

# The employee journey

GRI 2-29



14.806  
direct employees

39%  
men

61%  
women

8.482  
in Brazil

6.324  
in Hispanic  
America

In 2024, the personnel strategy in Latin America underwent a significant transformation with the launch of We are Natura. This initiative marks a strategic step forward in the construction of an even stronger organizational culture, connecting objectives, development, performance and experience. As such, we are accelerating the employee journey, which was revised in 2023, structured around five pillars that support our future vision and provide a base for driving the evolution of the business:

- 1. **Accelerate the development of strong leaders, innovators and entrepreneurs**, capable of generating exceptional results with positive impacts in the economic, social and environmental spheres, inspiring talents, creating future leaders, and cultivating a collaborative, high performance environment.
- 2. **Ensure the acquisition and development of critical and cross-sectional skills, aligned with the Natura culture**, to drive the growth and evolution of the businesses, preparing both leaders and employees for the challenges of the future and enabling the successful implementation of strategies.
- 3. **Simple, efficient and agile organization**: reduction in complexity through evolution of the organization design, simplification of the decision-making process, acceleration of the agility model, and expansion of the ecosystem of talents, ensuring operational models that support the current and future business.
- 4. **We are Natura**: the culture as the main means of enabling the strategy. By providing full clarity regarding our Essence, identity and attitudes as central elements in our strategic decisions, we aim to drive the coordinated action by means of priorities, engagement and achievement of high performance, transforming our leaders and employees into agents of transformation and expansion of the Well-Being-Well initiative.
- 5. **Evolution of the value proposal for the employee** by means of the strategic mapping of their journey, prioritizing Well-Being-Well, diversity and the positive impact of our actions, seeking a (re)connection with Natura's purpose and strategic objectives.

We ended 2024 with positive results, indicating the success of the strategy adopted. Our employee engagement survey, undertaken in two annual cycles, aims to collect inputs on the work experience, objective, happiness and stress. In 2024, the approval of the engagement, measured by means of a survey involving 92% of the employees in Latin America, was 91% - the best result in the last three years.

**Remuneration and a decent salary**  
GRI 2-19, 2-20, 202-1

We have adopted a transparent process for definition of our remuneration policies, in line with best corporate governance practices. This process includes the establishment of objectives and the remuneration philosophy, considering the competitiveness of the market and attractiveness for talent, as well as the creation of the Remuneration Committee, which is responsible for evaluating and approving adjustments to the salary policies and practices. We incorporated fixed a variable components, including short and long-term incentives. Part of the variable calculation involves fulfillment of performance and sustainability targets, such as the reduction of emissions and use of recycled post-consumption plastics in packaging.

We have also included our public commitment to equity ([read more here](#)). We have continued to eliminate non-justified salary differences based upon gender - a point contained in the Commitment to Life that we achieved in 2022, three years prior to the established target date.

In 2023, we achieved our goal of paying a decent salary to all our employees in Latin America. This goes beyond the minimum wage, since it considers the amount necessary for a person or family to maintain a decent standard of living, or in other words, that allows employees to cover their basic needs, without losing sight of their basic human rights. This amount varies depending upon the country and the city. Furthermore, we continued to eliminate non-justified salary differences based upon gender - a point



In 2024, Natura became o an ambassador of the Living Wage Movement, part of the 'Rede Brasil' of the UN's Global Compact. We began to support the initiative, promoting actions that encourage and drive the adoption of decent living wages in Latin America. Going beyond the remuneration of our own employees, we also operate throughout the sector and together with our supply chain.

#### READ MORE ABOUT

all of the profile, development and evaluation indicators of our team in the [ESG Scorecard](#) and the [Latin America Databook](#).

## More than 125,800 hours of training provided for our employees in 2024

#### READ ABOUT

our team in more detail in the [ESG Scorecard and Latin America Databook](#).

GRI 404-1

#### A learning culture

GRI 404-1

At Natura, we believe that continual learning is essential for the success of the company. Curiosity and openness to the new drive the development of people, the business and the world. This is why we are constantly investing in innovative learning solutions, always placing the customer at the center of our journey. In 2024, we provided more than 125,000 hours of training, with R\$ 3.5 million being invested in full-time equivalent (FTE) training.

In 2024, we launched the 'I am a Natura Leader' program, aimed at coordinators and managers as part of the Well-Being-Well platform. We have also lent extra weight to the training in skills that are strategic to the business, especially the Omnichannel initiative, Agility and Marketing. We have also developed initiatives focused on the development of skills in Artificial Intelligence, data management and decision-making based on strategic insights. Another highlight was the launch of *Eleva Carreiras*, an acceleration program for a group of Black coordinators, focused on strengthening self-awareness and preparation for future challenges, improving the levels of readiness for new responsibilities at Natura.

We ended 2024 by performing a comprehensive diagnosis designed to map the learning tools used by our employees and identify opportunities for the improvement of our Learning Ecosystem. This study will form the basis of a new strategy that is to be implemented in 2025, aimed at increasing and strengthening the different ways that knowledge is disseminated and exchanged, extending beyond formal and traditional methods, helping us to become more aware of the true needs of the individuals and the business.

#### Diversity, equity and inclusion (DE&I)

GRI 3-3, 405-1

Reflecting the paths traveled by Natura and Avon in this area, we have evolved and consolidated the company as a benchmark for affirmative actions, capable of attracting and retaining talents that display diversity, and being an important voice in the equity and inclusion agendas. These actions are related directly to the management of the material topic of Distribution of Value, the impacts of which can affect people and their human rights.

We monitor the positive impacts connected to these issues (with Black and female employees assuming management positions), as well as the potential negative impacts of our activities, such as issues regarding harassment, violations of rights and/or discrimination, including any which may arise in the supply chain.



occupied by Black people,  
with **15.8%** in Brazil

Our work is guided by the Human Rights and Diversity, Equity and Inclusion policies. All of our actions in this area are performed in line with the Sustainable Development Goals established by the UN.

In 2024, we conducted the *PertenSer* Campaign, which encouraged employees to fill out forms declaring their own understandings of their ethnic and racial, gender identity, sexual orientation and disability positioning. A total of 67% of the employees took part in the campaign, of which 16% were from underrepresented groups and 15% occupied management positions.

#### Affinity groups

We have had affinity groups in Brazil, made up of our employees, since 2018. These are powerful networks offering forums for discussion and the expansion of internal awareness regarding the importance of diversity and inclusion within Natura and in society in general. The theme-based groups are:

- Nós ('Us' - gender);
- Eficientes ('Efficient' - PwD);
- Pratas da Casa ('Elderly at Home' - generational);
- Raízes ('Roots' - ethnic and racial identification); and
- Cores ('Colors' - LGBTQIAP+).

In the other Hispanic American countries we have Diversity Committees, also made up of employees, that address different issues, depending upon the reality of each country.

## Memberships

#### Business organizations focused on racial and ethnic diversity:

- Business Coalition for Racial and Gender Equity (Ethos Institute and Center for the Study of Labor Relations and Inequalities – CEERT);
- Business Initiative for Racial Equality;
- Equity is a Priority Program (UN Global Compact Network Brazil and CEERT);
- Pact for the Inclusion of Black Youth in the Labor Market (MPT-SP);
- Center for the Study of Labor Relations and Inequalities (CEERT).

#### Business movement for diversity and the inclusion of disabled people:

- Business Network for Inclusion - REIS

#### Business movements for gender equity:

- UN Women; Movimento Mulheres 360; Gender and Race Coalition (Ethos and CEERT);
- Business Coalition to End Violence Against Women and Girls (Unstereotype Alliance).

#### Business movement for sexual diversity and gender:

- Companies and LGBT+ Rights Forum.

#### Cross-sectional business movements:

- Ethos Institute;
- American Chamber of Commerce in Brazil - AMCHAM;
- System B

