

2021
ANNUAL
REPORT





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a more just Brazil

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Collaborating for A More Just Brazil

The Lemann Foundation turned two decades old in 2022. It is worth celebrating our recent achievements and envisioning a future that we are building now. That future can only be built thanks to partnerships with people and organizations that share our dream of making Brazil a more just and advanced country.

The pandemic intensified the challenges, and we adjusted our approach to enable transformations and inspire even more people and institutions to join us in our mission. Collaboration is crucial to solving big problems.

The failure of children to learn beginning in Primary School is the biggest problem. The districts we work with have adopted strategies to help make up the learning losses suffered during COVID. Their learning losses were up to 2.5 times smaller than the rest of the country.

For some years now, social inequality has motivated our work for improving racial equity. The Alcance Program supported black and indigenous people to study abroad.



“
In 20 years, we have gone from
small-scale direct impact to
strategic partnerships and
systemic impact, reaching
a new scale for our actions.”

“

We dream of elevating the
opportunity for all people to learn
and fulfill their potential to build a
more just country.”

The Lemann Foundation Leadership Network has expanded its membership, recognizing and valuing leaders who represent the plurality of Brazil. The Lemann Foundation team and leadership have been working on actions for attracting, retaining, and developing black team members.

In 2021, we opened the Lemann Center for Leaders for Equity in Education in the city of Sobral, Ceará (CE), Brazil. What a joy to be able to have a space dedicated to applied research projects and the training of educational leaders focused on securing rights and reducing inequalities.

We believe that the work and achievements of the last year are part of the journey toward a Brazil that prioritizes and invests in its people. On the following pages, we invite you to celebrate what we have harvested together in 2021 and the seeds we have planted for a future full of solutions for the country to move forward. We look forward to having you by our sides in the steps to come.



Denis Mizne,
Executive Director,
Lemann Foundation



LEARNING

Investing in Each Student's Potential

The leading role of the Education Networks and the programs we support were decisive in tackling the learning challenges aggravated by the pandemic.

Impacts of the pandemic on learning: assessment and action

The second year of the pandemic, 2021, began with expectations of resuming in-person classes. Unfortunately, the strongest wave of COVID-19 hit the country in March and April, and schools remained closed, with most academic days involving remote activities.

The impacts the pandemic had on learning appeared in the research series, "Remote learning from the students' and their families' perspectives," that the **Lemann Foundation**, **Inter-American Development Bank (IDB)**, and **Itaú Social** commissioned to **Datafolha**. The research showed that 40% of 6-to-18-year-old students had no learning progression, showed lack of motivation, and stated they may drop out of school.

To reduce the negative impact of school closures on learning, Fundação Lemann, Instituto Natura, and Vozes da Educação worked with 10 states to build health protocols and outreach strategies to families. Based on our learnings, we published a paper on how to get students back in school, methods to recover lost learning, and how to assist children in dealing with the emotional aftermath of the isolation.

The Lemann Foundation partner networks had a 2.5-times-lower drop in learning than the rest of the country. The result represents the efforts put forth by **Associação Bem Comum**, coordinator of **Educar pra Valer** and the **Collaborative Literacy Program (PARC)**, and by **Instituto Gesto**, which implements **Formar**. Together, the networks impacted **more than 2.8 million students**.



Scan here to see "Recovering Learning Loss: Educational strategies to face the challenges of the pandemic"



Watch the lecture with Professor Sonya Douglass Horsford during the 2021 Brazil Conference at Harvard+MIT.



“

A black child may have to face a hostile environment. If teachers expect you to learn differently than your peers because of your race, it is devastating to your self-esteem.”

Sonya Douglass Horsford, professor at Columbia University, in the USA, in an interview with Folha de S. Paulo

To break racial inequalities

Throughout the year, the departments of education participating in the PARC, Educar pra Valer, and Formar programs worked to enhance learning, including conducting fundamental discussions about the relationship between race and inequality.

Three key steps were established to assist the efforts of the PARC, EpV and Formar networks:

1. SURVEY

We mapped the level of racial literacy in the 37 education networks surveyed and the leadership's engagement with the topic. The survey indicated that, even though they are open to working on the problem, most of those leaders still feel underprepared to implement anti-racist practices.

2. LITERACY WORKSHOPS

Education professionals weren't comfortable talking openly about race, so **two online workshops addressed structural and historical racism, bullying, prejudice, empowerment, lived experience, and legislation.**

3. EQUITY ASSESSMENT

To overcome the lack of national references on the subject, the partner organization Interdisciplinarity and Evidence in Educational Debate (IEDE) prepared a **guide for those who want to implement a racial equity assessment.**

A path to more equitable education

Equity in education means differentiating what each student needs and ensuring their rights and opportunities based on those needs. That is the mission of the Lemann Center for Leadership for Equity in Education, inaugurated in 2021 and headquartered in Sobral, a city in Ceará that is country's top success case for literacy. The work is focused on two programs: Training for Educational Leadership and Applied Research.

“

We want the Lemann Center to break the normalization of failure and create high expectations for each and every student's education.”



Anna Penido, executive director of the Lemann Center in Sobral

Education for environmental justice

In the northern region, the preservation of Amazonian biodiversity and the rights of indigenous peoples and traditional communities prompted Instituto Gesto to partner with the Climate and Land Use Alliance (CLUA) and create the Plantar Educação Program. The initiative supports municipal education networks in pedagogical and administrative management and fosters education for sustainability through initiatives to generate employment and income-based on forest preservation.

“

We believe that quality policies empower local populations to foster sustainable livelihoods using their own cultures and experiences.”



Kátia Schweickardt, founder of the Plantar program and specialist at Instituto Gesto



Scan here to visit the Lemann Center for Leadership for Equity in Education website

Democratizing access to the English language

In Brazil, the ability to become fluent in a second language is blocked by inequality. It has long been the privilege of a few. With **Skills for Prosperity**, the British Government in consortium with the Lemann Foundation, Associação Nova Escola, Instituto Reúna, and the British Council, directly impacted how more than 20,000 educators teach English. In 2021, the program distributed 1.8 million textbooks to students and teachers, produced guides for elementary, middle, and high school, and launched the Language Improvement For Teachers (LIFT) online course. The inability to speak English is a major obstacle to entering many segments of the professional workforce.

Action that generates innovation

Placing the student at the center of the learning process is not so simple. New practices must be adopted. Therefore, the Lemann Foundation finances and guides programs that support departments of education and schools to implement strategies (at right) that prevent and reduce gaps in Portuguese and Math and adopt creative learning. An Innovation Laboratory was created to expand the results of the Lemann Foundation's technology and digital transformation activities.



Visit the Lemann Foundation Innovation Laboratory website

DESIGNING THE EDUCATION OF THE FUTURE

ImpulsiONar Program

Edtech pedagogical and digital solutions will be implemented in municipal schools and monitored for continuous improvement in communities that practice them to prevent and reduce learning gaps in Portuguese and Math.



Watch the ImpulsiONar Manifesto

Lemann Foundation and Imaginable Futures Alliance

This alliance is an investment strategy that operates on four innovation fronts. Among its initiatives is AprendiZAP, a platform for engagement and learning via WhatsApp, and the **STEAM Training Center for science and technology teachers**, a partnership between the Transformative Learning Technologies Lab at Teachers College, Columbia University, and Instituto Singularidades.



aprendizap.com.br

Creative Schools of the Brazilian Creative Learning Network (Rede Brasileira de Aprendizagem Criativa – RBAC)

The Lemann Foundation and LEGO Foundation are partners in this program, which promotes the systemic adoption of creative learning at-scale in public education networks. In 2021, it selected nine municipal school districts and one state district, **reaching 75 schools, 22,000 students, and 1,500 teachers from the first to fifth grades.**



aprendizagemcriativa.org



NATIONAL LEARNING STANDARDS

Build the Foundations That Secure Education

2021 was a year of significant advances in implementing the National Learning Standards (BNCC) and valuable achievements for the connectivity of public schools

Coherent educational system: BNCC-aligned assessments

Committed to the coherence of educational policies that secure learning rights, the Lemann Foundation offered technical support in preparing and disseminating the report *“National Assessment Reform: Main considerations for Brazil,”* from the Organization for Economic Co-operation and Development (OECD), which gathered recommendations for the future of the National Learning Assessment. The seven suggestions to the right are intended to support the review of educational assessments.

SEVEN OECD RECOMMENDATIONS FOR NATIONAL LEARNING ASSESSMENT REFORM

- 1 Detail the **leadership and decision-making processes** to manage National Learning Assessment (SAEB) reform
- 2 Define and communicate the future national assessment system's **main goals**
- 3 **Align the national assessment** to the new National Learning Standards
- 4 Reflect on how SAEB can better **support accountability** of the system and the school
- 5 Maximize SAEB's potential as a training tool to **improve teaching and learning**
- 6 Manage Brazil's transition to **computerized assessments**
- 7 **Distinguish SAEB's role** from the national high school exams' roles



Decisive steps for connection in schools

The pandemic has exposed how essential internet connection and access are for learning. Therefore, in 2021, we developed initiatives to strengthen and expand connectivity in schools. Efforts to mobilize civil society, the National Congress, and other actors generated relevant laws: Fund for the **Universalization of Telecommunications Services** (FUST, Law no. 14109/21), with a minimum percentage forecast for education and a deadline to connect all public schools to high-speed internet by 2024; and the **Connected Education Innovation Program** (PIEC, Law no. 14180/21), which supports schools with

internet infrastructure and digital educational resources and plans for technological innovation in pedagogical practices.

The connectivity of public schools as a counterpart in the **5G Notice** was another collective effort, resulting from an unprecedented investment of **BRL 3.1 billion for project development** for connectivity in basic education. Telecomms companies who won the auction were required to help public schools get connected. There are three decisive steps to securing a high-speed internet connection for all schools.



Understand how the 5G auction can bring internet to schools that are still not connected

High-speed broadband in São Paulo schools

How can teachers participate in online training or carry out technology and innovation projects with their classes if schools don't have internet sufficient enough to watch an online video in the classroom? Solving this issue is the the Mega Escola Program's objective. The São Paulo State Department of Education runs the program with the Lemann Foundation's support. They increased the **internet speed in 1,500 state public schools in 2021, and intend to connect the other 5,150 schools in the state district by the end of this year**, securing the students' right to high-speed broadband internet. This internet speed will enable qualified pedagogical use.



Renilda Peres de Lima,
São Paulo State Secretary of
Education, coordinated the
implementation of the Educação
Conectada (Connected
Education) Program and the
National Media Center at the
Ministry of Education's Basic
Education Department.

“

We knew that teacher training must be secured so that high-speed broadband would be put to use in the classroom.”



LEADERS

Drive Those Who Lead Transformation

Well-prepared people are essential to lead the country towards social justice and prosperity. Therefore, our leadership development initiatives identify, develop, connect, and encourage highly motivated professionals to seek solutions to the country's social challenges, such as the Alcance Program, which supports black and indigenous people to study abroad. In addition, we are focused on lessening bias by including leaders representing racial equity, regional diversity, gender, and sexual orientation.

THE ALCANCE PROGRAM IN NUMBERS

4,500
people
attended the
Alcance event,
many planning to
apply for a master's
in 2022

60%
are black

+ than 50
offers from universities
to participants from the first edition
of **Alcance Program**, which provides
guidance on preparing for international
master's degrees

“

I dream of fostering more and more spaces, debates, and agendas that perpetuate the inclusion of minority groups. The Alcance Program leads me to have an intellectual repertoire so that I can achieve my goals as a professional and citizen who fights for diversity.”

Vitor Martins



For people who believe in Brazil

697 highly talented people, engaged and tenacious in finding solutions to Brazil's leading problems: this is the **Lemann Foundation Leaders Network**, which welcomed **60 new members** in 2021. The entry process attracted and selected leaders who combined the ability to leverage the leadership network's impact generation while representing Brazil's racial and geographic diversity.

As part of the Network, the nearly 700 leaders were able to participate in programs that connected them and boosted their initiatives, such as the **Leaders Network Challenge**, in which groups of members proposed solutions to mitigate the pandemic's impacts. The Decolagem Project will use social technology to support interventions in Marte, an impoverished community in São José do Rio Preto in the countryside of São Paulo.



Watch the Lemann Foundation Leaders Network video



Above, *Carreira em Foco* (Career in Focus) participants debate during the Lemann Foundation Annual Meeting



João Jorge, Leticia Bartholo, and Arminio Fraga debate the racial equity agenda during the Annual Summit, mediated by Deloisse de Jesus



Watch videos of the full sessions from the 2021 Lemann Foundation Annual Summit



Nina Rentel Scheliga, director of social technologies and leader of the Favela 3D Project at the Gerando Falcões Network and participant in the Lemann Foundation Leaders Network

“

I joined the network uncertain that I was a leader. Today, I understand myself better as such.”

More Brazilians in centers of excellence

World-renowned universities are important centers of knowledge generation and exchanges between highly engaged people. Therefore, we are dedicated to increasing the presence of Brazilians in the largest centers of excellence.

To connect students with Brazil, the **Brasil on Campus** initiative connected students from the Harvard, MIT, Columbia, Stanford, and Oxford campuses. Ambassadors on each campus organized events and shared opportunities and news with more than 100 Brazilian students studying at those campuses throughout the year.

Ongoing development for those already working in Brazil

The ongoing **Lemann Visiting Fellows** program places esteemed Brazilian researchers and professionals in internationally-renowned academic centers. Experienced professionals well-regarded in their areas of expertise dedicate themselves to research during a period focused on reflection and

immersion in the academic world. In 2021, there were five Lemann Fellows at the Massachusetts Institute of Technology (MIT), three at Columbia University (both in the United States), and two at Oxford University (United Kingdom). Below are some of these talented people:



PATRÍCIA CAMPOS MELLO

The journalist is a visitor at Columbia University, in the United States. She researches disinformation and political strategy.

MARCELO KNOBEL

Former rector of Campinas State University (UNICAMP), where he is also a Physics Professor. He was a Visiting Professor at MIT and is also working to strengthen the Institute's alumni network in Brazil.



GABRIELLA LOTTA

Professor of Public Management and Governance at Fundação Getúlio Vargas (FGV), and a visitor at the Blavatnik School of Government, in Oxford, UK. She investigates specific challenges of public administration.



Launch of the Lemann Foundation Program, based at Oxford University's Blavatnik School of Government, UK



At the 2021 Brazil Conference at Harvard & MIT, Cibele Franzese, professor at Fundação Getúlio Vargas (FGV) and member of the *Pessoas à Frente* (People Ahead) Movement, and Governor Camilo Santana (Ceará) were on the panel for "People Management in the Public Sector"



Scan here to watch the "People Management in the Public Sector" panel

Together for the public sector

In 2021, the Lemann Foundation Program was launched, based at the Blavatnik School of Government at Oxford University, UK. The program focuses exclusively on Brazil, with a focus on the challenges of public management, generating and disseminating knowledge, and developing policy briefs, case studies, events, and workshops on the sector's challenges and opportunities.

Events and conferences also supported the debate on public administration. At the St. Gallen Symposium – which brings together leaders from around the world – and at the Brazil Conference, researchers and decision-makers gathered to brainstorm training proposals for the public sector.

“

Taking care of how public servants perform is taking care of the education taught to our children, the health care given to everyone in a pandemic and health emergencies, and the public safety we all receive when we're on the streets or at home.”



Cibele Franzese, professor at FGV and member of the People Ahead Movement, during the Brazil Conference at Harvard & MIT 2021



PUBLIC-SECTOR LEADERS

People Management Training in the Public Sector

Valuing committed and qualified professionals is a decisive step towards strengthening the public sector. With well-prepared leaders in their roles, collective agendas can be prioritized and better services are provided to society.

Therefore, we invest in partnerships with specialized institutes to encourage innovative policies in people management in this sector. Several states have instituted processes to attract, select, and retain competent and experienced leaders for key positions in the Health, Education, Security, and Planning sectors.

Advances in leadership policies

In 2021, the **People Ahead Movement**, supported by the Lemann Foundation, played a decisive role in getting two laws passed that contribute to advancing effective leadership policies in the public sector.

1 Law no. 14204/21, which creates a foundation for transparent leadership appointments and development in the country

The law will provide more transparency on the occupation of leadership positions, and the attraction, performance, and development of leaders, and foster a cultural change in the management of public administration careers.

2 The review of the Administrative Improbability Law, increasing the legal protection of managers

The process helps equalize forces between control bodies and public managers, provides greater legal certainty for managers to make decisions, and makes government leadership positions more attractive.

States innovate in people management

We worked together with researchers, specialists, and public managers to leverage innovative people management initiatives. Above all, we counted on the commitment of the local authorities. Support for implementing better state government policies continued when Vamos (an organization formed by Fundação Lemann, República.org, and Instituto Humanize) partnered with Instituto Gesto and Vetor Brasil in 2021. The partnership is inspired by good practices from OECD countries and aims to establish policies in five pillars: attraction, pre-selection, performance, development, and engagement. Proposals are presented to each state, and processes are designed to meet their local particularities. (At right, see how implementation is progressing in each state.)



Iracema Castelo Branco,
Undersecretary of
Management and
Development
of Government Personnel
from the state of Rio
Grande do Sul

“

Valuing the profile of each public servant at the center of the process secures quality for the services provided to the population.”

States on the forefront of change

The Vamos, Instituto Gesto, and Vetor Brasil partnership firmly supports the implementation of leadership policies. Check out each state's 2021 results:

SÃO PAULO

Every level of leadership (2nd and 3rd levels and regional directors) at the São Paulo State Department of Education (SEDUC) started working with agreed targets, set bimonthly routines for monitoring results, and implemented action plans. The leaders also invested time to carry out and discuss competency assessments for their teams' development.

RIO GRANDE DO SUL

Selection for the Qualifica RS Program was made an internal state process. The central people management body structured a strategic HR policy that created a Multipliers Intelligence and Innovation Cell and a Performance and Development Management Division.

CEARÁ

The year was dedicated to implementing a law that establishes a committee to transform people management with strategies and actions to develop leadership. They encourage public servants to be engaged and committed and optimize the organizational environment. Law no. 17931 was enacted in early 2022.

PERNAMBUCO

The Planning and Management leaders from the Department of Education instituted Individual Development Plans to monitor the performance of civil servants. They also instituted evaluations and feedback from managers. Leaders at the department of education agreed on goals aligned with the government plan and participated in committees to discuss their teams' competencies.

SERGIPE

The enactment of the law that made the selection of regional directors and school principals mandatory was one of the year's main advances. It was a fundamental step towards consolidating the attraction and pre-selection practices in the state department of education.





INSTITUTIONAL ECOSYSTEM

Working Together For a More Just and Advanced Brazil

We use our skills to enable and leverage the skills of many other people and organizations. We share purpose and work in partnership, enhancing the impact of our commitment to Brazil and its people.

A transformative ecosystem

We are a collaborative philanthropy that believes in the sum of capabilities to amplify positive social impact. Over the last few years, we have matured our operating model and, today, we have member organizations that share our culture, vision, and values and that are allies in our commitment to a better country for all. We also support dozens of other public education initiatives for learning and leadership development for Brazil.

This impact ecosystem was developed thanks to donations from the Lemann family, which for 20 years has maintained the Lemann Foundation, a non-profit social organization. We also rely on co-investor partners in our mission and initiatives, which join the Lemann Foundation in making the impact promoted by this ecosystem scalable and viable.

Associated organizations and their achievements in 2021



INSTITUTO
gesto

linkedin.com/company/instituto-gesto/

Created in 2020, **Instituto Gesto** was born from the evolution of Formar, a program improving pedagogical and administrative management in 28 public education networks. In 2021, Movimento Pela Base (MPB) continued their work, focusing on promoting the safe reopening of schools in its supported networks and on building strategies to recover lost learning. The MPB also started working with states on their people management policies and created Plantar Educação, an educational program focused on the Amazon territory.



MOVI
MENTO
PELA
BASE

movimentopelabase.org.br

The **Movimento Pela Base** celebrated the third anniversary of the National Learning Standards and continues to monitor its progress. In 2021, according to the Observatory website, 99% of municipal networks already had curricula aligned with the National Learning Standards. The year was crucial for producing content and monitoring the incorporation of references into teaching materials and in proposals for reviewing national assessments.



Watch the video about
the 3 years of the National
Learning Standards



Go to the
Observatory



institutoarena.org.br

Instituto Reúna develops tools and practical content aligned with the National Learning Standards and gathers the best practices in national and international experiences, leveraging a network of partners to work for a more coherent education. Launched in 2021, the ImpulsiONar Program supports municipal departments and schools in developing strategies to prevent and reduce learning gaps in Portuguese and Math.



novaescola.org.br

Nova Escola is the main platform for Brazilian educators, reaching millions every month. In 2021, it developed educational material with teachers from the education networks. They generated collections created especially for Amapá, Ceará, Mato Grosso do Sul, Paraná, Pernambuco, and São Paulo, aligned with the curriculum of each state. They provide free books for teachers and students, with a pedagogical proposal based on active methodology and practical material to plan classes, always adapted to the needs of public schools.

Supported organizations

For a strengthened society and to improve people's lives, we invest collaboratively in institutions that work on causes connected to our focus of action, Education and Leadership. In 2021, the Lemann Foundation supported 37 organizations, focusing their efforts on institutional strengthening and leveraging their impact results.

SUPPORTED ORGANIZATIONS



Partnerships that drive change

Our partners and co-investors don't just provide resources that allow the initiatives' impacts to be scaled. They are a source of learning and inspiration for new ideas, adding depth and weight to what we do. We extend our recognition and gratitude to each of them.

NATIONAL LEARNING STANDARDS REACHING CLASSROOMS



EFFECTIVE PEOPLE MANAGEMENT POLICY



PROGRAMS FOCUSED ON LEARNING



LEADERSHIP TRAINING





BRAZIL 2031

The Decade ahead: More Justice, More Equity

The pandemic made people nostalgic for the world as it was before. The loss of many dear ones, the longing for coexistence, the rapid slowdown of advancement, and the degree to which we went backwards in so many aspects can generate insecurities about how to move towards the future. But our trajectory up until now and these present challenges energize us to want much more and to work to make Brazil better, more cooperative, dynamic, and just for everyone. In the decade ahead we plan to work even harder to help build the Brazil we dream of and make it into a reality.

What do you consider paramount for us to accomplish in Brazil by 2031, a sign that we have reached another level? Here at Fundação Lemann, we are convinced that a fundamental part of that path lies in four dreams: **eliminate school illiteracy, double the number of young people completing ninth grade with adequate learning, prepare thousands of leaders to occupy high-impact positions, and attract and develop high-quality leadership in the public sector.** The dream is proportionate to how much we want Brazil to advance. And only collaborative work with a keen focus on equity and inclusion can turn it into reality.

In recent years, we have learned that big problems can only be solved collaboratively. Working together with more people and organizations ensures the exchange of knowledge and experiences, learning, optimization of resources, expansion of impact, and solid partnerships. Working synergistically and with the same purposes, we are stronger and likelier to recover from the pandemic's impacts and the learning challenges. Want to join us?

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2021 ANNUAL REPORT - EDITORIAL AND DIGITAL PRODUCTION

Art direction, Layout, UI/UX design, and development: PiU Comunica

Text: Maggi Krause, Beatriz Vichessi e equipe Fundação Lemann

Translation : Harkin Translations

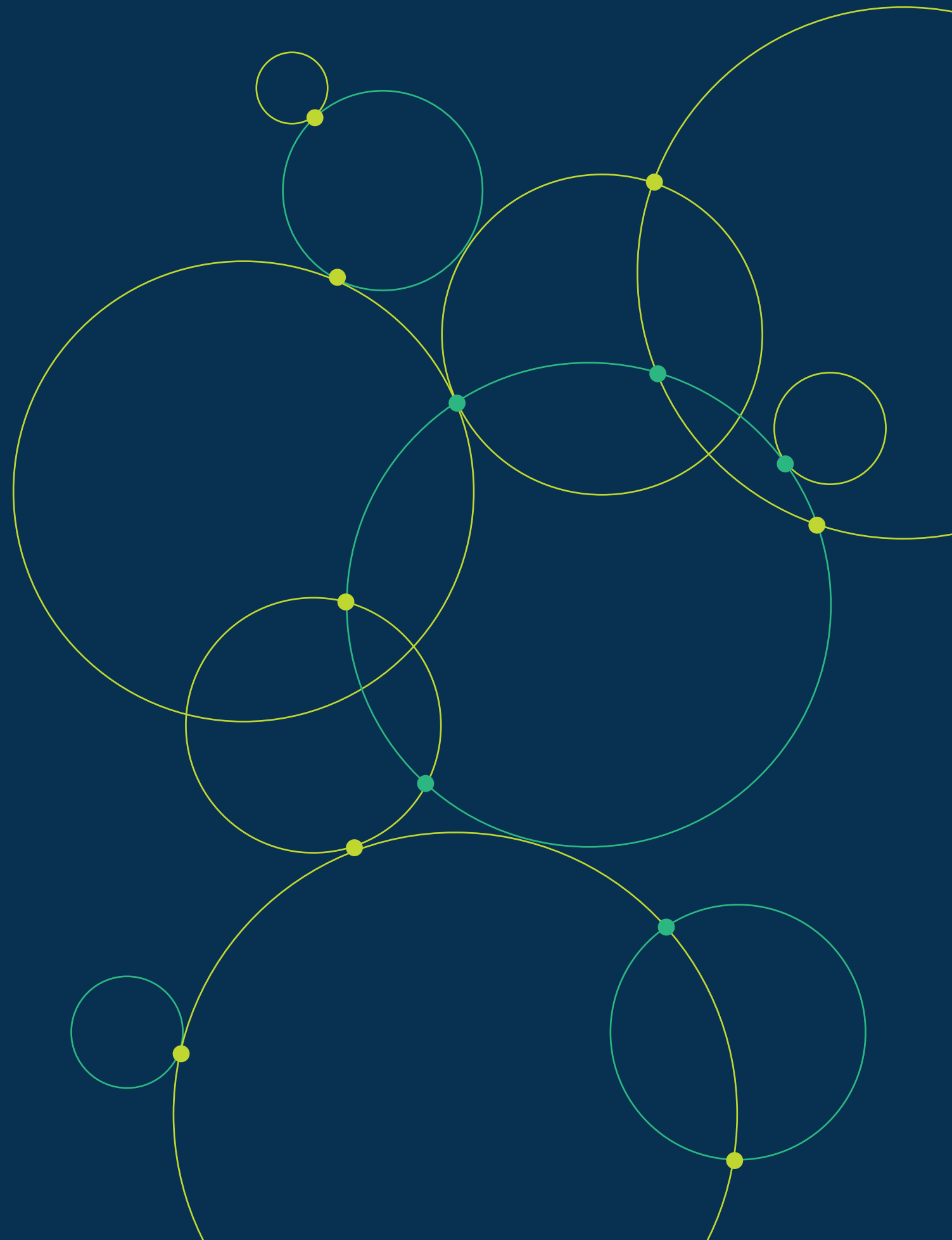
Proofreading: Suzi Siegel e Veredas Comunica

Printing: InPrima

Photos: Agência Brasil, Bruno Pimentel, Fundação Lemann, Joyce Cury, Mariana Pekin

Illustrations: Thais Bellini, Thiago Vieira e Thais Martho

Accessibility Consulting: Uncle Web Acessibility





FOR A **BRAZIL**
THAT BELIEVES IN PEOPLE
FOR **PEOPLE**
WHO BELIEVE IN BRAZIL.

FUNDACAOLEMANN.ORG.BR
contato@fundacaolemann.org.br
social media: @fundacaolemann

