200 stamps.
Quantitative impact of business benefits (monetary or non-monetary),	The project lasts one year and consists of individual development journeys, mentoring and workshops for professionals to develop the skills and competencies needed to assume leadership positions in the medium to short term.	In addition, Avon's DIVA project includes actions such as the UniDiva racial literacy program; Divas Potentes, aimed at developing black talent together with influential black leaders in the market; Fast Track, which involves a growth plan and individualized mentoring for black employees; a Book Club, where works on diversity and inclusion are shared; and the Uma Sobe e Puxa a Outra movement, in which Avon leadership women welcomed black female employees to support them in their professional careers.
% of FTEs participating in the program	More than 170 people signed up for the first edition of the program to compete for 30 vacancies. Of those selected, 65.5% were women from all regions of Brazil and the Group's brands.	N/A

Avon International

Development Programs		
Name and program description	Leading with Heart	Leading with Purpose
Description of program objective/ business benefits	This program addresses Building Leaders at all levels strategic priority. At Avon we want to ensure our leaders are equipped with the up-to-date knowledge and leadership capabilities to drive the performance of their teams, increase engagement and achieve strategic objectives.	This program addresses Building Leaders at all levels strategic priority. For the individual, a sense of purpose can help focus the priorities, increase morale and boost motivation. For an organization, it drives performance, increases engagement, breaks down silos and creates unity.
Quantitative impact of business benefits (monetary or non-monetary),	Development of leadership skills so our Avon's People Managers are skilled and prepared to drive business performance with their team	Leaders' empowerment to understand their why and connect with Avon purpose. Development of self-awareness to support team's development
% of FTEs participating in the program	1.4%	2.5%

The Body Shop

Development Program		
Name and program description	Purpose Driven Leadership Programme	Shine
<p>Description of program objective/ business benefits</p>	<p>Purpose Driven Leadership Programme 1</p> <p>A 2 days immersive programme exploring the Cultural Values, Brand Purpose, and an individual's purpose and connection to the brand purpose and values.</p> <p>The programme was created for The Body Shop in partnership with Global Future - A team of highly experienced business psychologists who combine psychological depth and insight with commercial rigor and entrepreneurial flair.</p> <p>Offered to all employees who are leaders within the business, either as Line Manager, or has a leading role within their team.</p> <p>Our biggest programme run directly by the global teams, pivotal in our cultural journey. Currently over 1200 employees have gone through the programme in over 16 markets. Delegates include Store Managers, Executive Leaders, Senior Leaders and Managers, with plans to integrate into other areas over the next year.</p> <p>Impact of Programme:</p> <p>Making an impact and driving our business through:</p> <ul style="list-style-type: none"> • An enriching development journey that helps leaders and managers discover their purpose and strengths • Empowering them to bring out the best in themselves and in others • Reinforcing a critical part of our cultural journey and bringing our values to life <p>Employees create impact plans noting objectives, key results and initiatives to implement under each of the values headings.</p> <p>Agenda of 2 days:</p> <ul style="list-style-type: none"> • Powerful Relationships • Cultural Values • Unfreezing our Purposeful Entrepreneurs • Positive Reframing • Personal Purpose Crafting • Compliments • Signature Strengths • Leadership Impact • Purpose to Impact Planning 	<p>Shine is a leadership development programme which support our leaders in retail to maximise the impact they have themselves and to inspire others to unleash their potential</p> <p>The Shine programme has been designed to support the cultural shift in driving high performing teams.</p> <p>At times of uncertainty, focusing on our teams and the areas within our control is more important than ever, and our Retail leaders are a key population in driving our results and growing our teams globally.</p> <p>Module 1 Unleashing Your Potential Focusing on your own development</p> <ol style="list-style-type: none"> 1. Introduction to High Performing Teams 2. Trust 3. Strengths 4. Emotional Intelligence 5. Impact – Circles on control 6. Boundaries 7. Commitments and action <p>Module 2 Leading a High Performing Team Leadership styles and how to adapt to the audience and situation</p> <ol style="list-style-type: none"> 1. Peak Performance 2. Emotional Intelligence 3. Transactional Analysis – adult/adult culture 4. Coaching skills 5. Honest conversations 6. Commitments and actions <p>Module 3 Driving Impact Action-based development, leveraging your strengths and using all your potential to drive impact and grow results.</p> <ol style="list-style-type: none"> 1. High-Performance Team results 2. Feedback 3. Support and Challenge (Coaching) 4. Resilience 5. Impact Planning 6. Commitments and action
<p>Quantitative impact of business benefits (monetary or non-monetary),</p>	<p>Increase in Glint Score – Purpose</p> <p>Individuals all have an impact plan that they use to personally track their results.</p>	<p>Retail growth as this programme is focused on the retail leaders. Insights have been gathered on regional performance both pre and post the programme as well as behavioural surveys.</p>
<p>% of FTEs participating in the program</p>	<p>Over 3,500 employees completed to date</p> <p>100% accessible via digital resources</p>	<p>100% participation in targeted markets.</p>

Individual performance appraisal

Indicate the type and employee coverage of the individual performance appraisals used for individual performance-related compensation

Type of performance appraisal	2022					
	Natura &Co Latin America		Avon International		The Body Shop ²	
	No. of employees covered	Frequency	No. of employees covered ¹	Frequency	No. of employees covered	Frequency
Management by objectives: systematic use of agreed measurable targets by line superior	8,268	Annual	6000	Reviewed 4 times per year	5529	Annual
Multidimensional performance appraisal (e.g. 360 degree feedback)			360 degree feedback available to Grade G+ population 'Always on' feedback available to all associates (6000)	Constant	-	-
Agile conversations	8,268	Quarterly	6000	Quarterly		

Footnotes

- Grade G is manager level and above at Natura &Co
- In The Body Shop, all (Store and Non-Store) employees are measured with an annual individual performance appraisal with their Line Manager. If an employee has started after the cut-off date or are absent (i.e. long-term absent - maternity leave, sickness etc..) for the performance year (calendar year) they aren't required to complete/get an official rating, but they will the following year. As at 31 Dec 2022 we had 7165 employees (excluding Seasonals) and of those, 6280 started prior to Oct 2022 so would have been eligible for a YER. 5695 excluding China, New Zealand and Japan Stores who are not in TBSC. Equates to 97% of eligible employees

Human Rights

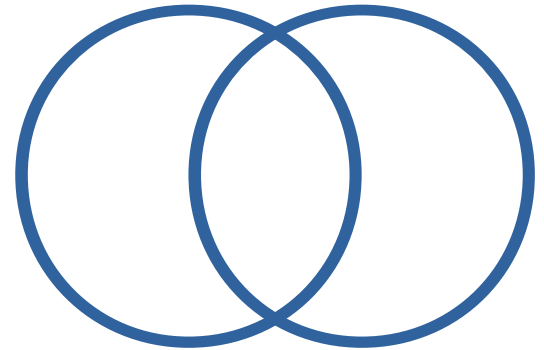
Our commitment to respecting the human principles of empathy and solidarity, not just as a company, but collectively, is reflected throughout the Natura &Co and in our global [Declaration of Human Rights](#), launched in 2022. In 2020, the external consultancy Ergon assessed our risks in these areas. In 2021, working with Elevate, we conducted a group-wide risk assessment that informed the 2022 Natura &Co Human Rights Statement and prioritised human rights risks. We act in line with the International Bill of Rights Human Rights and Declarations of the International Labor Organization (ILO) on Fundamental Rights at Work and on Multinational Companies, the Guiding Principles on Business and Human Rights, of the United Nations (UN), as well as we are signatories of the Global Compact and the Women's Empowerment Principles.

In 2022 we continued to actively participate in industry working groups and collaborate with other organisations, such as ETI, Sedex and the International Transport Workers Federation, to stay informed of emerging supply chain risks.

We strive to keep abreast of the latest trends and best practices in identifying and addressing modern slavery risks, and to continuously improve our own risk management practices.

We also work extensively with our suppliers to identify and mitigate any labour exploitation risks in their own businesses and supply chains, in line with our Global Supplier Code of Conduct.

In addition, we require suppliers in categories requiring higher levels of due diligence to complete a Sedex self-assessment questionnaire. Suppliers in the highest risk sectors undergo an ethical audit before we contract them, and regularly there-



after. We also incorporate social and environmental criteria in our high-value tendering processes.

Where appropriate, The Body Shop also applies enhanced due diligence in indirect sourcing categories (such as labour providers, facilities management, cleaning, logistics, and waste and recycling services) to develop tailored approaches to risks.

In 2022 for The Body Shop, 61 audits were conducted among the 175 active suppliers that fall under our highest level of due diligence. We also worked to align our ethical auditing programme across Natura &Co, moving from a three-year to a two-year audit cycle.

Governance

& Economic impact

Executive Compensation tied to ESG Performance

Our compensation strategy is comparable to the Brazilian and international market average, in accordance with the terms of our Management Compensation Policy. Each member of The Board of Directors receives a monthly pro labore and is granted share-based incentive plans to drive long-term commitment. Those Directors who are also Committee members receive a fixed monthly addition to their regular compensation.

As for our Executives, they are compensated with a fixed monthly salary and direct and indirect benefits. Their variable compensation combines short and long-term incentive plans, linked to the achievement of purpose-driven results. The short-term incentive for FY22 included 10% of the overall bonus pay out calculation being linked to planet-positive results focused on post-consumer recycled plastic packaging. The long-term incentive runs for a three-year cycle and is managed through two vehicles – Performance Share Unit (PSU); and Supplementary co-invest award (RSU). The PSU award is performance based; the value that participants receive will be dependent on the achievement

of multi-year performance measures and the awards will be subject to performance conditions over a three-year period. The PSU includes 30% of the overall performance being linked to carbon emission intensity reduction which is connected to our Commitment to Life Climate Crisis pillar. In 2022, as anticipated, we also started compensating our management for meeting the targets related to our 2030 Commitment to Life. Since 2009, we have been applying sustainability targets linked to executive compensation, and this is one step further in our pledge to generate value for all our stakeholders.

Risk Management

In 2022, Natura &Co Enterprise Risk Management (ERM) Practice Fundamentals training was delivered to the Audit, Risk Management and Finance Committee and the guide was also shared with the members of the Board of Directors that don't participate in this Committee, and senior management. The ERM Risk Practice Fundamentals is a framework at Natura &Co that encompasses the activities that support the risk management process in terms of architecture, strategy and protocols at Business Unit and Holding level.

Emerging risks

1. Responsible use of artificial intelligence

→ Description

Society has witnessed, in the last couple of years, significant progress in terms of use and availability of Artificial Intelligence (AI) and AI-reliant tools that offer unprecedented analysis and synthesis capabilities to people and companies. Different platforms have been made available to the general public allowing the use of generative artificial intelligence from late 2022. These in particular, continue to be improved to the point of matching above-average human performance in academic tests, being able to produce high-quality academic papers ready to be peer-reviewed or replicating artistic styles, among other capabilities.

There are numerous benefits and transformative potential to be found in the use of AI, nevertheless the rapid development and deployment of these tools have also introduced new risks and uncertainties which demand a proactive and coordinated approach across society, aiming at developing policies, regulatory frameworks and continuous research to establish responsible practices.

These need to be underpinned by industry-wide collaborative approaches, supported by academia and governments to facilitate a beneficial integration of AI into our society.

→ Potential Business Impact

Data Privacy:

AI involves complex processing that demands a large amount of data for its effectiveness. The proper functioning of these systems and tools puts pressure on an increasing collection of information. Such solutions can amplify the concern with the protection of personal data collected in which the transparency and security of such information must be guaranteed.

We collect, use and store data from our employees, consultants, customers and other third parties, in the normal course of business, in compliance with the General Data Protection Law. However, the collection, storage and processing of this data generates risks to the business, and these risks are compounded by the emergence of AI.

Any events leading to a compromise of data, including personal data, could lead to any or all of the following:

- Downtime - for Natura &Co, the use of these tools happens mainly through marketing, therefore potentially affected software using artificial intelligence or other tools integrated with these, would imply a degree of oper-

ational disruptions, suspension of specific service to customers, which would prevent the affected workstreams from generating revenue; loss of business opportunities, reduction of productivity and delays in service.

- Reputational losses - as a result of potential media coverage of incidents or other audiences which may lose confidence in the Company's ability to safeguard personal information.
- Compensation costs, since under privacy laws such as General Data Protection Regulation (GDPR), data subjects affected by a breach are entitled to claim compensation. This could potentially lead to an increase in insurance premium costs, or even the denial of coverage in the future.
- Investigation costs - breaches could bring internal costs in order to understand the root causes of the breaches, potential external counsel costs or specialized security threat teams (in case of cyber-attacks)
- Legal Fees, not only if found guilty but external counsel forensic teams to determine remediation efforts needed and preventing similar incidents in the future.
- Fines and penalties - should any regulator find a failure to comply with data security standards,

which under GDPR can be of up to 4% of global turnover of the parent company.

Transparency, explain ability and bias:

Artificial Intelligence can provide insights into sales trends, cash flow, orders, and other important financial information in real time. Well used, it can generate opportunities for the business, such as increased sales, improvements in customer interaction, process remodelling, agility and assertiveness in decision making. Nevertheless, an inexperienced use of these new technologies may lead to an erroneous decision making or perpetration of biases. Excessive reliance on the data generated by such systems and platforms can lead to failure in the critical evaluation of such information; should an AI algorithm not be understood and analysed and corrected by business owners in consideration of contextual information. Some of the potential consequences of the above involve:

- Loss of revenue due to erroneous recommendations and failure to properly analyse market preferences.
- Lack of endorsement of products or recommendations due to inaccurate use of information in light of the surrounding contexts
- Additional costs and fees to refine and analyse customised recommendations and marketing preferences of consumers.

In this same way, algorithms have been known to use large databases which may contain inherent biases and/or not be fully representative of minority ethnic groups, non-predominant sexual orientations, specific age groups, or other minorities. Conclusions could be reached that do not apply to parts of the population to which not all factors or available information has been considered and factored in; rather, these would be dragged by the majority of characteristics seen in the population of existing data. Materialisation of such risks could lead to:

- Reputational costs as a result of undetected and uncorrected biases in the use of information and recommendation systems, leading to loss of revenue and lack of endorsement by consumers.
- Potential legal fees and compensation costs

→ Mitigating Actions

In order to mitigate potential risks and ensure ethical and accountable practices, we take the following into consideration:

Privacy: Natura &Co has adopted a robust data privacy framework, following regulatory needs and aligned to Enterprise Risk Management practices, to ensure the responsible collection, storage, and processing of all types of data, with an emphasis on personal data. This includes adhering to privacy regulations, obtaining proper consent, maintaining data security, and ensuring data quality and integrity.

Transparency and Explainability: When used, appropriate leadership teams (e.g., Marketing) ensure they can understand and explain how AI systems operate in terms of clarity and transparency, which helps build trust and enables the organisation to comprehend the basis for AI-driven outcomes. Tightly closed to this point, a proper understanding of how these tools are being used, assists the organisation in identifying whether any bias could potentially arise from the development and deployment of AI systems.

Ethical conduct guidelines: Any activity undertaken by our employees needs to adhere to our ethical standards, reflected on our Code of Conduct, which our employees need to certify on an annual basis. This provides a foundation for responsible decision-making, aligned to our values and potential impact on individuals and communities; provisions in our ethical codes apply to avoid discrimination in any basis, which is applicable to the use of AI as well.

Stakeholder engagement and Communication: The organisation through its communications and privacy functions, seeks to engage employees and promote transparency, accountability, and trust. Open and transparent communication about AI systems have been deployed whereby risks are explored (inaccuracies, privacy, data deletion, lack of information and legal basis, cybersecurity). Our Chief Legal Officer and Privacy function have also deployed a list of countries and

companies that have banned the use of Generative AI, to alert users on a responsible use of AI.

2. Mental Health

→ Description

The COVID-19 pandemic was one of the greatest global crises, with far-reaching repercussions on health systems, economies and societies. Among the many effects of the pandemic, the stress caused by human losses and prolonged social isolation, continues to have an impact on regular social interactions and brought about a gap where connections might have become more and more remote and superficial.

Although we are still undergoing the side effects of COVID-19, experience shows an increase in manifestations of mental disorders including anxiety, depression and exhaustion reported by the general population. As our company tries to adapt to the changes brought about by COVID-19, some effects are just being analyzed and others detected. The need for companies to adapt to a post-covid environment, where physical presence of employees is not required 5-days-a-week, demands a medium-to-long term adaptation for which no company has found the recipe yet. Different companies continue to try different methods of adaptation: some require employees to attend a specific number of days per week to a physical space, others, are happy to grant remote working benefits to employees that can perform their tasks in

this manner; some individuals have opted to move countries whilst keeping a contractual relation with their employers in different latitudes. And yet, no practice seems to have found the way to keep engagement, build relationships, and allow individuals to keep the newfound work-life balance that acted as a game changer particularly in developed countries in the west. The dust is yet to settle and with it, perhaps a new routine that allows individual to experience a feeling of long-term stability as they had pre-pandemic. Nevertheless, for the time being, the trends continue to unveil an increasingly important issue regarding adaptation to the changes that have taken place, and those that are yet to come until the right balance is found.

Natura &Co Latin America's reason for being has been to create and sell products and services that promote the harmonious relationship of the individual with oneself, with others, and, with nature. Cosmetics and relationships are the instruments to enact Natura's objective for people which is "Well-being, being well". This statement is underpinned by a necessary sense of stability that remains uncertain as changes continue to happen in work and commerce dynamics.

At the same time, this healthy approach to one's relationship with the environment and others has been, and continues to be, impacted by the effects of the pandemic. The direct selling business model is rooted in creating opportunities

for economic participation – supporting millions of Representatives across the world - who run their own beauty business, underpinned by the creation of relationships.

Internally, Natura has always placed particular importance in how objectives are achieved and not only on the achievement itself. This component is so important to the organization, that managers are encouraged to consider this factor during performance reviews.

An inability to build deeper connections through face-to-face interactions may affect the internal ways of working of Natura, but also the dynamic of Direct Selling which has benefited from an in-person trust component in the past. It is yet to be established what the "new normal" for social interactions will be, for the time being, the uncertainty seems to continue to impact mental health.

→ **Potential Business Impact**

Impact on health:

The isolation from the pandemic, the changes on ways of working with reduced social contact and the current new dynamics of professional spaces may have exacerbated mental conditions experienced by individuals, such as depression, anxiety, burnout syndrome and other serious psychological illnesses, which have become more common across all sectors of society or have been made visible by the pandemic. Since these dynamics continue to change as companies explore new models and correct

their approaches to satisfy the needs of businesses and individuals, these impacts are expected to continue to manifest and potentially increase. The disruption on health services and reduced capacity of these through the pandemic may have also contributed to reduced guidance and opportunities for timely intervention and diagnosis for these types of conditions. Given this panorama, anxiety, depression and others disorders are latent in the population that is still in need of established ways of working that do not contemplate changes in the near future. These conditions may translate into burdens and hardship at the moment of building relationships, whether it be in a working environment, in order for people to achieve organizational objectives and work as teams amongst colleagues, or forming new potential business networks.

In the working place, individuals may experience gaps in the continuity of their regular routines and performance of regular tasks; companies continue to negotiate conditions in terms of physical presence and remote working which will delay stability for both businesses and individuals; the interferences of this disruptive process may hinder our professionals' abilities to perform their duties to the best of their capabilities, reducing productivity, focus, motivation, etc.

These circumstances and lack of established stable conditions that satisfy also the needs of the employees, may worsen the experience of

office-based employees. For administrative employees who use a computer to perform their tasks, the potential effects of uninterrupted hours working in front of a screen, which used to benefit from coffee breaks or interactions with colleagues, added to the excessive use of mobile phones and other personal devices may reduce face-to-face interactions, which could in the future have a significant impact on levels of concentration, prevent emotional regulation due to lack of sleep and ultimately amplify the effects of mental disorders. In addition, information overload and simultaneous activities, drive frequent distractions, which could lead to disability frustrations and inefficient work hours that would have negative impacts on real-life social connections, sleep habits and mental health.

Impact on teams and morale:

The factors above mentioned may lead to individuals leaving organizations, which translates into loss of knowledge held by committed individuals, whose potential to perform tasks to the best of their abilities could be affected by mental health conditions; these absences can then hinder the regular performance of teams and lower productivity.

Absence of key team members, not only from a professional perspective, but as those that can act as social regulators and can "bring people together", may lead to loss of synergies found in collective ways of working, which can lead to procedural gaps and reduced

thoroughness in the performance of tasks.

Impact on Representatives:

The generation of value for our representatives in the Direct Selling business is the base for our business model, and, Natura constantly works on it, to generate prosperity and development opportunities for them; less chances to connect with consumers could lead to reduced opportunities for Representatives to expand their networks and generate more business for them and consequently for Natura &Co. This would ultimately result in the loss of appointment opportunities, a fatigued model and loss of revenue.

→ **Mitigating Actions**

For our associates, Natura &Co has established a Health Space in Latin America, focused on occupational health, assistance, physiotherapy, ergonomics, labour gymnastics, psychology, among other mechanisms aiming at enhancing work conditions in the office space and at home. In a number of markets, Natura &Co has in addition established a Personal Support Program, with a multidisciplinary team that works within the psychological, financial, legal and social pillars with unlimited telephone service available 24 hours a day, 7 days a week. Employees and their dependents are entitled to six face-to-face sessions with a psychologist, two financial consultations and legal support. In addition, we created the Meditação Natura app (Natura Meditation app), with free access to guided meditation and relaxation

journeys in Brazil. Workshops, online classes and courses and other tools have been offered across the world to our associates in an effort to provide guidance and tools for dealing with stress not only in the office but for associates that continue to work on hybrid models, working from home as well.

Direct selling: To mitigate the effects of reduced opportunities to form face-to-face relationships, Natura has placed a particular focus on growth of e-commerce channels, with an emphasis of social selling, which aims at connecting consumers with representatives online; at the same time, investments have focused on digital inclusion for Representatives as many have not had the tools nor training to participate through these channels in the past.

- Socioeconomic conditions have been analysed for the consultants and representatives in Latin America which are more likely affected by the after-effects of the Pandemic, in markets of vulnerable conditions. This has led to:
- An offer of medical exams at preferential, more affordable prices
- A social support center has been established in Latin America, which is a space to care for beauty consultants representatives who are in an extremely vulnerable situation (domestic and racial violence, lack of food, psychological difficulties)

- In addition, to mitigate the economic slow-down faced by our network of representatives and consultants, Natura &Co has enabled the provision of financial education courses and workshops, to provide education of financial planning, access to credit, etc.

Information Security

In 2022, we brought all Information Security teams and budgets together to create the Natura &Co Cyber Hub led by our Chief Information Security Officer who is responsible for overseeing cybersecurity within Natura &Co. This new unit provides strategic direction, assurance, and operational services to all Natura &Co Business Units and Functions. Additionally, all existing improvement initiatives were merged into the Cyber Program, delivering connected solutions that meet each brand's specific information security needs.

A new cyber governance has been put in place with frequent reporting to the Board of Directors, the Audit Committee and the executive teams. Each Business Unit has a dedicated cyber board overseen by a senior Business Information Security Officer. These boards are supported by a new risk management structure, linked to the Enterprise Risk Management Framework. Furthermore, new Natura &Co Information Security Policies were published in 2022, with additional detailed security standards under development. Based on these poli-

cies, mandatory training for all staff was rolled out in 2022, including regular phishing testing.

The Cyber Programme continues to drive improvements in cyber maturity through investment in new tools, processes, and services, and the use of the National Institute of Standards & Technology (NIST) Cyber Security Framework. These enhancements include the following: Assurance service for third-party risk management and for existing, new and changing IT, and digital development. New identity and access management platform, including new privileged access management. New Security Operations Centre and Vulnerability Management Service. Agile teams continually improving the security of user devices, software and infrastructure. Risk Assessments on Operational Technology in factories and distribution centres, on Business Continuity & Disaster Recovery, and on Backup & Recovery processes.

Privacy Protection

Natura &Co's Data Privacy Hub is led by our Chief Privacy Officer / Group Data Protection Officer who is responsible for embedding privacy and data protection within Natura &Co. The Global Privacy Program is embedded within our Natura &Co Enterprise Risk Management Framework and our Privacy & Data Protection Policy was launched in 2022, providing guidance to associates on how to handle data across the entire data lifecycle. It defines Natura &Co's approach to privacy principles of:

lawfulness, fairness & transparency; purpose limitation, minimization & accuracy; integrity, confidentiality & storage limitation; and accountability. Audit and monitoring programs are in place to ensure we meet applicable regulatory requirements. We use automated and manual tools, third parties and internal control functions including internal audit.

Supply Chain Management

In 2022, Natura &Co established Policies for six Critical Chains, unanimously approved by the Operating Committee of the Natura &Co Group, with guidelines for the management of [soy](#), [ethanol](#), [cotton](#), [paper](#), [palm](#) and [mica](#). The individual Business Unit Operating Committees are responsible for overseeing and monitoring the progress, strategy and performance of the Commitment to Life KPIs, including monitoring the implementation of the sustainable procurement guidelines for 6 critical supply chains. In line with best practice, purchasing practices are reviewed as needed to ensure they are aligned with the [Supplier Code of Conduct](#). Internal training was conducted in 2022 for the purchasing team about the new supplier onboarding process, including the ESG assessment.

In 2022, this premise was reinforced with the revision of the Code of Conduct for Suppliers, which became unique and universal, applicable to all companies of the Natura &Co group, in all geographies. The document establishes minimum

standards and expectations regarding compliance with applicable local and international laws, rules, regulations and official requirements, related to topics such as human rights, modern slavery, employment practices, sustainability and environmental responsibility, combating corruption and money laundering, economic sanctions, information security and data protection.

It also expresses Natura &Co's commitment to doing business ethically and guaranteeing dignified working conditions and best environmental practices in its supply chain, through supplier evaluation programs and the adoption of a process of positive engagement and continuous improvement. In addition to the Code, contracts signed with suppliers include clauses referring to human rights, such as the risks of child labor and forced or compulsory labor.

In our value chain, for example, potential Natura &Co suppliers need to go through the registration and qualification processes. Depending on the product or service to be provided, there is a categorization that indicates the need to complete questionnaires and/or social/environmental assurance. Every two years all companies within the scope undergo a cycle assessment, in which a new audit may be necessary. In addition to the requirements that are evaluated in our Latin America suppliers, we also follow and evaluate our suppliers according to the requirements of Mattel and Disney companies.

In the supply chain of socio-biodiversity inputs, UEBT certification and traceability criteria involve social issues. Likewise, the Elos Program for the development of recycling chains, which links cooperatives of post-consumer material collectors, checks commercial conditions, fair prices and social issues.

If a situation of non-compliance with this Code is identified by an internal or external audit, assessment, inspection or investigation, Natura &Co may require the Supplier to implement a Corrective Plan or Remediation Plan, which may be prepared in collaboration with Natura &Co and should include a reasonable implementation timeline. Supplier non-compliances are classified against its criticality and if classified as critical, they are part of a Remediation Plan. For critical issues, new factories are not approved until no critical issues are identified. If the Supplier does not comply with the terms defined in the Corrective Plan, Natura &Co may restrict or terminate the commercial relationship.

In December, we launched a Vendor Onboarding Policy, which specifies the industry standard protocols accepted by Natura &Co and the criteria we use to assess our supply chain.

For critical suppliers, we evaluate their performance using six pillars that support Natura &Co's vision and strategy: Quality, Service, Innovation, Competitiveness, Capacity and Abili-

ty and Commitment to Life. The evaluation is carried out using a scoring system capable of identifying and recognizing, through Embrace, the partners that present the best practices in pre-established indicators, according to each category. This group of suppliers also participates in specific events in which Natura &Co shares its strategy, plans for the future and good practices.

To embrace and include our partners in our ambition to generate a positive impact, we have Embrace, which includes all Natura &Co brands and geographies. Aligned with our sustainable supply chain strategy, the development program comprises the assessment of partners on critical indicators of service level, quality and competitiveness, in addition to socio-environmental issues. The investment and long-term socio-environmental impact of the participating partners is assessed, and the evolution of suppliers is recognized through an annual award. In 2022, we had 207 strategic suppliers, which accounted for 44% of our total supplier spending. In this line, we also created supplier onboarding, applied to all business units in 2022, which consists of a system that includes audits and assessments on financial health, human rights practices, and other socio-environmental aspects. We also carried out a pilot project with 58 suppliers that are not part of the scope of physical audits, for the inclusion in the documents of issues related to human rights like work dignity, inclusion and diversity and social responsibility.

Policy Influence

In line with We Mean Business' Framework for Responsible Policy Engagement, Natura &Co commits to speak up, to make our voice heard, to align our trade associations, to allocate advocacy spending and to disclose our advocacy.

Natura &Co supports policies which are aligned to the Paris Agreement. For example, Natura &Co signed the letter "COP27: BUSINESS AND CIVIL SOCIETY IS ALL IN FOR DELIVERY", led by the We Mean Business Coalition and The B Team, reaffirming our commitment to 1.5 and calling on governments to uphold and deliver their commitment. In addition, [Natura &Co signed and endorsed Business for Nature's 'COP15 Business Statement for Mandatory Assessment and Disclosure'](#), calling on Heads of State to make assessment & disclosure on nature mandatory in favour of an equitable, nature-positive and net zero future. Both Natura &Co and Avon signed SHE Changes Climate's open letter calling for greater accountability and transparency on male/female parity on the COP27 Presidency and Leadership team. For further examples, please see Natura &Co's advocacy activations listed on page 65.

Natura &Co has established and is testing a new reviewing and monitoring process to assess whether

the organizations we partner with at the Holding level are aligned with the Paris Agreement. Commencing from the beginning of this year, our partners are required to confirm yearly whether their organization is aligned with the Paris Agreement and to provide supporting evidence. These responses are reported to Natura &Co's Vice President Sustainability & Group Affairs ¹.

Should it be the case that an organization we partner with is not in alignment with the Paris Agreement, Natura &Co's Sustainability and Advocacy teams will first engage them directly to ask for a reconsideration of this position, with Natura &Co's Vice President Sustainability & Group Affairs in copy. If the partner maintains its position, the case will be escalated to Natura &Co's CEO, who will write to the partner's Executive and/or Chair directly to encourage alignment and to notify that if this shift does not occur, we will be terminating our partnership at the next contractual renewal date.

In addition, Natura &Co has established a sign-off process for engagement in advocacy activities, such as signing public letters, supporting campaigns and endorsing policy asks. As a first step, we conduct a review to assess the activity against a set of criteria, including whether it is aligned to our Commitment to Life sustainability vision, which

involves reaching Net Zero, and our Advocacy priorities. Where Natura &Co's Advocacy, Sustainability and External Communications teams are in agreement that we should proceed, the activity is proposed to Natura &Co's business units for their approval. As a final step, sign-off is sought at the Vice President level and escalated to the CEO level where necessary. We track all our advocacy activities and will be working on an evaluation methodology to measure and share their impact.

Political contributions

GRI 415-1

Natura &Co does not make contributions to campaigns, parties and/or candidates during or outside electoral processes, in line with internal policy and no political contributions were made in 2022. The rule is valid for all the operations. The Natura &Co Code of Conduct is explicit about this rule, adding that the company does not contribute directly or indirectly to political parties, movements, committees, political organizations or unions, their representatives, or candidates, except when required by applicable laws. The document also indicates that Natura &Co acts to drive positive social transformations and encourages political participation as a transformational force in society and encourage conscious voting.

Footnote

¹ Natura &Co's Vice President Sustainability & Group Affairs is equivalent to a Chief Sustainability Officer

Compliance with laws and regulations

GRI 2-27

Total number of significant cases of non-compliance with laws and regulations ¹²	2022	
	Cases where fines were applied	Cases where non-monetary sanctions were applied
Natura &Co Latin America	0	0
Avon International	0	0
The Body Shop	0	0
Aesop	0	0
Total	0	0

Footnotes

1. There were no significant cases, fines or non-monetary sanctions for non-compliance with laws and regulations during the reporting period. Any case that resulted in a sanction, warning or imposition of a fine exceeding USD 100,000 was considered significant.
2. There were no cases of fines for non-compliance with environmental laws and regulations that were paid prior to 2022 for Natura &Co Latin America, Avon International, The Body Shop and Aesop.

Total number and monetary value (US\$) of fines for non-compliance with laws and regulations ¹²	2022
	Monetary value of significant fines paid in the year.
Natura &Co Latin America	0
Avon International	0
The Body Shop	0
Aesop	0
Total	0

Footnotes

1. There were no significant cases, fines or non-monetary sanctions for non-compliance with laws and regulations during the reporting period. Any case that resulted in a sanction, warning or imposition of a fine exceeding USD 100,000 was considered significant.
2. There were no cases of fines for non-compliance with environmental laws and regulations that were paid prior to 2022 for Natura &Co Latin America, Avon International, The Body Shop and Aesop.

Incidents of discrimination and corrective actions taken

GRI 406-1

Non-discrimination is addressed in different Holding company documents: Global Code of Conduct, Global Policy on Behaviour in the Workplace, Natura &Co Group Human Rights Statement. All employees and third-party workers may contact Natura &Co Ethics Line to report cases of discrimination. Reports may be made anonymously and Natura &Co has a strict non-retaliation policy. Cases may also be reported directly to the Ethics and Compliance area, to the direct manager or to representatives of the People Area. Anyone receiving a report should in turn report it and not investigate it on their own. Although Human Resource teams

have their own grievance management procedures, cases involving sexual harassment or racial/gender discrimination should be reported to Global Investigations for handling or triage. Report is received by GI (Global Investigations), reviewed, graded and referred as needed. It is then professionally investigated by

the relevant function (this will vary depending on the nature of the claim. It might be GI, Human Resources, or Legal). If the report is substantiated, management makes disciplinary decisions (written or verbal warnings, training or coaching, reduction in performance ratings, suspension, and termination).

No. of discrimination & harassment incidents ^{1,2}	2020	2021	2022
Natura &Co Latin America	1	2	14
Avon International	0	2	1
The Body Shop	1	1	1
Aesop	1	1	1
Total	3	6	17

Footnote

1. Incidents of harassment or discrimination on grounds of race, colour, sex, religion, political opinion, national extraction, or social origin as defined by the ILO, or other relevant forms of discrimination involving internal and/or external stakeholders in the reporting period.
2. Scope considers Grade 1 and Grade 2 incidents.

2022

Cases of discrimination	Natura &Co Latin America ¹	Avon International ²	The Body Shop ³	Aesop ⁴	Total
The organization examined the case	5	1	1	1	8
A remediation plan is being implemented	0	1	0	0	0
The remediation plan was implemented and its results analyzed through routine internal management analysis process	2	0	0	0	2
The case is no longer subject to action (i.e. it has been resolved, completed)	7	0	0	0	7
Total cases of discrimination	14	1	1	1	17

Footnotes

1. There are 7 cases under investigation. 2 cases were investigated and substantiated. They were submitted to the Remediation Committee for deliberation on the measures to be implemented according to the company's internal procedure.
2. A complaint was filed with the organization by a US employee but after investigation the claim was found to be unfounded.
3. One case was received in August 2022 from the US where a store manager accused a district manager of discrimination re: age, gender and race. The allegation was unsubstantiated and Global Investigations found no evidence of discrimination.
4. One case was received in November 2022 and is still in process.

Code of conduct breaches

Number of breaches to Codes of conduct, specifically relating to serious and significant investigations (Grade 1 and Grade 2) carried by Ethics and Compliance.

Other breaches

There were no cases of corruption or bribery within Natura &Co in 2022.

There were also no cases of money laundering or insider trading breaches within Natura &Co in 2022.

Number code of conduct breaches ¹	2020	2021	2022
Natura &Co Latin America	2	11	0 ²
Avon International	6	5	5
The Body Shop	1	2	1
Aesop	1	3	1
Total	10	21	7

Footnotes

- 7 significant investigations (Grade 1 and 2) were carried out by Ethics and Compliance within non-LATAM BUs in 2022, of which 2 were found to be substantiated. The following outcomes were recorded for the substantiated cases: 1 written warning, 2 training
- 0 significant investigations (Grade 1) were carried out by Ethics and Compliance within Natura &Co LATAM in 2022.

Product quality management

There were no expenses incurred due to product recalls between 2020 – 2022 for Natura &Co Latin America, Avon International and The Body Shop. No expenses incurred due to product recalls between 2020 – 2021 for Aesop but

in 2022, US\$ 151,014 was incurred for Aesop and these expenses are limited to legal costs incurred by engaging external counsel, and the approximate destruction costs for the products that were recalled.



No. of product recalls	2020	2021	2022
Natura &Co Latin America ²	0	0	0
Avon International	0	0	0
The Body Shop	0	0	0
Aesop	0	0	2
Total	0	0	2

Institutional *Relations*



In 2022 Natura &Co continued to strengthen existing partnerships and explore new connections, with a deep understanding of the importance of collaboration when it comes to addressing the interconnected crises we are facing.

This work was guided by the newly created Advocacy function which is focused on taking a stand on issues that link to our purpose and beliefs as a business, joining forces with others and working towards sys-

tems level change. In 2023, Natura &Co will establish a governance framework and monitoring process for policy engagement, to ensure alignment with its commitment to people and planet.

B Lab

Natura &Co is the world’s largest certified B Corporation. Natura has been certified since 2014, The Body Shop since 2019, and Aesop since 2020. Certification signals verified, high social and environmental performance. Being part of the 'B Corp' community enables us to connect with and learn from other leading ethical and sustainable businesses.

Commitment to Life Connection



Connection with materiality matrix

Cross-materiality themes

Participation

Denise Hills

Sistema B Brazil Board

Thais Espildora / Keyvan Macedo

B Movement Builders

Engagement

Char Love featured on B Lab's [Forces for Good](#) podcast - which tells the story of economic systems change through the lens of the B Corp movement - during an episode on business activism.

Char Love and Alice Mazzola spoke at a [B Lab UK event](#) in celebration of 1,000 UK B Corps, hosted at the Natural History Museum, sharing The Body Shop's Be Seen Be Heard global campaign.

The B Team

Guilherme Leal is a co-founder of the B Team and has been a Leader since 2013. As part of this global collective, Natura &Co supports the creation of new norms of corporate leadership, has access to valuable information, and collaborates with other companies and civil society leaders on key campaigns.

Commitment to Life Connection



Connection with materiality matrix

Change to cross-materiality themes

Participation

Guilherme Leal	B Team Leader
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Keyvan Macedo / Char Love / Zoe Carton	Worker B
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Pins Brown (former)	The Business Network on Civic Freedoms and Human Rights Defenders (coordinated by The B Team and partners)
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Advocacy

Joined a B Team led [global initiative](#), made up of more than fifty businesses and business organizations, calling on the UN General Assembly to recognize the Human Right to a Healthy and Sustainable Environment.

Supported The B Team and Business for Nature's joint brief "[Financing Our Survival: Building a Nature-Positive Economy through Subsidy Reform](#)", which called for the reform of environmentally harmful subsidies and the creation of opportunities for an equitable, nature-positive and net-zero economy.

Business for Nature

Business for Nature presents opportunities to showcase leadership and engage in important advocacy initiatives, most recently around the Post-2020 Global Biodiversity Framework.

Commitment to Life Connection



Connection with materiality matrix

Regeneration of Nature/ Natural Resource Management

Participation

Marcelo Behar / Char Love

Strategic Advisory Group

Advocacy

Signatory of [Business for Nature's Call to Action](#), asking governments to adopt policies now to reverse nature loss this decade.

Marcelo Behar offered a statement on behalf of the Finance for Biodiversity Foundation and the Business for Nature coalition at the [Opening Plenary of the Convention on Biological Diversity](#) (CBD) meeting in Geneva, urging policy makers to adopt an ambitious Post-2020 Global Biodiversity Framework.

Early signatory to [Business for Nature's 'Make it Mandatory'](#) campaign for CBD COP15, advocating for mandatory assessment and disclosure requirements on biodiversity for all large business and financial institutions by 2030.

Engagement

Char Love spoke at a roundtable with CBD negotiators, to make the business case for a strong Target 15 in the Post-2020 Global Biodiversity Framework and create an informal exchange with governments ahead of CBD COP15.

In the days before CBD COP15, Business for Nature connected Natura &Co to an opportunity for Char Love to speak at a global press conference, organized by the Global Strategic Communications Council, to offer a business perspective on the importance of a global deal for nature.

At CBD COP15 in Montreal, Char Love advanced [Business for Nature's position](#) on the Post-2020 Global Biodiversity Framework at the Business & Biodiversity Forum, during a panel focused on the challenges and solutions in addressing biodiversity impacts in a scenario of global value chains.


Cosmetics Europe

Participation in this organization enhances Natura &Co's awareness around EU policy developments for the cosmetics industry, on topics such as ingredient restrictions, labelling requirements, and sustainability. In addition, Cosmetics Europe provides access to the latest research and collaboration with other industry experts.

Commitment to Life Connection	Participation	
-	Amanda Long	SCT Ingredients, SCT Regulatory, SCT International, ET China, ET India, TF Microplastics
Connection with materiality matrix	Hannah Marsden	SCT Science, ET Product Preservation, SCT BG Exposure, SCT BG Nano, SCT INGR BG Salicylates, Salicylate Ester Consortium
-	Char Love / Zoe Carton	SCT Advocacy Reputation Communications (ARC)
	Laura Garcia Deacon	ET Ingredient Monitoring & Assessment, ET Nano, ET Consumer & Value Chain Information (CVCI)
	Nilgun Dayioglugil	ET Consumer & Value Chain Information (CVCI), TF Sub-Saharan Africa
	Ramez Labib	ET Consumer & Value Chain Information (CVCI), ET Endocrine, Talc Consortium
	Lisa Hoffman	ET Environmental Science Biodegradation, ET ES Environmental Science Mobility
	Ripal Amin	ET Exposure
	<p>Advocacy</p> <hr/> <p>Provided feedback on Cosmetics Europe's Packaging and Packaging Waste Directive (PPWD) position paper.</p> <hr/> <p>Provided feedback on the topic of packaging for Cosmetics Europe's voluntary sustainability commitments.</p>	


The Earthshot Prize

In Natura &Co's capacity as a nominator for The Earthshot Prize, we work to raise the profile of entrepreneurial initiatives. As part of the Global Alliance, we have the chance to work with Finalists and Winners of the Prize, who constitute some of the world's most talented eco-innovators.

<p>Commitment to Life Connection</p> 	<p>Participation</p> <p>Char Love Global Alliance</p>
<p>Connection with materiality matrix</p> <p>Climate Action; Circularity/Packaging; Regeneration of Nature/Natural Resource Management</p>	<p>Engagement</p> <p>Nominated Solutions for The Earthshot Prize 2022</p>

EcoBeautyScore Consortium

Through this partnership, Natura &Co is collaborating with others in the beauty industry at a pre-competitive level in pursuit of circularity. The EcoBeautyScore Consortium is developing an environmental impact assessment and scoring system for cosmetic products, using science-based methodology.

<p>Commitment to Life Connection</p>	<p>Participation</p>	
	<p>Louise Scott</p> <p>Char Love</p>	<p>SteerCo, Corporate Committee</p> <p>General Assembly</p>
<p>Connection with materiality matrix</p>	<p>Ed Fowler (former) / Char Love IT Working Group</p>	
<p>Circularity/Packaging</p>	<p>Iguatemi Costa</p> <p>Ramez Labib</p>	<p>Footprinting Working Group</p> <p>Scoring Working Group</p>
	<p>Emilia Lebron / Ginny Edwards / Char Love</p>	<p>Coms, PA & Legal Working Group</p>
	<p>Engagement</p> <p>Char Love co-presented the EcoBeautyScore Consortium, with a representative from L'Oreal, at the European edition of the Sustainable Cosmetics Summit.</p>	


Ellen MacArthur Foundation (EMF)

Natura &Co builds internal capacity and knowledge around the circular economy through a learning portfolio, workshops, and access to a global network of experts. Pre-competitive collaborations provide opportunity to develop viable circular economy commercial solutions. Involvement with EMF demonstrates Natura &Co's commitment to circularity and provides space to profile work in this area.

<p>Commitment to Life Connection</p> <hr/> 	<p>Participation</p> <hr/> <p>Steve Cholowsky / Luiz Campos New Plastics Economy Global Commitment</p>
<p>Connection with materiality matrix</p> <hr/> <p>Circularity/Packaging</p>	<p>Advocacy</p> <hr/> <p>Signatory of the New Plastics Economy Global Commitment, which involves setting an ambitious 2025 target to help realize the common vision of a circular economy for plastics.</p>
	<p>Engagement</p> <hr/> <p>Fernanda Facchini offered a video contribution for the Ellen MacArthur Foundation 2022 Summit, in which she shared Natura's Amazon Program.</p>

International Chamber of Commerce (ICC)

Natura &Co participates in ICC in order to input into the agenda on environment and energy, in addition to biodiversity. Further, at key events - such as the CBD meetings in Geneva and Nairobi, COP27 in Sharm El Sheikh and CBD COP15 in Montreal - ICC provides informative policy updates and a platform for Natura &Co to tell its story.

<p>Commitment to Life Connection</p> <hr/> 	<p>Participation</p> <hr/> <p>Keyvan Macedo Global Environment and Energy Commission Vice Chair</p> <hr/> <p>Keyvan Macedo Working Group on Biodiversity Vice Chair</p>
<p>Connection with materiality matrix</p> <hr/> <p>Climate Action; Regeneration of Nature/ Natural Resource Management</p>	<p>Engagement</p> <hr/> <p>Keyvan Macedo spoke on a panel during ICC Brasil Day at COP27, focused on accountability and transparency in the race to zero.</p>


Personal Care Products Council (PCPC)

Membership grants insight into critical US Federal & State and Canadian regulatory issues of direct relevance to product compliance, in addition to an opportunity to share input into PCPC’s advocacy strategy. Membership also provides a forum through which Natura &Co can collaborate with and learn from industry experts.

Commitment to Life Connection	Participation	
-	Steve Gettings	Board of Directors, SACX
	Amanda Long	EMEA Subcommittee
Connection with materiality matrix	Ripal Amin	Safety & Regulatory Toxicology Committee, CIR Science & Support Committee
-	Emily Carleton	Air Quality
	Lisa Hoffman	Environmental Safety, Proposition 65 Task Force


SBTN Corporate Engagement Program

Through the Corporate Engagement Program, Natura &Co works with other companies, consultants, industry coalitions and financial institutions to develop science-based targets for nature. This gives visibility over the crafting of new standards and how they connect to Natura &Co's own sustainability goals.

Commitment to Life Connection	Participation	
	Keyvan Macedo	SBTN Corporate Engagement Program
Connection with materiality matrix	Engagement	
Regeneration of Nature/Natural Resource Management	In line with its commitment to implement the SBTN framework, Natura &Co began a study focused on the Natura Ekos product line in Brazil. For Step 1A of the SBTN framework, the analysis focused on a materiality assessment of upstream activities and direct operations. Step 1B was focused on a value chain assessment of Natura’s high-risk commodities, made up of five signature raw materials. Step 2 allowed us to analyze and prioritize within the long list of locations and value chain activities assessed in Step 1, by evaluating which areas have the greatest negative impacts and therefore create the greatest urgency to act by target setting.	


Seldia

Seldia membership enables Natura &Co to stay up to date with policy and regulation impacting direct selling in European markets. It presents opportunities for advocacy and joining forces with industry peers to define best practice, establish industry standards and build the reputation of direct selling in Europe.

Commitment to Life Connection	Participation	
	Angela Cretu	CEO Council
	Anna Tolley	Government Affairs Committee
Connection with materiality matrix	Joanna Newark	COM-REP Working Group Chair
-	Char Love	COM-REP Working Group
	Engagement	
	Angela Cretu was a speaker on the Executive Panel at the European Direct Selling Conference 2022 , discussing the infinite evolution of direct selling with a particular focus on crisis, reinvention and resilience.	
	Natalie Deacon spoke at the European Direct Selling Conference 2022 on a panel titled 'Reinventing the metrics of success', covering topics from defining new measures of career and personal growth to expanding direct selling companies' purpose beyond financial return.	


The Sustainable Packaging Initiative for CosmEtics (SPICE)

Through SPICE, Natura &Co works with other organizations in the cosmetics industry to collectively shape the future of sustainable packaging. Areas of focus include methodology to improve the environmental performance of the packaging value chain, a sustainable packaging LCA tool to compare environmental impacts, and sustainable packaging claims guidelines.

Commitment to Life Connection	Participation	
	Raqu Delos Reyes	Steering Committee, Recyclability Task Force for Plastic, Recyclability Task Force for Glass
Connection with materiality matrix		
Circularity/Packaging		


Taskforce on Nature-related Financial Disclosures (TNFD)

As part of the Taskforce on Nature-related Financial Disclosures (TNFD), Natura &Co works with a network of experts to input into future risk management and disclosure standards for nature. Through this partnership Natura &Co has an advanced view of potential incoming reporting requirements.

Commitment to Life Connection	Participation
	Marcelo Behar Taskforce Member
Connection with materiality matrix	Keyvan Macedo Taskforce Alternate
Regeneration of Nature/Natural Resource Management	Engagement
	Natura &Co contributed to the beta versions of the TNFD Framework , designed to enable organizations to report and act on evolving nature-related risks. The final version will be published in 2023 for market adoption.
	Marcelo Behar discussed the importance of balancing comparability and flexibility for different reporting regimes during a TNFD Forum webinar , focused on the second iteration of the beta version of the TNFD Framework
	During New York Climate Week, Marcelo Behar spoke at a TNFD co-hosted event, which explored the interdependency of climate and nature, in addition to how companies can leverage TNFD to address nature-related risks and opportunities alongside climate.
	Marcelo Behar was a panellist at a TNFD & Marsh event during New York Climate Week, exploring the nexus between nature and insurance, in terms of both risks and opportunities

Transform to Net Zero (TONZ)

Forum for cross-sector collaboration, through which Natura &Co interacts with other companies leading in the sustainability field and demonstrates business support for a net-zero economy. Membership presents opportunities for thought leadership and exchange of expertise.

Commitment to Life Connection	Participation	
	Marcelo Behar / Keyvan Macedo / Char Love	TONZ Monthly Meetings
	Victoria Ford	Communication Group
Connection with materiality matrix	Engagement	
Climate Action	<p>Natura &Co case study shared in TONZ's Transformation Guide 'Climate Transition Action Plans', which sets out eleven key elements of a model Climate Transition Action Plan, with real-world approaches from Mercedes-Benz, Microsoft, Natura &Co., Nike, and Unilever</p>	
	<p>Natura &Co was represented by Marcelo Behar during a TONZ live panel discussion at New York Climate Week focused on what makes a Climate Transition Action Plan efficient. Marcelo highlighted the importance of governance, making reference to B Corp Certification</p>	
	<p>Fernanda Facchini spoke at a TONZ live panel during COP27, focused on the necessity and realities of implementing Climate Transition Action Plans, during which she highlighted that it's crucial for companies to engage their people and wider network in the journey to net zero</p>	

Union for Ethical BioTrade (UEBT)

Natura &Co demonstrates business leadership through partnership with UEBT, particularly around regeneration and sourcing with respect to biodiversity.

Commitment to Life Connection



Connection with materiality matrix

Sustainable sourcing
Regeneration of Nature/Natural Resource
Management

Participation

Mark Davis

Board of Directors

Mauro Costa

Standard and Assurance Committee

Engagement

UEBT is working with the [Natura EKOS product division](#) on their ethical sourcing system. Natura's EKOS products are directly inspired by traditional Brazilian use of various ingredients from nature. The ethical sourcing system sets out the company's practices from the point of collection or harvest, to the point at which the product lands on shelves in specialty shops from Paris to New York City. Certification means companies are following ethical sourcing principles such as promoting local economic development and respecting the rights of Indigenous peoples

In [UEBT's press release](#) celebrating 100 UEBT members, a quote from João Paulo Ferreira noted that Natura has partnered with UEBT since 2007, which reinforces the company's commitment to the best environmental and social practices through its operations

Lee Mann represented The Body Shop at UEBT's Sourcing with Respect Conference 2022, on a panel which explored the role of living income and living wages in improving the livelihoods of local producers

UN Global Compact (UNGC)

Natura is a founding member of the UN Global Compact, and Natura &Co continues to benefit from involvement in the world's largest corporate sustainability initiative. Through participation in the CFO Coalition for the SDGs, Natura &Co plays a role in accelerating corporate investments toward the Sustainable Development Goals (SDGs) and demonstrates best practice in adhering to the CFO Principles.

Commitment to Life Connection



Connection with materiality matrix

Cross-materiality themes

Participation

Roberto Marques (former)	UN Global Compact Board
Guilherme Castellan / Tyler Reddien	CFO Coalition for the SDGs
Denise Hills	The UN Global Compact Network Brazil Vice President

Advocacy

Commitment maker to [Business Ambition for 1.5°C](#), an initiative led by the Science Based Targets initiative in partnership with the UN Global Compact and the We Mean Business Coalition, which calls on business to set a net-zero target in line with a 1.5°C future

Signed the [CFO Principles on Integrated SDG Investments and Finance](#), designed to support companies in the transition to sustainable development and to leverage corporate finance and investments toward the realization of the Sustainable Development Goals (SDGs)

Engagement

Patron sponsor of [UNGC's Climate Ambition Accelerator](#) from 2020-2022, designed to support progress towards setting science-based targets and achieving net-zero by 2050

Patron sponsor of [UNGC's Target Gender Equality](#) from 2020-2022, intended to help companies set and reach ambitious corporate targets for women's representation and leadership in business

Submitted annual Natura &Co Communication on Progress report, demonstrating progress made against the Ten Principles of the UN Global Compact and the Sustainable Development Goals (SDGs)


As part of the CFO Coalition for the SDGs, Natura &Co fulfilled the CFO Communication on Progress on Integrated SDG Investments and Finance

Lee Mann represented The Body Shop at the [UN Global Compact Network UK's webinar 'Vulnerable Communities, Vulnerable Businesses'](#), which explored how private sector engagement with vulnerable communities supports business resilience

João Teixeira represented Natura &Co on a UNGC Network UK panel, as part of the [Climate Action Summit](#), exploring the implementation of nature-based solutions for net positive business

UN Women

Engagement in UN Women’s Generation Equality Forum validates Natura &Co as a champion of gender equality. Through participation in the Action Coalition on Economic Justice and Rights, Natura &Co demonstrates its commitment to play a role in ensuring the full realization of women’s and girl’s economic rights.

<p>Commitment to Life Connection</p> <hr/> 	<p>Participation</p> <hr/> <p>Char Love Generation Equality Forum's Action Coalition on Economic Justice and Rights</p>
<p>Connection with materiality matrix</p> <hr/> <p>Human Rights</p>	<p>Advocacy</p> <hr/> <p>Signatory of the Women Empowerment Principles, a set of principles offering guidance to business on how to promote gender equality and women’s empowerment in the workplace, marketplace and community</p> <hr/> <p>Commitment Maker to Generation Equality Forum's Action Coalition on Economic Justice and Rights, which is focused on dismantling systemic barriers to ensure the full realization of women’s and girls’ economic rights</p>

World Federation of Direct Selling Associations (WFDSA)

Involvement in WFDSA, led by Natura &Co Latam, facilitates connection to and communication with direct selling associations (DSAs) around the world. In addition, it is a platform through which Natura &Co can engage in strengthening the reputation of direct selling globally and shape best practice for direct sellers.

<p>Commitment to Life Connection</p> <hr/> 	<p>Participation</p> <hr/> <p>João Paulo Ferreira Ethics Committee Chairman, CEO Council, Board of Delegates</p> <hr/> <p>Juliana Darini Teixeira Ethics Committee</p>
<p>Connection with materiality matrix</p> <hr/> <p>Human Rights</p>	<p>Paulo Dallari Global Regulatory Affairs Committee</p> <hr/> <p>Engagement</p> <hr/> <p>In his role as Ethics Committee Chairman, João Paulo Ferreira presented the work of the Ethics Committee at a Board of Delegates Virtual Meeting</p>

World Business Council for Sustainable Development (WBCSD)

Membership brings opportunities to showcase the leadership profile of Natura &Co's work and for involvement in advocacy at key moments (e.g. New York Climate Week, COP27 and CBD COP15). Membership also grants Natura &Co access to reports and research materials, in addition to a space for learning and sharing with peers.

Commitment to Life Connection



Connection with materiality matrix

Cross-materiality themes

Participation

Keyvan Macedo	Liaison Delegate, Operational Committee, Nature-based Solutions (NbS)
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Tyler Reddien	CFO Network
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Char Love / Zoe Carton / Keyvan Macedo	Policy Advocacy and Member Mobilization (PAMM)
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Advocacy

Provided input into a publication launched at COP27, titled '[The Business of Climate Recovery: Accelerating Accountability, Ambition and Action](#)', which provides an overview of some of the most promising ambition and action platforms for business

Signed '[COP27: BUSINESS AND CIVIL SOCIETY IS ALL IN FOR DELIVERY](#)' letter, reaffirming Natura &Co's own commitment to limit global temperature rise to 1.5°C and calling on governments to urgently pursue delivery

Engagement

Keyvan Macedo represented Natura &Co at a plenary session titled '[Accelerating action: nature-positive roadmaps](#)' during the annual WBCSD Liaison Delegate Meeting, which featured company perspectives on nature-positive approaches

Keyvan Macedo represented Natura &Co as a [panellist at a WBCSD event at Stockholm +50](#) on multistakeholder value chain dialogues focused on driving accountability through Scope 3 transparency

Short case study on Natura &Co's IP&L included in WBCSD's business guide '[Roadmaps to nature positive: Guidelines to accelerate business accountability, ambition and action for a nature-positive future](#)'

Denise Hills represented Natura &Co as a panellist at a WBCSD event during CBD COP15 in Montreal, exploring how companies are [embedding climate- and nature- into decision-making and demonstrating this effectively through consistent, comparable, reliable, and assurable corporate reporting](#)

World Economic Forum (WEF)

Forum for thought leadership and public-private sector collaboration through groups such as Champions for Nature, which Natura &Co co-chaired in partnership with Inger Anderson (UN Under-Secretary-General and Executive Director UNEP) and Zac Goldsmith (UK Minister for the International Environment and Climate, and UK Animal Welfare and Forests).

Commitment to Life Connection



Connection with materiality matrix

Cross-materiality themes

Participation

Roberto Marques (former)	Champions for Nature Co-Chair
Marcelo Behar	Champions for Nature Senior Advisor
Mark Davis	Global Future Council on Human Rights

Engagement

Keyvan Macedo participated in the World Economic Forum's Sustainable Finance Brazil workshop in São Paulo, during which participants discussed the current stage of the sustainable financing landscape in the region and potential pathways to accelerate action

At COP27, Keyvan Macedo was part of a World Economic Forum panel, titled '[How to enhance the Amazon's ecosystems and economies](#)', which explored how the bioeconomy can provide a new model of economic development and environmental protection

At CBD COP15 in Montreal, Char Love moderated a dinner titled 'Better World, Better Us', co-hosted by the World Economic Forum and Ant Group

Natura &Co contributed a corporate case study to the World Economic Forum's white paper '[The Post-2020 Global Biodiversity Framework and What it Means for Business](#)'. The case study focused on Natura's sourcing from Amazon communities to support the 'standing forest' economy

A case study on Natura &Co's Sustainability-Linked Bond (SLB) was included in a report written by the World Economic Forum's Global Plastic Action Partnership (GPAP), titled '[Unlocking the Plastics Circular Economy: Case Studies on Investment](#)'

Other Advocacy Initiatives

Commitment to Life Connection



Connection with materiality matrix

Cross-materiality themes

Advocacy

In a [Corporate Leaders Group \(GLC\) Europe letter](#), Natura &Co called on the EU to strengthen energy security in the REPowerEU Plan by accelerating the green transition

Natura &Co contributed to the [Race to Zero & Race to Resilience Progress Report](#), which shares progress and case studies across the two major UN-backed global climate campaigns. Natura &Co's contribution focused on the importance of policy change.

Natura &Co authored a chapter on activism [in The Pivot Point report](#), making the case for clear, consistent and harmonized global standards, policies and regulation designed to achieve the Paris Agreement

Natura &Co and Avon signed an [open letter to the COP27 Presidency](#) and Leadership team, calling for greater accountability and transparency on male/female parity on the Egyptian COP27 leadership team

Natura &Co

Policies

1. [Human Rights Statement](#)
2. [Natura &Co Sustainable Palm Policy for suppliers](#)
3. [Natura &Co Sustainable Paper Policy for suppliers](#)
4. [Natura &Co Sustainable Cotton Policy for suppliers](#)
5. [Natura &Co Sustainable Ethanol Policy for suppliers](#)
6. [Natura &Co Sustainable Mica Policy for suppliers](#)
7. [Natura &Co Sustainable Soy Policy for suppliers](#)
8. [Gender Pay Equity Study 2022](#)
9. [Supplier Code of Conduct](#)
10. Discrimination & Harassment – [Natura &Co Global Code of Conduct](#) page 10
 - The Natura &Co Code of Conduct states we aim to provide a workplace where everyone is treated with dignity, equality and respect at all times. As such, we will not tolerate any associate, independent consultant, franchisee, supplier, visitor, customer or anyone at our workplace to be subjected to or threatened by any form of: (i) physical abuse or discipline, (ii) bullying or harassment, including but not limited to, sexual, physical and verbal harassment, (iii) intimidation, humiliation or degradation, or (iv) unreasonable behaviour by an individual or group that creates a risk to another worker's health and safety, whether this be intentional or not. We have a zero-tolerance policy for sexual harassment, which is a crime in many countries.
 - We are committed to providing a non-discriminatory and gender equitable workplace, by treating all associates in a fair manner. As such, we aim to provide equal opportunities to all job applicants and associates and will not tolerate any form of prejudice or discrimination in the treatment of our people, including when hiring, compensating, and training.
 - The Natura &Co Ethics line and Avon's Integrity Helpline both ensure the security, confidentiality and preservation of the identity of all complainants to the extent permitted by law. Retaliations of any kind against a complainant or those involved in an investigation are not permitted. All information will be shared only as required by law.