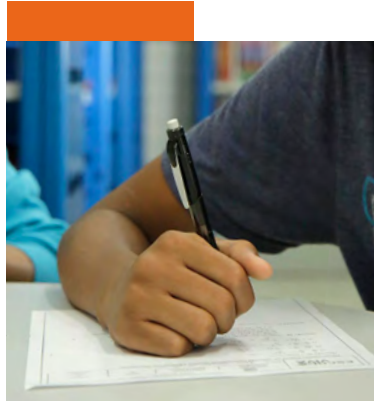


instituto natura annual report 2019



instituto
natura
10 anos



01

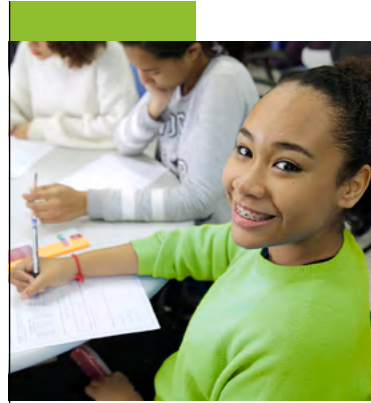
our manifesto

we need to talk
about education

03

message from the president

together we
are stronger



04

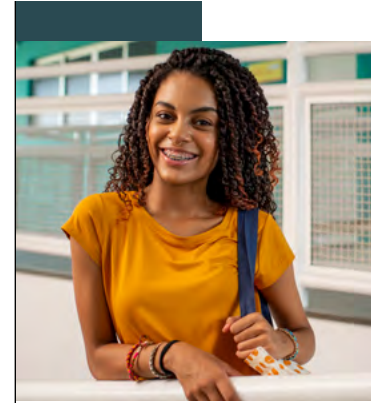
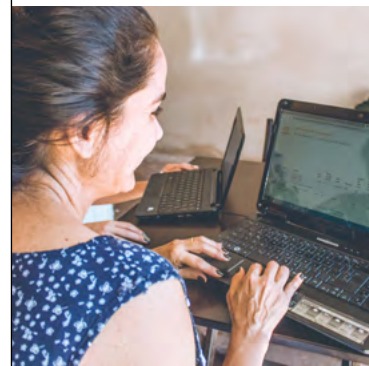
our history

for a fairer,
more prosperous
and supportive world

07

our activities

for a quality
education that
opens doors and
expands horizons



21

our numbers

that transform the lives of
children, young people
and families

24

our network

that places education
at the centre and
revolves around it as if
it were our sun



our manifesto



We need to talk about Education.

An Education of everyone and for everyone. That always includes children and young people, teachers and families, entire communities.

We need to talk about Education.

A quality public Education, that opens doors, expands horizons, and makes the world a fairer, more prosperous and supportive place.

This is the Education we are talking about.

This is what we need to achieve in a systemic and grand manner.

We all know it won't be simple, but it is necessary to change.

And we will only be able to do this if we are together.

Because together we are stronger.

This is why we, at Instituto Natura, are part of this large network oriented to Education.

This diverse network, made up of so many people and organisations that dedicate every day to ensuring that children and young people in Brazil can go to quality public schools.

And can learn a lot in these schools, so that they may have the opportunity to dream, to transform and to achieve things. To live life fully.

This network that also includes other third sector organisations. To speak with a louder voice and work together with the public sector and the whole of society.

This network that is also funded by the sale of **Crer Para Ver** products, driven by the mobilisation of more than 1.5 million Natura Beauty Consultants. Who sell these products and forego their earnings.

This network places Education at the centre and revolves around it as if it were our Sun.

This Education of everyone for everyone. That transforms the life of children, young people and families.

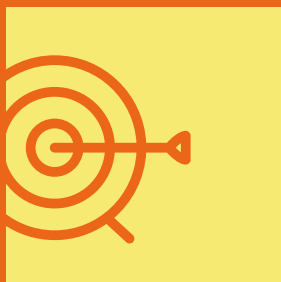
This Education that makes the world a beautiful place to live in.

We need to make this Education happen.

We all learn.

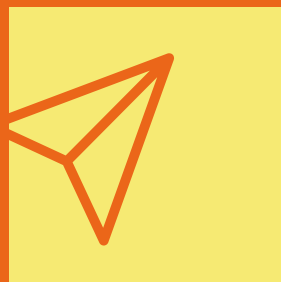
We all teach.

We are all responsible.



our purpose

The world will only be fair, prosperous and supportive when Education is of everyone and for everyone



our aspiration

To work together to transform Education in Brazil, ensuring quality learning for all children and young people



our beliefs

- 1 We are stronger working together
- 2 We respect and value diversity
- 3 Boldness and flexibility are necessary to get results
- 4 The Natura Beauty Consultants form a network that can transform the world
- 5 We are indignant when children and young people do not have the opportunity to learn

message from the president

together we are stronger



When we unite, we
enhance efforts
towards a quality
Education

Working together is the best way to achieve positive results. When we unite, we enhance efforts towards a quality Education and achieve true transformations in people's lives and in society.

In this respect, 2019 was a very important year for us, and we have much to commemorate. We advanced in our initiatives related to public policies in Literacy and Secondary Education. We continued to work with other third sector organisations and the public sector to drive other priority agendas. And we reinforced our support for the full development of our Natura Beauty Consultants, who are key allies in the cause of Education. They are the ones behind the sales of Natura Crer Para Ver products, which enable the investments made by Instituto Natura. In 2019, fund raising was successful, reaching a record of R\$ 38.7 million, an increase of 33% over the previous year.

2019 was also marked by the review of our strategic planning. Based on the experience acquired in recent years, we have defined the next steps which will guide our activities so that we can attain the Education we dream of.

Over the years, we have had many projects which have impacted and transformed many lives. But we have not yet been able to see the improvement in the quality of Education that we want for Brazil.

Given the challenges we still face in Education, we have organised our activities for the coming years based on four commitments. The first two are directed at supporting robust, multidimensional public policies, one aimed at Literacy at the right age and the other at quality Full-Time Secondary Education.

Aware that only supporting these two policies will not be enough to ensure the transformation that we want, we have a third commitment, which is to



to lend weight to public policies that are being articulated by other third sector organisations in conjunction with public authorities to drive a systemic transformation.

In our fourth commitment, we place the Natura Beauty Consultants at the centre of our actions and will increasingly focus on their educational development and on mobilising them for the cause of Education.

In addition to our actions in Brazil, 2020 will be an important year in the countries in Latin America in which Natura has operations, because local Instituto Natura headquarters will be opened in Argentina, Chile and Mexico, where investments will be made based on the funds raised by Crer Para Ver in those countries.

And, lastly, in 2020 we will celebrate the 25th anniversary of Crer Para Ver, ten years of the Institute's activities and this new chapter in our history. We underscore the belief that we will only be able to make the transformation that we want if we are all together. Because together we are stronger.

David Saad |

President of the Instituto Natura

A young woman with dark hair and braces is smiling and looking off to the side. She is wearing a green sweater. In the background, other students are sitting at desks, writing in notebooks. The scene is a classroom.

1

our
history

for a fairer,
more prosperous
and supportive world

our history



Our history began 25 years ago, with the creation of the **Natura Crer Para Ver** product line, based on the belief in transforming the world through Education.

All the products in the line are sold by Natural Beauty Consultants, who, together with Natura, forgo their earnings. All the earnings are invested in Education in the country.

To leverage Natura's activities in Education, in 2010 the Instituto Natura was founded and assumed responsibility for investing the funds raised in initiatives to promote quality Education.

time line

1995

Creation of the **Natura Crer Para Ver (Believing is Seeing)** product line in partnership with Fundação Abrinq.

1997

Support for the Chapada Project. Aimed at training Elementary Education public school teachers in the Chapada Diamantina region in Bahia.

1998

Creation of the Crer Para Ver Award. Recognition for Natura Beauty Consultants who sell the product line.

PNBE (National School Library Policy)
Civic Awareness Award for the Best Education Project of the year.

2000

Creation of the Consultants-Teachers Project. To raise consultant awareness and promote discussion around improving education.

2001

Implementation of Representative Promoters Project. Aimed at disseminating Crer Para Ver among the Natura Consultant network.

2004

Crer Para Ver supports the **Educação de Jovens e Adultos - EJA - (Education for Youth and Adults)** campaign.

2005

Launch of the EJA Award, in partnership with the Ministry of Education. To recognise good practices in schools in the country.
Support for the project Em Cada Saber, Um Jeito de Ser. Teacher training in municipalities in the semi-arid region of Bahia.

2006

Natura assumes full management of Crer Para Ver. End of partnership with Fundação Abrinq.

2007

Expansion of Crer Para Ver activities. Based on partnerships with the public sector and civil society organisations, with a primary focus on reading for Early Childhood Education schools.
Support for the creation of Icep (Chapada Education and Research Institute).

2008

End of EJA Campaign. With support from Natura Beauty Consultants and the schools, 162,000 people resumed their studies.

2009

Launch of TRILHAS (TRAILS) Project. Today this is a collaborative digital platform for the ongoing training of literacy teachers aligned with Brazil's basic national curriculum, BNCC (Base Nacional Comum Curricular).

2010

Creation of the Instituto Natura. The Instituto Natura assumes management of the funds raised by the Natura Crer Para Ver line and reinforces Natura's activities in the Education area.

Natura Crer Para Ver line completes 15 years of existence. Line is relaunched with a new language.

2011

The TRILHAS Project is transformed into public policy. Benefiting 72,000 schools in Brazil in partnership with the Ministry of Education (MEC).

2012

Engagement with the Learning Community. Instituto Natura engages with two institutions of reference in this area: Centro Especial de Investigación en Teorías y Prácticas Superadoras de Desigualdades (Crea), from the University of Barcelona, and Núcleo de Investigación e Ação Social e Educativa (Niase), from the Federal University of São Carlos (UFSCar).

2013

Creation and implementation of the Rede de Apoio à Educação (RAE or Education Support Network). Integrating projects and the community in the implementation of educational policies.

Launch of the Plataforma Escola Digital (Digital School Platform), with the offer of thousands of digital resources for teachers, school administrators and students.

Launch of the Conviva Educação Platform in partnership with Undime and other third sector institutes. This is a free management system for municipal education directors and their technical teams.

2014

1st TRILHAS Distance Learning Project. The project is approved as part of the Ministry of Education Technology Guide.

Expansion of Comunidades de Aprendizagem (Learning Communities) project. After the pilot begun in two schools in 2013 – in conjunction with the Rio de Janeiro Municipal Education Department, the project benefited 172 schools in Brazil and 37 in Latin American countries (Peru, Mexico and Colombia).

2015

Expansion of TRILHAS Distance Learning. Totalling over 2,000 graduates.

Customization of the Escola Digital (Digital School) platform. In benefit of municipal and state Education networks, enabling them to customise the Digital Learning Goals in accordance with their curricula.

2016

Launch of the Crer Para Ver Education Platform, aimed at the educational development of the Natura Beauty Consultants and their family members.

Launch of Digital School Distance Learning, with distance learning courses for school teachers and administrators.

TRILHAS Distance Learning programme course load increased to 40 hours with certification recognized by the Ministry of Education.

Conviva Educação launches Management Memorial tool to support transition for Education Departments due to the elections.

2017

Around 90,000 Natura Beauty Consultants participate in the Crer Para Ver Education Programme. Support for classroom or distance learning degree, postgraduate, language and vocational courses, among others.

TRILHAS project is a finalist in the Prêmio Retratos da Leitura (Reading Portraits Award), promoted by the Instituto Pró-Livro (IPL).

2018

More than 8,800 educators take the new TRILHAS course: Reading Out Loud by the Teacher (45 hours).

20 partnering states and more than 15,500 teachers involved in the Digital School.

Support for the implementation of Full-Time Secondary Education in 16 states.

Five years of Conviva Educação, reaching the mark of 5,000 municipalities registered on the platform. INEP School Census data are integrated into the platform.

2019

With support from the Institute and partners, five states launch Literacy at the right age programmes in collaboration with municipal governments.

Instituto Natura reviews its strategic planning.

2020



instituto natura
10 anos

Instituto Natura completes 10 years.



natura
CRER PARA VER
25 anos

Crer Para Ver completes 25 years.



2

our
activities

for a quality
education that
opens doors and
expands horizons

our activities



We formulate a new strategic plan and further develop our activities based on four commitments

We want an Education of everyone for everyone, that includes children and young people, teachers and families: entire communities. This is a dream we have had in our ten years of existence and, during this time, we have created and supported diverse initiatives always aimed at strengthening educators, schools, public administrators and Natura Beauty Consultants. We have come this far with the certainty that each of these actions has been important for the lives of many people.

Throughout this decade, our vision has matured in relation to broader based initiatives capable of promoting a systemic transformation, such as support for public policies.

And, believing this is the right way for us to achieve the results we want in public Education in Brazil, in 2019 we narrowed our focus to strengthen two public policies: Literacy at the Right Age and Full-time Secondary Education. We also stepped up articulation with other third sector organisations and public authorities to drive other priority educational agendas. In addition to support for public policies, we intensified initiatives oriented to

the Education and Mobilisation of Natura Leaders and Beauty Consultants.

Based on these activities and the positive results generated, we have formulated our strategic planning for the coming years based on four commitments: Literacy at the Right Age, Full-time Secondary Education, Priority Education Agendas and Education and Mobilisation of Natura Leaders and Beauty Consultants.

commitment to literacy at the right age

ensure that all children are literate by the age of seven

More than 50% of Brazilian children do not master the necessary reading and writing skills to be considered fully literate, in accordance with data from the latest National Literacy Assessment (ANA), from 2016.

This lack of literacy at the right age is a silent tragedy. There is a greater tendency among illiterate children to drop out of school and to repeat grades. Later learning processes are jeopardised, since they depend on the initial acquisition of literacy skills.

We believe that collaboration between states and municipalities can accelerate learning results with a focus on literacy and can increase administrators' capacity to overcome regional challenges. Based on successful experiences and in connection with other third sector organisations, we want to promote this agenda and foster public policy focused on literacy within a collaborative framework.

In 2019, the Instituto Natura consolidated a strategic alliance with the Fundação Lemann and the Associação Bem Comum, forming a partnership with five states: Amapá, Espírito Santo, Paraná, Pernambuco and Sergipe. These states launched their Collaborative Literacy Programmes in partnership with the municipalities in their territories. The goal is to enable an increase in the number of students achieving literacy at the right age by means of support for state Education departments, in an initiative that encompasses students in the last year of Early Childhood Education and the first two years of Elementary Education.

This initiative was inspired by the Ceará Literacy at the Right Age Programme (Paic), which enabled the state to climb from 18th place in the Ideb Basic Education Development Index (Índice de Desenvolvimento da Educação Básica) for the first years of Elementary Education in 2005, to fifth place in 2017.

All the states supported in 2019 launched programmes with an adhesion



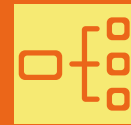
rate of 96% of the municipalities. One key achievement was getting the state governments in Pernambuco, Sergipe and Amapá to make alterations in the ICMS VAT tax, linking this tax with literacy results.

For 2020, we expect to expand our Collaborative Literacy Partnership (Parc) to a further five states: Alagoas, Maranhão, Piauí, Mato Grosso do Sul and São Paulo – extending our support to a total of ten states and benefiting around 2 million children. We have already scheduled a meeting on literacy and are pursuing drivers to accelerate this policy and the production of knowledge in this area. It is our expectation that over the next seven years at least 90% of Brazilian children will be literate at the right age. In order to achieve this, we intend to increasingly strengthen our partnerships with the states, because we believe that we will only be able to improve literacy levels in the country with the union of everyone involved.

success factors for a collaborative literacy policy

with the application of all these factors, the main focus of the partnership between the state and the municipalities is the student's learning

design and legitimacy:



formulation of programme planning and guarantee of resources.

assessment and monitoring:



organisation of census-based diagnostic assessment and development of programme monitoring framework.

cooperation and incentives:



constitution of cooperation frameworks between state and municipalities, with the implementation of incentive mechanisms focused on improving learning.

participative governance:



organisation of governance framework involving the different instances.

engagement through dialogue:



implementation of dissemination strategies and programme visibility.

technical and political commitment:



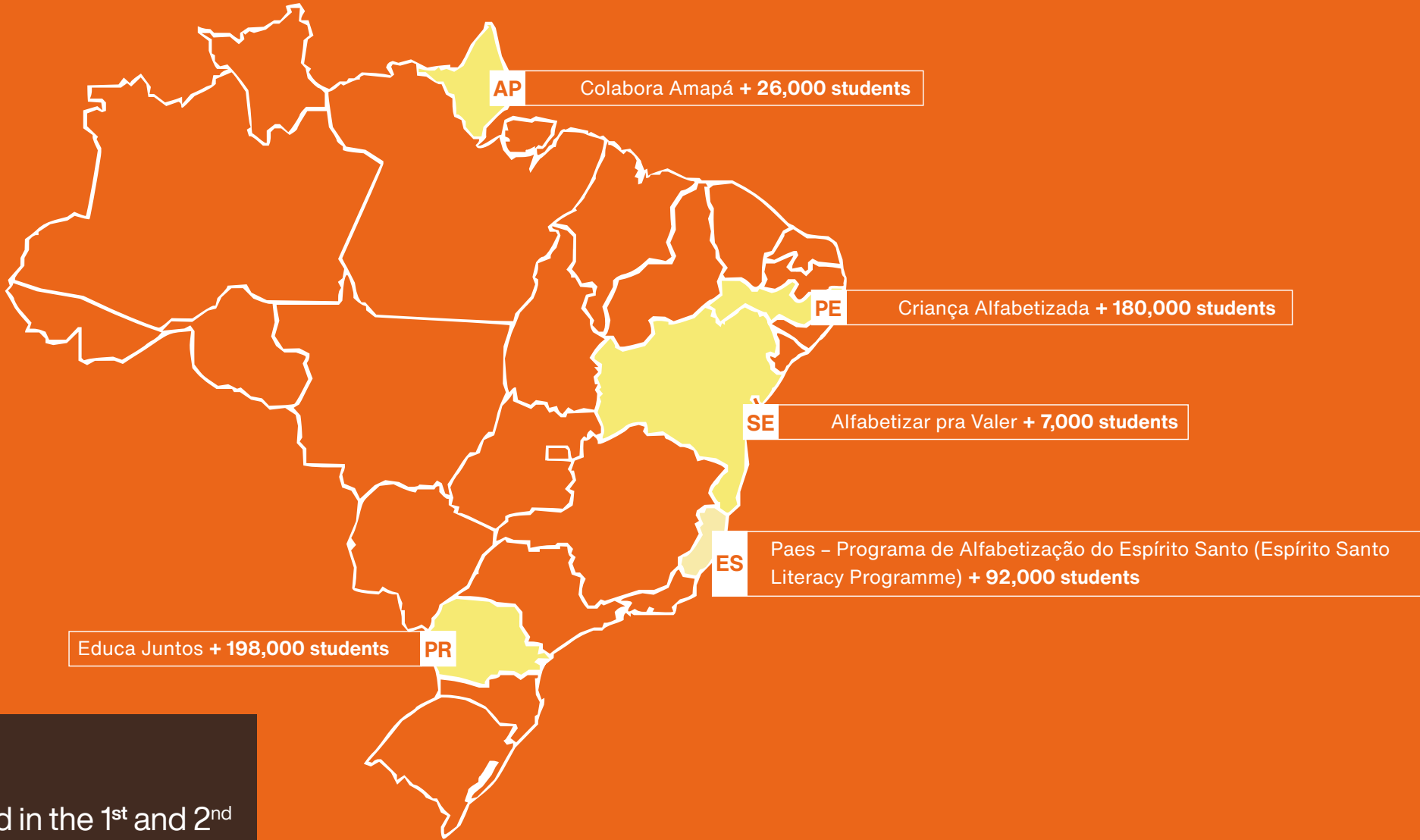
full involvement and commitment of the governor and mayors.


reinforcement of learning:



articulation between curriculum, assessment, educational material and teacher training.

literacy
programmes
launched with
our support





505,320
students benefited in the 1st and 2nd
years of Elementary Education

commitment to full-time secondary education

promote quality secondary education, focused on the integral development of all young people

The situation in Brazilian Secondary Education is alarming. Dropout figures show that 33% of the students do not conclude this stage of basic education. Moreover, of those who do manage to remain in the system, 90% do not achieve the expected level in mathematics and 73% do not achieve the expected level in Portuguese (Inep/MEC).

Lack of schooling reduces opportunities and increases inequalities in the country. The majority of young Brazilians do not consider school a place that relates to their reality. The school environment needs to reach out and address the needs and frailties of students. More than this, it should help promote integral development, preparing young people who are able to dream and achieve things.

Given this situation, we have reinforced our support for the expansion of Full-time Secondary Education (Ensino Médio em Tempo Integral or EMTI), encouraging state public networks to expand these schools, especially in more socially vulnerable areas. In addition to supporting states in the implantation process, we undertake academic research to better understand the challenges and opportunities involved and use the results of this research to influence the formulation of public policies to foster and expand full-time secondary schooling.

In 2019, Instituto Natura, in conjunction with the Instituto Sonho Grande and ICE, supported the expansion of the full-time secondary school model in 18 states, involving more than 1,500 schools in Brazil, totalling 514,000 students or approximately 10% of secondary education enrolments.

For 2020, Instituto Natura and its partners will support the implantation of the project in four states (São Paulo, Minas Gerais, Amazonas and Paraná) and will continue to monitor the expansion process of full-time secondary schooling in 14 other state Education networks.

There is evidence that full-time secondary schools are capable of developing more efficient educational projects, both from the standpoint of aca-



ademic performance and the human development of the students. Full-time education is not the end, but it is the means to providing a school capable of placing students at the centre of attention and enabling them to live a fuller life.

Proven results of full-time secondary schools

The students have
17 percentage
points (p.p.) more chances
of entering Higher
Education

Income is
**around 19%
higher**

Full-time schooling
eliminates differences
in income between white and black
people, and decreases the difference
between men and women

Source: Research published by the Fundação Getúlio Vargas and Instituto Sonho Grande in 2019, with graduates from full-time schools in the state of Pernambuco.

expansion of full-time model in 18 states of the country



1,500
schools
implemented in Brazil



514,000
students, approximately
10% of Secondary
Education enrolments

commitment to priority education agendas

drive priority education
agendas by means of
articulation with public
authorities and the
third sector



We believe that Education is everyone's responsibility. This is why articulation with the third sector is so important, just as it is with the public sector, which is the true mainspring of transformation. As an integral part of an ecosystem, we are committed to driving priority Education agendas by means of articulation with the public sphere and the third sector.

This commitment is connected with the Educação Já! (Education Now!) agenda, a non-partisan initiative led by Todos pela Educação, which in 2018 defined a set of priority measures to improve Education in Brazil in the coming years. Among the seven priorities, in 2019 we focused our activities more on two them, aimed at Literacy and Secondary Education. To promote the other agendas, we progressed in our articulation with other third sector organisations and the public sector.

Seven Educação Já! priorities

- 1 Restructuring of governance rules and improved management
- 2 More redistributive financing that drives quality
- 3 Effective implantation of the National Common Basic Curriculum (Base Nacional Comum Curricular) in school networks
- 4 Professionalisation of teaching career and training
- 5 Early childhood as a cross-sector agenda
- 6 Literacy in a collaborative framework
- 7 New school proposal for Secondary Education

commitment to natura leaders and beauty consultants

promote the integral
development of natura
leaders and beauty
consultants and mobilise
them for the cause of
education

Ever since our beginning, the Natura Leaders and Beauty Consultants have played an indispensable role in the cause of Education. They are the ones who publicise and sell the Crer Para Ver line products, the major source of funding for the Instituto Natura. Since 2016, we have invested in the integral development of this network and their families by means of Education initiatives.

In 2019 we conducted a Functional Literacy survey (Inaf) among a representative sample of the Brazilian Natura Leader and Beauty Consultant base. The purpose of the survey is to measure the level of literacy among the Brazilian population aged between 15 and 64 years, assessing their reading, writing and mathematics skills and practices as applied to routine daily activities. The results of the diagnostic survey provided inputs for a strategic review of our commitment, intensifying efforts to develop offerings focused on improving the proficiency of each audience.

More than 99,000 Leaders and Consultants accessed an Education benefit offered by Crer Para Ver. These include discounts on degree, postgraduate and language courses offered through partnerships with institutions such as the Estácio de Sá University, and the Wizard and English Live language school chains. This group also had access to free online courses available on the Natura Consulting website and application. In this portal, the programmes include courses on mathematics, financial literacy, civic awareness, women's rights and diversity.

For 2020, we are committed to expanding the Education benefits. We will have new courses on subjects such as financial education, education for digital inclusion, civic awareness, as well as learning trails in Portuguese and Mathematics. In addition to these offerings, we intend to be closer to Natura Leaders and Beauty Consultants on the mobilisation front, with Education campaigns aimed at the two other Instituto Natura commitments: literacy for our children by seven years of age and the development of our young people by means of Full-time Secondary Education. Our network is powerful. This is why we will be working hand in hand with it, increasingly connecting it with the cause of Education.



+ than 1 million
in all the municipalities in Brazil



95%
are women



43 years
average age



75%
have children

initiatives we support



TRILHAS PORTAL

www.portaltrilhas.org.br

The purpose of the TRILHAS Portal is to contribute to the ongoing education of literacy teachers and trainee teachers, to promote the development of fully literate children by the second year of Elementary Education.

Created in 2009, the project was designed to support the work of educators in the fields of reading, writing and oral skills. In 2011, it was recognised by the Brazilian Ministry of Education (MEC) and transformed into public policy, benefiting 72,000 schools nationwide. In 2014, TRILHAS offered its first free distance course for teachers. This was expanded in the following years, with more than 30,000 educators certified.

In 2019, the Portal was reformulated with an even greater focus on the courses and the exchange of knowledge between teachers, school administrators and trainee teachers. Currently the learning trails on offer are:

Reading Out Loud by the Teacher, Writing by Means of the Teacher and Shared Writing: Research, Communicate and Learn. All the courses are free, are available online and are certified by an institution recognized by the Ministry of Education.

The initiative is the result of a partnership between the Instituto Natura, Fundação Telefônica and Instituto Península.

In 2020 management of the project was assumed by the Fundação Telefônica Vivo. Instituto Natura and Instituto Península continue to provide financial support for the project and to participate in important decisions because we strongly believe in the impacts that TRILHAS may generate for literacy teachers in Brazil.



38,000

literacy teachers and teacher training students registered on the TRILHAS Portal.



+ 7,000

teachers and 1,200 trainee teachers concluded the Reading Out Loud by the Teacher course, aimed at helping educators to explore oral language with their students.



4,500

videos received from teachers exercising the contents learned in the classroom.

Successful initiatives

We established a partnership with the Learning Pact in Espírito Santo (Paes or Pacto pela Aprendizagem no Espírito Santo) programme, from the state Education Department, and together developed a training programme for the nearly 7,000 teachers in the state and municipal school networks. The programme, conceived in partnership with Comunidade Educativa Cedac, involved classroom and distance components based on the courses available on the TRILHAS Portal. The success of the project demonstrated that initiatives such as TRILHAS, when associated with public policies, integrated and conducted collaboratively by the states can offer more complete training for teachers, boosting their positive impact in the classroom.



ESCOLA DIGITAL (DIGITAL SCHOOL)

www.escoladigital.org.br

The Digital School is a free platform that offers teachers, school administrators and students more than 30,000 digital learning resources that promote interaction, dynamism and innovation in teaching practices.

Twenty-one state Education departments already use the platform. Due to the transition in management, in 2019 efforts were focused on the new teams and on maintaining partnerships and continuity in the use of the platform.

We also were engaged in training the teams of the partnering state Education networks in the use and curatorship of the Digital Learning Objects available in the Digital School. This year, we organised another course to train curators and now have a total of 300 people in the National Curator Network.

The Digital School is an initiative from the Fundação Telefônica Vivo and the Instituto Natura – with support from the Fundação Lemann and Fundação Vanzolini. In 2020, project management will be assumed by the Fundação Telefônica Vivo.



4.2 million

accesses to the
Digital School network



21

states



+ 800,000

digital educational
resources accessed



COMUNIDADE DE APRENDIZAGEM - CA (LEARNING COMMUNITY)

Launched in 2013, the Learning Community initiative proposes a school model that enhances learning and co-existence among the students, that is open to the families and the school community, promoting efficiency, equality and social cohesion.

In 2019, we commemorated the fifth anniversary of this school network in the Latin American countries in which Natura operates. The contribution and the positive impact the Learning Community has promoted for the thousands of schools involved is recognised in the seven countries in which the initiative is in place. This success is evident also in the maturity of the network, which now operates in a more autonomous and horizontal manner.

Worthy of note among the actions undertaken:

- In Argentina tools were developed to monitor the implementation of the Learning Community as public policy;
- Case studies of benchmark schools in Brazil demonstrated the impact of the Learning Community with the increase in community participation, greater promotion of dialogue, improved climate and improved learning in the schools;
- In Chile, a local training course prepared 150 people to boost territorial capacity and ensure the sustainability of the Learning Community;

- The experience in Colombia merited distinction in the Eighth International Learning Community Meeting, held in Spain, with over 700 participants;
- In Mexico, four ongoing training seminars foster the autonomy and help strengthen the Learning Community in the country;
- In Peru, five governments involved in the Learning Community form the Red de Gobiernos por la Transformación Educativa.

We also initiated the design and construction of a new implementation model with the beginning of a partnership with Baobá – a benchmark for the Learning Community in Brazil.



CONVIVA EDUCAÇÃO

www.convivaeducacao.org.br

For seven years, Conviva Educação (a management tool for municipal education departments) has been helping Brazilian municipal administrations to overcome the challenges involved in managing local education systems. An initiative by the national union of municipal education directors Undime (União Nacional dos Dirigentes Municipais de Educação), managed by Instituto Natura with support from 13 partnering institutions, Conviva was in place in 5,107 municipalities in 2019.

The year was one of consolidation of a number of initiatives, such as the creation of informative videos about the National Common Curricular Base (BNCC), clarifying the role of the municipalities in local implementation; the launch of a relationship area between the school network and the Municipal Education Departments to facilitate communication and

the exchange of experience; the creation of a User Guide to support the municipal departments using Conviva; and the modernisation of the Educational Indicator area on the platform, with official data about Education in the municipality and its schools, as well as the management information incorporated into Conviva.

In 2020, there will be municipal elections. To support Education departments in the management transition from 2020 to 2021, Conviva will provide the Management Memorial tool, which will enable the teams to elaborate a report containing the history and the legacy of the last four years of the administration and serve as a guide for the incoming management to plan its actions. Videos and other materials providing orientation on how to promote a smooth transition with commitment, responsibility and quality will also be produced.



46,900

users:
39,800 from municipal
education departments (85%)
7,100 from schools (15%)



2,288

the average number of municipalities
accessing Conviva on a monthly basis



1,948

municipalities imported data from Educacenso:

- more than 10 million students in Conviva (43% of the municipal network in Brazil)
- more than 630,000 professionals registered on the platform
- more than 2,000 municipalities used some Conviva tool

From the 20 management tools,
the five most used were:

- School calendar
- Menu
- Students
- Professionals
- Action Plan

Changes in management

The Instituto Natura will end its term in charge of Conviva in 2020. Created in 2013, the Institute has managed the initiative for two consecutive terms since its inception. From 2021, Undime (União Nacional de Dirigentes Municipais de Educação) and Fundação Itaú Social will assume this role. In 2020, we will conduct the handover to ensure project continuity, excellence and responsibility for the users of Conviva.

REDE DE APOIO À EDUCAÇÃO - RAE (EDUCATION SUPPORT NETWORK)

By means of the Rede de Apoio à Educação (RAE) or Education Support Network, we provide support for the municipal Education departments in Benevides (Pará) and Cajamar (São Paulo), locations where Natura maintains operations. The purpose of the initiative is to contribute towards the development of best educational practices as a means of boosting the quality of Education in these municipalities.

Benevides in the lead

The municipality remains in first place in Pará in the Ideb basic education development index ranking (Índice Desenvolvimento da Educação Básica), a federal government indicator that measures teaching quality in public schools. The progress during the course of seven years (Benevides was 41st in the state in 2012) has been the result of a process of adjustments in the educational model (including the implementation of the Portuguese language and mathematics curricula), monitoring of learning (diagnostic assessments and interventions based on the specific challenges presented in each school), teacher training, remedial education, as well as the involvement of the entire community. This set of measures received technical and financial support from Instituto Natura, worthy of note being the diagnostic assessment applied to all the children in the school network.

Cajamar and management measures

Educational management was the main focus of the measures undertaken in Cajamar (São Paulo), Natura's main site. Actions based on the Education Support Network (RAE) made a major difference within a context of successive policy changes in the management of Education in the municipality, contributing to continuity in focus on the work being done. The measures included reinforcement of the Cajamar Municipal Education Council and specialised technical consultancy in the administrative area. In 2019, for the first time we applied a fluency assessment for 1,655 students in the second and third years of Elementary Education.

INSTITUTO NATURA IN THE LATIN AMERICAN COUNTRIES



The same reasons that led Natura to create the Instituto Natura in Brazil underpin the implantation of the institute in the countries in Latin America in which Natura has operations. This is occurring first in Argentina, Chile and Mexico.

In 2019, the initial bureaucratic groundwork was laid to enable the launch from 2020. The objective is to further strengthen support for these countries as the amount of funds raised and the Natura Beauty Consultants' engagement increases. Each country should have its own legal organisation financed with local Crer Para Ver funds, based on a similar model to the one existent in Brazil. A global board of directors will formulate the strategic planning as a means of ensuring the alignment of Instituto Natura purposes in all the countries.



3

our
numbers

that transform the lives
of children, young people
and families

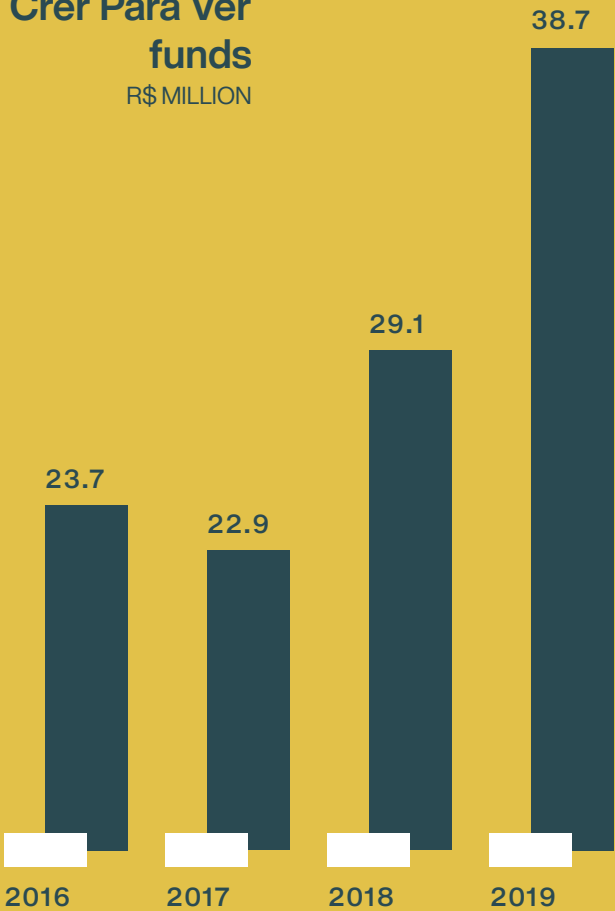
crer para ver



The Natura Crer Para Ver product line, created 25 years ago, promotes a virtuous circle that improves Education: the products are sold by the Natural Beauty Consultants who, together with the company, forgo their earnings. All the earnings from the line are invested by Instituto Natura in Education in the country. In 2019, more than 1 million Natura Beauty Consultants bought at least one Crer para Ver product.

Crer Para Ver funds

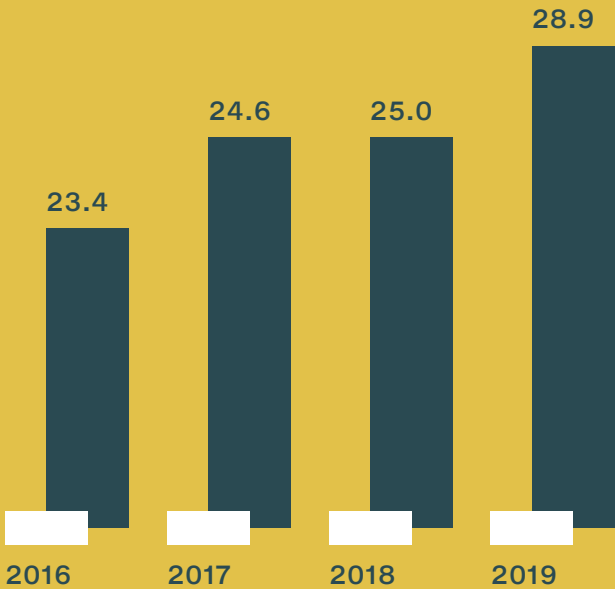
R\$ MILLION



See our financial statements:
https://www.institutonatura.org.br/relatorioanual2019/DF_Instituto_Natura_2019.pdf

investments in Instituto Natura initiatives

R\$ MILLION



The amount raised is different from the amount invested in the same year because the Instituto Natura takes into account the records from the previous years and its own strategic planning to project its budget and to ensure responsible fund management. Any surplus in the fund is invested in the following years. All the funds are audited.

beneficiaries 2019



1,600
schools



14,000
teachers



957,000
students



1,800
municipalities



22
states



99,000
Beauty
Consultants
take advantage of some
Education offering

A woman with blonde hair is hugging a child with dark hair from behind. They are both smiling. In the background, there is a chalkboard with cursive writing in Spanish. On the left, there is a large, fluffy white object, possibly a costume or a drawing. The overall scene is warm and educational.

4

our
network

this network places education
at the centre and revolves
around it as if it were our sun

our network

Our activities and results are only possible thanks to a network connected around the cause of Education. Believing that this network should be ever more diverse, one of the main measures during the year was the formulation of our Diversity Policy. This is because having a diverse environment, consisting of a plural, multidisciplinary and engaged team is fundamental for shaping a society committed to implanting transformational Education, and these changes need to start from the inside out.

Our network includes male and female employees, board members, third sector organisations, Consed (National Council of Education Secretaries), Undime (National Union of Municipal Education Directors), Natura Beauty Consultants, public education administrators, teachers, mothers, fathers, students and an entire diverse group, all of whom share the same dream: Quality education for everyone.

Board of Directors

Chair

Pedro Villares

Administrative Board

Antonio Luiz da Cunha Seabra
Denis Mizne
Guilherme Peirão Leal
João Paulo Ferreira
Pedro Luiz Barreiros Passos
Ricardo Henriques

Consulting Council

Ana Amélia Inoue
Ana Lucia Lima
Claudia Costin
Cleuza Rodrigues Repulho
Igor Lima
Lucia Dellagnelo
Paula Louzano

Fiscal Council

Chair

Lucilene Prado

Members

Jorge Manoel
Lavínia Junqueira

iN team

President

David Saad

Literacy Commitment

Márcia Ferri
Marina Reato

Secondary Education Commitment

Carolina Ilídia
Sarah Faleiros

Priority Education Agendas Commitment

Anita Stefani
Maria Slemenson

Natura Beauty Consultants Commitment

Caio Valiengo
Caroline Somera
Fabiane Aguiar
Haline Oliveira

Strategic Intelligence and Projects

Anita Stefani
Elis Verri
Filomena Siqueira
Juliana Sada
Kleber Valadares
Lucila Ricci
Regiane Pujiz
Taís Abdon

Corporate Affairs

Amanda Mendes de Araujo
Débora Queiroz
Eliane Santos
Fabiana Shiroma
Mariano Cunha
Natália Rosendo
Rodolfo Simões
Rodrigo Oliveira
Sabrina Mendes de Araujo

Our partners in 2019

Associação Bem Comum	Instituto de Corresponsabilidade pela Educação – ICE
Associação Cidade Avante	Instituto Humanize
BCG	Instituto Inspirare
Cieb	Instituto Península
Crea	Instituto Positivo
Educação e Pesquisa	Instituto Reúna
Escola Aprendiz	Instituto Sonho Grande
Estácio	Instituto Unibanco
Fiesc	Instituto Votorantim
Fucape	Itaú BBA
Fundação Lemann	Itaú Social
Fundação Maria Cecília Souto Vidigal	Jeduca
Fundação Roberto Marinho	Movimento Colabora Educação
Fundação S&M	Núcleo de Investigação e Ação Social e Educativa - NIASE
Fundação Telefônica Vivo	Oi Futuro
Fundação Vanzolini	Parceiros da Educação
Fundação Victor Civita	Porticus
Instituto Ayrton Senna	Todos pela Educação
Instituto Chapada de Educação e Pesquisa	Universidade Brás Cubas
Instituto Conceição Moura	Universidade Ítalo Brasileira
	Yara



instituto
natura

10 anos

www.institutonatura.org.br

 facebook.com/InstitutoNatura

 instagram.com/institutonaturaoficial