

Human Rights



That's the beauty of working with something that truly transforms.

Francisca Feitosa dos Santos Barbosa
Beauty Consultant and Business Leader at Natura & Avon

"Talking about violence against women is still very difficult. We grow up hearing that we shouldn't meddle in a couple's fight. But I've learned that the silence of those who see and say nothing also fuels the cycle of abuse. There are women who don't know where to start, who feel afraid, who think they won't make it. That's why I speak firmly: Natura offers real support. There are psychologists, legal assistance, and shelter when it's necessary to leave a dangerous situation. There's listening, there's patience. And there's someone saying: "You're not alone" — even when the woman hasn't yet found the strength to say that to herself. I know this up close. I've seen so much over the years supporting our Beauty Consultants. And I know that when a woman finds this kind of support, she begins to see herself differently. Even those who don't use the service yet feel that they have somewhere to turn — a free, confidential phone line, available to the entire network. Sometimes, courage doesn't come on its own. Sometimes, it's information that drives change. I've seen women raise their heads after years of silence. Not because everything was magically fixed overnight, but because they learned there was someone they could count on. That's why I always insist to the Consultants: know your rights, use the resources available, and never forget that the Crer Para Ver line supports this entire network — one that can embrace and uplift other women. That's the beauty of working with something that truly transforms."

Francisca Feitosa dos Santos Barbosa

Our management approach

Defending Human Rights and Being more Humane is one of the pillars of our Commitment to Life.

To ensure fulfillment of what we propose, we work on two strategic fronts. In the first front, involving defense of human rights, we operate by means of due diligence value throughout our value chain, tracking of the critical chains, and tackling gender violence and environmental racism.

Ângela, our **support line** for women in situations of domestic violence, has been extended to Latin America.

In the second, we seek to be more humane through the development of the priority publics, such as our employees and Beauty Consultants. To gauge our progress in this area, we use the indicators relating to a decent salary, education, healthcare, citizenship and diversity. Specifically designed to provide guidance for the human development of the Consultants, we have used the Consultants' HDI for the past ten years (read more on this in Consultants' Wellbeing section). The priority agendas also involve the analysis of social environmental vulnerability, with the Calamity Committee having been created to work in this area.

We base our work on the Natura &Co [Declaration of Human Rights](#), in line with the United Nations' Guiding Principles on Business and Human Rights. We also have guidelines on the theme in the Global Code of Conduct, aimed at both our employees and our suppliers. We also have an Ethics Hotline which receives and investigates accusations of any form of violation, by means of a channel which is open to everyone (read more in the *Ethics and Compliance* chapter).

In 2024, we implemented a Combating Violence Against Women Policy, which is applicable to all the countries in which we operate. This norm also contains service protocols and an accusations line: [Ângela](#), the Natura Institute's online assistant offering support for women suffering situations of domestic violence. Previously operating only in Brazil and Mexico, it was extended to the whole of Latin America.

We have also adopted a structured approach to mitigating unequal impacts on women and communities exposed to environmental racism, promoting concrete actions designed to guarantee more inclusive and socially responsible operations.

To monitor and reduce social environmental inequalities, we have also developed the Social Environmental Vulnerability Index, which allows us to analyze the impacts of the operations and implement effective measures to mitigate them. We are also committed to gender parity in relation to salaries, working hard to reduce the salary gap and increase opportunities in the workplace.