



instituto natura | annual report 2022

***“I am sure
that we
can change
scenarios
that need to
be improved.”***

Yasmin Silva dos Santos
Full-time high school student in Paraíba

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Dreams financing dreams

What drives a mother or a father, whose daily challenge is to ensure the livelihood of the family, to give up part of what they earn in favor of something greater, in favor of a transformative asset for the society as a whole? Since being in charge of the Natura Institute, I ask myself this question daily. And it is this answer and the result of this collective generosity that we will address in this report.

In 2022, the revenue from the sale of the Natura Crer pra Ver product line was R\$ 82 million across Latin America. The result of the work of millions of Beauty Consultants in **Argentina, Brazil, Chile, Colombia, Mexico, and Peru**, who invest their energy to ensure the existence of the Natura Institute. This amount enables the realization of quality public education in Latin America.

Here, we believe that education is the path to a fair, prosperous, and solidary world. We want to provide opportunities for every child and young person in the region to have access to a dignified, quality, and

transformative education. We want public policies capable of building a more collaborative and united society around the causes that really matter.

“It is the people who give meaning to this great project.”

It is the people who give meaning to this great project. They are the ones who empower the transformation of lives through knowledge. They enable many others to continue to believe in a new reality and, at the same time, see the changes happening every day.

Our commitment to education goes beyond borders. We work tirelessly to support countries and states to implement public poli-

cies that can improve the education of children and young people, while at the same time supporting Consultants who wish to go back to school. In order for them to prosper and develop in their professional and personal lives.

Perhaps that is why each of these people is so proud to be part of the Crer pra Ver project. This is how a virtuous circle is completed. They are dreams financing dreams.

Thank you to each and every one of you for being a part of this journey.

David Saad
CEO of Natura Institute



A safe route for life

Having a flight plan from the beginning of the journey is essential to arrive at the destination. In the same way, when a child completes their literacy on time, they have the necessary foundation to move forward in their studies and in life, without the turbulences generated by failures in this very crucial period.

Natura Institute's commitment aims to ensure that all children can have a safe and quality literacy journey in **Argentina** and in **Brazil** and that they develop their essential learning skills in **Mexico**.

Literacy at the right time is a matter of citizenship and a guarantee of better learning in the years that follow. Together with

our partners, we are working hard to achieve this.

In **Brazil**, in 2022, alongside the Lemann Foundation and the Bem Comum Association, our strategic allies, the institute greatly expanded its operations. We operate in 12 states, 2,291 municipalities and more than 27,000 schools across the country. Almost 2 million children are served.

For 2023, the way has been opened for us to support 16 states to build and implement their literacy policies in collaboration with municipalities. We understand that the joint work between the municipal, state, and federal levels is fundamental.



20
States and provinces
impacted in Latin America

2 million
children benefited in the
three countries

A flight plan

When we arrived in Mexico our great challenge was to reach the country's most hidden peoples. Similar to **Brazil**, the geography and educational reality of **Mexico** are diverse and complex.

Thinking about literacy, although only a small portion of children are out of school (7%), the learning rates are low. This makes illiteracy invisible in the country.

It was based on this reality that the Natura Institute, with key partners such as Faro Educativo, Unesco, Vía Educación, and Zorro Rojo, decided to invest in fundamental learning: language and mathematics. More than teaching children to read, it is necessary to introduce them to the universe of language, to show them how to read the world and write their presence in it.

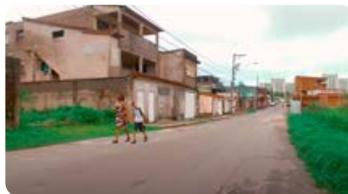
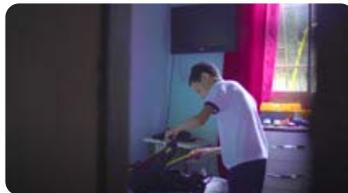
The achievements were

many. By the end of 2022, we had agreements with 5 states, benefiting part of their students and dialoguing with various cultures in **Mexico**.

About 48,000 children benefited from the actions of the Natura Institute in **Argentina**. One of the education policies we support in the country, thanks to a partnership with the organization DALE!, provides for the sharing of one book per child of literacy age.

The stories contained in the books have engaged children and their families. In 2022, hundreds of children had a dog named Pirata [Pirate] at home. The reason? The charming character from a book distributed at school.

That is the magic. It is education creating stories that go beyond the school environment and transform the lives of students, families, and communities.



Poor literacy has an impact not only on the child's school path but on the citizen's civic life."

Amiris de Paula Serdeira
Literacy Coordinator

Letters and numbers to write the future

From home to the Joventina Simões Municipal Preschool in Guarapari, Espírito Santo (Brazil), many steps are taken by the boy Miguel da Silva. He climbs a hill, crosses the street, and turns dozens of corners until he enters the school gate. That is where he will learn the letters and numbers that will help him write his future.

The boy cultivates a dream: to be a great farmer when he grows up. To plant and harvest. But first, he has to be literate. And for this to happen on time, he and the other children of the 78 municipalities of the state are beneficiaries of the Pact for Learning in Espírito Santo (PAES).

His school stood out by winning the School that Collaborates Award. By benefiting from PAES, it received complementary teaching material, and training for literacy teachers and school managers and coordinators.

The good results achieved

are an example of the joint work between states and municipalities, whose goal is to ensure the literacy of all children by the end of the 2nd year of elementary school.

Full of plans, Miguel aims to enter agricultural school at the age of 12. By 18 he wants to be an agricultural technician, an idea encouraged by his mother, who saw in the boy a love for the forest and animals. Until that day comes, he values what he has at school.

"It is really cool to learn how to read. Some people don't have this opportunity. I managed to do it."

Miguel is one of the thousands of children who benefit from the initiatives supported by the Natura Institute in Latin America. In Brazil, the program has the support of the Bem Comum Association and Lemann Foundation, our strategic partners. [Learn more in this video on Youtube.](#)

A completed cycle

Escuela Secundaria in Argentina. Ensino Médio in Brazil. Escuela Media in Chile. Educación Media in Colombia. Educación Media Superior in Mexico. The names are different in each country, but the importance of the last degree of basic education for their students is the same: to project them to university and the world of work with dignity. What can be done to ensure that this cycle is accessed and carried out with quality?

In **Argentina, Brazil, Chile, and Colombia**, the Natura Institute supports public authorities in the creation and implementation of public policies that guarantee access to and quality of high school education.

Today in **Colombia**, out of ten children who start elementary school education, only four manage to reach the end of high school education. In 2022, the Natura Institute decided to focus on this serious problem and support the implementation of a policy in three territorial entities - Norte

de Santander, Atlántico and Cúcuta - which was able to benefit more than 20% of enrollment in these places.

Together with partner Corpoeducación, we defined important components for the transformation of the curriculum, we acted on school management and on the training of teachers and principals, impacting 70 schools, 140 teachers and 32,000 students. And most importantly, we ensured the continuity of the initiative for 2023, with financing from Fundación Sura. The goal is ambitious: to reach 42 territorial entities by 2035.

In **Brazil**, we work for the same cause, but with a focus on Full-Time High School (EMI). We believe that this teaching model is capable of generating a wave of transformation in the lives of students, their families and Brazilian society as a whole.

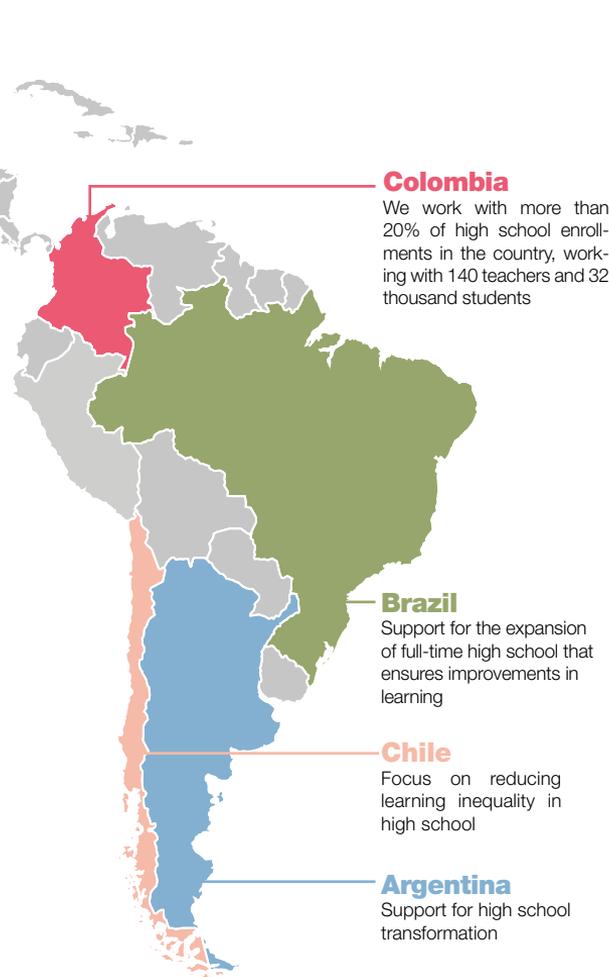
The main education indicators show that EMI surpasses regular high school in many aspects. Providing a reduction in violence in the

territory, expanding access to new knowledge, and enabling in-depth learning in curricular components, preparing young people to make informed decisions.

By encouraging the role of students, EMI broadens their world view, allowing them to dream, and teaching them how to transform their dreams into reality. And this is reflected in greater chances of success in their professional life through their educational and academic training.

In 2022, this model exceeded the mark of 1.1 million enrolled students and is notable for increasing the probability of entering higher education by 17 percentage points, providing 18% higher wages, and eliminating the wage gap between blacks and whites, when compared to regular high school.

In addition, it also ensures better working conditions for teachers, which allows them to dedicate themselves more to teaching, generating gains for all.



Colombia
We work with more than 20% of high school enrollments in the country, working with 140 teachers and 32 thousand students

Brazil
Support for the expansion of full-time high school that ensures improvements in learning

Chile
Focus on reducing learning inequality in high school

Argentina
Support for high school transformation

The wave of transformation

Dreaming without knowing how to achieve it. Making a painful choice between bread and dreams and knowing that the struggle for survival often ends up speaking louder.

These are the stories of many people whose right to education is neglected and swallowed up by necessity. This is how Vitor Arruda's story began.

As the eldest son in a family of a mother and two boys, he started working early to help make ends meet. Ms. Zefinha, a caregiver for an elderly woman, earned less than the minimum wage, from which she still withdrew the rent money. But this mother did not hesitate when Vitor proposed leaving the job that brought money home, even if little, to join a school where students studied all day - a revolutionary idea, newly arrived in Gravatá, the municipality of just over 85,000 inhabitants, 84 kilometers from Recife, where they lived.

Ms. Zefinha's vision transformed Vitor's life.

There, he dreamed again. But Full-Time High School taught him more. It showed him that it is not enough just to dream, but that, to make it happen, it is necessary to build a life

plan, to have a flight plan. Knowing how many steps you have to climb to reach your goals.

"School made me realize that no matter what path I follow, be it baker or doctor, it should be my choice, not the option that is left."



Full-time high school is a public policy that considerably expands opportunities for young people, providing them with a more prosperous life"

Maria Slemenson
Educational Policy Director

Vitor became the first in his family to enter university - at a federal university, in the course he chose. He passed in first place. Today he has a bachelor's degree in social communication, a communicator, a lyricist, and a math teacher.

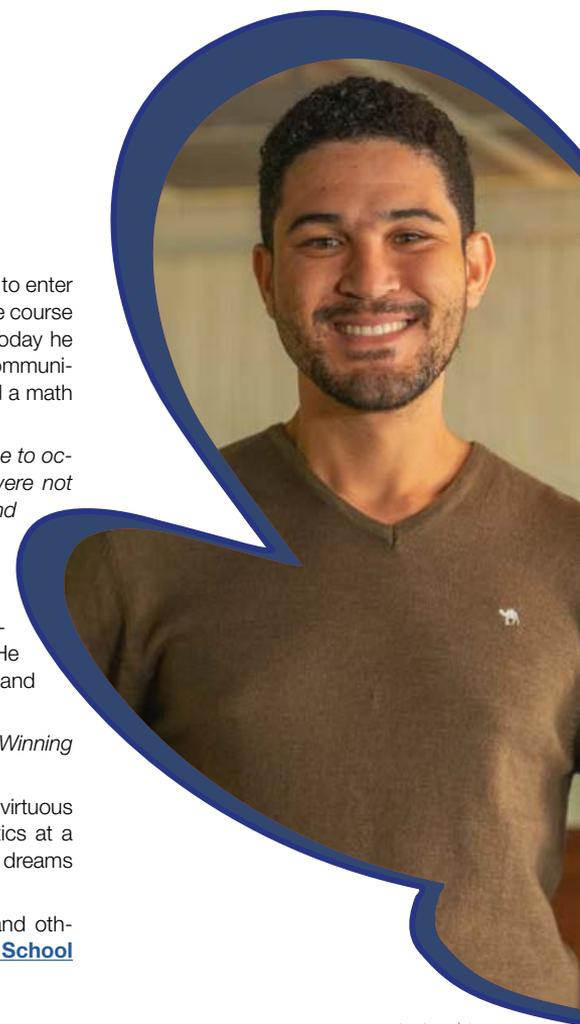
"Full-Time High School allowed me to occupy spaces that, for a long time, were not thought of for a son of a housemaid and a farmer."

He visits several states in **Brazil** through the Institute for Co-Responsibility for Education, talking to educators, students, and their families. He dreams of continuing to walk these and other crossings.

"If one can, all should be able to. Winning in life is being who you want to be."

And as the stories connect in a virtuous circle, today Vitor teaches mathematics at a Full-Time High School, nurturing the dreams of so many others.

Learn more about Vitor's story and others impacted by the [Full-Time High School experience](#).



Lives impacted by Education

When the challenge seems simpler than reality, one has to be creative in strategy. Despite having the best education indicators in the region, **Chile** faces huge inequality between the richest and poorest students.

Creating partnerships and acting in an articulated way, here too, to reduce this gap, the Natura Institute decided to work with public education in the country by identifying two local services that need support in Arica and Araucanía, the latter region with a majority enrollment of the Mapuche people.

The initial strategy plans to focus on public education to decrease inequalities and create education opportunities for all, especially for those students who have less oppor-

tunity to gain access to higher education institutions.

With ongoing plans to implement deep learning models and focus on reading and writing, Natura Institute is committed to closing the gap and building a more inclusive and equal education for communities in the country.

We also prioritized the priority agendas in **Argentina**, with support from Argentinos por la Educación, and in **Colombia**, with support from Fundación Empresarios por la Educación. In 2022, partners worked on the agenda and indicators to finalize a systemic map of education in each country.



We are recognized for our ability to articulate between different players from the public authorities, the third sector, and Education experts. We understand that doing together is doing better.”

Maria Slemenson
Educational Policy Director

Discovering words: from school to home

Among the students at a school in Salta, northern **Argentina**, Rosita stood out as one who experienced the most difficulties. While her classmates could already write words with a simple structure - consonant-vowel and vowel-consonant - she could not even recognize the vowels.

Rosita missed too many classes, did not hand in her assignments, and her family did little to help her progress. They did not even attend meetings at school.

In the classroom, the teacher tried hard to give her more attention and introduce her to more words. In this interaction, she discovered that Rosita lived with her grandmother, who had not had the opportunity to learn to read and write.

With the support she received at school, the girl began to write simple words, such as table, bed and couch. And her interest influenced her grandmother, who, encouraged by her granddaughter, also became interested in writing. All classroom knowledge is now shared at home.

These are learnings about learnings. They are doors that open and encourage new actions and new articulations to make a difference.

Focus. Prioritize. Articulate.

We want to strengthen our support for public policies for the development of Education in Latin America, contributing to the expansion of access to quality public education for an important part of Latin American children and adolescents.

This work is only possible thanks to the joint action with third-sector organizations and public authorities in **Argentina, Brazil, Chile, Colombia** and **Mexico**. We understand that in order for public education to improve in the region, it is necessary to adopt an integrated vision and a collective effort of all the players involved in this field.

The third sector organizes itself in the production of research and the generation of knowledge and, from this, supports the public authorities, the great key player in the structuring and implementation of public policies that have been proven to promote better learning outcomes for children and young people.

In **Brazil**, our focus is on participating and supporting the coalition formed by several third sector organizations around the **Educação Já**, movement, led by Todos

“

There is a great opportunity in Latin American countries to work with third sector organizations in a much more strategic and articulated way.”

Karina Stocovaz
Director Latin America

Pela Educação. The movement “(...) presents contributions to the elaboration of a systemic plan for Brazilian Basic Education in the next federal and state administrations.”

In 2022, we began supporting the cities of Recife (PE), Sobral (CE), and Rio de Janeiro (RJ) for a new teaching concept for the final years of Elementary School. This stage of education, which for a long time was invisible in public policies, has gained more strength to prepare our adolescents for secondary school and for life.

In the states of Piauí, Mato Grosso do Sul, and Sergipe we supported the expansion of vacancies with the consolidation of the design of the State Policy for Professional and Technological Education (PEEPT), laying the foundation for implementation in five new states in 2023 - Amapá, Rio Grande do Sul, Pernambuco, Paraíba, and Rio Grande do Norte.

In the municipality of Recife (PE) and the state of Mato Grosso, we strengthened the technology agenda, supporting the development of digital skills of teachers and school managers.



The transformative power of women

Believing in the power of women is a commitment of the Natura Institute. These women are agents of change, capable of transforming their lives, their families and their communities in **Argentina, Brazil, Chile, Colombia, Mexico, and Peru.**

Beauty Consultants are the driving force of the Institute, as they give up their profit from the sale of Crer Para Ver products in favor of a greater cause. Nothing could be fairer than to support them in their educational development.

Progress was made on many fronts in all countries in 2022. We expanded the scholarship program in Brazil. It enabled female consultants to complete higher education and supported them to become even more inspiring leaders.

Education brings prosperity to these women, their families and communities. We are building a virtuous circle, in which education becomes a source of quality of life, promotion of social, racial and gender equity.



Our purpose is to create a virtuous circle around education, in which consultants and the Natura Crer Pra Ver program are the basis for the transformation of quality public education.”

Letícia Passini
Senior Manager Latam

The inspiration that transforms

Mara Ester, an inspiring soul from Hortolândia (SP), carries in her heart an idealism and fighting spirit capable of moving everyone around her. As a resident of the São Sebastião district, she is driven by a greater challenge: to work tirelessly for a fair and equal society, where diversity is respected and celebrated.

Her great dream is to see a world where differences are recognized as forces that unite and strengthen, contributing to a more inclusive and welcoming society. This altruistic vision is fueled by her admiration for Natura's values, which shares her commitment to the environment, education and social projects.

Mara dedicates herself with passion and intensity in her multiple roles as a Natura Beauty Consultant, teacher, and vice-president of the Residents' Association in her neighborhood. Her caring heart drives her to support all those around her, strengthening community bonds and promoting collective well-being.

An enthusiast of the power of the collective and generosity, she leads initiatives that value local knowledge. An inspiring example is the creation of the “Mãos Criativas” [Creative Hands] gallery, where income generation and the recognition of new artistic talents,

mainly women from São Sebastião, generate a positive impact on the community.

By being a part of Natura's program, Mara finds her greater purpose: channeling her passions and skills towards a noble cause. Her trajectory is a living testimony that a single person committed to social transformation can light the way to a better future.

Mara Ester is the living representation of empathy and collaboration for the common good. Her transformative strength and generous heart move all who have the privilege of knowing her. She is the light that inspires change, making the world a more just, equal and loving place for all



A promising horizon

Just as we support Beauty Consultants to complete their basic education in all countries, we also work to give them opportunities to access technical and professional education, universities, and literacies that are fundamental to their independence and personal development.

In **Argentina, Chile, Colombia, Mexico,** and **Peru**, our education training program has benefited more than 80,000 consultants and supported their families to finish high school.

In **Argentina**, we have trained dozens of tutors who

are helping thousands of consultants to use digital tools, important for their full integration in today's world. With the support of digital tutorials, an elderly consultant in **Peru** learned to use TikTok to interact with her grandson. In **Chile**, we have established alliances and agreements with universities and two distance learning platforms for technical and professional education for consultants.

But it is not just about the consultants: it is also about their children. Children who often left school and returned to their studies with the support of the Institute. This transforms the life of the community as a whole.



Fundamental Literacy

In all the countries where it operates, the Natura Institute promotes training to strengthen the educational development of Consultants



Formal education

Building skills for personal development increases the chances of access to university



Digital literacy

Fundamental for active participation in society, includes from technology skills to online shopping



Financial literacy

Good personal and family budget management provides autonomy to make decisions and plan for the future



Portuguese Language

Speaking and writing well are indispensable tools for social inclusion and relationships.



Mathematics

Mathematical language is fundamental for the organization of the household economy, towards financial independence.



Citizenship

Knowledge about the rights and duties of the citizen and active participation in society with engagement in social activities

Where we are

6

countries

38

states/provinces

8.562

schools involved

3.436.903

students benefited

324.382

Natura Beauty Consultants benefited from the Education offers

Mexico

5 partner provinces

1.339 schools involved

121.008 students benefited

22.639 Natura Beauty Consultants benefited from the education offers

Peru

7.850 Natura Beauty Consultants benefited from the education offers

Chile

2 partner municipal governments

167 schools involved

2.087 students benefited

11.268 Natura Beauty Consultants benefited from the education offers

Colombia

2 partner territorial entities

70 schools involved

7.000 students benefited

18.092 Natura Beauty Consultants benefited from the education offers

Brazil

21 partner territorial entities

4.820 schools involved

2.965.642 students benefited

244.011 Natura Beauty Consultants benefited from the education offers

Argentina

6 partner provinces

966 schools involved

181.124 students benefited

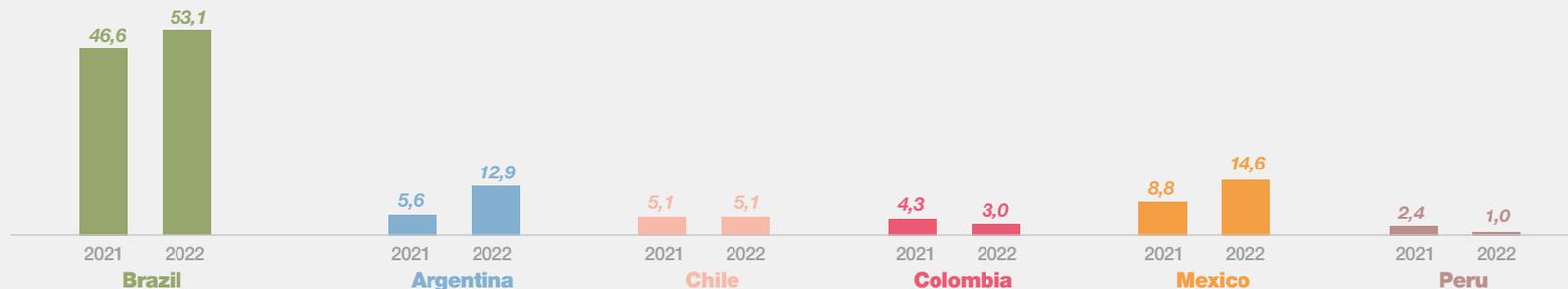
25.485 Natura Beauty Consultants benefited from the education offers



Crer Para Ver Revenue | In millions of BRL



Investment in Education initiatives | In millions of BRL



The amounts for Argentina, Chile, Colombia, Mexico, and Peru for all years are expressed in BRL under the constant currency of 2022.

Natura institute

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General coordination
Instituto Natura

Editorial Project
TAMB Strategic Content

Graphic design
Marcelo Katsuki

Texts
Ana Busch
Natália Negretti
Nilton Valentim
Randall Neto

Photographs
Natura Institute Collection

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