



AVON IS MY COMPANY

At Avon, being the company for women is as important in the workplace as it is in the market-

AVON HAS PROSPERED BY PROVIDING ALL INDIVIDUALS THE CHANCE TO REALIZE THEIR FULL POTENTIAL.

place. It means developing the potential of all associates – regardless of gender, race, religion or ethnicity – in pursuit of the company’s vision. It is

this commitment to celebrating individuality and bringing out the best in each person that makes Avon a rewarding career choice for thousands of women. It’s why they are proud to say: “Avon is my company.”

Avon may be 113 years old, but it is always ahead of its time in seeking out entrepreneurial and talented women – as representatives, and as employees.

A Little Less Lonely at the Top Despite the tremendous strides of the past two decades, many women in business still occupy lower-level or administrative positions, and there exists a serious gender gap in the upper echelons of most corporations. But it’s not as lonely at the top as it once was. In the United States, women hold about 11% of the board seats of *Fortune* 500 companies, according to Catalyst, a New York-based nonprofit research and advisory organization that works to advance women in business. In contrast, women hold six of the 12 seats on Avon’s Board of Directors, or 50%. And they’re women with influence. *Fortune* magazine named three of Avon’s board members to its first-ever list of the “50 Most Powerful Women in American Business.” The publication cited the need for the inaugural list because, “women, at last, are



Eneida Bini/Brazil Eneida Bini remembers scanning the want-ads in the Sunday paper for jobs, another eager 19-year-old in search of work. An ad for a bilingual secretary at Avon caught her eye. She used Avon products herself and showed the ad to her mother who said, “That’s a good company to work for.”

Eighteen years later, as Avon Brazil’s senior finance director, Bini agrees wholeheartedly. She says, “What really changed was the way I looked at my career. Back then, I would have said, ‘maybe one day I’ll be the president’s secretary.’ And I think that Avon really helped me to realize that I had the potential to grow. I think that’s what helped me succeed in the company.”

Jean Ford/U.S. (right) After nearly 25 years with Avon, it seems that Jean Ford’s enthusiasm for Avon keeps escalating. This comes as no surprise when you learn that Ford is the director of U.S. events and motivation.

“When I’m meeting representatives and seeing how Avon helps them grow their businesses and gain confidence, I see how what I do contributes to the growth of our company.” Ford considers Avon unique in the blend of products, services and opportunities it offers women. “I could

never have had such a fantastic career and discovered who I was in any other corporation. Avon has a culture that matches my personality. This is the perfect fit for me.”



Karina Dudek/Poland She's been with Avon Poland from day one – literally. Karina Dudek's Avon career began seven years ago as Avon Poland's second representative and first zone manager. Now, as the company's public relations support and training director, Dudek remembers the advice she received early on from a mentor at Avon, "Just don't be afraid to make two mistakes a day. And I take it seriously even now." Dudek also aspires to be a mentor to others and encourages risk-taking. She says, "My biggest satisfaction is finding new people at the beginning of their careers and helping them to grow and develop."



achieving profound power in the most important and influential industries." In addition, many women hold key operating positions in the company, and six of Avon's country general managers are women.

As a global company, Avon seeks to develop outstanding female associates wherever the company does business. Worldwide, 34% of Avon's executives (defined as director-level and above)

are women. Furthermore, 71% of those at the manager-level are women, showing that Avon is filling the executive pipeline with high-potential women candidates.

In every country where Avon has operations, the percentage of women employees far exceeds the country average. This commitment to fostering an environment where women can flourish has earned both Avon Products, Inc. and Avon Mexico the prestigious Catalyst award, which recognizes companies with outstanding initiatives addressing women's recruitment, development and advancement.

Many other Avon markets worldwide have received similar accolades. Avon Australia was recognized by the Affirmative Action Agency as a "best practice" organization for women in Australia. Avon Germany has been recognized for three consecutive years by the Bavarian government for its outstanding commitment to women's advancement, and has earned an E-Quality Award for its measures to ensure equality for women at work. Avon U.K. earned the title "Employer of the Year" in Northhamptonshire and the Excellence in Business Award. And in the United States, *Working Woman* magazine ranked Avon number one in its inaugural listing of the "Top 25 Public Companies for Executive Women."

Dare to be Different: Managing Diversity

Offering people around the world the opportunity to better their lives has built Avon into the world's leading direct seller of beauty and related products. Avon has prospered by providing individuals the chance to realize their full potential. Through Managing Diversity, Avon believes its 34,000 associates deserve an equal opportunity to pursue their goals while contributing to the company's growth. This bond between individual accomplishment and Avon's success is a fundamental element of the company's operating principles, as well as its Managing Diversity philosophy. Avon may be the company for women, but its policy is to seek out the best in all individuals – wherever or whoever they may be.



Grace Hu/Taiwan In 1994, Grace Hu was already a 10-year employee of Avon Taiwan, working happily in the marketing department as marketing coordination manager. She was also happily expecting her third child when she was offered a career development opportunity. She says, "I was seven months pregnant and new to sales. But Avon believed in me. So I took the opportunity and now I'm the regional sales manager for northern Taiwan.

"We offer products for women, we offer earnings opportunities for women, we offer career paths for women. I've never seen a company that cares so much about women."