

The Avon logo consists of a solid red square with the word "AVON" written in white, uppercase, sans-serif font centered within it.

AVON

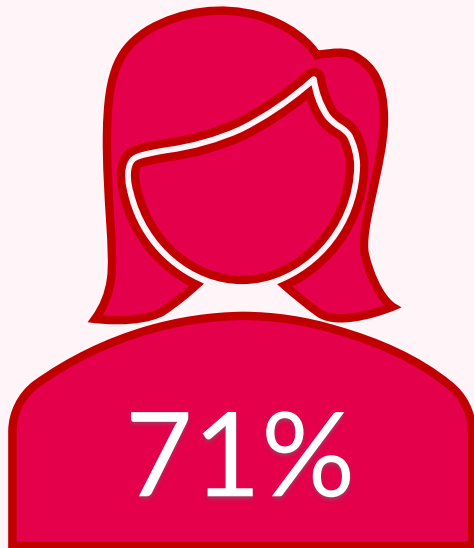
A close-up photograph of a woman with a shaved head and a long black braid, wearing a red jacket and smiling broadly. The photo is tilted and set against a white circular background.

# Avon UK 2025 Gender Pay Gap Report

Kate Tweedale, Head of People Organisation and  
Culture UK & Central Functions

Avon has stood for progress for women and driving equality for 140 years. We believe in listening to women’s needs, speaking out about issues that matter to them, and creating positive change for people and planet.

We continue to welcome the UK Government’s gender pay gap reporting legislation, seeing it as an essential tool in our armory to positively and proactively address this critical issue.



Women continue to make up more than 70% of Avon Associates. We have seen a significant increase in the proportion of females in lower quartiles and a slight decrease in upper quartiles since 2024, which is negatively influencing the mean and median gender pay gap.

23.9% ↑ VS. 2024

MEAN GENDER PAY GAP

35.2% ↑ VS. 2024

MEDIAN GENDER PAY GAP

84.3%

MEAN GENDER BONUS GAP

VS. 2024



52.2%

MEDIAN GENDER BONUS GAP

Employees

404 relevant employees have been reviewed for the Avon analysis, 379 of which are full-pay relevant employees at the 5<sup>th</sup> April 2025 snapshot date.

We're very proud that: ■ Half of the top 10 hourly rates are earned by females ■ Our UK Leadership team has a 70/30 (female/male) split gender representation ■ At company leadership level, our Head of R&D, VP People Culture & Organisation, Director of Communications, Chief Marketing Officer, Chief Transformation Officer and General Counsel are all female.



At Avon, each employee receives equal pay for the same level of position, and everyone receives the living wage as a minimum. Nevertheless, the overall structure of our workforce significantly contributes to our pay disparities. A substantial number of our female staff are engaged in supply chain and field-based direct selling positions, which are typically situated in the lower to mid-range of our pay scale. This demographic trend tends to lower the average and median hourly wages for women in our reports.

These positions are integral to our business. Acknowledging that there is still progress to be made, both within our organisation and in society, we reaffirm our pledge to persist as a vocal advocate for women's rights and continue championing equality in every form.

I confirm that the information contained within this report is accurate.