Business Policies and Procedures for Avon Independent Sales Representatives

Avon believes Independent Sales Representatives should understand the values that guide the Company. These values are reflected in these policies and procedures.

Effective 12/10/18

Whether you are new to Avon or you’ve been with us for years, please take the time to carefully read these Representative policies and procedures (“Policies”). These Policies, in conjunction with your Independent Sales Representative Contract Terms and Conditions, govern your contractual relationship with Avon.

You also agree to all future changes to these Policies made by Avon. Manipulation or violation of these Policies is prohibited and may result in the loss of earnings, awards and potentially lead to the termination of your Avon account.

Avon reserves the right to alter and amend these Policies to better serve the needs of our Representatives and Avon.
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Policy Overview

All New Avon LLC ("Avon") Independent Sales Representatives ("Avon Representatives" / "Representatives") are independent contractors.

Representatives are not agents, joint-ventures, employees, distributors, partners, or franchisees of Avon and may not represent themselves as such.

Representatives are responsible for meeting their contractual obligations.

Each Representative is responsible for his or her own business decisions and expenditures, including the prices charged to customers and for the payment of self-employment or other taxes required by Federal, state and local laws.

All Representatives are responsible for ensuring that they and their businesses comply with all applicable Federal, state and local laws, and that they do not engage in any practice that violates such laws. For example, Representatives should comply with applicable state and/or local tax and licensing requirements.

Incorporated within these Policies, the Advertising and Promotion Policies for Avon Representatives outline advertising parameters for promoting a Representative’s Avon business while protecting the integrity of the Avon brand.

Note: The information found in these Policies and on yourAVON.com, in their entirety, constitutes the complete and current policies and procedures. Therefore, in the event of a conflict between the information contained here and/or on yourAVON.com, and information provided to you by the Avon Care Center, Sales and Leadership Coaches, Sales Leadership Mentor (Upline Representative) or any other source, the information contained here and/or on the yourAVON.com site will control. Exceptions may be made to any of the policies, rules or program content on a case by case basis. These Policies may be modified by Avon at any time in its sole discretion by express amendment of these Policies or by the adoption of separate policies, rules, codes of ethics or the like that may have the effect of modifying those contained in the following pages. Always reference yourAVON.com for updates and current information on these Policies.
Start Your Business with Avon

A new applicant becomes a Representative by enrolling online or by calling the Avon Care Center, if online access is unavailable. The enrollment process (“Enrollment”) consists of selecting and paying for a Starter Kit, and fully completing the Avon Independent Sales Representative Contract (“Contract”) and accepting its Terms & Conditions. A Representative becomes a new Appointment once he/she has positive net sales, either through your Avon.com, his/her Online Store or at an Avon Sales Center. Please note the following Contract requirements:

Only one Contract/account is allowed per Individual and household (except for a Licensed Avon Beauty Center (“LABC”) – please see separate policies specific to LABCs or with prior written permission).

All Applicants must be 18 years of age and the age of majority in their state of residence.

All Representatives must provide unique contact information when establishing their account, which includes, but is not limited to, mailing address, phone number, email address and Social Security number or ITIN number. An mentor/upline’s contact information MAY NOT be used. Representatives must maintain current account information at all times.

All Representatives are independent contractors. Representatives are not agents, joint-ventures, employees, distributors, partners, or franchisees of Avon and may not represent themselves as such.

Your Mentor or Upline Leader is the person that brought you into the business or was assigned to you at the time of your enrollment or by Avon. This individual is your primary contact for any business related items.

At the time of Enrollment, no fees other than the applicable Starter Kit Fee are required of Representatives.

Length of Association with Avon (“LOA”) is defined based on the number of active Campaigns beginning with the Campaign in which a first order is placed.

If any member of a Representative’s household engages in any activity that would violate an Avon policy, that activity will be deemed a violation by the Representative.

Avon or the Representative may terminate the Representative Contract at any time, for any reason, or for no reason at all.

For all Contract terms and conditions, please see:

DSA Code of Ethics – Avon is a proud member of the Direct Selling Association (DSA). As an Avon Independent Representative, you are expected to read, understand and honor the DSA’s Code of Ethics, which can be found at www.dsa.org or on yourAvon.com > Web Office.

http://www.dsa.org/consumerprotection/code-of-ethics

Co-applicants

Avon will permit two people who wish to be Representatives together to become co-applicants on a single account. Both must 18 years of age and the age of majority in their state of residence.

One person must be designated on the Contract as the Primary Representative and complete the Enrollment.

At the time of Enrollment, the Primary Representative will accept the Terms & Conditions on behalf of him or herself and the co-applicant.

The Primary Representative and the co-applicant are considered one and the same for purposes of the Advanced Leadership Program, and both can enroll new Representatives on the account.
In the case of recognition or awards, unless otherwise noted, only one achiever per account (either the Primary Representative OR the co-applicant) is eligible for trips and incentives.

No Representative may have multiple Avon accounts, except for those Representatives who already have a pre-existing Licensed Avon Beauty Center account.

Avon will permit an existing Representative to add to her account a co-applicant who does not have a separate Avon account. The existing Primary Representative and new co-applicant must complete the Co-applicant Enrollment form. The Form can be faxed to 866-287-2866 or emailed to Avon.CoapplicantsC2@avonusa.com. A co-applicant may not be changed more than once in a two-year period. You may access the form on YourAvon.com.

A co-applicant may be removed from the Primary Representative’s account by submitting a written and notarized request signed by both parties. In certain circumstances, Avon will require additional documentation.

Avon will permit a co-applicant who has been on the account for at least 13 Campaigns to become the Primary Representative and for the Primary Representative to become the co-applicant. This may happen only once in any two-year period. Account change request must be processed through the Avon Care Center via Avon.CoapplicantsC2@avonusa.com.

A co-applicant may assume sole responsibility in the event that a Primary Representative discontinues participation, provided the co-applicant was on the account for a minimum of 13 Campaigns and submits a written request to Avon. Should a co-applicant assume sole responsibility for an account then the Length of Association (LOA) will be reset based on that individual’s time on the account.

In the event of death of the Primary Representative, the co-applicant may assume primary responsibility for the account within 30 days. A new Contract must be completed that accurately reflects the co-applicant as the Primary Representative on the account.

Avon may remove a co-applicant from an account at any time in its sole discretion.

**Corporations, Partnerships, and Other Legal Entities**

Avon will permit an Avon account to be established in the name of a corporation, partnership, Limited Liability Company or other legal entity (“Entity”) under the terms and conditions set forth below. The Entity must comply with all policies and procedures that apply to individual Representatives.

Before an account may be established in the name of an Entity, Avon must approve all owners of the Entity and the person who will be the principal contact with Avon on behalf of the Entity. The approval request shall be submitted directly to USRep.Account.Update@avonusa.com.

The approval request must include the name, address and Social Security number of all owners of the Entity. The individual who will be the principal contact person with Avon must be an owner of the Entity and, upon approval, sign the Contract on behalf of the Entity. By signing the Contract, the principal contact person is guaranteeing all financial obligations of the Entity to Avon. The principal contact person may not change more than once in any two-year period.

- All recognition will be done in the name of the primary contact – not in the name of the Entity.
- At the time the Contract is signed, Avon must be provided with a current Federal Employer Identification Number (FEIN) for the Entity from the Internal Revenue Service.
- The name of the Entity may not contain the name “Avon” or otherwise infringe on any trademark belonging to Avon or other third parties.
- Former Representatives whose accounts were removed by Avon for cause may not have an ownership interest in the Entity or participate in the operation of the business.
- Not-for-profit organizations including religious organizations, schools, PTAs or other charitable organizations may not be appointed as Avon Representatives.
Selling

Avon provides its Representatives with a broad selection of products for purchase at discounts that vary based upon the volume of the Representative’s orders. The Avon selling calendar is divided into two-week increments, or “Campaigns,” which are supported by a dedicated Avon sales brochure that highlights new products and special promotions. Representatives are expected to provide consistent and timely service to their customers.

Order Fulfillment: As stated in the Representative Contract, all orders are subject to acceptance by Avon.

Placing Orders: Representatives are expected to place and pay for orders according to the campaign processing schedule. Representatives with an account balance in good standing may submit a completed order to Avon to receive products, sales, and business tools. Representatives may not enter orders on behalf of another Representative or manipulate another Representative’s account or customer’s personal information for the Representative’s personal gain.

Credit: Avon reserves the right, in keeping with applicable law, to investigate the background, character and credit standing of a Representative for the purpose of determining whether the Representative should be enrolled with the privilege of receiving credit in accordance with the terms and conditions of the Contract. Additionally, Avon reserves the right to deny or limit the amount of credit it extends to the Representative upon, and subsequent to, Enrollment.

Payment: Payment of any outstanding balance must be paid each Campaign prior to the processing of the next Campaign’s order. If an order is not placed in the next Campaign, payment is still due by 5pm eastern on the final day of the Campaign. Any Past Due balance may be subject to a Past Due fee each Campaign that the balance is delinquent. For Representatives with a $0 Credit Limit, full payment must be posted to the account before the order can be released. Representatives may not make payments for or on behalf of another Representative or manipulate another Representative’s account for personal gain.

Pricing: Avon maintains the right to change product prices at any time without prior notice. Avon will not adjust prices on products once they have been ordered. The only exception to this is in case of Avon error.

Shipping: Avon provides shipping at variable rates based on order size. Please refer to our published rates posted on yourAvon.com. Representatives residing in Alaska, Hawaii, and Guam are subject to additional shipping fees.

Earnings Level: Earnings Level is the percentage discount that a Representative receives on a yourAvon.com order (or credit received on an Online Store sale) as determined by total sales in a given Campaign. All products within the Avon Brochure, Avon Online Store, Outlet, Specialty or Novelty flyers, Fundraisers, samples, business tools, brochures, sales center orders and a portion of the price of Demonstration products (Demos) count toward Earnings Level. Starter Kits and recruiting tools DO NOT count toward Earnings Level.

Variable and Fixed Earnings: Earnings Level discount is based on order size, product category and sales achievement level. Variable Earnings are paid on beauty and jewelry depending on order size. Fixed Earnings are paid on Fashion and Home products. See earnings chart below for
current earnings levels. Please note earnings levels are subject to change at any time. Always refer to the Earnings Chart posted on yourAvon.com for most up-to-date information.

**Personal Award Sales:** Includes your personal purchases and your customers’ orders. Almost everything you order from Avon counts toward your Personal Award Sales including sales aids such as samples, sales tools, demos, brochures and flyers. Double Dollars and other bonus sales incentives are not included. The program is open to all Active Representatives in good standing, unless they fall into a specifically excluded class. See Rewards & Recognition tab on yourAvon.com for more details.

- Online Store sales are credited to your campaign sales 2 business days after the order is shipped.
- Sales Center orders are credited to your campaign the day following your purchase.
- YourAvon.com orders are credited at the time the order is billed.
- Orders processed after 5pm eastern on the final day of the campaign may count towards the following campaign.

**Personal Use:** Avon’s sales model is built upon direct sales to the ultimate consumer. However, Representatives may wish to purchase products in reasonable amounts for their own personal or family use. Representatives should not purchase large quantities of inventory in unreasonable amounts solely for the purpose of qualifying for Earnings Levels, President’s Recognition Program title/achievement, advancement in the Sales Leadership program or any incentives. Returns after qualification periods will be closely monitored and may result in disqualification of the Representative’s achievement.

**Customers:** Avon wants to make sure you are connected with your customers. First, always share your Online Store URL with customers, which will take them directly to your site to shop.

- For your customers to connect to you without your specific Online Store address (Find a Representative Listing on Avon.com), you must be enrolled in Avon’s Customer Referral Program.
  - Sell at least one campaign
  - Enroll in one of the automated email programs (promotional emails or campaign emails).
- For a Representative to appear in a general customer search through Avon.com’s Find a Representative feature, in addition the Representative must:
  1. Meet all the eligibility requirements as featured in the Avon Customer Referral Program enrollment on yourAvon.com
  2. Reached LOA 7

**Product Shortages:** Avon cannot always guarantee the availability of products.

**Sales Tax:** Avon provides a service to Representatives by remitting the appropriate sales tax amount to each state or municipality and filing sales tax forms, as required by law, at the time of purchase. The amount of sales tax is based on the product’s brochure price and calculated at the local tax rate. The tax that has been paid by Avon is then reflected on the Representative’s invoice.

**Tax Exemptions:** Generally, Representatives are not entitled to sales tax exemptions. See yourAvon.com for details on special exemptions relating to Avon approved fundraising orders and LABC accounts.
Fees: Avon reserves the right to charge fees for various items, including shipping, handling, and fuel surcharges. Avon will always alert Representatives at least ten (10) days in advance of changing or altering a fee.

End of year and other Government Reporting: By January 31st of each calendar year, Avon will issue 1099 tax forms for the previous year if one or both of the following occurs:
- You made purchases from your Avon account totaling over $5000 Representative cost.
- You earned $600 or more in leadership checks, bonuses, trips, incentive prizes or rewards.

Incentives:
Personal Sales Protection cannot be used towards sales qualifications during any incentive.
Purchasing of a downline, reinstatement of a downline or rolls up will not be considered in title advancement bonuses or achievement in incentives.
Avon reserves the right to audit all performance data when determining incentive reward eligibility and reserve the right to disqualify or remove any Representative if determines has violated principles of fairness and program intent.
Representative’s account must be active and in good standing (past due no more than 2 Campaigns). Avon reserves the right to review and withhold rewards for account balances over $500.
All federal, state and local taxes, if any, associated with acceptance of the reward are Representative’s responsibility.
Award Sales, as always, include direct delivery, Sales Center orders, and demos. Gifts with purchase do not count for our promotions. Bonus Dollars, including Double and Triple Dollars, are not included in order size for promotions.
To ensure credit for sales in a campaign, orders must be processed by noon on the final day of the campaign. If an order goes on hold and is not cleared prior to 5pm eastern on the final day of the campaign it will count towards the next campaign.
Any requests for exceptions must be submitted through the Avon Care Center within 1 campaign of that campaign closing. Unless the deadline appears sooner in the incentive policies.
Rewards cannot be transferred or substituted by achievers. Rewards cannot be redeemed for cash.
Avon reserves the right to substitute a reward (or portion thereof) with something of comparable or greater value, in its sole discretion.
Avon reserves the right to adjust any incentive program’s rules and regulations, and/or cancel any incentive program, at any time in its sole discretion.

Non-Solicitation/Conflicts of Interest: Avon believes our Representatives are more successful when focusing on one direct selling business, but should you elect to own a second direct selling business, you must adhere to the following:
- You may not use any Avon channels or forums (online or offline) to solicit Avon Representatives, Customers or Associates for another direct selling business.
- You should keep both businesses completely separate (i.e.: do not combine them on business cards, blogs, phone messages or Facebook pages).
- You may not earn a profit from other Avon Representatives for products, services or business enhancers. This includes, but is not limited to, charging a fee for training or merchandise above and beyond personal expenses. Any and all subscriptions (print or digital) or recurring costs are prohibited. Example: You may recover the costs of a sales meeting or produce an optional team t-shirt.
Events: The Avon business model calls for direct sales as a method of marketing and retailing services directly to consumers in their home away from a permanent retail location. Therefore, you may not sell or facilitate the sales of Avon products out of stores, kiosks, food establishments, or other retail or commercial outlets on an ongoing basis.

- You may participate in an event held in a retail setting, fairs, trade shows, farmers markets, flea markets, etc., lasting up to 5 days. Anything longer than 5 days requires advance approval from Avon. You may not promote Avon at events in the same location more than 3 times during a month or for more than 5 consecutive days without permission.
- Only one Avon booth is allowed per limited event. It is your responsibility to ensure that there are no other Avon booths at the event and to provide any permits/fees or insurance necessary.
- If you are promoting your Avon business at an event, you must operate completely independent of any other business.
- You may not permanently display Avon products for sale in any retail location with the exception of LABCs. You may display any preapproved advertising flyers or brochures in a retail setting.
- If you are participating in any event (i.e.: fair, festival or farmers market), you may not promote your Avon business and any other business in the same space.

Prohibited Sales Methods
Retail Sales: The Avon name is recognized around the world for quality, value and personal service. Avon is a direct-selling company with a strong belief in personal contact with the consumer.

- Representatives are contractually obligated to sell only to consumers.
- Representatives may not knowingly sell products to third parties for resale, to or through any unapproved business Entity or to any type of unapproved retail establishment.
- Representatives may not establish or operate their own unapproved Avon retail business, aside from those Representatives who already have an approved Licensed Avon Beauty Center.

Internet Sales: The only authorized Internet selling is through an Avon Online Store. Representatives may promote their Avon business online through various social media outlets using the Avon Social Media Center/Avon Online Store. The direct sale of products through an online auction site (e.g. Amazon, eBay), a personal social media page, website or blog is strictly prohibited. See Avon’s Representative Advertising and Promotion Policies for further details.

Export Sales: Avon Representatives may not export Avon products outside of the United States, nor may they knowingly sell products to other individuals who intend to export those products.

Returning Products
If for any reason, the customer is not completely satisfied with a product, Avon offers its customers 90 days from the date of purchase to return their product to their Avon Representative. Avon allows a Representative 120 days from the date of purchase to return a product. Therefore, the Representative has 30 additional days in which to return the product to Avon. You can request credit for a full refund using Online Returns, where you can print out a return label to send the items back. For Representatives with Instant Credit, the credit will be applied immediately and deducted from their award sales during that campaign. For Representatives whose accounts are tagged as NIC (No Instant Credit), credit will be applied
once the items have been received and processed in the National Returns Processing Center. Award sales are deducted from the campaign the return is processed. Avon reserves the right to monitor returns for abuse and to investigate and take any and all appropriate action against suspicious return activity.

All home solicitation sales of $25 or more must comply with the Federal Trade Commission Three-Day Cooling-Off Rule. See sales receipt for full details.

Within 6 months after the closure of a Representative’s account, Avon will repurchase, at the price paid by the former Representative, or reasonable commercial terms, currently marketable inventory and required sales aids that the Representative purchased within the previous 12 months. If there is an outstanding balance due to Avon, any product returned will be applied towards clearing said balance.

Non-Solicitation of Avon’s Representatives and Customers

You may not use or solicit existing or prospective customers or Representatives using information obtained from Avon through any Avon website, the Avon Leads Management Application (ALMA), or any other Avon generated source as a lead source for any other business – whether related to direct selling or outside the direct selling channel. You may not use such customer or Representative information as a lead source for a private or outside business. This includes any business you may be involved in either on a commission or consignment basis. For example, you may not solicit your team or customers to buy car insurance from your brother; purchase an App or software whereby you or a family member are compensated with commissions or bonus; or recruit your Avon-generated downline members to join another direct selling company. This is in violation of Avon’s Terms and Conditions of Use and ALMA Agreement, and considered a conflict of interest and violation of your Contract.

Advertising & Promotion Policies - Promoting your Avon Business

Local advertising and social networking are great ways to promote your business. We encourage you to make your presence known! As an Avon Representative, you represent Avon in your actions, advertisements, posts, and content and as such must adhere to the Principles and Policies stated below.

The Basics

The Avon name is recognized around the world for quality, values and personal service. Avon is a direct-selling company with a strong belief in personal contact with the consumer.
You must always identify yourself as an Avon Independent Sales Representative. You should use the approved Avon logo where appropriate. You should not use the company name New Avon LLC or Avon Products Inc. in any of your communication or promotions. You may add your current leadership or sales level title.

- Ex: Mary Smith Avon Independent Sales Representative – CORRECT
- Ex: Mary Smith Avon Representative – INCORRECT
- Ex: Mary Smith New Avon Independent Sales Representative - INCORRECT

We recommend that you use a dedicated email address for your Avon business; however, the email address may only contain the word Avon with prior written approval from Avon. It cannot contain any Avon trademark (Anew, Skin So Soft, Espira, Boss Life, etc.) in the email address or the word Avon or any trademark in any website address or URL. You may use the word Avon in titles on blog pages or your team page (for example: Susie’s Avon Team or Karen’s Beauty Page with Avon) as long as the page clearly and very visibly states you are an Avon Independent Sales Representative. You may not use any other Avon trademarks in the title of blogs, web pages or your Facebook page. (Example: In Facebook, the title would appear in the “about” copy on the page.)

- Ex: www.SusiesTeam.com - CORRECT
- Ex: www.SusiesAvonTeam.com – CORRECT with prior WRITTEN approval only
- Ex: Avon4You@yahoo.com - INCORRECT

Avon Representatives are contractually obligated to sell only to consumers. Representatives may not knowingly sell products to third parties for resale, to or through any business Entity or any type of retail establishment or marketplace, online or offline, without Avon’s specific written permission.

The selling of Avon products through Amazon, eBay, or any online selling, reselling or marketplace websites is prohibited.

Representatives may not establish or operate their own Avon retail business, aside from those Representatives who already have an approved Licensed Avon Beauty Center.

Acceptable:
- Temporary events in partnership with a local retailer
- Leaving brochures at a retail business with a small display (i.e. a sign and/or a product demo)
- Selling at a temporary table at a flea market

Not Acceptable:
- Stocking inventory and selling at any retail business
- Selling at a flea market in a consistent location (i.e. a store or permanent booth)

Representatives may not advertise products for export or take action to ship products outside the United States.

Representatives are allowed to use any current Avon home office created images and other current print ready material housed in the Avon Resource Center. You may not manipulate or change any Avon home office created images. You may not use any images taken from Avon materials other than those made available in the Avon Resource Center and Avon Social. You cannot use images with models or celebrities or images not in the current Avon Resource Center. Please check the Avon Resource Center before each use.

Use only approved product claims and earning statements from brochures, training materials or current Avon advertising. You may not use any unauthorized product or earnings claims. This applies to all offline and online advertising and marketing, including social media and social networking channels.

You may not post on social media, websites or advertise in any forum content that is sexually explicit, obscene, pornographic, offensive, profane, hateful, threatening, defamatory, libelous, harassing, or discriminatory or in violation of any law.
Online

The only authorized internet selling vehicle is through your Avon Online Store.

The direct sale of products through an online auction or marketplace site (e.g. Amazon, eBay), a personal social media page, website or blog is strictly prohibited.

You may not create online deals (for Groupon, Living Social, etc.) or list coupon codes for products or recruitment offers, including kit rebates.

Representatives may promote their Avon business online through various social media outlets using the Avon Social Media Center/Avon Online Store.

Acceptable:
- Doing a live stream to promote your favorite products with a link to your online store or contact me for local delivery.
- Promoting the hours and location of an event (i.e. craft show or farmers market) where you will be selling products.
- Selling on hand product in a private Facebook group.
- ISO (in search of) groups that are for Representatives looking for out of stock or discontinued items for customers.

Not Acceptable:
- Doing a live stream that publically offers discounts beyond those that Avon provides you.
- Promoting an event listing products and pricing of items below the current brochure price that will be available for purchase.
- ISO groups that sell to non-Representatives or post “lots” products for sale (i.e. 10 shower gels for $9.99).

You may not promote (tag) your Online Store through Avon Corporate Sites. (i.e.: the Avon YouTube Channel, Facebook Pages, Pinterest or Twitter)

You may create a redirect to your Online Store through a personal website, social media page (a business page on Facebook, for example) or blog to spotlight products and trends, promote your Avon business, or bring your team together. Use YouTube to post and share videos you create that showcase products and encourage your team.

You are responsible for monitoring your social networking channels.

- You are expected to delete comments that are abusive, obscene, disrespectful, threatening, and intimidating or that contain deceptive or misleading claims or links to inappropriate or irrelevant websites. Deleting a comment because you disagree is not acceptable.
- If you have any online group formed for the purpose of communication with your team, you may not omit a member of your team unless it is agreed upon by you and the Representative being excluded.
- As the administrator of your group, it is expected that you will monitor conversations to ensure a positive tone. It is your responsibility to communicate individually with people who post comments that could or will negatively affect your team morale and/or add no value (i.e.: inappropriate or hurtful comments).

All content must comply with the requirements listed in this document. Regardless of content, if Avon requests that you remove content you shall do so immediately.

You may not promote or advertise any other direct sales or retail business on the same online page, group or blog as your Avon business.
It is your responsibility to ensure that any claims made in promoting your Online Store are truthful and consistent with Avon approved product and earnings claims. In addition, any earnings statements should be qualified by referring to the fact that earnings will depend on time and effort expended.

Advertising

Take advantage of local/community newspapers and classified publications to promote your Avon business.

You may use only current Avon authorized images and logos from the Avon Resource Center and Avon Social. You may use only current Avon authorized product and earnings claims and other content from current Avon brochures and web pages. You may not use images, graphics, product or model photos from Avon brochures, promotional materials or websites unless explicitly approved. You must comply with all terms of use for authorized images and logos, as communicated in the Avon Resource Center and Avon Social.

Acceptable:
- Photos in the Avon Resource Center, shared through yourAvon.com or photos you take yourself of the products or using the products.

Not Acceptable:
- Screen capturing photos from our brochure and manipulating them for social media.

We encourage you to promote current Avon incentive programs or promotions. You must always include program/promotion summary or rules, entry details, start and end dates and a link to the official program/promotion rules.

You are permitted to advertise locally. Locally is defined as within a 100-mile radius of your home street address or approved Avon business (ex: LABC). You are allowed to promote your business on social media platforms and other related sites in addition to groups/events that are joined to your personal pages (i.e. Personal/Business Facebook page, client groups, team groups, etc.), except where prohibited above.

You may advertise on Facebook or boost your personal posts within a 100-mile radius. You may not participate in national Facebook Advertising. The maximum amount per boosted post is $10 and $155 per month total.

You may only purchase non-branded keywords locally within a 100-mile radius (example - work from home or direct selling).

Use only Avon-authorized logos from the Avon Resource Center to create personalized sales tools (e.g. business cards, recruiting flyers, t-shirts, etc.) or use Avon authorized vendors. These items may be handed out or used as incentives for your team members and your customers, but cannot be sold. You may not sell any personalized sales tools with Avon’s name or trademarks. You may not alter or crop the Avon-provided logos.

You may not advertise nationally, offline or online. Examples of national advertising are national catalogs, magazines, newspapers, trade or direct selling publications or other distribution methods and website or national social media advertising.

You may not advertise on any form of radio or television.

No outdoor advertising other than signs obtained through Avon Advantage Partners or authorized in writing by Avon. This includes but is not limited to vehicle wraps and vehicle
signage. It would not include yard signs, car magnets or window decals purchased through any approved Avon Advantage Partner.

You may not advertise in classified/list sites directly or indirectly with the intent to sell product, to sponsor new Representatives or to promote your business in general. Examples of classified/list sites: Craigslist, sell-it, swap, work-from-home or sites where individuals manipulate the sales of products through swapping sales, selling or bartering.

You may not purchase Avon “keywords” from a search engine or other online service to direct online users to your Avon business (examples – Skin So Soft, Boss Life, Avon, etc.).


Business Cards

You must purchase your Avon business cards from an Avon approved vendor or use the Avon approved business card template only.

You may not list any other business, profession or experience on an Avon business card.

Publicity

As an Avon Representative, you may participate in an interview with local print or online publications (with a local focus) with prior written permission from Avon management.
- All radio or local television interviews are strictly prohibited without prior approval from the Avon Home Office.
- National media promotions must be initiated by Avon. If you are contacted by any national media, please contact the Avon Care Center.

Email, Phone, and Text Use

You should use only the email templates available in the Email Service Center and on VIBE for commercial marketing emails to prospective customers or Representatives. You may create your own email templates for such emails but they should be in compliance with applicable laws and regulations, such as the CAN-SPAM Act.

You may use your own email account to communicate with your Avon team and operate your Avon business with family, friends and current client base.

You may not use emails, robocalls, or texts to blast or spam any customers or non-customers.

If a customer, prospect or any individual indicates they no longer wish to receive further email, phone, or text communications, you must cease such communication immediately.

You must honor any “do not email”, “do not call”, or “do not text” requests made by any Representative, former Representative, Customer or lead. Under Federal law, requests to unsubscribe must be honored. This includes all email, telephone and text communications.

You must comply with applicable laws, regulations and guidelines when emailing, calling and texting, including but not limited to the CAN-SPAM Act, the Telemarketing Sales Rule, the Telephone Consumer Protection Act, and applicable state laws.
Sales Leadership Policies

Representatives participating in the Advanced Leadership Program ("Sales Leadership Representatives") are responsible for meeting their contractual obligations as Representatives, and abiding by both the general Representative Policies and these Sales Leadership policies, which govern matters specific to the Sales Leadership program. Please also refer to the Sales Leadership tab on yourAvon.com for more details.

Leadership Philosophy

Leadership is one of the most satisfying opportunities Avon has to offer. Helping your team members achieve their goals and celebrating their success with them is a fulfilling experience.
Combining these activities with the Leadership Compensation Program turns helping others into a very rewarding opportunity.

The role of the Mentor (or “Upline” Representative) is not to do everything for your Representatives, but rather provide guidance to help them achieve their business goals. Do this by leading by example with your business, recognizing them for their success and mentoring them in their Avon business.

It is important for all Representatives to have the benefit of a Leader and Mentor, combined with the continued support from Avon Home Office so that all Representatives have the tools and encouragement they need for their business.

Qualities expected of a good Leader:

Believe: Your belief sets the tone for the success of your team
- Demonstrate a positive attitude toward Avon and fellow Representatives
- Operate with a high level of integrity
- Encourage team collaboration and create a community where Representatives feel comfortable seeking your support

Set an example: Your team will do what they see you do (building customers, recruiting)
- Provide team members with consistent, timely communications
- Model a consistent business with sales and recruiting
- Participate in Avon sponsored incentives and promotions
- Attend Avon sponsored meetings and events

Lead your team: Connect the dots ....Lead them to success
- Train and mentor team members
- Follow Avon’s Onboarding Guidelines to support New Representative’s success
- Identify and develop new Leaders thru goal setting and mentoring
- Understand and sell Avon’s compensation plan
- Celebrate team victories
- Recognize team members for their achievements

Eligibility
The Advanced Leadership Program rewards Sales Leadership Representatives based on the success of recruiting, training and developing team members. Sales Leadership Representatives accept responsibility for complying with the following guidelines:
- Referring potential recruits to enroll with Avon and support new team members with the best onboarding experience through online and face to face training, coaching and mentoring tools Avon has to offer. See Mentor tools on yourAvon.com for full details.
- Maintaining an Active Representative status in good standing.
- Understanding the earnings as defined in the Advanced Leadership earnings chart on yourAvon.com.
- Understanding the compensation structure and earning opportunities / incentives for newly appointed Representatives including KickStart earnings chart on yourAvon.com.

Recruiting Policies
Sales Leadership Representatives are encouraged to develop their team through their own personal recruiting efforts. Sales Leadership Representatives may not create or place Enrollments under a new Representative without that Representative’s knowledge or permission.
Recruited Representatives must fully complete the Enrollment process, including purchasing a Starter Kit of their choice and completing the Avon Representative Contract and accepting its Terms & Conditions.

Once a new recruit has completed the Enrollment process and Avon has approved, the account status is defined as a Pending Appointment. A recruited Representative will only count as an Appointment after the recruit has positive net sales in a Campaign. Sales from the Sales Center, traditional brochure orders and Online Store orders all count towards positive net sales for a Campaign. A new Representative counts as a Qualified New Recruit (QNR) when they place a $150 order in their first or second campaign (or by Length of Association “LOA” 2) and they pay for that order on time.

If a Pending Appointment does not submit a first order within 26 Campaigns from Enrollment, the pending Representative Contract is terminated, the linkage to the Mentor (Upline) is broken, and the individual is considered an unsponsored lead. Should the individual decide to join Avon in the future, they would be considered “new” and are required to re-apply and complete the Enrollment process. There is no guarantee expressed or implied that the original Mentor (“Upline”) will be relinked should this person return to Avon at some point in the future.

An appointed recruit becomes attached as a "Downline" member to his or her recruiting Representative (also known as the "Mentor" or "Upline" Representative) when the new recruit enrolls through the Mentors' Online Store or on SellAvon.com/StartAvon.com when Mentor’s referral code is entered. A Downline member that is recruited and appointed will join the First Generation of his or her Mentor. Should a new self-enrolled Representative be linked to an unintended Mentor, he or she will have up to 5 business days from the time of enrollment and before the first order is placed (LOA 0), to be relinked to the intended Mentor. The new Representative must direct this request to the Avon Care Center, personally.

Fictitious or gratuitous contracts are prohibited. These including individuals who have little or no interest in Avon, other than enrolling as a favor to someone, such as a friend or family member, or in exchange for some benefit, such as free products or some other form of compensation.

Change of Sponsorship: To protect the integrity of the compensation plan and to discourage unethical cross-recruiting practices, Avon does not allow Mentor changes.

Leadership Earnings: Qualifications for Sales Leadership earnings are based on achieving the minimum requirements as outlined in the Advanced Leadership Earnings Chart on yourAvon.com.

Team Award Sales: Includes your Personal Award Sales plus the Personal Award Sales of all your downline Generations: G1, G2, G3, G4 and G5.

Leadership earnings are not paid until the downline member pays for their order in full and any returns would adjust accordingly.

Avon reserves the right to offer incentive or bonus dollars that may or may not be eligible for Leadership Earnings (refer to yourAvon.com for specific terms and conditions).

Past Due Accounts: If a Sales Leadership Representative’s account is Past Due for three Campaigns, any Leadership earnings will automatically be applied towards the current balance in that third Past Due Campaign until the account balance is cleared. If a Downline Member has reached a Past Due status of four (4) Campaigns, any Leadership earnings from his or her Award Sales will be forfeited by the Mentor (Upline), even if the balance is subsequently paid. To ensure Mentors (Upline Representatives) maintain their current eligible earnings and also to help reduce bad debt, Downline Members should be encouraged to pay in full and on time.

Removed Accounts: If a Representative is removed from the Sales Leadership program, he or she will receive a final earnings payment and will no longer be entitled to receive earnings on his or her former Downline after the date of removal.

At the close of each Campaign, Sales Leadership Representatives have access to their Sales
Leadership Earnings Statement on yourAvon.com, which details Sales Leadership activity for a specific Campaign.

**Personal Sales Protection** (formerly called Performance Points): For Bronze Ambassadors and above, when you exceed your Personal Sales requirement in a campaign, the additional amount can be held over to help meet the requirement for a future campaign. As an Ambassador you can accumulate up to $200, as a Leader or Executive Leader $600.

- Personal Sales Protection is automatically redeemed based on availability. For example: if you have sales of $150, you could use $50 in personal sales protection to make up the difference in required personal sales, provided you met all other performance requirements for your level of achievement in any campaign. This would then qualify you to receive your Advanced Leadership Bonuses.

- Personal Sales Protection is not cumulative. After you use all or a portion, you replenish it by exceeding your personal sales qualifier. For example: $250 in sales would give you $50 in personal sales protection to be used in a later campaign.

**Leadership Representatives Hired by Avon:** To be hired as an Associate within Avon’s Social Selling Organization, a Sales Leadership Representative must relinquish his/her Avon Account in accordance with Avon’s policies.

**Recruiting Restrictions:**

- A Sales Leadership Representative may not recruit his or her spouse or domestic partner into his or her own Downline. **Exception:** a previously existing Downline relationship that was established at least one (1) year prior to the marriage or partnership. Must be documented with the Avon Care Center Leadership Department.

- Sales Leadership Representative may not recruit or be linked to any team member within the same household.

  **Former Avon Field Associates** may be appointed by a Leadership Mentor (Upline). However, they may not use any Avon leads or Representative information from their former role as an Avon employee.

**Leadership Training Centers:**

Leadership Training Centers may be operated for team meetings and trainings. They may have a display of current Avon products, but cannot be used to publically stock and sell product. They must be registered with the Avon Care Center Leadership Department.

**Prohibited Activity:**

Leadership Representatives are expected to conduct their businesses in an ethical manner, and always keep the best interests of their Downline Members in mind. Avon reserves the right to prohibit any type of recruiting activity, at any time. Some types of recruiting activities that are prohibited include but are not limited to:

- Falsifying an enrollment or encouraging falsification of any information on the account (e.g. Social Security number, mailing or shipping address, zip code, email address, credit score information, and signature). Accounts must have unique Social Security/TIN, mailing address, email address and phone numbers. **Providing misleading information is a violation of Avon policy and violators are subject to removal.**

- Using a Mentor’s (Upline’s) credit card for payment of Starter kits and/or product orders on behalf of a Downline Representative. A pre-paid debit card is allowable for starter kit orders.

  - A Mentor (Upline) may not make a payment directly on the Account or through a Downline Member’s Online Store.

  - The offering of money, free gifts, products, rebates on enrollment fees, or any other inducement to agree to be appointed as an Avon Representative is strictly prohibited.
Making representations about earnings potential or product claims that go beyond those made by the Company.

Using other Representatives’ personal information in a way that does not comply with Avon’s Privacy Statement or contract terms. See www.yourAvon.com/us-home/other-content/privacystatement.html. Any violation of these policies could result in immediate removal from the Sales Leadership program and/or Avon.

Removal from Sales Leadership
Should a Sales Leadership Representative, for whatever reason, cease to be an Avon Representative, he or she will be automatically removed from the Sales Leadership program and will receive no further Sales Leadership earnings on the sales of his or her former Downline Members. Linkage to Downline will be irrevocably broken and Representative forfeits future earnings. A Representative may terminate her participation in the Sales Leadership program at any time by submitting a written and signed notice, indicating her desire to withdraw from the program. Circumstances that may lead Avon to terminate participation in the Sales Leadership program may include but are not limited to:

- **Management Decision**: Avon always reserves the right to remove a Representative for any or no reason in its sole discretion.
- **Inappropriate Actions**: Avon may remove any Sales Leadership Representative who violates his or her contractual obligations or any of Avon’s policies. Inappropriate Actions may also include disparaging the Avon Brand or Earnings Opportunity and/or unprofessional comments on social media or other channels that are in conflict with Avon’s values.

Avon reserves the right to freeze any Sales Leadership account pending an investigation for inappropriate action. This will temporarily suspend any earnings and or incentive reward. If an investigation is cleared, all earnings and rewards will be released for payment.

Titled Relink Request
Avon will not grant Sales Leadership Representatives any one-time relink requests allowing relinkage to former Mentor (Upline Sales Leaders).

Roll-up
When a Sales Leadership Representative is no longer participating as an Active Representative, the removed Representative’s Downline will “roll up” to the removed Representative’s Mentor (Upline). If the removed Representative did not have an Upline, the impacted Downline Representatives will no longer be attached to an Upline.

Survivorship
Upon the death of a Sales Leadership Representative (where there is no registered co-applicant on the account), the Contract is automatically terminated.

- Death of a Representative must be reported immediately. Using the account of a deceased Representative is not permitted and may be considered fraud.
- Heirs of a deceased Sales Leadership Representative will not be eligible for any future earnings.
- In the case of an incorporated account with more than one officer, the account will remain in the operation of the corporation officers.
- A co-applicant listed on the account prior to his or her partner’s death, may assume primary responsibility for the account within 30 days. A new Contract must be completed that accurately reflects the co-applicant as the Primary Representative on the account. Refer to the Co-applicant section within these policies for details.

Achievement Title Review/Title at Risk
The Achievement title is the title you are recognized for at events and in print. It is the highest Performance Title over prior 6 campaigns for Promoters through Gold Ambassadors and 12 campaigns for Bronze Leaders and above.

Purchase and sale of an Avon Business
An Avon business and the rights and obligations associated with it are personal to the Representative and may not be sold, assigned or transferred to any other person or Entity without the express written approval of Avon in its sole discretion.

Non-Sales Leadership Business Requirements:
- Representative notifies the Avon Care Center of her desire to discontinue her Avon business and close her Representative account and fills in the below Contract request form:
- If there is a co-applicant involved, reference and follow Co-applicant policy.
- If LABC involved, reference and follow LABC Policies.
- Seller’s position within the President’s Recognition Program, and other rewards programs are not transferable.

Sales Leadership Business Requirements:
- Seller must first offer Unit to immediate Upline Representative, if one exists.
- If the first offer is declined, Seller must then offer to other Upline Representatives, if any exists, on same terms and conditions.
- If all offers to Upline Representatives are declined, Seller may then offer to other Leadership Representatives on same terms and conditions.
- Buyer must be an Active Avon Representative for at least 1 year.
- Buyer must have attained and maintained the Bronze Ambassador Position or above for the last six consecutive months or more immediately preceding date of purchase/sale request.
- If Buyer is in a different Leadership line: Buyer must relinquish all rights to her original Leadership Unit.
- Leadership businesses in different Leadership lines may not be merged.
- Buyer may not be enrolled in two Leadership Units at the same time.
- Buyer will not be rewarded with title advancement bonuses or current incentives based on this purchase.
- Sponsoring Bonus earned through both the Buyer’s former unit and purchased unit will be forfeited. Once the sale is complete, Buyer may begin to establish a new personal Sponsoring Bonus. Buyer will assume the promotional history of the purchased unit.

Reinstatements/Reappointments
If a Representative closes his or her account voluntarily, or if he or she is removed for inactivity or a Past Due Status, a Representative may have his or her association with Avon reactivated under the following circumstances:

Self-Reinstatement (within 1-26 Campaigns of removal): A former Representative can reinstate his or her Avon business, with no reinstatement fee, provided the account balance is paid in full. Sales Achievement Level and President’s Recognition Program (PRP) titles are maintained as per program guidelines, but Sales Leadership status will not be reinstated after 6 Campaigns of inactivity (see below).
**Reappointment:** A former Representative is eligible for Reappointment twenty-seven (27) Campaigns after removal, provided there is no outstanding balance. He or she will be enrolled as a new Representative with a new account, purchase a Starter Kit and complete onboarding process. Sales Achievement Level and LOA will start anew and any Incentive or Rewards points will be lost. At Avon’s discretion, Representatives whose accounts are written off may be reappointed with a $0 credit, if the Past Due balance is paid in full.

**Removal as an Avon Independent Sales Representative**

Either a Representative or Avon may terminate a Representative’s association with Avon at any time and for any reason. Circumstances that may lead Avon to terminate its association with a Representative include but are not limited to:

- **Inactivity:** If a Representative does not submit an order for six consecutive Campaigns, he or she is considered inactive and will automatically be removed from Avon’s active file. This will result in the immediate breakage of any downline linkage, which is irreversible. Inactivity for 26 campaigns will result in discontinuation.
- **Past Due Account:** A Representative may be removed if he or she fails to submit payments to Avon in a timely manner. Past due 4 will result in immediate removal and will break any Downline linkage, which is irreversible.
- **Management Decision:** Avon always reserves the right to remove a Representative at any time for any or no reason in its sole discretion.

**Must-Have Avon Vocabulary:**

- **Campaign**
  The two-week Representative selling period. We typically have 26 campaigns in a calendar year.

- **Direct Sales**
  A method of marketing and retailing services directly to consumers in their home or in any other direct location away from a permanent retail location.
Incentive(s)
Programs sponsored by Avon in which Representatives can earn rewards for hitting certain targets. These rewards are in addition to their usual campaign earnings.

Invoice
A statement received by a Representative in her order that includes an accounting of all items ordered and billed, messages from Avon and the amount due with the next order.

Leadership
The Avon Leadership opportunity provides an enhanced opportunity for your Avon business offering rewards and bonuses for building your team and increasing sales. Refer to the earnings chart on the Sales Leadership page of YourAvon.com for a full list of opportunities and bonuses to expand your own earnings potential.

Mentor
The Sales Leader in a team who has personally recruited and appointed Representatives. Also known as an Upline.

Online Store
A Representative’s personalized website where any purchases her customers make are credited directly to her and factored into her earnings. Formerly known as the eStore.

Recruiting
The process of having a conversation about the benefits of joining the Avon team, up to and including completing the enrollment process and establishing an account.

Representative Earnings
The difference between retail/brochure price (the amount due from the customer) and the price the Representative pays for the product(s). See the earnings chart on yourAvon.com for more details.

Social Selling
The process of developing relationships as part of the sales process. This can take place via social networks online or offline face to face.

Social Media Center
Your Avon Social Media Center (SMC) is available for download as a free app for smartphone and tablet. It’s also located on yourAvon.com. The SMC lets you share pre-designed posts, videos and pictures about your Avon business through various social media platforms such as Facebook and Twitter.

YourAvon.com
The website where Avon Representatives can manage business functions, place orders, make payments, view invoices and access training.

Full Avon Glossary

Active Representative (Active Account)
A Representative who is consistently placing orders every two weeks (each campaign period), or who has submitted an on-time order at least once within the last six campaigns.

Activity
Any Representative who has sales activity (orders) in the current campaign.

**Add-on (Additional) Order**
An additional order submitted after a regular order in the same campaign.

**Avon Leads Management App (ALMA)**
A free tool to manage both personal leads as well as Avon-generated leads. ALMA is the mechanism Avon uses to distribute Avon leads to qualified Leadership Representatives. For more about how to qualify for Avon-generated leads, visit the Sales Leadership page on yourAvon.com.

**Attached Customer**
A customer who has been assigned to a Representative and places an order online through the Representative’s Avon-provided personalized Online Store.

**Avon Advantage**
A program exclusively designed for Avon Representatives that provides special offers such as discounts, business cards, business tools, clothing, motivational videos, and books. [https://www.youravon.com/us-home/my-community/avon-advantage.html](https://www.youravon.com/us-home/my-community/avon-advantage.html)

**Avon Care Center**
The primary resource for Avon Representatives customer service related issues and questions.

**Avon Independent Sales Representative Contract**
The legal document in which a person signs up to be an Avon Representative, indicating his/her understanding of the Avon opportunity and Contract to the terms and conditions of the Contract including all of Avon’s policies and procedures.

**Avon’s Promise to Customers**
This is Avon’s guarantee of 100% satisfaction. If a Representative or customer is not satisfied with an Avon product, they can return it within 90 days for a full refund.

**Avon Resource Center**
The official source for Avon authorized images, logos, and business cards.

**Award Sales**

**Personal Award Sales:** Includes your personal purchases and your customers’ orders. Almost everything you order from Avon counts toward your Personal Award Sales including sales aids such as samples, sales tools, demos, brochures and fliers. Double Dollars and other bonus sales incentives are not included.

**Team Award Sales:** Includes your Personal Award Sales plus the Personal Award Sales of all your downline Generations: G1, G2, G3, G4 and G5. All Team Sales recognition is based on Team Award Sales.

**Avon Social**
A social selling platform exclusively for Representatives and available via the "Avon Social" tab on yourAvon.com. It's the easiest way to reach new people and build your community on Facebook, Twitter, and Pinterest.

**Bonus Award Sales**
Occasionally, Avon launches additional incentives offering Bonus Award Sales such as, Double Dollar incentives. These types of incentives are added into your Award Sales and together are defined as Bonus Award Sales. Bonus Award Sales are used for all Personal Sales recognition.

**Brochure**
The catalog that Representatives use, featuring the latest products and highlighting special offers, sales, new product launches, etc. New brochures are made available every two weeks (every campaign period) during the year. They are also available to customers online through their Representative’s Online Store.

**Campaign**
The two-week Representative selling period. We typically have 26 campaigns in a calendar year.

**Commissionable Products**
All products that are sold at full or discounted customer price, including demos. Commissionable products do not include sales aids (brochures), paper bags, business tools, Representative samples, shipping fees, and lead-related fees.

**Connection Card**
Gives a Representative a place to record a recruit’s contact information and schedule a follow-up, whether it be to celebrate her successful enrollment, guide her through enrollment on StartAvon.com or discuss the opportunity further with her.

**Customer Order Builder Offer (COBO)**
A product offered in the brochure at a reduced price to encourage a specific customer purchase.

**Customer Price**
The suggested retail selling price as advertised in the Brochure.

**Demonstration Products (Demos)**
Products only available to Representatives at an additional discount, two campaigns in advance, to showcase products sold in the upcoming campaign.

**Direct Selling**
A selling method offering products and personal service directly to a customer.

**Earnings Chart**
The Avon Earnings Chart breaks down Representative discount percentages according to order size, product category, and President’s Recognition Program status.

**Earnings Level**
The percentage discount on product purchases to which a Representative is entitled to in a given campaign. This percentage varies each campaign according to order size, product category and President’s Recognition Program status.

**eConnect**
Avon’s outbound notification system used to update Representatives on the status of their orders as they process. Representatives automatically receive email updates when their orders are billed and shipped to notify them in advance about when to expect their orders and any products that might be missing.

**Enrollment**
The process that officially turns a prospect into an Avon Representative. A new Representative completes the Contract on StartAvon.com and thus finalizes the process of becoming an Avon Representative. This enrollment can be done face-to-face with the Mentor or virtually, on the Representative’s own or with guidance via the Avon Care Center.

**Enrollment Fee**
The fee paid at the time of enrollment, equivalent to the price of the Starter Kit the new Representative chooses.

**FAST Talk**
Avon’s Full Access Speech Technology (FAST Talk) system lets Representatives place orders and make credit/debit card payments. Representatives can also check the status of their orders, account balance, product availability, returned products, Award Sales, and President’s Points by telephone. English: (866) 513-AVON (2866) Spanish: (866) 588-AVON (2866)

**First Generation**
Representatives who are recruited and personally appointed by a Sales Leader.

**Flexible Ordering**
A new order window that allows Representatives to order at any time during the two-week campaign period. Representatives need to submit their order by no later than 12:00 noon (local time) on the last day of the campaign for the sales and incentives to count for the current campaign.

**Fundraising**
A significant earning opportunity open to all Representatives, by which the Representative partners with an organization to sell Avon’s products, and then shares the profits with that organization. Fundraising materials are available online at yourAvon.com to assist in this process.

**Generation**
A line of sponsorship. If a Representative recruits a new person, that new person will be part of the Representative’s first generation. If the first-generation Representative then recruits a new person, that person will be in the original Representative’s second generation, and in the first generation of the Representative who directly recruited her.

**Get-Together**
When the new Representative and Mentor meet face to face, or virtually, to review, touch base and train on various tactics to successfully grow their business.

**Hold Order**
A Representative’s order that is held and not shipped by Avon’s credit system for credit-related reasons, such as past-due balances. A Representative whose order is on hold will receive an eConnect notice from Avon.

**Home Page**
The main webpage for a business, organization, person or simply the main page out of a collection of webpages.

**Incentive(s)**
Programs sponsored by Avon in which Representatives can earn rewards for hitting certain targets. These rewards are in addition to their usual campaign earnings.

**Independent Contractor**
All Independent Sales Representatives are independent contractors. They are not agents, employees, partners or franchisees with Avon, nor should they represent themselves as such. Each Representative is responsible for her own business decisions and expenditures.

**Invoice**
A statement received by a Representative in her order that includes an accounting of all items ordered and billed, messages from Avon and the amount due with the next order.

**Invoice Message**
Message that is included on a Representative’s invoice that provides product and/or campaign information or issues regarding current order.

**Lead (noun)**
A person who has expressed interest in Avon products and/or the earnings opportunities.

**Leadership Bonuses**
A Bonus received based on Leadership performance metrics: recruiting, training, mentoring and promotions as well as team earnings. Please refer to the Sales Leadership page on yourAvon.com and reference the earnings chart for the most up-to-date details.

**Leadership**
The Avon Leadership opportunity provides an enhanced career path offering rewards and bonuses for inviting people to join Avon and training successful members of a team. Refer to the earnings chart on the Sales Leadership page of ourAvon.com for a full list of opportunities and bonuses to expand your own earnings potential.

**Leadership Sales (Net Sales)**
The dollar amount on which Leadership bonuses are paid. This is defined as customer price less the earnings percentage of their team member(s) in that campaign. Leadership Representatives are not paid on their team’s earnings, or on sales tools, kits or returns.

**Length of Association (LOA)**
The number of two-week cycles, or Campaigns, a person has been a Representative.

**Licensed Avon Beauty Centers (LABC)**
The only authorized retail selling opportunity for Representatives who sign a license and sell in an Avon approved retail shopping environment.

**Mentor**
The Sales Leader in a team who has personally recruited and appointed Representatives to their team. Also known as an Upline.

**Net Items**
Items purchased by Independent Sales Representatives such as brochures, sales aids, sales tools and samples that are not resold for profit. The Representative pays the stated price for these items that are generally business-building tools and receives no earnings or discounts.

**Networking**
The act of meeting new people in a business, social context or event and sharing personal information to build your business and grow your customer contact list or team.

**Online Store**
A Representative’s personalized website where any purchases her customers make are credited directly to her and factored into her earnings. Formerly known as the eStore.

**Opportunity Presentation**
A recruiting rally or business briefing for the purpose of presenting the various Avon earning opportunities to current Representatives or potential new Representatives.

**Password**
A security feature composed of alphabetic and numeric characters that the Representatives selects. A password is required to use yourAvon.com.

**Past Due**
If a payment is not made in accordance with Avon's credit policy, the account balance will be considered "past due."

**Performance Requirements**
The minimum Personal Award Sales, Total Team Sales, and number of Recruits necessary for Leadership earnings and to reach a certain title.

**Performing**
Performing at title means that a Leader has satisfied the title requirements in a given campaign and is eligible to receive earnings. This determination is based on two weeks of team contributions, personal sales, and the particular team structure. Refer to the Leadership earnings chart for details.

**Personal Sales**
The sales that a Representative makes herself, excluding sales from her team (i.e., only sales associated with her customers or herself are included). This also includes her personal online sales.

**Prepaid Card**
The Visa Prepaid Card is a personalized and reloadable prepaid card issued to Representatives in place of paper checks. Earnings are automatically loaded to the Visa Prepaid Card.

**President’s Club**
The first level of sales achievement within the President’s Recognition Program that recognizes Award Sales.

**President's Recognition Program (PRP)**
Provides recognition and rewards to Representatives for outstanding achievement in Total Sales, Sales Increase and Leadership in a year beginning at the start of Campaign 1 and ending at end of Campaign 26.

**Promoter**
A Sales Leader who has chosen the Leadership Opportunity and has at least one recruit. Previously referred to as "Untitled."

**Prospecting**
The search for potential customers or team members.

**Qualified New Recruit (QNR)**
A new Representative who places a minimum order of $150 in his / her first or second campaign (by LOA 2) and who submits and pays for the order on time.

**Quick Order Entry**
An ordering feature that allows a Representative to efficiently enter an order by product number and quantity. Representatives do not verify product description until the order is completed.

**QuickPAY**
A method by which Representatives can apply payments electronically from their checking accounts directly to their Avon accounts. Payments can be made online or through a toll-free phone number, 1-877-784-5729. Representatives can enroll by going to yourAvon.com.

**Reappointment**
Former Representatives who left the business over 26 campaigns. Must reappoint by completing a new Contract.

**Recruiting**
Converting a prospect to become a team member.

**Recruiting Tools**
Professional recruiting materials designed to help Representatives encourage recruits to choose the Avon Earning Opportunity.

**Recruiting Reward**
A reward given to a Representative upon successfully recruiting a prospect who establishes his / her Avon business with positive sales according to the terms of a particular incentive.

**Region**
The way Avon refers to its geographic territories. Avon U.S. is divided into four geographical regions.

**Regional Vice President (RVP)**
An officer of Avon who is responsible for the sales growth within a respective geographical area of the United States. The Lead Coaches and Sales Development Coaches report to the Regional Vice President.

**Reinstatement**
Reactivating your Avon account after having been removed for 26 campaigns or fewer, provided the account is paid in full.

**Reject Orders**
An order that the system rejects and does not process. Generally, reject orders happen if there is a current order on hold after 10 days, if the account is removed or if there are invalid line numbers.

**Removal**
The termination of a Representative’s Contract with Avon due to inactivity, past-due balance, inappropriate actions or a management decision. Accounts will be removed for the following reasons for a past due balance after four campaigns or after six campaigns of inactivity. The account status will change to discontinued on the 27th campaign.

**Representative Earnings**
The difference between retail/brochure price (the amount due from the customer) and the price the Representative pays for the product(s).

**Representative Direct Deposit**
Leadership and Sales Leader Representatives have the option of directly depositing their earnings in a bank account of their choice.

**Sales Leader**
A Representative participating in the Avon Sales Leadership Program. Also referred to as a Leadership Representative.

**Sales Leader Bonus**
Sales Leader rewards received for meeting specified qualifications. Refer to the Leadership earnings chart for more details.

**Sales Leader Opportunity**
Provides bonuses and rewards based on the performance of Representatives who invite others to join Avon and build a business. For a complete review of the earnings opportunity, refer to the Leadership earnings chart on yourAvon.com.

**Sales Tools**
Items offered to Representatives to help them build their business. Some are free, and others are nominally priced. They include items such as color charts, jewelry forms, bags, ring sizers, etc. For more details, go to yourAvon.com.

**Second Generation**
The relationship between a Sales Leader and any Representative recruited by one of her first-generation team members.

**Ship Separate Order**
This is an order placed off schedule and requested to be shipped immediately. This order usually ships via UPS the following business day. Multiple-order fees may apply.

**Shorts**
A product ordered in the campaign that is not available but will be shipped at a later date. All shorts are noted on your invoice and are filled when available unless otherwise noted.

**Site Map**
This provides a skeleton view of the entire website and can assist with site navigation.

**Social Media Center (SMC)**
Your Avon Social Media Center is available for download as a free app for smartphone and tablet. It’s also located on yourAvon.com. The SMC lets you share pre-designed posts, videos and pictures about your Avon business through various social media platforms such as Facebook and Twitter.

**Starter Kit**
A new Representative chooses from three Starter Kits when she enrolls with Avon: the $25 Quick Starter Kit, $50 Advanced Starter Kit or $100 Premium Starter Kit. Each contains a variety of products, samples, and resources to help the new Representative get their business started from day 1.

**Take-off Sale**
Products that are no longer available and are removed from sale. They will not be relisted in the brochure or elsewhere and are not eligible for award sales if ordered.

**Team**
The generations of Representatives under a Sales Leader (i.e., 1st, 2nd, and 3rd generation). Also referred to as a Downline.

**Third Generation**
The relationship between a Sales Leader and any Representative recruited by one of her 2nd generation team members.

**Title at Risk**
A Sales Leader who is not performing at his achievement title in the current campaign. The existing title is held for six campaigns. When a Representative fails to maintain a title after six consecutive campaigns, he will be retitled at the level at which he is performing.

**Titled Representative**
A Sales Leader currently titled at a Leadership position of achievement (Star Promoter through Platinum Executive Leader).

**Total Team Sales (formerly Unit Sales)**
The total of a Sales Leader’s qualifying personal award sales and the total personal award sales of her 1st, 2nd and 3rd generation team members.

**Unattached Customer**
A customer who orders through Avon.com and chooses not to link with a Representative. Note that a customer who was referred to a Representative remains unattached until she places an order through the Representative’s Online Store or registers for an account via the Representative’s Online Store.

**Unavailable Product**
An item that is out of stock will be taken off sale and cannot be reordered. An alternative recommendation may be offered.

**URL (Uniform Resource Locator)**
A fancy way of saying Internet address. For example, the URL for the free Avon website is www.yourAvon.com.

**Username**
This is a unique name picked by customers or Representatives to access www.yourAvon.com or account on a Representative’s Online Store.

**VIBE for Sales Leaders**
Avon software for Leadership Representatives (Star Promoter and above) that contains information about her entire team and allows her to analyze how to grow her business, create a hierarchy, generate reports, and create notes and tasks for each Representative.

**Web Office**
An online tool that lets a Representative track her schedules and to-do lists with a calendar management tool; publish events on her site; prepare Customer invoices and manage contacts in a central place.

**Webinars**
Web-based seminars that provide Representatives with training, product news and business updates. Webinars are available on yourAvon.com.

**YourAvon.com**
The website where Avon Representatives can manage business functions, place orders, make payments, view invoices and access training.

**www.yourAvon.com/RepresentativeName**
The URL for a Representative's Avon-provided personal website. This is where customers can access a Representative’s Online Store.

**Year to Date**
The period of time beginning at the start of campaign 1 and ending at end of campaign 26. The President’s Recognition Program uses this period to track the annual sales of each Representative. Year-to-date sales are the net personal or team sales of all campaigns from campaign 1 to the current campaign. Formerly known as Cycle to Date.

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yourAVON.com, and information provided to you by the Avon Care Center, Sales and Leadership Coaches, Sales Leadership Mentor (Upline Representative) or any other source, the information contained here and/or on the yourAVON.com site will control. **Exceptions may be made to any of the policies, rules or program content on a case by case basis.** These Policies may be modified by Avon at any time in its sole discretion by express amendment of these Policies or by the adoption of separate policies, rules, codes of ethics or the like that may have the effect of modifying those contained in the following pages. Always reference yourAVON.com for updates and current information on these Policies.