



ANNUAL REPORT 2016



FOUR WORK FRONTS TO CHANGE BRAZIL

FOCUS AND GREAT LEARNING EXPERIENCES MARKED THE

YEAR OF 2016. On the one hand, we channeled our team's great achievement capacity towards more strategical projects, those that we believed to have the greatest potential to change the lives of millions of Brazilians. On the other hand, we nurtured an obsessive desire to learn: we delved deeper into the diverse Brazilian reality to increase our knowledge. As a result, our actions had an even greater impact, endorsed by strict assessments carried out to date.

In terms of partnerships, we worked together with departments of education to verify whether all students were learning and launched a new program that reached 348 schools and over 120,000 students in its first year. The initiative is based on national and international successful experiences and on the knowledge that our team accumulated in immersions and interactions within public schools and departments of education around the country. The program also consolidates what was learned during courses we offered to thousands of educators and that, now, have been incorporated into the program. The World Bank assessed one of them, Gestão de Sala de Aula (Classroom Management), and concluded significant changes were in place in the participant schools.

In terms of our support for learning-centered policies, we contributed to another important outcome: the progress in the conception of the National Learning Standards (NSL). At a time of great national instability, the Mobilization for the National Learning Standards was decisive to ensure persistence and quality to this important policy, which shall be the backbone of an educational system focused on student learning.

In terms of innovation, we saw a record number of students engaged in the educational technologies we support — 1 million recurring monthly users. We are also thrilled with Khan Academy's scale and results: using the platform once a week, students observed significant learning gain in Math over one single year.

At last, our efforts to build a network of transformational leaders also took off. The yearly summit with supported networks showed we are building momentum in fronts such as Education, Health, and Public Administration. Lemann Fellows' initiatives supported by us are also growing and bearing fruit, such as Vetor Brasil, MGov, and Medical Teaching, Learning and Innovation: Teaching for Better Medicine – a program for the education of physicians, to name a few.

We ended 2016 touched by the positive impact we are making and excited with what is to come. We laid the foundations necessary to make a difference in the lives of millions of people, and we are more prepared than ever to take on the great challenge of building a more just, advanced Brazil.

DENIS MIZNE
EXECUTIVE DIRECTOR



**QUALITY
SCALE
CONVERGENCE:
OUR COMMITMENT
TO CHANGING
BRAZIL**

MISSION

To collaborate on innovative and scalable initiatives that ensure effective learning for all students and on the development of high-impact leaders that create value for society, enabling Brazil to advance its development with equity.

VISION

A more advanced and just Brazil, where people have the chance to expand on their potential for choice and make a positive impact.

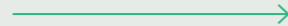
In 2014, we kicked-off our five-year strategic plan, with goals that sought to contemplate Brazil's challenges in the same proportion and diversity offered by our country.

In 2016, by entering the second half of the plan, we worked even more synergistically to be able to go beyond the expectations we set for ourselves and transform Brazil into a more just and advanced country. We did this by prioritizing convergent strategies that were able to deliver meaningful, large-scale, quality results.

HOW WE DO IT

REAL DEMANDS

We seek to identify the main educational challenges and urgent social issues to, then, tackle them with the help of our partners and solutions.



SCALABLE IMPACT

We pursue actions that have the potential of impacting millions of students across the country, contributing to equitable transformation.



FOCUS AND QUALITY

We chose to face great Brazilian social challenges by employing practices of proved excellence to drive profound, long-lasting change.



CONVERGENCE

We prioritize initiatives that contribute to a transformational ecosystem in four fronts:



INNOVATION



LEARNING-DRIVEN
SCHOOL-BASED MANAGEMENT



PUBLIC POLICIES



TRANSFORMATIONAL NETWORKS

IN 2016,
we reinstated
our commitment
to **what truly
transforms Brazil.**
we invested our
best efforts to
guarantee quality
and **relevance in
all of our actions.**

2016 IMPACT ACTIONS AND OUTCOMES



Educational technologies can be great allies for teachers and students alike. Their impact on learning is even greater when they are connected to actual classroom demands and used as part of the teaching-learning process. Therefore, in 2016, we gathered our efforts around ensuring that the platforms we support were truly effective in driving transformation.

Every month, **1,096,136** students used the **educational technologies** we support

Over 30,000 students from 202 public schools developed Mathematical skills by playing **Khan Academy's Knowledge Games**, designed in collaboration with Instituto Peninsula and Transforma, the Rio 2016 Olympic Games' educational program

Over 1.1 million students watched video lectures on **YouTube EDU**, the result of a partnership between the Lemann Foundation and Google

Over 2 million students studied for ENEM (National Secondary Education Examination) with mock tests from **Hora do ENEM** (Time for ENEM), an initiative from Geekie and the Ministry of Education supported by the Lemann Foundation

We promoted discussions with representatives from civil society, Brazilian and international experts, Consed (National Council of Secretaries of Education), Undime (National Union of Municipal Education Managers), and the Federal Government to work on the development of public policy that ensures **connectivity for all Brazilian schools** — to be launched in 2017

We trained **5,106 teachers** at our Blended Learning course

We supported 2,546 teachers and their groups on the use of platforms such as Khan Academy and Programaê!

Nearly **1,400 educators** attended workshops and talk sessions on the use of digital learning tools at **Amplifica**, an event supported by the Lemann Foundation that took place in 8 Brazilian state capitals

QEdu, an educational data platform supported by the Lemann Foundation, had **1.7 million accesses** from secretaries of education, pedagogical coordinators, administrators and school supervisors, teachers, students' parents, researchers, and journalists

The pilot project for **QEdu Provas**, a platform for digital application of assessments, was implemented in over **30 schools from 10 educational systems** around the country, with positive results observed by school administrators, teachers, and students



We reviewed our learning-driven school-based management program and proposed a new approach based on new, profound knowledge about departments of education and teacher training institutions. We also listened to hundreds of teachers, school administrators, and Brazilian and international experts in the field. In 2016, the pilot project reached 8 public school districts and contributed to the formation of 120,000 students from 348 schools.

We helped to **place teachers within the educational debate** — they attended public hearings held by the Commissions of Education from the Senate and the House of Representatives, in Brasília, were interviewed by the press and took to the stage at relevant events, such as TEDx Education

Conselho de Classe (Class Council), our teacher-focused channel on Facebook, had an average of **1 million monthly hits**. Viewers shared our educational content over 64 million times throughout the year

We supported the **Brazilian Mathematical Olympiad** which, in 2016, boasted a better balance between students coming from small towns and capital cities. Brazil finished the international edition of the competition in **15th place**, the country's best participation so far

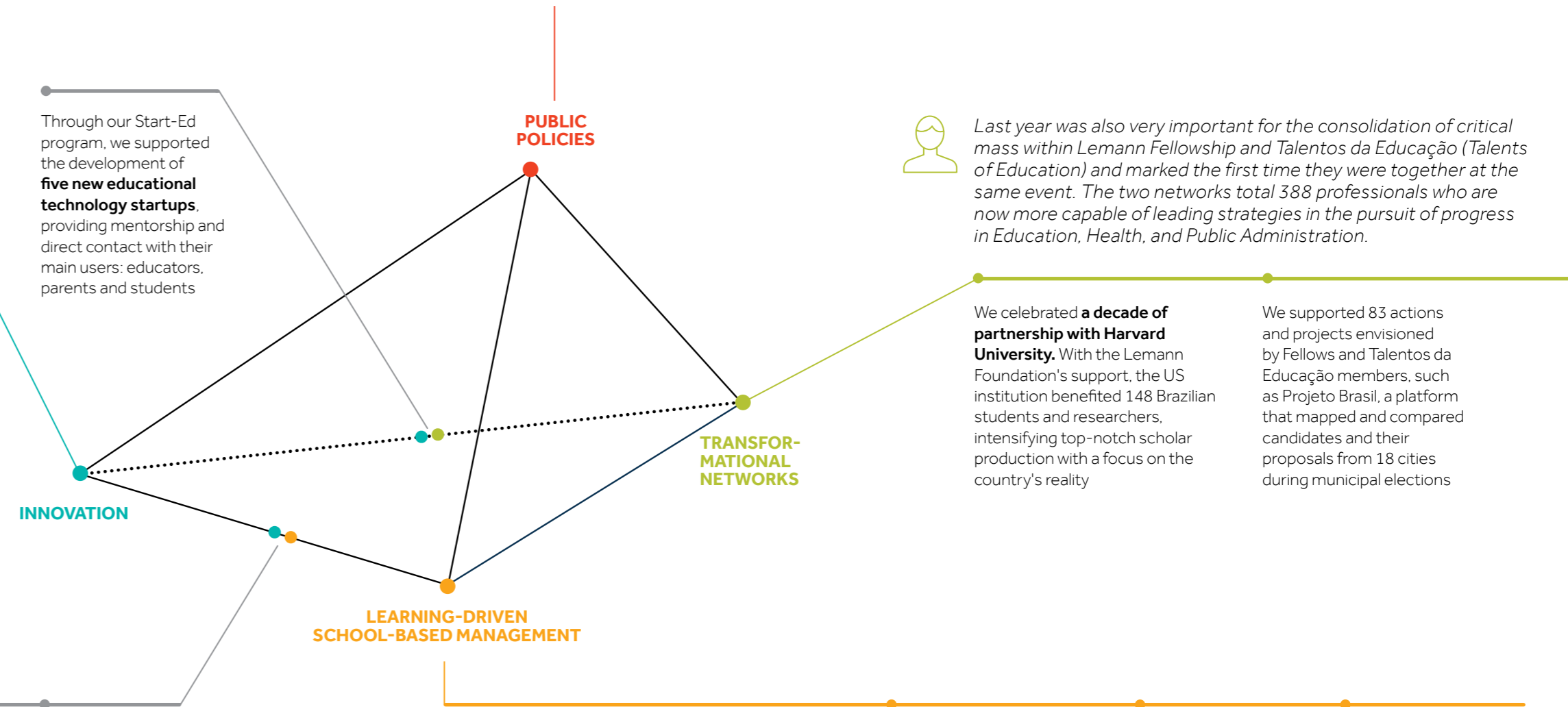


In 2016, in our role as Executive Secretary within the Mobilization for the National Learning Standards, we articulated 78 people and organizations that were committed to the NLS' high learning expectations and excellence. This commitment and intense work were imperative to ensure the development of a State Public Policy, rather than a government-based one, regardless of the unstable political moment the country was facing.

We helped **mobilize teachers**, administrators and experts in Education for the **NLS' public consultation**. The online process ended in the first quarter of 2016 and received **12 million contributions** from over 300,000 participants

Upon the launch of the **NLS' second version**, in May 2016, we conducted 16 critical readings realized by technical experts, students, teachers, and school administrators from all over the country

Undime and Consed carried out **27 state seminars** about the NLS. They gathered a great amount of data and summarized them in a **report that was later delivered to the Ministry of Education**. The report was used to shape up the NLS' third version



Through our Start-Ed program, we supported the development of **five new educational technology startups**, providing mentorship and direct contact with their main users: educators, parents and students

PUBLIC POLICIES



Last year was also very important for the consolidation of critical mass within Lemann Fellowship and Talentos da Educação (Talents of Education) and marked the first time they were together at the same event. The two networks total 388 professionals who are now more capable of leading strategies in the pursuit of progress in Education, Health, and Public Administration.

We celebrated a **decade of partnership with Harvard University**. With the Lemann Foundation's support, the US institution benefited 148 Brazilian students and researchers, intensifying top-notch scholar production with a focus on the country's reality

We supported 83 actions and projects envisioned by Fellows and Talentos da Educação members, such as Projeto Brasil, a platform that mapped and compared candidates and their proposals from 18 cities during municipal elections

TRANSFORMATIONAL NETWORKS

LEARNING-DRIVEN SCHOOL-BASED MANAGEMENT

INNOVATION



1 million students used **technology** every month



348 schools with learning-driven school-based management catering for **120,000 students**



High-quality **National Learning Standards** devised upon **democratic participation**



45 leaders conducting **impacting actions** and contributing to the **consolidation of critical mass** around relevant issues

Check out some of the outcomes achieved this year



WORK TO TRANSFORM

In 2016, we conducted a number of surveys, analyses, and impact assessments that helped measure how we are truly collaborating to ensure learning and to address Brazil's major social challenges with the necessary scale and depth.

CONTINUOUS TRAINING FOR SCHOOL ADMINISTRATORS THAT IMPACTS BOTH TEACHERS AND STUDENTS ALIKE



Gestão da Sala de Aula (Classroom Management), our continuing teacher training program supported by Elos Educacional, in partnership with the state government and assessed by the World Bank, was implemented in 156 schools. Data shows a **10% increase in classroom time dedicated to pedagogical instruction** — in practice, this represents **59 additional hours dedicated to the teaching-learning process**.

"The program costs only \$2.40 per student annually, and it is among the most cost-efficient programs ever reported in the world's economic literature when compared to other models in emerging countries."

BARBARA BRUNS, Lead Economist for Education, World Bank

PARENT ENGAGEMENT IN EVERYDAY SCHOOL ACTIVITIES TO ENHANCE STUDENT PERFORMANCE



We support EduqMais, an SMS-based system to engage parents and guardians in their **children's school routine**. Researchers from the University of São Paulo (USP - Brazil), Stanford University (USA) and the University of Zurich (Switzerland) evaluated the initiative and its impact on students' performance in 286 schools from the São Paulo state system. Data shows **enhanced performance in Math, with a 1.5% increase in the average grade at the state evaluation** (Saresp) **and a 7% increase in school approval rate**.

MATH: BOASTING GREAT RESULTS IN FACE OF THE BIGGEST CHALLENGES



Khan Academy is the biggest Math platform in the world and has been our partner since 2013. Through our Inovação nas Escolas (Innovation at School) Program, the platform has already been implemented in more than 700 public schools, benefiting over 100,000 students. Additionally, 237,000 Brazilian students used the tool monthly, both at school and at home.

To assess the impact of **Khan Academy** in Math learning, which is considered one of the most challenging school subjects by Brazilian students, we conducted two qualitative and quantitative researchers, surveying students, teachers, and administrators in over **130 public schools**. Data shows that 5th-graders who used the platform weekly scored up to **4 points higher at Prova Brazil** (a national assessment) than those who did not use it. This represents **30% of everything a student is expected to learn throughout a school year**.

DEDICATED PROFESSIONALS SOLVE GREAT SOCIAL CHALLENGES



45 Lemann Fellows and Talentos da Educação members launched projects that are already **impacting the country**. We highlight the work performed by Lemann Fellow **Joice Toyota** with Vetor Brasil, an initiative that supports **young professionals willing to contribute to the public sector**. In 2 years, Vetor Brasil allocated 56 trainees that greatly contributed to the government bodies to which they work.

MORE TALENTED PEOPLE, MORE IMPACT



Networks of leaders supported by the Lemann Foundation expand their relevance in critical areas such as Education, Health, and Public Administration



> Chairman Jorge Paulo Lemann with Lemann Fellows, Talentos da Educação members and part of the Lemann Foundation team at the 2016 Yearly Summit.

IN 2016, LEMANN FELLOWSHIP, TALENTOS DA EDUCAÇÃO, AND CONECTANDO SABERES expanded their reach and, with the Lemann Foundation's support, led public discussions on Education and Public Administration. The year also saw an even tighter bond between the Lemann Fellowship Program and partner universities — Columbia, Stanford, Harvard, MIT, Oxford, UCLA, UIUC, and Yale — that prompted more opportunities for Brazilians who dream big.

"The Lemann Fellowship is more than a scholarship because the Foundation brings the Fellows together and creates a community in which they can extend each other a helping hand", said André Lara Resende, an Economist and Professor at Columbia University.

The Lemann Fellowship network currently consists of over 300 people focused on Education, Health, Government and Public Administration, many of which are responsible for projects with concrete results. An example is Lemann Fellow Ricardo Terra, a Physician and Professor at USP Medical School, who developed a free of charge oncologic thoracic surgery course. "I want to make a difference by enhancing the quality of medical services provided to the population."

Gatherings in search of dialog and new paths

Lemann Dialogue and Brazil Conference are 2 examples of gatherings that were brought to life with the help of the Lemann Foundation through partnerships with universities, researchers and Brazilian students in

the U.S. With the aim to discuss the key social, economic and political issues faced in Brazil, the international events gathered leaders with different opinions and in distinct fields of expertise to find common ground and discuss concrete solutions to a better future.

"The 2016 Brazil Conference allowed for a less polarized debate around critical themes, such as the economic crisis and the political reform. It also served as a platform to launch concrete projects as it gathered several talented people and enabled to bring together entrepreneurs and decision makers, both from the public and private sectors," said Felipe Oriá, Lemann Fellow from the Harvard Kennedy School of Government and who was amongst the organizers of last year's event.

On top of that, this was the first time the Foundation gathered Lemann Fellows

and Talentos da Educação members at the same 3-day Yearly Summit. The event also had inspirational presentations from important names in the country, such as Chico Soares, former president of INEP (National Institute for Educational Studies and Research).

What's next

With bigger, more qualified networks, the Lemann Foundation seeks to go beyond Education, its main area of focus. Enhancing Public Health and Management, for instance, is critical for a more just, developed country. The Lemann Foundation has been working hard to gather leaders and empower leadership committed to the advancement of these areas. //



THE FUTURE IS BRIGHTER FOR THOSE WITH STANDARDS

The National Learning Standards progressed in 2016 after going through several critical analyses. The Lemann Foundation also worked to mobilize different actors around the debate and was decisive to enhance the document's quality.

2016 WAS A DECISIVE YEAR for the creation of the National Learning Standards. The civil society, experts, administrators, and teachers were able to expand the discussion around quality even further. The Lemann Foundation's role was essential throughout the process, as the institution contributed to the articulation of opinions and different perspectives around the document's conception.

The NLS will define the knowledge and skills that every student in the country has the right to learn. As a public policy, the NLS has the potential to trigger a series of changes towards more equal, high-quality Education.

The public consultation carried out during the writing of the first version was closed in March 2016. The Ministry of Education registered 310,000 participants and 12.5 million contributions. From this first round of suggestions, the Ministry of Education wrote a second version, published in May 2016. The version circulated the entire country in state seminars, where over 9,000 teachers, administrators, and students were able to perform a critical reading and make their contributions.

All the discussion stages had the support and participation of the Mobilization for the National Learning Standards, whose Executive

Secretary is represented by the Lemann Foundation — who is also a founding member.

The mobilization is a diverse group that gathers over 66 professionals and 12 institutions; all focused on standards-based education. This year, the Lemann Foundation worked to mobilize and converge several agents towards the cause. This was strategic to maintain the course of the development of quality standards that represent the entire country, especially in a moment of political instability.

Aware of the importance of schools' participation and contribution, the Lemann Foundation promoted the dialog with teachers in communication campaigns, Q&A sessions and the production of special content to inform and exchange knowledge with this audience. At the state seminars that

took place between July and August, the Mobilization partnered with Consed and Undime to provide support and technical assistance to the events and to organize information. The Mobilization also relied on national and international experts to critique the document and suggest enhancements.

The path to high-quality standards is set. We are now to face the challenges imposed by its implementation and to ensure it makes a real difference in the lives of all Brazilian students. //

In 2016, the Lemann Foundation worked to mobilize and converge several agents around the development of the NLS.



> With state seminar around Brazil, the NLS received contributions from over 9,000 teachers and school administrators.

TEACHER, YOU HAVE THE FLOOR



TEACHERS AND SCHOOL ADMINISTRATORS make Education happen every day. For that reason, their participation in the discussions about key educational issues and the development of public policies that dialog with real school demands was one of the Lemann Foundation's priorities for 2016.

We invested in initiatives such as Conselho de Classe, on Facebook, that reached around 1 million people every month. Also on Facebook, Nova Escola magazine boasted nearly 555,000 daily users and their posts got over 4 million likes, with 220,000 comments and 893,000 shares throughout the year.

The connections went beyond the digital platforms, with networks such as Conectando Saberes (Connecting Knowledge): the group, supported by us, gathers over 400 educators from public schools in 14 different locations across the country. The network strengthens the participants' self-esteem, encourages the exchange of best practices and values the commitment to universal learning.

We also support the Educador Nota 10 award, which celebrates the work of Brazilian educators and is organized by Fundação Victor Civita and Fundação Roberto Marinho. As part of our contribution, we mobilized public audiences at the Commissions of Education from the House of Representatives and the Senate, where decision makers could listen to the teachers without any mediation. //

"Prioritizing Education is beneficial to the country's development. Not a threat."

MARILEI ROSELI CHABLESKI
Teacher in Joinville (SC) and winner of the 2016 Educador Nota 10 award



"Conectando Saberes is a treasure. It functions through the connection of teachers across the country and allows them to share experiences, a very important practice in the profession."

GINA VIEIRA PONTE
Teacher in Ceilândia (DF) and member of Conectando Saberes and Talentos da Educação



"Listen to the classroom and then, devise the law."

ADEMIR ALMAGRO
Teacher in Novo Horizonte (SP)
Lemann Foundation's Advisor



"As a teacher, I have always believed that technology is an extension of the classroom."

DEBORA GAROFALO
Teacher in São Paulo (SP) and member of Conectando Saberes



"We must have a proper curriculum that truly challenges the school so that we can establish a culture of high expectations."

JULIO CESAR DA COSTA ALEXANDRE
Former Secretary of Education in Sobral (CE)



FROM THE DEPARTMENT OF EDUCATION TO THE CLASSROOM

With a program focused on learning-driven school-based management, the Lemann Foundation helped public school systems in Brazil to merge department practices and classroom outcomes into one single approach, with complete focus on learning.



> End-to-end — from the department of education to the classroom, educators working in sync to ensure learning is achieved.

Upon the development of the pilot project in 9 school districts, the Lemann Foundation expanded the program to reach 250,000 students in 2017

1.1 MILLION TEACHERS ENTER THEIR CLASSROOMS, from Monday to Friday, in 146,000 public schools that see over 23 million students graduate from Elementary and Middle schools across the country. Upon investing in continuous training for 17,000 educators and conducting several immersions in schools and departments of education to better understand the challenges faced by the public education sector, the Lemann Foundation redesigned this entire front.

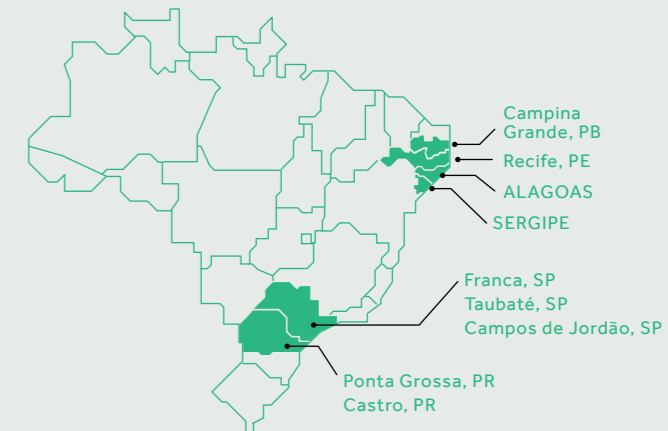
The goal is to contribute to a more profound, systemic, converging transformation that meets the demands of all of the professionals involved — from departments of education to classrooms — so that they can work towards the same objective: ensuring every student is effectively learning.

This process and objective led the Lemann Foundation, in 2016, to devise a program focused on instruction and end-to-end support. In the first semester, we selected 9 public school systems — 7 municipal programs and 2 state districts — that encompassed a total of 120,000 students in 348 schools. "With this new program, we observe a longer-lasting impact on the system, with an approach that ranges from the departments of education to the schools, meeting their actual needs at every level," said Guilherme Antunes, Project Manager of the Lemann Foundation.

How it works

The program lasts two to three years and is integrated into four levels: at the department of education, it contemplates pedagogical leadership, technical teams, instructors, and school administrators. We offer everything from tailored support — to identify challenges and design actions in collaboration with the departments of education — to pedagogical and didactic administration focused on Portuguese and Math for coordinators, school directors, and educators within the systems.

At the end of 2016, the program was already in place in 348 schools, contributing to the education of 120,000 students



348 schools

700 school administrators

170 department technicians

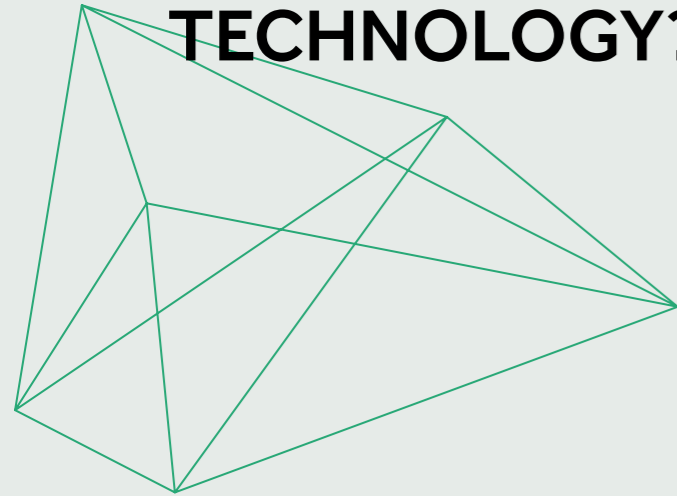
120,000 students

"One of the main challenges is to align and plan every action to place a real focus on learning results," highlights Silvana Tamassia, co-founder of Elos Educacional, a Lemann Foundation partner in charge of school administrators' training.

"With the program, each school can give new meaning to their political and pedagogical projects to build up an educational plan that is focused on enhanced learning," highlights Gabriela Queiroz, Director of the Department of Education at SEDUC, in Sergipe, who is a member of the Lemann Foundation Program since August 2016.

Among the state educational systems that joined the program, Alagoas has already observed signs of positive change. "The program is changing our school culture," noted Marilene de Lima, a participating school administrator. //

WHY TECHNOLOGY?



AN EDUCATIONAL SYSTEM that is open to innovation and focused on learning encompasses an ecosystem that comprehends everything from the development of digital platforms to an effective connectivity policy at schools. With that vision in mind, the Lemann Foundation supported educational technologies that were used by over 1 million students every month in 2016. The Foundation also mobilized different agents around a national public policy to adopt broadband Internet for pedagogical purposes at public schools.

Upon identifying the real needs of teachers and students in the classrooms, we have built a diverse portfolio of digital platforms. It consists of tools such as YouTube EDU, the largest educational channel on YouTube that streams 50,000 video lectures and has over 10 million views. Another 2016 highlight was Hora do ENEM, a program designed in partnership with the Ministry of Education and Geekie Games. With the Lemann Foundation's support, the program helped 2 million students prepare for the national college entrance exam — free of charge.

To 19-year-old Sávio Pinheiro, the platform showcases exercises that give a clearer

From teacher training to the Internet at public schools, the Lemann Foundation works to connect learning to 21st century challenges and demands.

picture of school subjects. *"By reviewing and following up on results, we are able to better decide where we should place our focus while studying,"* said the student from the Padre João Badalotti State School in Manaus. He was approved in 7th place to attend Law School at the Federal University of Amazonas. The platform also helped Patrick de Souza to conquer a spot at the College of Technology Education of Rio de Janeiro. *"These initiatives make a real difference in students' lives,"* said the 18-year-old student from Brasil State School in Mesquita, a town in the countryside of Rio de Janeiro.

Innovating the ecosystem

"By recognizing technology as part of a complex system, we reimagined everything, from infrastructure to its use in the classrooms," explained Lucas Rocha, Project Coordinator of the Lemann Foundation. Since then, the team boosted dialog with teachers, administrators, and students: *"We learned a lot, identified opportunities and worked to find better solutions,"* he added.

Among the initiatives to enhance teacher training, share best practices and expand in-



> Platforms such as YouTube EDU support personalized students' development that is connected to the 21st century.

"By recognizing technology as part of a complex system, we reimagined everything, from infrastructure to its use in the classrooms."

formation access, the Lemann Foundation trusts programs such as Inovação nas Escolas and Escolas Plugadas (Connected Schools). Inovação nas Escolas trains teachers and helps implement educational platforms to improve students' learning, whereas Escolas Plugadas connects 90 public system's educators to 6 technology developers.

"We began to think about how the school could reinvent itself, leveraging innovation to come to the rescue of students' creativity and curiosity and bringing forward a more contextualized learning experience," said Manuel Neto, a teacher at Professor Lorengo Manoel Sparapan School, who attended the program in São Paulo.

What about connection?

"To ensure teachers and students are enjoying every learning opportunity offered by technology, we need to think about the several areas as an ecosystem," highlighted David Boyd, Project Manager of the Lemann Foundation. In the last 1.5 year, his team has been exploring scalable solutions and working on a national policy to bring broadband Internet access to all Brazilian public schools.

After several research studies, the Lemann Foundation — in partnership with CIEB, ITS-Rio, and Instituto Inspirare — brought the matter to the attention of decision makers, taking on an active role in discussing with and articulating different government and society levels. An example of this was the summit that gathered Richard Culatta, responsible for Barack Obama's connectivity program in the USA, relevant agents from civil society, and government representatives from federal, state and city levels. Together, they discussed the principles of an effective technology innovation policy for schools. *"It was an important trigger to drive the discussion around connection for Brazilian public schools,"* said Boyd.

In 2017, the Lemann Foundation hopes to develop and disclose excellent educational technologies, to support innovation in public educational systems and contribute to the implementation of a national connectivity policy. //

SUMMING UP EFFORTS TO MOVE FORWARD

We dream big, and we know that we cannot get there alone. For that reason, in 2016, we co-invested with 11 partners whose actions enriched our initiatives. We also offered strategic, technical and financial support to over 35 organizations capable of generating great impact. We appreciate everyone that believed in us and worked with us towards the same goals. Check out below some of the stories we built together.

9 REASONS WHY WE LOVE TO WORK WITH OUR PARTNERS

CO-INVESTORS

1 GOOGLE'S REACH AND POPULARITY

A countless number of teachers expanded the frontiers of their classrooms, delved into the technology world and started using YouTube to teach. Together with Google, we made sure the best educational content was curated and grouped into one single place — YouTube EDU. From 2016, participating channels receive a stamp to make the identification of this content easier for the 1.1 million students that used this hub to learn in innovative ways.

2 ITAÚ BBA'S AND CREDIT SUISSSE HEDGING-GRIFFO'S COMMITMENT

Long-time partners Itaú BBA and Instituto Credit Suisse Hedging-Griffo helped us bring to life the study Excelência com Equidade (Excellence with Equity). In 2016, we kept on propagating the best practices set forth in this study with schools and departments of education from all over the country.

3 TELEFÔNICA VIVO'S ENTREPRENEURSHIP

Coding is part of our lives, and everyone should have access to it. Programaê, our initiative in partnership with Fundação Telefônica Vivo, promotes free coding lessons to all of those

who are interested. In 2016, the project became even more modern and technological, focusing on entrepreneurship, and was endorsed by famous names such as Mc Soffia.

4 INSTITUTO PENÍNSULA, INSTITUTO SONHO GRANDE, INSTITUTO NATURA: FOCUS ON INNOVATION

Together, we brought Khan Academy to Brazil in 2013. In 2016, we conducted an assessment to verify the platform's impact on Math learning and student outcomes in this subject. The findings were exciting and, thus, we want to continue to support its use to meet the actual needs of those who are in class.

SUPPORTED PARTNERS

5 UNDIME AND INSTITUTO NATURA: EXPERIENCE IN SCHOOL ADMINISTRATION

Conviva Educação, an Undime initiative supported by other organizations and by us, helps departments of education at the municipal level by providing information and tools to improve their processes and better manage their schools and resources. Instituto Natura's role is critical to ensure quality and disclosure of this content, as well as driving synergy among all organizations engaged.

6 CENTRO DE LIDERANÇA PÚBLICA, INSTITUTO ARAPYÁÚ, REDE DE AÇÃO POLÍTICA PELA SUSTENTABILIDADE (RAPS), AND VETOR BRASIL: PROACTIVE ENGAGEMENT

Four institutions shared our dream of a more plural, just and advanced Brazil and also believe that connecting talented people and teaching them in key areas, such as

Public Administration, can streamline change. Together, our impact is even greater.

7 THE IMPORTANCE OF JEDUCA

The public discussion around Education needs to be qualified and reach the whole society. We support Jeduca (Association of Journalists dedicated to Education) so that its members, who are imperative for the dissemination of information and best practices, are increasingly prepared to enrich this debate with data and evidence. In 2016, its members produced more than 780 articles on topics related to Education in different media.

8 INSTITUTO PROA AND ITS WEALTH OF OPPORTUNITIES

In Brazil, opportunities are not equally distributed among all students. Supporting youngsters from lower social backgrounds to open their doors to Higher Education and the labor market may transform their lives, as well as their

entire families'. This is what Instituto Proa does. In 2016, 54% of its former students were enrolled in a Higher Education course and 78% of its former students from 2013, 2014, and 2015 developed professional careers and were able to increase their family's income by 40%.

9 MGOV'S RESULT-FOCUSED SIMPLICITY

In some cases, a simpler solution can better meet certain needs. This is the case of EduqMais, a technology that uses SMS to engage parents and guardians in their children's school activities. MGov opted for traditional text message because, while many Brazilians have smartphones, consistent mobile connection is not a reality to all of them, which reduces applications' effectiveness. In 2016, a study carried with the Department of Education of the State of São Paulo in 286 schools in the state found a direct link between EduqMais and students' learning outcomes.

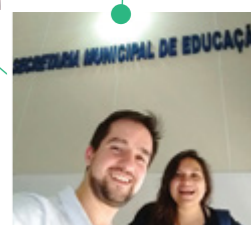
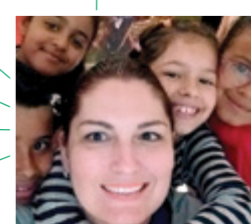
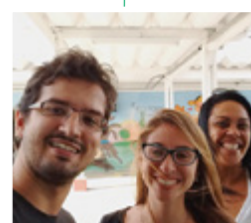
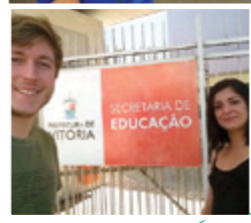
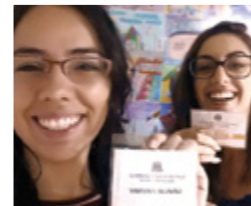
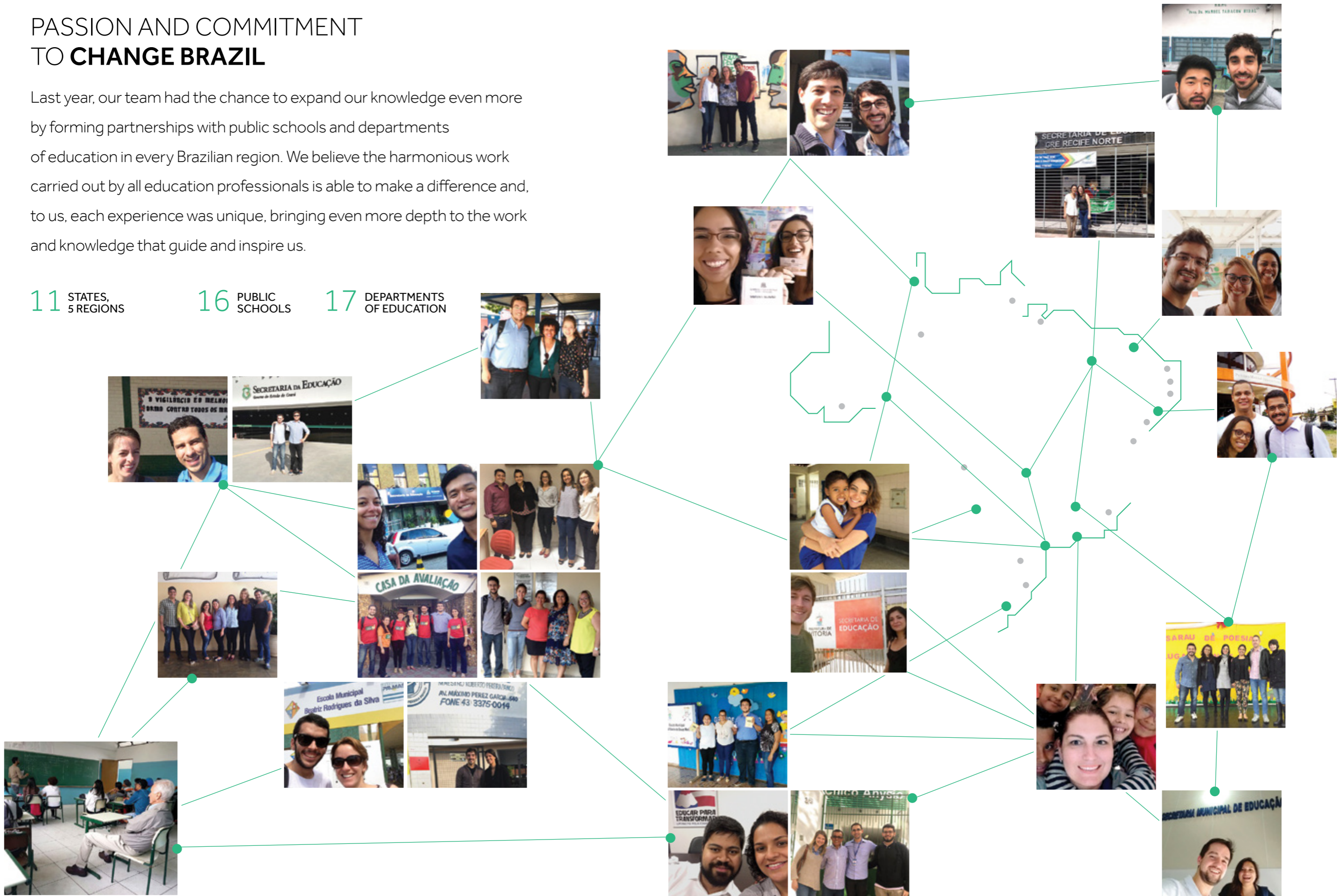
PASSION AND COMMITMENT TO **CHANGE BRAZIL**

Last year, our team had the chance to expand our knowledge even more by forming partnerships with public schools and departments of education in every Brazilian region. We believe the harmonious work carried out by all education professionals is able to make a difference and, to us, each experience was unique, bringing even more depth to the work and knowledge that guide and inspire us.

11 STATES,
5 REGIONS

16 PUBLIC
SCHOOLS

17 DEPARTMENTS
OF EDUCATION





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