



instituto
natura



Annual report 2020

Renata,
a Natura Beauty
Consultant (CE)

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Let's talk about education.

An Education that's there for everyone.

That includes children and youth, teachers and families, and entire communities.

Let's talk about Education. The kind of high-quality public Education that opens doors, broadens horizons, and makes the world a more just, prosperous and compassionate place.

This is the Education we aspire for. This is the Education we need to build systemically and at scale.

We know the journey to get there won't be easy, but is necessary.

And we can only get there if we do it together.

Because together we are stronger.

That is why we at the Natura Institute are a part of this vast network in support of Education.

A diverse network made up of people and organizations who work each day to ensure that children and youth in Brazil can attend high-quality public schools.

Where the Education they receive gives them the opportunity to dream, to transform and to achieve; to live a fulfilled life.

A network that also includes other third-sector organizations; which help to make our voices heard and work collaboratively with the public sector and broader society.

A network that is funded with the sales proceeds from *Crer Para Ver* products, sold by more than 1.5 million Natura Beauty Consultants; who sell these products and give their profit.

A network that puts Education center-stage—at the center of our universe.

An Education that's there for every girl and boy.

That transforms the lives of children, youth and families. An Education that makes the world a beautiful place to live in.

we need to make this education happen.

We all learn.
We all teach.
We are all responsible.

Purpose

The world will only be a just, prosperous and compassionate place when high-quality Education is available for everyone.

Aspiration

To work together to transform Education in Brazil, ensuring that all children and youth have access to high-quality learning.

Beliefs

1. We are stronger working together
2. We respect and value diversity
3. We are daring and resourceful to deliver results
4. Natura Beauty Consultants form a network that can change the world
5. We are indignant when children and youth are not given the opportunity to learn

A word from our CEO



David Saad
CEO,
the Natura Institute

2020 was a very challenging year for the Natura Institute. As we celebrated our first decade as an Institute and rolled out our new strategic plan, the COVID-19 pandemic struck, with all the resulting impacts on Education.

Under our new plan, we will focus efforts on four commitments by which we aim to ensure that all children and youth have the opportunity to attend high-quality schools that open doors and create opportunities for them to achieve their dreams, as well as giving Natura Beauty Consultants the opportunity to expand their own educational development.

Each of our commitments aims to link efforts to find solutions for better Education. It is our view that the Federal,

state and municipal governments have primary responsibility for Education initiatives, with the third sector playing a supporting role in implementing policies and laws to strengthen public education.

Although the task may seem daunting, we believe that by working together we can ensure that all children and youth have access to a transformational education that will empower them into adulthood.

Amid the challenges created by COVID-19, we worked with governments and third-sector partners to find solutions for navigating the pandemic and helping children to continue learning even when away from school.

We want all children and youth to have the opportunity to attend high-quality schools that open doors and create opportunities for them to achieve their goals.

We placed an emphasis on activities that could be done remotely, such as training teachers and staff at state education departments; providing support in implementing remote and hybrid learning approaches; and preparing to safely reopen schools.

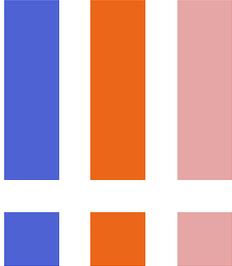
We took part in a task force of organizations that created a platform, called *Aprendendo Sempre* (“Learning Always”), for schools and families, with curated ideas and content to support continued learning during the pandemic. We also organized online seminars to discuss two topics that are central to our activities in Brazil: Literacy at the right age and Full-Time Secondary Education

We made significant strides, even in such a turbulent year, toward our aspiration to ensure access to high-quality education for children and youth, both in Brazil and in the countries where Natura operates in Hispanic America.

In 2020, we expanded into Argentina, Chile and Mexico. And in 2021 we will have chapters in Peru and Colombia. Institute chapters are independent yet united in purpose, and all are funded by local sales of Crer Para Ver products.

Everything we’ve achieved over the years has been made possible by sales proceeds from Natura Crer Para Ver products, which for 25 years have been donated to the cause of Education.

Our many thanks to all the Natura Beauty Consultants – our true sponsors – who inspire us each day to achieve our best for Education. And we also owe recognition to the people and organizations that have accompanied us on this journey. Together, we have formed a strong and diverse network that believes that the world will only be a just, prosperous and compassionate place when Education is available to everyone.



We made good progress on our commitments amid the challenges created by the pandemic.

The Natura Institute and Crer Para Ver products

The Natura Institute was founded in 2010 to expand the Education initiatives that Natura had begun in 1995 with proceeds from the sales of Natura Crer Para Ver products—the profit is entirely donated to initiatives supporting this cause.

As we celebrated a decade of support for Education in Brazil, the Natura Crer Para Ver product line celebrated its 25th anniversary.

Also in 2020, the Natura Institute opened local chapters in Argentina, Chile and Mexico. The chapters in each country are separate legal entities, funded by the proceeds from local sales of Natura Crer Para Ver products, in a model similar to the one in Brazil. In 2021 we will open chapters in Colombia and Peru.

Last but not least, 2020 marked the first year under our new strategic plan, which places a major emphasis on public education policies, as well as supporting Natura Leaders and Beauty Consultants in their own education.

And speaking of Natura Beauty Consultants, they have been at the center of our efforts from the beginning.

We are currently supported by around 1.3 million Natura Beauty Consultants across Brazil, who sell Natura Crer Para Ver products and donate their

profit to fund improvements in Education for Brazilian children and youth.

From 1995 to the present, more than R\$ 360 million* has been invested in Education initiatives, all thanks to the dedication of this vast network.

We are much indebted to the Natura Beauty Consultants who put Education at the center and help to transform the lives of children, youth, families and broader society.

■ ■ ■ **1.3 million consultants throughout Brazil sell Crer Para Ver products and donate their profits.**



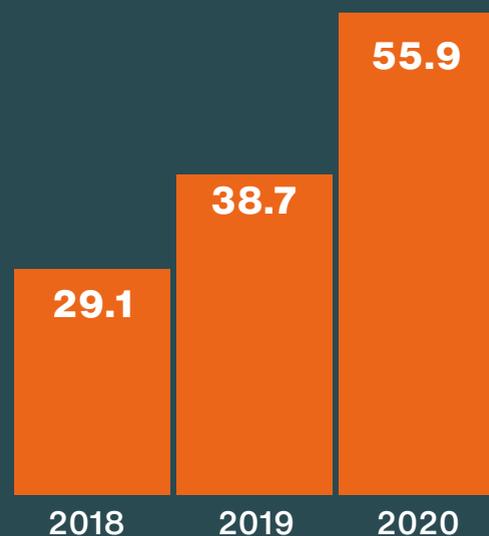
Consuelo,
A Natura Beauty
Consultant
(Paraná)

*Investment amounts have been indexed to the Broad Consumer Price Index (IPCA) from 1995 to 2020.

The Natura Institute and Crer Para Ver products By the numbers

Crer Para Ver proceeds

R\$ million



Natura Institute Investments

R\$ million



The amount of proceeds may differ from the amount invested in a given year as the Natura Institute, in designing its budget, takes account of historical investment in previous years and its strategic planning in order to ensure that available funds are managed responsibly. Any surplus is carried forward to the following fiscal years. All funds are audited.

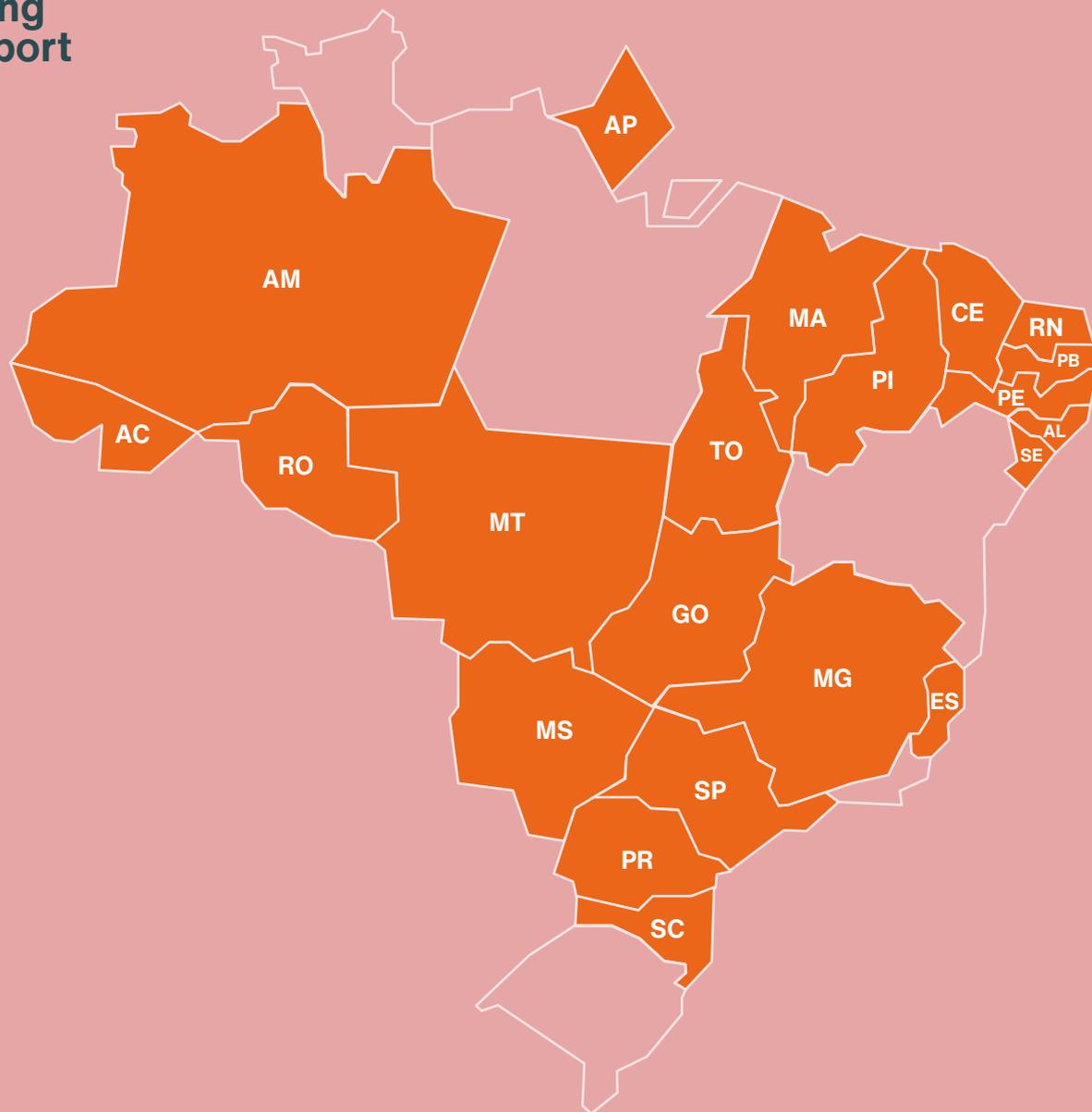
 [View our financial statements:](https://bit.ly/in-demonstracoes-2020)
bit.ly/in-demonstracoes-2020



“I’m very happy to work with a brand where I can help children all around Brazil by selling Crer Para Ver products. I’m thrilled to be a part of this.”

Diogo,
A Natura Beauty Consultant (SP)

Natura Institute
**States with ongoing
public-policy support
partnerships**



1,321,243
students benefited

21
state education departments
supported by the Natura Institute

953
municipalities impacted

2,389
schools

145,020
Natura Beauty Consultants benefited
through education

The Natura Institute Brazil's 4 commitments

Commitment 1

Literacy

We want to ensure that all children can read and write by the age of seven

2020 was a challenging year for us, but especially for elementary school students as they are less independent in their learning process and may struggle with distance or hybrid learning methods. Even so, much was accomplished in the year.

In Brazil, more than half of children do not achieve literacy at the right age (National Literacy Assessment 2016). This means they will struggle more in school, have high truancy rates, and can reach adulthood without being able to read, write, perform simple arithmetic calculations or independently interpret texts.

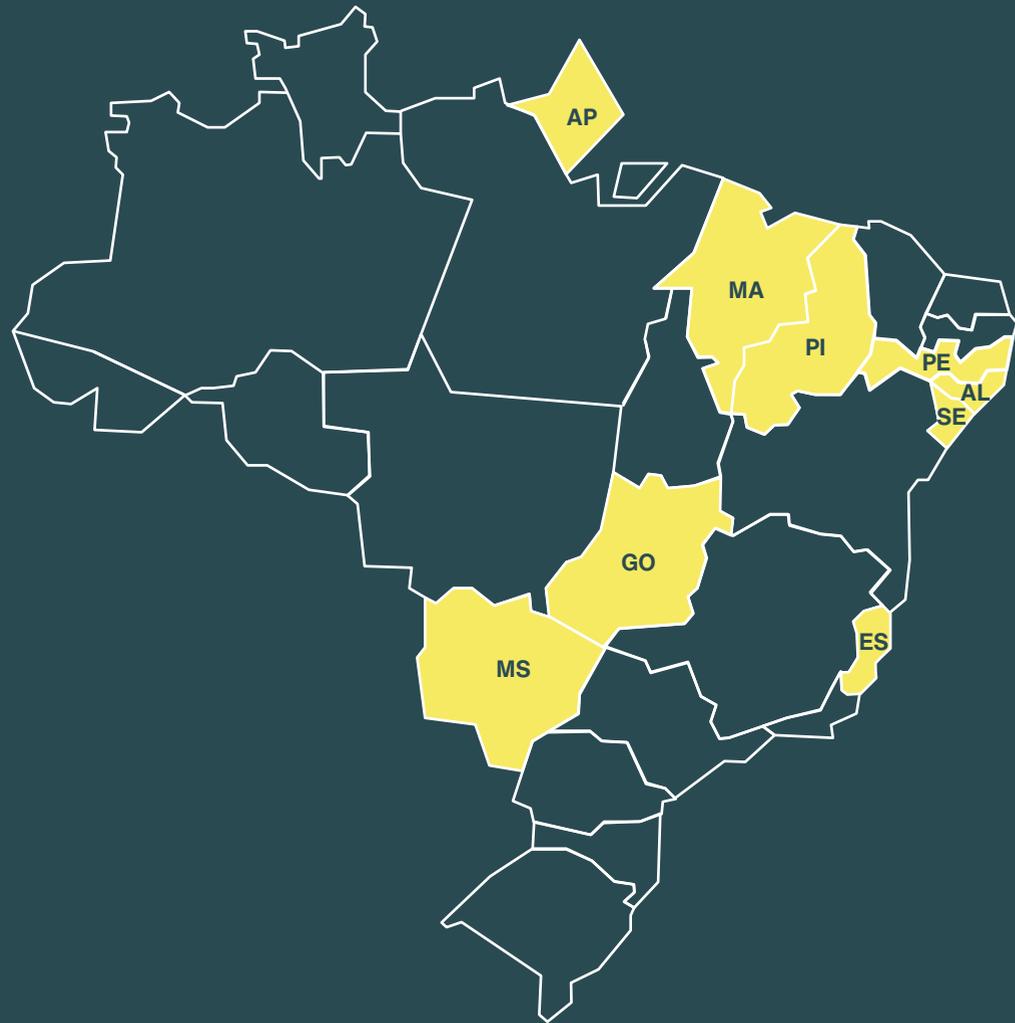
To turn this trend around, the Natura Institute launched the Collaborative Literacy Partnership (PARC) alongside the Lemann Foundation and Associação Bem Comum. Through the partnership, we support states in designing and implementing literacy programs—in collaboration with municipal governments—to increase the number of children who achieve literacy by 2nd grade in Primary School.

We provide technical support in: developing supplementary educational materials; training teachers and school managers; designing and implementing assessment methods for 2nd graders; and institutionalizing the program through legislation and by conducting census-based proficiency assessments for all 2nd grade students in the states we support.

The Partnership was inspired by the Literacy at the Right Age Program (PAIC) launched by the government of Ceará in 2007.

One of the highlights of the Partnership in 2020 was an online event, dubbed “Writing Tomorrow”, in collaboration with the Lemann Foundation, Associação Bem Comum, the National Council of State Education Secretaries (CONSED) and the National Union of Municipal Education Officials (UNDIME). In a milestone conference, nine governors met with staff from state and municipal education departments, experts, teachers, third-sector organizations and Natura Beauty Consultants to discuss the challenges and progress made in advancing literacy at the right age through collaboration.

Literacy
States we support



597,754

children benefited by
the PARC Program



“a world where
our children and
students have equal
opportunity and an
equal shot at life.”

Lígia,
A teacher in the
Child Literacy Program

Commitment 2

Full-time Secondary education

We promote high-quality education for the all-round development of youth

Improving Secondary Education has been an integral part of our efforts since 2013, when we began supporting full-time public schools in São Paulo. These efforts have been supported by several institutions, including our then and current technical partner, Instituto de Corresponsabilidade pela Educação (ICE).

Full-Time Secondary Education supports students' all-around development. It puts students at the center

and builds the entire learning approach and methodology around who they are and what they dream to be. The knowledge-building process also addresses secondary education learning goals and students' academic development.

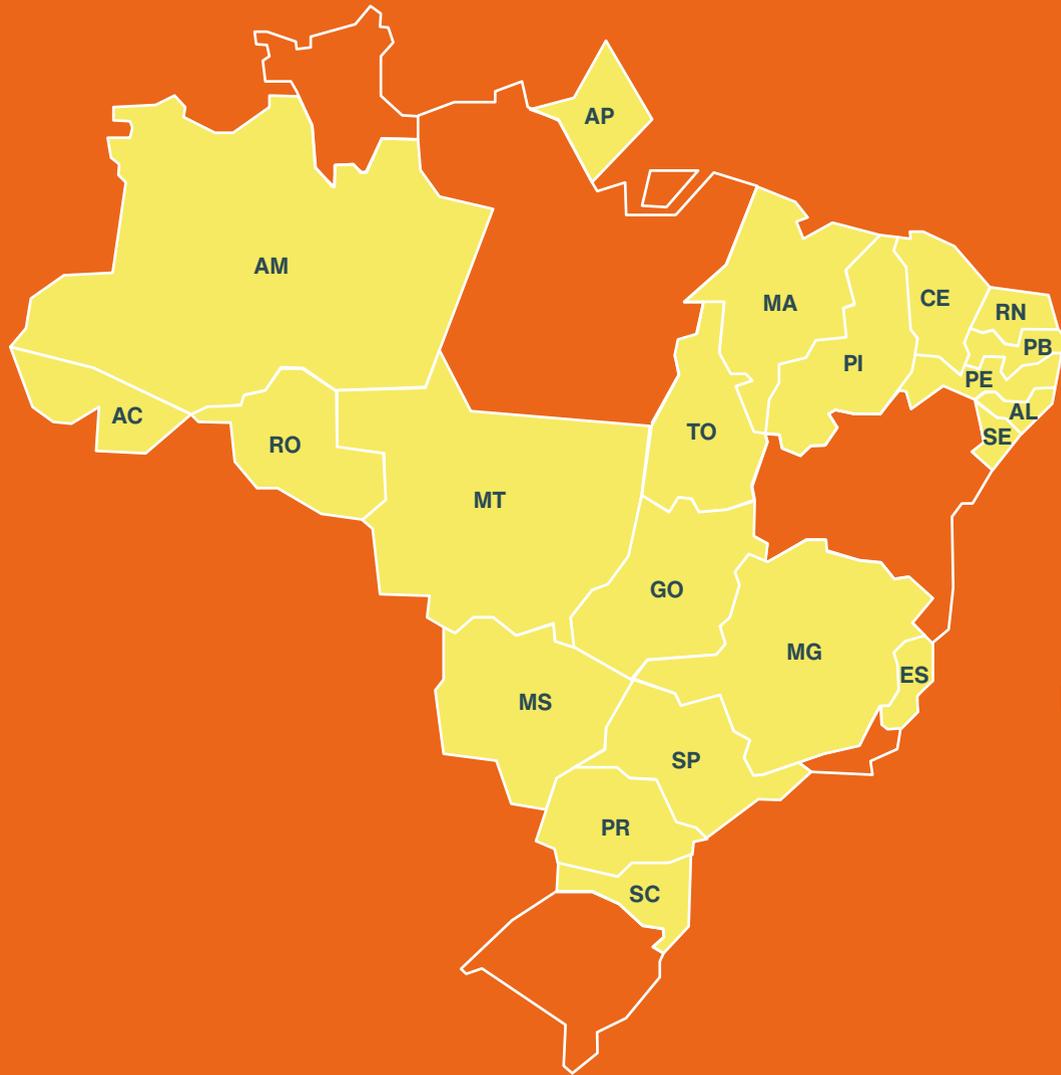
The Natura Institute's efforts draw inspiration from Pernambuco's successful Full-Time Secondary Education Program. A study, titled "Mais integral, mais oportunidade", by Instituto Sonho Grande (ISG)—our other partner in this initiative—found that 63% of students who completed Full-Time Secondary Education went on to enter college, a rate 17 percentage points higher compared to part-time secondary education students. The same survey found that, when entering the job market, these students earn 18% more than those who completed part-time secondary education, and that there is no pay gap between white and black/brown employees who studied at full-time secondary schools.

Each state develops its own program within the Full-Time Secondary Educa-

tion Model, but suited to local needs. School expansion prioritizes regions with the highest social vulnerability. In 2020, 20 states were supported by the Natura Institute, ISG and ICE partnership, benefiting approximately 720,000 students at 2,389 Full-Time Secondary Education schools.

To include more voices in the program, in December 2020 the Natura Institute organized a three-day seminar on full-time secondary education with governors, state education secretaries, experts and representatives from civil society. The event was live streamed on YouTube for all full-time secondary education schools in Brazil. During the seminar, several studies were presented on the impacts from Full-Time Secondary Education. The seminar also featured a brand new study by education expert Ricardo Paes de Barros about the Full-Time Secondary Education Assessment in Santa Catarina. Learn more about the event by clicking [here](#).

Full-time secondary education
States we support



“With the full-time school model I was told: ‘It’s not just about secondary education! Where do you want to go? Do you want to go to university? Do you want to start a business? What do you aspire for?’ So I realized that my goal was more than just completing secondary education—my childhood dream was to be a teacher.”

Sinelandia,
A former Full-Time
Secondary Education student (PB)

723,489

students enrolled in full-time
secondary education

2,389

full-time secondary
education schools
in Brazil

Commitment 3

Coordinate priority education agendas

We catalyze priority education agendas by coordinating with the public and third sector

In our new strategic plan, we recognize that to achieve our aspiration, i.e., for all children and youth to have access to high-quality education, we need to go a step beyond. We can no longer focus only on Literacy and Secondary Education, and neglect other priorities that are as important for the Education we aspire for.

High-quality public Education is a fundamental right; achieving this requires a systemic, integrated, multi-stakeholder approach that coordinates all the actors involved, including governments and civil society.

In 2018, several Brazilian Education experts organized a civil-society movement called “*Educação Já*” (“Education Now”), a non-partisan initiative to

address major priority areas for improving Education in the country. Six priorities have been chosen, two of which are within the Natura Institute’s scope of activity: Literacy and Secondary Education.

Within this systemic model and using a coordinated approach, we have partnered with organizations that support the public sector in building robust, structuring public policies in order to achieve progress on these other priorities.

In 2020, as a way to minimize impacts from the pandemic on the scholastic performance of children and youth, we joined a task force of third-sector organizations that, among other initiatives, launched a platform featuring free curated content and solutions for teachers, school managers, students and their families (aprendendosempre.org).

Commitment 4

Education and engagement for Natura beauty consultants and leaders

We support the all-round development of Natura Beauty Consultants and leaders, and work to engage them around the cause of Education

Surveys of our Natura Beauty Consultants and Leaders have shown that around 70% have knowledge gaps in Financial Education, and 17% still struggle from a lack of digital proficiency. Not to mention those who, for various reasons, were never able to complete basic education, or even to learn to read and write proficiently. We need to ensure that these consultants, who have enabled us to guarantee a high-quality education for so many children and youth, are themselves given the opportunity to develop fully.

Since 2016, we have provided a range of education opportunities for Natura Beauty Consultants. Through partnerships, we offer education grants and discounts for technical and university programs, language courses, and prep courses for the National High School Exam (ENEM) and National Proficiency Certification Exam for Youth and Adults (ENCCEJA).

Year 2020 was marked by two im-

portant initiatives for Natura Beauty Consultants and Leaders. The first was the creation of an education loan fund with proceeds from Natura Crer Para Ver product sales. Using a simplified loan application process, Natura Beauty Consultants and Leaders can apply for interest-free student loans for technical, professional, higher education and basic education programs. Another important initiative was the development of our COVID-19 Response Plan, including a series of 40 videos on different topics related to the pandemic response.

A second part of our commitment to Natura Beauty Consultants is engaging them around the cause of Education. There is tremendous power when 1 million women work together in support of Education as a way to transform the country as a whole. With this in mind, in 2020 we launched a national mobilization movement under the theme #WritingHistory. The goal of the movement is to raise awareness

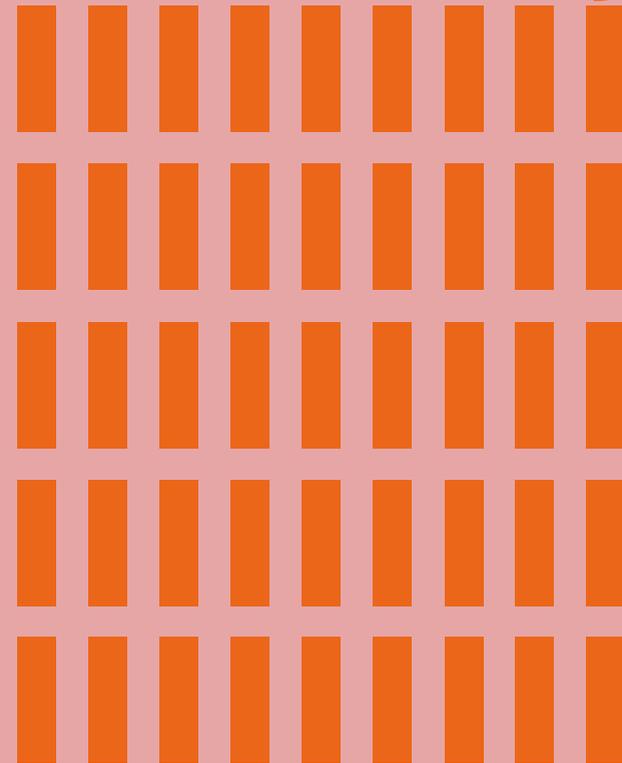
among Natura Beauty Consultants about our ambition to ensure that all children in Brazil can read and write by the age of seven, and emphasize the role that the Natura Institute and our Beauty Consultants and Leaders play in championing this cause. We distributed more than 850,000 copies of the children's book "Um sonho feito de linhas" to Natura Beauty Consultants, and collected more than 150,000 signatures on an online statement about the importance of achieving literacy by the age of seven. The statement was then delivered to several education departments.

145,000

Natura beauty consultants benefited by at least one Crer Para Ver education opportunity in 2020

154,000

signed a statement on achieving literacy by the age of seven



“my message to all Natura Beauty Consultants is to seize this opportunity, embrace it, because there’s so much we can transform through Education.”

Dalva,
A Natura Business Leader
(SP)

The Natura Institute in Hispanic America

As part of an ongoing internationalization process, in 2020 the Natura Institute expanded into three Hispanic American countries: Argentina, Chile and Mexico. The chapters in each country are separate legal entities, funded by the proceeds from local sales of Crer Para Ver products, in a model similar to the one in Brazil. In 2021 we will open chapters in Peru and Colombia.

The approach will be similar to the Natura Institute's operating model in Brazil: supporting the implementation of transformational public policies; coordinating with the third sector and public sector to catalyze priority education agendas; and supporting the all-round development of Natura Beauty Consultants—a contingent of more than 700,000.

However, initiatives in each country are being designed to suit local needs.

In Argentina, efforts are focused on literacy and transforming secondary education schools; in Mexico, the focus will be on what have been termed in the country as fundamental learning goals: achieving literacy by the age of eight (across the country's more than 40 native languages) and proficiency in mathematics; in Chile, efforts are targeted at increasing the quality of education in public schools, where academic achievement is significantly lower than in private schools, which account for more than 60% of schools in the country.

In both Peru and Colombia, efforts will be informed by the findings from a survey in 2021 about local education conditions.



Natura Institute In Hispanic America

In 2020 we also identified priority areas to be addressed in our education efforts for Natura Beauty Consultants, to ensure the courses we offer are suited to their needs. The priority areas are: formal education; math and reading comprehension; financial and digital education; health and wellness; mental health; and childcare.

In 2020, the proceeds from Natura Crer Para Ver product sales in Hispanic America were channeled for the first time toward the development of consultants in these countries. Throughout the year, 45,000 consultants attended at least one course offered by the Natura Institute in Hispanic America. Our goal is for this number to reach 60,000 in 2021. One of our planned initiatives will be a digital mentoring program in which digitally proficient Natura Beauty Consultants will support peers who are still unfamiliar with the digital world.

A large event was organized in 2020 to mark the launch of the Natura Institute in Hispanic America. During the event, we launched the Institute-sponsored book "The Keys to Education—a comparative study on education system improvement in Hispanic America". The online event, featuring prominent education experts, was attended by 1,970 people from different countries to discuss ways to improve Education in the region. One of our priorities going forward is to coordinate efforts across non-government organizations involved in Education efforts in these five countries.



45,000
consultants attended at
least one course offered
by the Natura Institute in
Hispanic America



1,970
people from
different countries
participated in the
online event

Our network

Our team



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João Paulo Ferreira

Pedro Luiz Barreiros Passos

Ricardo Henriques

Audit Board – Brazil

Chair

Lucilene Prado

Member

Lavínia Junqueira

Projects we supported in 2020





TRILHAS portal

portaltrilhas.org.br

The TRILHAS portal supports continuing education for elementary school teachers and university students pursuing bachelor's degrees in education. In 2020 the management of the project was transitioned to Fundação Telefônica Vivo.



Escola Digital

escoladigital.org.br

Escola Digital is a platform offering teachers, school managers and students a collection of free digital resources, with more than 30,000 content titles. The focus in 2020 was on transitioning the platform to Fundação Telefônica Vivo, which now manages the platform.



Comunidade de Aprendizagem

comunidadeaprendizagem.com

This initiative promotes a school model that enhances learning and interaction among students, is open to families and residents in a school district, and helps to drive efficiency, equity and social cohesion. In 2020, Grupo Baobá was tasked with leading the implementation of the initiative in Brazil, with support from the Natura Institute.



Conviva Educação

convivaeducacao.org.br

Conviva Educação, an initiative led by the National Union of Municipal Education Officials (UNDIME), is a system that provides management support to municipal education departments in Brazil. In 2020, the Natura Institute's last year as manager of the initiative, we undertook an intensive and closely coordinated process to transition the project to its new co-managers, UNDIME and Itaú Social.



Rede de Apoio à Educação

As a member of Rede de Apoio à Educação (RAE), we support the municipal education departments of Benevides (PA) and Cajamar (SP), where our operations are located. Our support aims to improve management practices and enhance the quality of education in these municipalities. With the incumbent mayoral administrations coming to an end in 2020, our RAE activities were wound up in these municipalities.

Our partners in 2020

- Associação Bem Comum
- Associação Cidade
- Avante
- BCG
- Inter-American Development Bank (IDB)
- FGV Center of Excellence and Innovation in Education Policy (CEIPE)
- Center of Innovation for Brazilian Education (CIEB)
- National Council of State Education Secretaries (CONSED)
- Center of Research in Theories and Practices that Overcome Inequalities - University of Barcelona (CREA)

- Fundação Lemann
- Fundação Maria Cecília Souto Vidigal
- Fundação Roberto Marinho
- Fundação SM
- Fundação Telefônica Vivo
- Fundação Vanzolini
- Fundação Victor Civita
- Instituto de Corresponsabilidade pela Educação (ICE)
- Instituto Ayrton Senna
- Instituto Chapada de Educação e Pesquisa Instituto Conceição Moura
- Instituto Humanize
- Instituto Península
- Instituto Positivo
- Instituto Reúna
- Instituto Sonho Grande

- Instituto Unibanco
- Instituto Votorantim
- Itaú Educação e Trabalho
- Itaú Social
- Jeduca
- Movimento Colabora Educação
- Movimento pela Base
- Movimento Profissão Docente
- Center for Social and Educational Research and Action (NIASE)
- Oi Futuro
- Parceiros da Educação
- Porticus
- Todos pela Educação
- National Union of Municipal Education Officials (UNDIME)

Credits

General coordination

Natura Institute

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