



Lemann 
FOUNDATION

Annual

2024 REPORT



Brasil on Campus Meeting.



Annual 2024 REPORT

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Real transformation, advancing in partnership and in collaboration

Believing in a country with more justice, equity and development is a dream that demands boldness, resilience and collective commitment. In 2021, we set out an ambitious vision for Lemann Foundation: to build, over the next ten years, an ecosystem capable of making real and lasting changes. Today, at the end of the first cycle of this journey, we celebrate important achievements and restate our confidence in the chosen path.

In these first three years, we have seen the impact of collective effort gaining momentum. The percentage of children achieving reading fluency at the appropriate age reached 65%. There are over 60,700 schools with high quality internet connection. Over 8,000 people attended our leadership programs. We strengthened our partnerships with states, municipalities, universities, and other civil society organizations, in order to build a robust and diverse network, continuously committed to the country's transformation.

But we know there is still a lot to be done. Despite our efforts, we have not achieved satisfactory results in the final years of Elementary School, ending the cycle with a growth lower than expected. Adequate learning and racial equity (both in education and leadership development) remain the core challenges to ensure that everyone has the opportunity to fully develop their potential. Hence, we look at the future with even stronger determination.

The end of this first cycle is not a finishing mark, but a milestone of renewal. We have gone through a period of deep reviews and learnings, and we left it more prepared and aligned to pursue our dreams: to end school illiteracy, to raise learning levels with equity, and to develop high-impact, diverse leaders who are committed to Brazil.

The country of our dreams is built by people. And the philanthropy we do is patient, persistent and resilient – because changing people's realities demands more than just good projects: it requires collaboration and hope to persist, even when facing difficulties.

We march on, resolute in our purpose and certain that what we have achieved so far is just the beginning. With courage, active listening and genuine collaboration, we will continue to move forward so that, in 2031, we may celebrate a country with more justice, diversity and development.

We keep on changing Brazil. Really.

Denis Mizne
Lemann Foundation CEO



Brazil's transformation starts with people

We, from Lemann Foundation, as a non-partisan, family philanthropic organization, believe that people who develop their full potential not only transform their own lives, but also contribute to building the country we all dream of: with more justice and development for everyone.

Along with partner organizations, co-investors, governments, top universities, research centers and other organizations, we are putting together an impact ecosystem.

For that, we foster the development of public policies aimed at ending school illiteracy and strengthening schools that promote wholesome learning and development. We support leaders during their training and in projects that boost their journeys to make a positive impact in Brazil.

Over more than 20 years, we have gathered valuable lessons that guide our steps alongside those who empower our people to reach their full potential.

Building a Brazil that believes in people.

Inspiring people who believe in Brazil.



Our dream for Brazil

In 2021, we embraced a bold dream: to build, over the next decade, a country with more justice, equity and development. Since then, we have worked in collaboration with several partners, committed to real, lasting, transformative actions.

Every three years, we review our journey through a careful and strategic perspective, in order to ensure significant progress.

The results achieved show that we are heading in the right direction. We closed the 2021-2024 cycle strengthening an ecosystem of 50 organization from different sectors, working together towards a common goal and a collective dream.

Together, in 2031, we will

End school illiteracy

95% of children achieving literacy by the end of the 2nd year of Elementary school.

Multiply the presence of high-impact leaders

by offering high-quality training programs, to ensure 5,000 qualified people in strategic positions, with 40% of them being Black and 50% being women.

Boost 9th-grade learning

in the school networks participating in our initiatives, by 60% in Portuguese and 45% in Math.

Ensure universal access to high-speed internet

by connecting every school to strengthen school administration and students' learning.

How far we've come:
highlights of the first three-year cycle

Literacy

65%

of child readers
in Brazil.

Source: Reading Fluency
Assessment 2024 - CAEd/ABC.

Adequate learning

36.5%

in Portuguese
and

14.5%

in Math

in partner networks, reaching
over 800,000 students.

Source: SAEB 2023.

Leadership

8,000
leaders

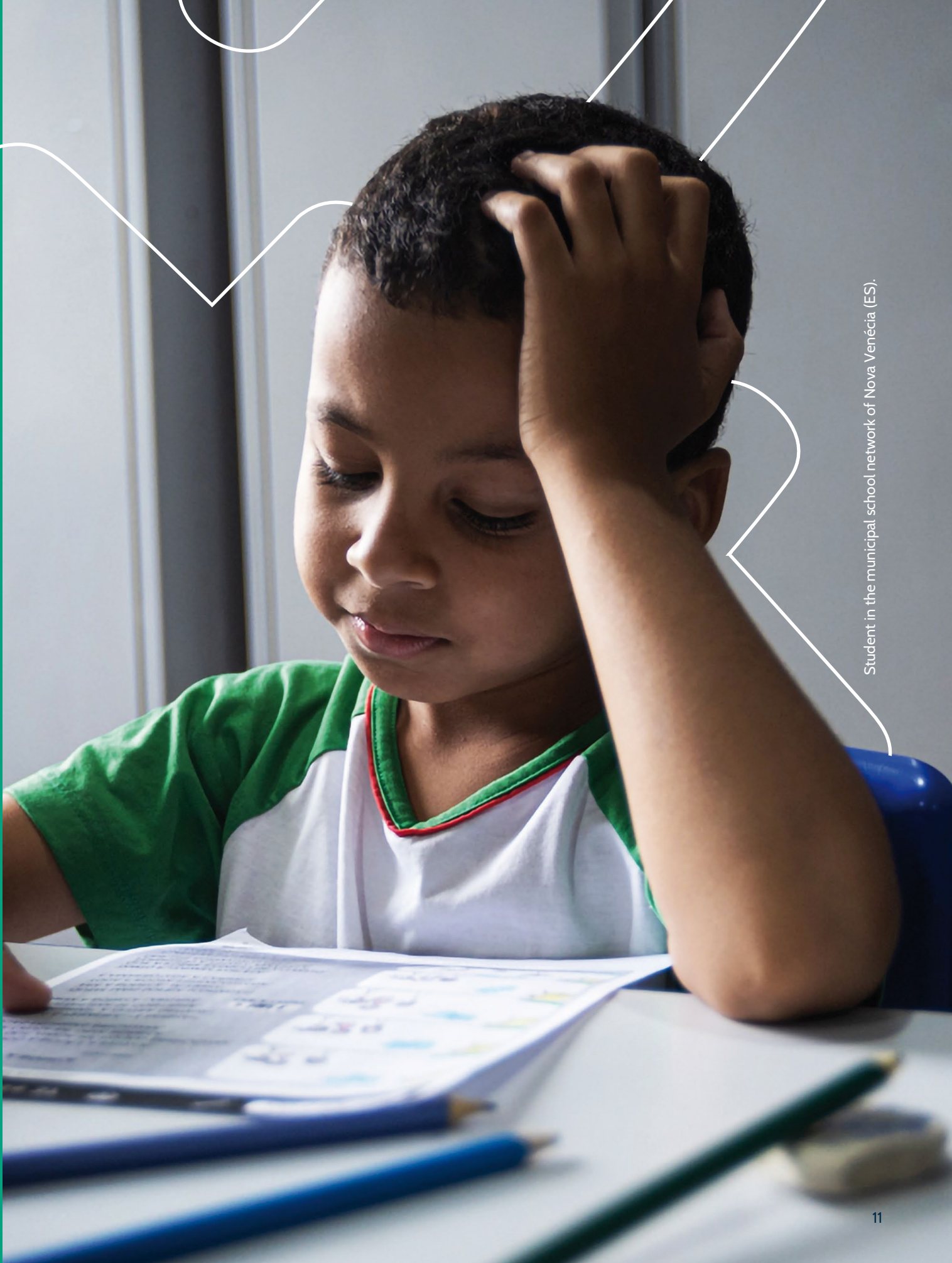
participating in
development programs
and initiatives.

Connectivity

60,700
schools

connected via high-speed internet.

Sources: Connected Education Meter (Medidor Educação
Conectada) and official information used by the Ministry of
Education (MEC).



Student in the municipal school network of Nova Venécia (ES).

IMPACT ECOSYSTEM

A fairer Brazil is built through networks

We believe that, to achieve social transformation, there must be collaboration. Thus, through strategic partnerships, we seek to strengthen these cooperation networks, promoting innovative solutions and enabling tangible processes, in order to build a real impact ecosystem — a dynamic space where different players, with complementary roles, are interconnected to face the most urgent challenges of our country.

Impact Partnerships

Organizations carrying out strategic actions aligned with our purpose.



Supported and Implementing Partnerships

Organizations that contribute to complement our priority areas, bringing innovation, scalability, and impact.



Universities and Research Centers

Academic institutions in Brazil and abroad that support leadership education and create applied knowledge.



Co-investors

National and International Investors who share our commitment to social transformation.



Dialogues for Equity in Education at Insper. Michael França, Leaders Network, in the back.



Ronaldo Braga, Wellington Soares, Muhammad Bazila and David Amorim Caldas at the Brasil on Campus Meeting.

Alliances for the future we want

Our impact partners are key organizations for reaching our dream by 2031. These organizations not only share our purpose, but also develop and implement direct impact projects, guided by evidence, focusing on equity, innovation and concrete results.

They are responsible for turning knowledge into action, public policies into measurable results and purpose into real impact, ensuring capillarity, execution capacity and articulation with public networks and civil society. Working alongside them, we were able to implement scalable, customized and sustainable solutions, which generate lasting change.



It works directly with public education networks to ensure children's literacy at the appropriate age, supporting public policies and training education managers.

abemcomum.org



A digital platform that produces news reports, courses, training, lesson plans and teaching materials to help teachers.

novaescola.org.br



It promotes learning with equity in Basic Education, training educational leaders and fostering applied research.

centrolemann.org.br



Based on the National Common Curricular Base (BNCC), it carries out research and develops tools to support education networks in implementing policies focused on learning.

institutoeuna.org.br



It works to bring high-speed internet to all public schools in Brazil, promoting digital transformation in education.

megaedu.org.br



Organization aiming to empower local governments to deliver quality service, in the areas of education and leadership, to everyone in Brazil.

motriz.org



Access and learn more about our ecosystem.

EDUCATION

Committed to an education that engages, includes, and transforms

In the last years, Brazil has made progress in addressing the challenges of ensuring that children and adolescents learn at the appropriate age. Initiatives such as the National Commitment to Literate Children, the Full-Time School Program, the National Strategy for Connected Schools, and the Schools for Adolescents Program reflect a renewed commitment to public education and to reducing educational inequalities.

In this context, the Lemann Foundation's impact ecosystem operates collaboratively to drive structural solutions, connecting organizations, experts, governments, and public administrators in a network grounded in evidence and dedicated to supporting the implementation of public policies. Through targeted research, studies, and investments, we strengthen programs that expand access to quality education and promote a more just, responsive, and inclusive system.



"We are witnessing firsthand that improving public education in Brazil is possible. When more children are literate at the right age and more adolescents remain in school with purpose and meaningful learning, we reap the benefits of consistent public policies and collaboration among various governmental and non-governmental players. While there is still a long road ahead, we remain committed to public education that ensures equitable learning from the earliest school years. This is how we build a Brazil with more justice and real opportunities for all."

Daniela Caldeirinha
Lemann Foundation Vice-President of Education

Student in the municipal school network of Nova Venécia (ES).





Estudante da rede municipal de ensino de Nova Venécia (ES).

Literacy at the right age

Our collaborative efforts take place through the Alliance for Literacy, a coalition formed by the Lemann Foundation, Bem Comum Association, Natura Institute, Co-Impact, and other partners. We join forces to ensure that all children are literate by the end of 2nd year of Elementary school through initiatives such as the Partnership for Literacy through Collaborative Governance (Parceria pela Alfabetização em Regime de Colaboração - PARC) and the Education that Matters Program (Educar pra Valer - EpV), in addition to supporting state and municipal governments in implementing the National Commitment to Literate Children.

The National Commitment to Literate Children

The Commitment was launched in 2023 by the Ministry of Education (MEC) and aims to ensure the right to literacy to all children in Brazil, through a collaborative system involving the federal government, states, the Federal District, and municipalities.



Partnership for Literacy through Collaborative Governance (PARC) supports the state government in developing and implementing policies aimed at improving learning at the 1st and 2nd grades of Elementary School, focusing on children's literacy at the appropriate age.

The results of the 2024 reading fluency assessment highlight advances in literacy: the percentage of children who have learned to read has increased and the number of students who are not yet readers at the end of the 2nd year has dropped.

Reading fluency and the PARC assessment

Literacy allows children to develop autonomy for communicating in various forms, acquire new knowledge and improve skills in different areas. One of the dimensions of this process is reading fluency: the ability to read texts expressively and with no major obstacles.

According to the CAEd/UFJF metric, adopted in PARC's reading fluency assessments, a child is considered to be at the adequate level if, by the end of the 2nd grade, they read more than 66 words per minute, with over 90% precision.

Since 2019, the reading fluency assessment has been applied in PARC partner states through a census-type survey. In 2024, over 1.3 million children from 17 partner states took the assessment. Students are categorized into profiles: pre-reader, beginner reader and fluent reader, according to their performance on the test. The results of the test are shared with education networks, schools and teachers in order to support classroom work.



"After six years, PARC makes us believe that collaboration is, indeed, the path to overcoming child illiteracy in Brazil. In 2024, we achieved 69% of child readers in the 18 supported states, an increase of 41 percentile points since 2021."

Veveu Arruda
Director-President of Bem Comum Association



Learn more about the initiative.

IMPACT
PARTNER



LEMANN FOUNDATION

PARC Advances

Expanded presence

18
states

3,594
municipalities

55,617
schools

454,000
teachers

3.5
million
students in 1st and
2nd grades of
Elementary School.

Progress in reading fluency

69%
of children
have reached adequate reading
levels in the partner states.

Source: Data from the 2024 Summative Reading Fluency Assessment applied in PARC states.

Brazilian states members of PARC:

Alagoas, Amapá, Bahia, Espírito Santo, Goiás, Maranhão, Mato Grosso, Mato Grosso do Sul, Pará, Paraíba, Paraná, Pernambuco, Piauí, Rio Grande do Norte, Rio Grande do Sul, São Paulo, Sergipe and Tocantins.

CO-INVESTORS



Estudante da rede municipal de ensino de Vargem Grande (MA).



Since 2018, Educar pra Valer (EpV) has been supporting municipal networks on four pillars: management, pedagogical action, monitoring and assessments, and action sustainability.

In addition to providing technical support and fostering management best practices, the program has improved the Educar pra Valer Assessment System (SAEV), making it more accessible and strategic for qualifying pedagogical analysis. SAEV is a tool to evaluate student's performance in Portuguese and Math, generating data that guides more effective pedagogical actions. In 2024, this assessment methodology was fully adopted by all municipalities in the states of Espírito Santo (ES) and Amapá (AP).

Princesa Isabel (PB)

With the commitment to ensuring that no child is left out of school or without learning, the municipality of Princesa Isabel, in the inland regions of Paraíba, has led a real transformation in education. Since 2019, by joining the Alliance for Literacy, it has strengthened teacher training and appreciation, adopted quality teaching materials and mobilized the entire school community around a common goal: to make all children literate at the appropriate age. The results couldn't be more inspiring. By the end of 2024, 96% of students had become fluent readers, and the municipality stood out at IDEB 2023, at the top 5 ratings in Paraíba, with a score of 7.4. This achievement reaffirms that, with union, investment and political will, it is possible to transform lives through education.

Source: Basic Education Development Index (Ideb) and PARC Fluency Assessment 2024.

EpV Advances

49 municipalities
12 states (AL, AP, BA, CE, ES, MA, PA, PB, PE, RS, SE, SP)
2,800+ schools
20,000+ teachers
847,000 students, with over 241,000 in the 1st and 2nd grade of Elementary School.

An increase of 10 pp in the rate of student readers, from

55% to 65%
from 2023 to 2024.*

21% to 13%
a decrease of 8 pp in the rate of pre-readers.*

*Source: Reading Fluency Assessment 2024, carried out by PARC.

Queimadas (PB)

With a large part of its territory in the rural areas and multigrade classes, the municipality has made progress in literacy thanks to the structuring of technical professionals in the Department of Education and the action aligned with the program's axes: assessment, monitoring and training. As a result, by the end of 2024, 97% of 2nd graders were literate, almost 50% of schools received awards at SIAVE, and the municipality achieved the third best score in the state in the 2023 IDEB, with a 7.9 index, showing that planning and collective commitment are able to transform education.

Source: Paraíba State Assessment System (SIAVE), Ideb and PARC Fluency Assessment 2024



Learn more about the initiative.



Student of the municipal education network in Vargem Grande (MA).

IMPACT PARTNER



CO-INVESTORS



The program collaborates with Education departments in strengthening their institutional capacity to improve public education with racial equity, focusing on leadership development and improving pedagogical and administrative processes and policies – such as curriculum, educator training, learning assessment, improving management and governance processes.



“For 2025, we will refine and continue the approach we have had with state schools, in a more productive, efficient and qualified way. Motriz has brought us a magnifying glass to qualify what we already have. Based on this work, we have started making decisions about learning monitoring, with writing surveys complementing what we had already been doing in reading. The most important of all was strengthening the relationship between the SEDUC (State Department of Education) team and the schools.”

Socorro Santana

PPAIC Trainer (Piauí Program for Literacy at the Appropriate Age), Piauí



Learn more about the initiative.

Range

1.6 million students

82,000+ teachers

4,500+ schools

27 territories, in

15 states

(AL, AP, CE, ES, PA, PB, PE, PI, PR, RJ, RO, RS, SC, SE and SP)

64.9% of literate children at the end of the 2nd grade.*

Source: Data calculated based on the Reading Fluency Analyses 2024 – ABC; CNCA 2023; CNCA – Cycle III 2024; FLEO – PVH.

IMPACT PARTNER

motriz

Education focused on quality and equity

- 10 education networks now have student race-disaggregated data
- 6 education networks now have guides on fighting racism
- Since 2023, we have been supporting the Ceará State Department of Education (SEDUC) in implementing full-time education on the Final Years of Elementary School and School for Teenagers in a Collaborative Regime. In 2024, we supported the construction and dissemination of Curriculum Policies and Guidelines for all municipalities in the state.

Students of the municipal education network in Nova Venécia (ES).



CO-INVESTORS

B3 SOCIAL

CoImpact

Fundação Itaú

humanize

instituto natura

JACOBS FOUNDATION

UBS Optimus Foundation UBS

plantar

The program works in partnership with Education departments in the Amazon Region, promoting the holistic development of students, through innovative methodologies, adapted to the needs of each territory. These approaches value local knowledge, contribute to reducing educational inequalities and encourage the construction of sustainable ways of life in the region.



“I was aware we would need more support to overcome our difficulties. We needed a contribution, but not only financial. We need a partnership between school management, families and students. But how would we do that? That is why it is so important to have been selected for the Plantar program, which made all the difference.”

Walmir Nogueira Moraes
Municipal Secretary of Education in Ulianópolis (PA)



Learn more about the initiative.

Impact of Plantar

Our networks reached **63.8%** literate children at the end of the 2nd grade.*

*Source: Data calculated based on the Reading Fluency 2024 Analyses – ABC; CNCA 2023; CNCA – Cycle III 2024; FLEO – PVH.

Ulianópolis (PA)

Ulianópolis’ IDEB grade was 6.2 for the Early Years of Elementary School in 2023. This result is higher than both the goal set by the Ministry of Education (MEC) for the municipality, and the average for the public education network in Pará, which was 4.8.

Manicoré (AM)

In a territory larger than the Netherlands, with over 140 schools, only 13 of which are in urban areas, the municipality mobilized more than 20 training centers to ensure that each guiding plan reached every educator. This required a large-scale logistical and collaborative effort. Even so, the network was able to replicate three different training tracks, and, on each occasion, reached 100% of teachers, consolidating a model collective commitment to quality in education in the municipality.



Student of the municipal education network in Itacoatiara (AM).

IMPACT PARTNER




CO-INVESTORS





Coalition for Full-Time Schools for Teenagers


Focusing on comprehensive development, expanding the classroom hours, valuing youth protagonism and racial equity, the Coalition seeks to ensure that teenagers enter, remain and learn in school by promoting coherent, innovative and nurturing pedagogical practices.

Over 2024, the Coalition has consolidated its work in several Brazilian states, such as Ceará, Rio de Janeiro, Pernambuco, Pará and Paraíba, especially helping programs which directly support the education networks. Actions focused on strengthening a Pedagogical Model of School for Teenagers.

- 

In **Ceará**, the State Department of Education led the collective building of a set of elective classes, in partnership with the 184 municipalities of Ceará, reinforcing the collaborative system and expanding the Full-Time School vision.
- 

In **Pernambuco**, training in anti-racist, anti-sexist and anti-ableist education have mobilized local managers and leaders, with the creation of a thematic nucleus planned for 2025.
- 

In **Paraíba**, over 140 principals have started a training course focused on equity and adolescence, along with the implementation of the School Management Framework.
- 

In **Rio de Janeiro**, seminars and an action plan aimed at improving educational indicators have contributed to consolidating interdisciplinary and preventive practices, such as the Violence Prevention Protocol and the Education Guide to Ethnic-Racial Relations (ERER).



“In 2024, the Coalition went beyond its dreams: with our support in the state and municipal education networks, we reached over 400,000 full-time enrollments. Full-time education is once again possible and necessary. With it, we will be able to build a more inclusive school for teenagers, with higher quality and more equity. We keep working together to ensure more spaces for teenagers to be heard and to play a leading role.”

Maria Slemenson
Superintendent of Public Policy in Brazil at Instituto Natura



Students attending the Nilo Peçanha Technological Educational Gymnasium in Rio de Janeiro (RJ).

IMPLEMENTING PARTNERS



CO-INVESTORS





Artificial Intelligence Alliance for Education

Artificial Intelligence Alliance for Education was created in 2024 to support programs that use artificial intelligence to transform Brazilian public education. Its core areas are: math teaching, teachers support, formative and summative assessment, and scalable tutoring for students.



Learn more about the program.

80+

educational technology investing institutions mapped by the Alliance.

Math teaching, teachers support assessment and scalable tutoring

are the four AI core areas in education.

PARTNERSHIP



More connected schools

The Connected Education Innovation Program (PIEC) has become the program of the National Connected Schools Plan (ENEC) with the highest recognition among education networks. As well as offering technical support, the program ensures direct financial transfers to strengthen digital infrastructure and incorporate new technologies into learning. ENEC – launched in September 2023 by the Federal Government – aims to offer internet to 100% of public basic education by 2026, consolidating and expanding programs such as PIEC.

We have supported a significant transformation in the school infrastructure in recent years. In 2021, only 3,100 public schools were connected. By 2024, this number had jumped to 60,700 schools across the country. This significant advance reflects the strengthening of public connectivity policies and the technical and strategic support offered to the Ministry of Education (MEC) and school networks by MegaEdu over that period.

Sources: Connected Education Meter (Medidor Educação Conectada) and official sources of information used by MEC.



Learn more about the program.



"We are at an important moment to debate innovative initiatives that overcome connectivity barriers, ensuring that each and every Brazilian, regardless of their place of birth, can have access to the internet and the opportunities it brings. PIEC has made it possible by serving and connecting more than 60,000 schools. MegaEdu's support ensured that principals and secretaries of education were able to make internet access possible for thousands of students."

Cristieni Castilhos
MegaEdu CEO

IMPACT PARTNERSHIP



EXECUTORS/CO-INVESTORS





Escolas Criativas continues to expand its impact on Brazilian public education, promoting student protagonism and improving learning through play, creativity and the integration of technology into daily school life. In 2024, the program took a decisive step forward by becoming an institute, consolidating its mission and expanding its operations throughout the country.

58,000

educators

took part in the program activities.

1 million+

students

have had access to the Escolas Criativas methodologies.

2,500+ schools

in 16 education networks.

The outcome caused by the Escolas Criativas program corresponds to an increase of 5.2 pp above the national average in the Basic Education Assessment System (SAEB) in Math in the final years of Elementary School, which is equivalent to about 4 months of extra learning.



"The state of Alagoas was very happy to have been selected to take part in the Escolas Criativas program. It has changed our educational reality. When we embraced the idea of improving learning in a creative way, so that the student understands what the teacher is meant to teach — rolling up their sleeves and taking part in workshops — we allowed creativity to flourish in schools. This has greatly influenced students to stay in school, because the class becomes more attractive, more meaningful."

Roseane Vasconcelos

Alagoas State Secretary of Education



Learn more about the program.

OPERATING
PARTNER



PARTNERSHIP



Cultural presentation by students from Branquinha (AL).



Events & Developments

Immersion in India

MAY

The Lemann Foundation, within the scope of its Technical Cooperation Agreement with the Ministry of Management and Innovation (MGI), facilitated a technical mission to Bangalore organized by the MGI to deepen knowledge on Digital Public Infrastructure (DPI). The mission promoted exchanges between Brazilian and Indian leaders, with highlights including organizations such as the EkStep Foundation and the International Institute of Information Technology Bangalore (IIIT-B). The agenda featured workshops on Digital Identity, Interoperability Platforms, and Digital Public Services, aiming to inspire scalable solutions and technological innovations applicable to the Brazilian context. Participants in the immersion included representatives from the Federal Data Processing Service (SERPRO), MGI, the Ministry of Education (MEC), and the Recife City Hall, as well as members of the Center for Innovation in Brazilian Education (CIEB).

2024 AI Tech Tour

MAY

Organized by the Lemann Foundation, the 2024 AI Tech Tour took leaders from Brazil's third sector on a five-day immersive experience in the Silicon Valley (USA). The initiative explored the impact of Artificial Intelligence (AI) on education, including visits to tech companies, startups, Stanford University and innovative schools.

Immersion about the Future of Adolescence

JUNE

In partnership with the Department of Economics at the University of Zurich, the Lemann Foundation organized an exchange program between Brazil and Switzerland, bringing together experts and representatives from Brazilian Departments of Education to visit Swiss educational institutions. The delegation discussed challenges and strategies aimed at supporting adolescent development in Brazil.

Dialogues for Equity in Education

AUGUST

Promoted by the Lemann Foundation, in partnership with the Lemann Center and Insper's Center for Racial Studies (NERI), the event brought participants together in São Paulo to discuss how to integrate equity into applied research for basic education.

The event featured experts such as Sonya Douglass (Columbia University), who spoke about valuing Black culture in the curriculum, and Martin Carnoy (Stanford University), who addressed educational equity.

AI Opportunity Summit

SEPTEMBER

Denis Mizne, Lemann Foundation CEO, was a speaker at the AI Opportunity Summit for UN Leaders, held in New York. In a panel on "Artificial Intelligence (AI) in Education," he talked with Sandeep Bapna (Khan Academy) about the impact of technology on teaching, including curriculum, connectivity, and public policies. The event brought together more than 100 global leaders to discuss the role of AI in the third sector and sustainable development.

Innovation Week of the National School of Public Administration (Enap)

OCTOBER

The event energized Enap with over 15,000 registered participants and around 4,000 attending in person. More than 120 institutions were involved, with 600 hours of programming on Innovation, Inclusion, Early Childhood, Accessibility, and Technology.



Denis Mizne, Lemann Foundation CEO and Sandeep Bapna, Khan Academy Vice-President, at the AI Opportunity Summit for UN Leaders, organized by Microsoft for Nonprofits and Microsoft AI Skills.

8th International Congress on Education Journalism

SEPTEMBER

The 8th congress of Jeduca – the Brazilian Association of Education Journalists, supported by the Lemann Foundation, brought together over 600 participants for panels and workshops on Climate Crisis, Artificial Intelligence, Elections, Early Childhood Education, Anti-Racist Education, and Media Literacy. Notable participants included Manuel Palacios (Inep), Macaé Evaristo (Ministry of Human Rights and Citizenship), and Silvia Bacher (UNESCO MIL Alliance).

LEADERSHIP

More leaders who represent the true face of Brazil

At the Lemann Foundation, we understand leadership as an essential process for driving positive changes in Brazilian society, grounded in two core pillars: shared purpose and transformation. We believe in the power of individuals who, driven by a sense of urgency and ethical commitment, are able to mobilize collectively around common goals, influence decisions, and drive changes that promote justice and equity.

Our concept of leadership values individuals with a transformational mindset who work across different sectors — civil society, the private sector, academia, and the public sector — and who, connected by high-quality programs and networks, represent Brazil's diversity and share a commitment to an inclusive, fair, and developed future.



"Leaders committed to transformation are crucial to addressing Brazil's major challenges. Over the past few years, more than 8,000 people have taken part in development opportunities supported by the Lemann Foundation. We will continue to strengthen people who reflect the face of Brazil, the ones who dare to dream of a different world and work to make that dream a reality."

Cristina Castellan
Leadership Director at Lemann Foundation



Bruno Luna, Tom Barros, Diego Calegari, Clea Maria and Arthur Lima – Leaders Network Advisory Board

Leaders Network (Rede de Líderes - RL), from Lemann Foundation, brings together more than 700 people who work in different fields and share their commitment to social transformation.

In 2024, we have strengthened connections, promoted discussions and expanded the effect of the Network. The Program called Global Leadership (Liderança Global) has broadened international training opportunities, especially for leaders who have not had access to experiences in institutions that promote global connection. Another standout was the RL Caravans, held in different cities, which promoted exchanges among members of the community.

International expansion has also made it possible to set up discussion groups for leaders living in Europe and the United States.



Learn more about the program.

700+ leaders

united by the purpose of generating social impact in various fields.

50% women

30% Black and Indigenous people

supporting the RL diversity.

29%

Private Sector and Social Entrepreneurship

21%

Third Sector

19%

Public Sector

16%

Academic and Research

15%

Others



Lemann Foundation's Leaders Network Annual Meeting

In November, the event brought together over 350 leaders from across Brazil for discussions on Education, Climate Change, Artificial Intelligence, and Racial Equity, fostering an environment of exchange, learning, and action. During the opening session, Professor Sonya Douglass from Teachers College at Columbia University shared reflections on how diverse environments foster psychological safety and trust — key elements for more empathetic and effective leadership.

ENCONTRO ANUAL 2024

A NOSSA
CONEXÃO
TRANSFORMA
O BRASIL

FUNDAÇÃO
Lemann



Anelize Ruas, General Attorney of the National Treasury; Fernanda Pacobahyba, President of the National Fund of Education Development (FNDE); Clarissa Malinverni, Director of Mobilization at Lemann Foundation; Soraya Santos, Federal Congresswoman and Head of Women's Rights at the Lower Chamber; and Helio Santos, Director of the Advisory Board at Oxfam Brasil.



People Who Make a Difference Award

The award, held for the first time during the 2024 Annual Meeting, recognized innovative projects led by members of the RL who are helping transform the country, across seven categories:

- **Inclusive Society**
Ronaldo Tenório, revolutionizing social inclusion through technology with Hand Talk.
- **Transformative Academic Innovations**
Daiesse Jaala, Head of the Bidding and Contracts Audit Division – Office of the General Attorney of Brazil.
- **Innovation in the Public Sector**
Catarina de Macedo, integrating technology and sustainability into public policies.
- **Fighting Climate Change**
Gabriel Fajardo, connecting science, civil society, and government in Rio Grande do Sul.
- **Excellence in Education**
Katia Smole, with over 38 years of impact in public policies and teacher training.
- **Racial Equity**
Patricia Santos, a pioneer in promoting workplace diversity through the consultancy EmpregueAfro.
- **Human-centered Health**
Jósimo Constant, advancing holistic and humanized healthcare for Indigenous communities.



"Being part of the Network is a way to connect with people from different backgrounds, sectors, and political perspectives. But above all, it's an opportunity to build bridges. To create solutions for real problems. It's truly inspiring to witness this collaboration between the private sector, the public sector, and civil society, collectively reflecting on Brazil's challenges and bringing forward possibilities and solutions to improve our country."

Daiesse Jaala Bomfim
Winner of People Who Make a Difference Award

Scholarships

The Foundation offers scholarships in partnership with some of the most prestigious universities in the world, such as Harvard, Columbia, Stanford, MIT, Oxford and the Chevening Program. The scholarships are granted to Brazilians who wish to deepen their knowledge in areas of social impact, including education, public health, administration and public policies.

Scholarships granted in the first three-year cycle (2021 to 2024)

182
scholarships abroad

29
Alcance Scholarships exclusive for Black and Indigenous students.

136
Lemann Fellowship Scholarships

17
Chevening scholarships offered in partnership with the British government.



Being a Lemann Fellow during my Master's in Public Policies at the University of Oxford transformed my journey. For Black and low-income people like me, accessing a top university abroad once seemed impossible. The fellowship made that dream achievable and covered my living expenses. Now, I work to expand these opportunities for those most excluded, promoting social and climate justice initiatives in Brazilian cities."

Giancarlo Gama
Founder and Executive-Director at Jevy Cidades

Strategic partnerships for co-investment

43 scholarships offered in partnership with Behring Foundation for postgraduate programs at the universities of Columbia, Harvard, and MIT.



21 scholarship holders awarded with Person of the Year from the Brazilian American Chamber of Commerce (BACC) to scholarship holders supported by Lemann Foundation and accepted in top postgraduate programs in the USA.

28 scholarships exclusive for Black and Indigenous resulting from the partnership between the Chevening Program and Lemann Foundation, supported by Nubank Institute, for master's degrees in top universities in the United Kingdom.



Encontro Alcance em Salvador (BA).

Chevening

The Lemann Foundation is a partner of Chevening, the UK government's fully funded master's scholarship program. In 2024, racial equity was one of the key priorities in the scholarship process, and the Lemann Foundation helped solidify this theme as a central pillar of the collaboration with Chevening and the FCDO-UK, reinforcing their shared commitment to promoting diverse and representative leadership.

ALCANCE

An initiative by the Lemann Foundation in partnership with Four Institute that supports access for Black and Indigenous Brazilian people to top universities abroad, providing financial assistance for students accepted into master's degrees and PhD programs, as well as additional support to help them successfully complete their studies.

In August, the Alcance Meeting brought together over 100 participants for the first time in Salvador, a city with the largest Black population outside the African continent, creating a space for exchange, inspiration, and encouragement for Black and Indigenous students to apply to postgraduate programs abroad.

IMPLEMENTING PARTNER

INSTITUTO
FOUR

VAMOS and Fortalecer Partnership

In 2024, VAMOS, a partnership aimed at strengthening public sector leadership, stood out for its support of Motriz’s work, especially in carrying out the program Fortalecer, which aims to qualify the strategic management of people in Brazilian states and municipalities. One of the year’s milestones was the conclusion of three emblematic partnerships in the states of Alagoas, Minas Gerais and Piauí, which have become benchmarks in innovative practices, emphasizing the integration of race and gender equity policies into people management.

VAMOS’ support to Fortalecer was crucial for carrying out key steps on racial and gender equity in 10 states and 3 municipalities, through initiatives such as civil servant censuses, literacy workshops and training paths.

Thanks to the support of VAMOS, the Pessoas à Frente Movement actively campaigned for the approval of the Quotas Act in the Public Service and for the sanction of the law that modernizes public service entrance exams. The People Management Guide for Municipal Leaders, various technical notes and a study on the presence of women in leadership positions in the federal public administration were launched.



“If the main resources of governments are budget and people, it’s easy to understand the power of private social investments in talent and people management. That’s the context in which the Vamos Partnership has been operating for seven years. Initiatives like Fortalecer and the Pessoas à Frente Movement show that it is possible to drive real change today while laying the groundwork for long-term, strategic transformation in the public sector.”

Gláucia Macedo
Program Content Manager at Humanize Institute



Learn more about the program.

Gisele Silva, Marcela Carvalho and Tati Perfoli at the Leadership Development Meeting at the Lemann Foundation in São Paulo (SP).

Innovative Practices

In Minas Gerais, the Transforma Minas program reinforced expertise for recruitment and management of leaders in the public service through more than 500 recruitment processes carried out in 24 state bodies.

In the state of Alagoas, innovation occurred with the creation of an equity path at the Planning Department, with top management training and the development of Individual Development Plans (IDPs).

In Piauí, having the Equidados Project, the state has strengthened its commitment to diversity and equity in public service. The State Planning Department (Seplan) manages efforts to combat discrimination and expand inclusive policies.



“In the state of Piauí, promoting this equity in public management is crucial to ensuring that all citizens, regardless of their color, race or gender, have equal access to opportunities and rights, and one of the first steps is to have data available to guide public policies.”

Bruna Iwata
Director of Strategic and Participatory Planning at the Piauí State Planning Department (Seplan)

Leadership Development Programs (LDPs)

Aiming to strengthen strategic people management in state and municipal governments, Motriz, supported by the Lemann Foundation, significantly expanded its work in Public Sector Leadership Development Programs (LDPs) in 2024. In total, around 249 leaders were trained through these programs, impacting a network of over 2,300 public servants.

The LDP in Minas Gerais trained leaders across 22 state agencies, while the mentorship program in Rio Grande do Sul promoted knowledge exchange among public leaders.

In Rio de Janeiro, the Líderes Cariocas Program aligned with the city government’s strategic planning, focusing on technical skills, intrapreneurship, and talent management.

Aquataluxé Rodrigues e Anna Laura Schmidt no Encontro de Desenvolvimento de Lideranças em São Paulo (SP).



Black Leaders in Management Program

The **Black Leaders in Management Program (PLN)**, offered in partnership with the **João Pinheiro Foundation**, supports Black managers in the public sector through training aimed at strategic and innovative actions. The learning track combines the development of management skills with the implementation of actions to make institutional environments more diverse and inclusive. It prepares managers to lead structural changes, build support networks, and help transform the public sector into a more equitable and representative space.



"We realized that not all Black individuals have the same level of conceptual understanding when it comes to racial discussions, even though they experience these issues firsthand. So, for each module and competency in the program we considered the specific needs and perspectives of Black leaders."

Kamila Pagel
Director of the School of Government at João Pinheiro Foundation

Course "Challenges to Empowerment of Black Women in Leadership Roles" offered by Black Women Leaders Network in Public Administration and taught by Professor Ediane Ribeiro.

Black Women Leaders Network in Public Administration

With only 15% of leadership positions in the federal government held by Black and Brown* women, Black Women Leaders Network in Public Administration of the National School of Public Administration (Enap) seeks to change this reality through training programs, mentorship, and support networks. Its work is grounded in two pillars: training, through courses and group mentoring sessions, and strengthening connections by promoting knowledge exchange among Black women in the public sector.

In 2024, 69 members of the Network holding leadership positions were directly impacted by these initiatives.

*Source: Study "Gender Inequality in Leadership Positions in the Federal Executive Branch", Pessoas à Frente Movement, 2024.



The Legisla Community, an initiative of Legisla Brasil, seeks to strengthen the Legislative Branch through training, engagement and mobilization of political leaders committed to diversity, innovation, and institutional improvement.



"One of the year's major highlights was the impact of Community members in their local and political party contexts. The Jornada Podemos program, created by Pietro Parronchi, improved women candidates' performance by 57%. In Amazonas state, Thayana Amorim secured the right to wear Indigenous adornments in official ballot photos. Legisla Community continues to be a vibrant space for transformation and the strengthening of democracy."

Fernando Haddad Moura
Executive-Director of Legisla Brasil

2024

355
members

22
states

60%
women

45%
Black people

19
political parties



In 2024, Ensina Brasil strengthened its work in training education leaders by engaging young talents to teach in public schools in under-resourced communities. The program offered ongoing training focused on leadership, equity, and pedagogical practice.

Innovation was a highlight of the year with the launch of two pilot programs: Lampiar, aimed at school principals and supervisors across different regions of the country; and Impulso, currently still under development, which seeks to accelerate the leadership journeys of professionals with hands-on classroom experience, with support from the Lemann Foundation.



"The long-standing partnership with the Lemann Foundation is essential to Ensina Brasil's impact. Our participants have already worked as teachers in public schools across 10 states, reaching more than 330,000 students. We've seen progress in learning outcomes, access to universities, and opportunities. We've also created indirect impact through our alumni network, which is present in 22 states and active in more than 220 organizations and government institutions."

Ana Montosa
Ensina Brasil Co-Founder and CEO

Impact of Ensina Brasil

26
states represented

48%
of network composed by Black,
Brown and Indigenous people

81%
of people graduated from
public universities

85%
of alumni remained in the fields
of education or social impact

850+
members of Ensina Brasil network

111,000+
candidates applied to be part of
Ensina Brasil Program
since 2016).



Meeting for Leadership Development in São Paulo (SP).

Development of Health Leaderships

The Lemann Foundation has teamed up with the Institute for Health Policy Studies (IEPS) and Umane for the Healthcare Regionalization program aimed at strengthening public leadership in the sector. The program seeks to develop and support strategic leaders capable of promoting more efficient and collaborative governance in the macro-regions of the Brazilian public health system.

Some of the main actions include: strengthening the engagement of regional managers; qualifying decision-making and promoting a culture of leadership guided by evidence and impact; in addition to improving outpatient and inpatient care and integrating care regulation systems.



“Health regionalization is one of the most urgent adjustments. Thanks to the Lemann Foundation support, the REDES program has co-created public policies with states. In the state of MS, we have contributed to the redesign of the health zones and the new Master Plan. We have also created methodologies and training paths to strengthen managers. We hold a belief: empowering people means transforming policies”.

Arthur Aguillar
Director of Public Policy at the Institute for Health Policy Studies (IEPS)

OPERATING
PARTNER



CO-INVESTOR



Events & Developments

Brazil Conference

APRIL

Backed by institutional support from the Lemann Foundation since its first edition, the annual conference organized by Brazilian students at Harvard and MIT universities has brought together leaders from different areas to debate the country’s main issues. In 2024, there were more than 1,000 participants and 120 panelists, including Jorge Paulo Lemann, Supreme Court Justice minister Luís Roberto Barroso and the president of the Institute of Applied Economic Research (Ipea), Luciana Servo. The Foundation has also promoted the Brasil On Campus program, which encourages Brazilian students to engage abroad through events, debates and networking.

Lemann Dialogue

APRIL

Held at the University of Stanford (USA), the theme was “Creating Sustainable Change”, bringing together research centers from Stanford, Harvard, Columbia and Illinois. The debates covered education, from the classroom setting to teaching methodologies and curriculum, exploring its impact on people’s lives.

Lançamento do Mapa de Gestão de Lideranças (MGL) – [Insper@dubillafoto](#).



Events & Developments

Leadership and Management Map (MGL) Launch

JULY

The MGL is an initiative by Insper's People in the Public Sector Hub, aimed at strengthening strategic people management among senior public sector leadership, with support from the organizations in the VAMOS Program. The event brought together national and international experts, as well as representatives from state governments, to present the results of a study conducted across 57 state departments from all Brazilian states.

St. Gallen Symposium

MAY

The Lemann Foundation supported the annual student-led conference in Switzerland, which brings together global leaders for intergenerational discussions. Three Brazilian participants were selected by the event's committee for the Leaders of Tomorrow program: Amanda Sadalla (Leadership Network), Luisa Costa, and Thaissa Avena (Brasil on Campus).

1st Seminar of People Analytics in the Public Sector

AUGUST

Held at the National School of Public Administration (Enap), the seminar marked significant progress in the use of data for people management in the public sector. The initiative is the result of a partnership between the Lemann Foundation, the Ministry of Management and Innovation in Public Services (MGI), the People Management Department (SGP), and the Special Department for State Transformation (SETE). The effort aims to create a People Analytics Center within the federal government.

Lemann Foundation receives the World Bank

OCTOBER

Norbert Schady, Chief Economist for Human Development, and Joana Silva, Senior Economist for Latin America (both from the World Bank) were welcomed at the Lemann Foundation headquarters in São Paulo for a preview of the 2025 report "Human Capital Policy for Development: Families, Neighborhoods and Firms." The study explores how family, community, and work influence human capital, and highlights key investments needed to reduce inequality and boost productivity.

Expected outcomes for the next ten years

By 2031, our commitment is to ensure that all children and adolescents are literate and achieving appropriate learning outcomes, while reducing inequalities and promoting the holistic development of every student throughout their educational journey.

We also believe in a Brazil that is prepared to tackle its most pressing socioeconomic challenges, through qualified leadership that reflects the country's diversity. That's why we continue to invest in talent and skill development through training programs and projects that drive impactful careers and initiatives.

Municipal school in Vargem Grande (MA).



Together, in 2031, we will

End school illiteracy

95% of children achieving literacy by the end of 2nd grade of Elementary school.

Multiply the presence of high-impact leaders

by offering high-quality training programs, to ensure 5,000 qualified people in strategic positions, with 40% of them being Black and 50% being women.

Boost 9th-grade learning

in the school networks participating in our initiatives, by 60% in Portuguese and 45% in Math.

Ensure universal access to high-speed internet

by connecting every school to strengthen school administration and students' learning.

Building the future together

It takes passion, determination, effort, and a great deal of collaboration to transform realities. Thus, this first milestone in our dream for 2031 is a celebration of our team. Known as #DreamTeamFL (#TimaçoFL), it is made up of professionals committed to driving real change in Brazil. With diverse backgrounds (from education to technology, public management to communications), each team member contributes in a unique way to strengthening the initiatives that promote more opportunity, social justice, and innovation across Brazil.

In 2024, our team had 66 staff members, 45% of whom identified as Black or Brown, and 71% as women. Among leadership positions, 67% were held by women and 30% by Black professionals, reflecting our commitment to equity. All team members took part in at least one training program, such as the Internship Program, the People Cycle Training, the Antiracist Leadership Program, Individual Development Plans, and the Systems Thinking for Climate Change and Social Challenges course, offered by Insper.



#DreamTeamFL

Governance & Purpose

Everything we do is guided by deep, non-negotiable values. Our work remains rooted in ethical conduct, transparency, and a firm commitment to integrity. One of the pillars of this governance is the Committee for Monitoring, Evaluation, and Learning, composed by the CEO, vice-presidents, and leaders from the Lemann Foundation’s impact areas. This strategic forum fosters a culture of continuous evaluation and guides evidence-based result measurement.

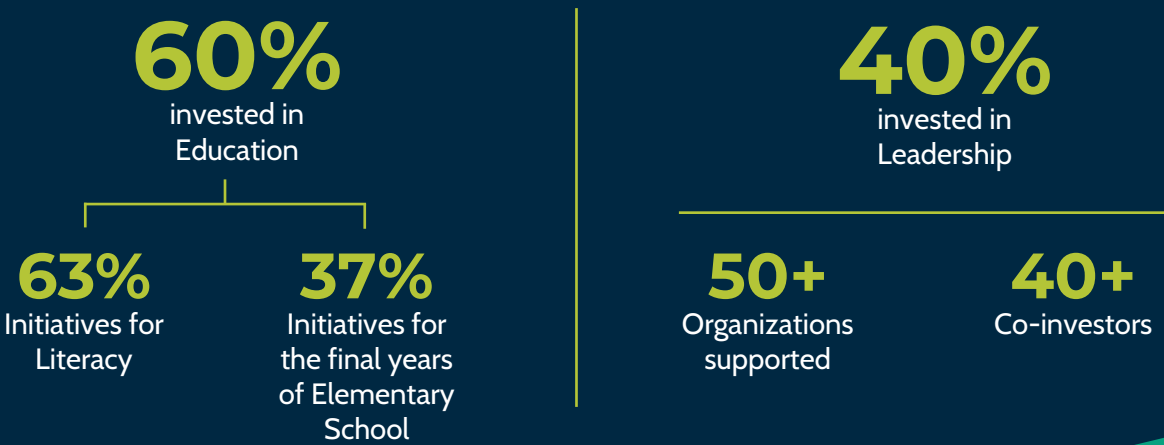
During the reporting period, 22 initiatives in the areas of education and leadership were evaluated using complementary approaches based on theories of change and robust monitoring and evaluation practices. The result was a clear improvement in project maturity, with 100% of supported initiatives adopting this strategic tool and implementing some form of structured monitoring.

These planning efforts clearly define the relationship between the challenges faced, the proposed solutions, and the intended impact, guiding our actions toward a Brazil with more justice and development, with quality public education for all.

Financial Resource Management

Our ethical and transparent behavior is also reflected in our financial responsibility. The Lemann Foundation’s budget management is guided by principles of consistency and fairness. In 2024, 85% of the funds managed were allocated to social impact investments, while 15% were directed to institutional costs, ensuring the sustainability of our operations. The resource allocation across work areas is based on each area’s strategic goals and specific needs. Below is the highlight of how the funds were distributed in 2024.

Annual Budget



Acknowledgment

None of what we have achieved — or what is still to come — would be possible without the engagement of every partner, co-investor, leader, researcher, educator, member of our ecosystem, and Lemann Foundation Dream Team. We thank all those who, with resilience, diversity, trust, and innovation, contribute to strengthening education and leadership development.

Our commitment is to ensure that every person can reach their full potential, helping build a Brazil with justice and development for all.

We move forward together to really change Brazil!

Denis Mizne
Lemann Foundation CEO



Get to know our Impact Ecosystem

Impact Partners

Associação Bem Comum
Associação Nova Escola
Centro Lemann de Liderança
para Equidade na Educação

Instituto Reúna
MegaEdu
Motriz

Supported and Implementing Partnerships

Casa Sueli Carneiro
Centro de Inovação para a Educação
Brasileira (CIEB)
Centro de Liderança Pública (CLP)
Centro de Políticas Públicas e Avaliação da
Educação (CAEd)
Columbia Global Centers
Conselho Nacional de Secretários
de Educação (Consed)
Conselho Nacional de Secretários
de Educação de Capitais (Consec)
Conselho Nacional de Secretários
de Estado da Administração (Consad)
D³e
Escola Nacional de Administração Pública (Enap)
Ensina Brasil
Fundação Estudar
Fundação João Pinheiro (FJP)
Gerando Falcões
GIFE
Herby
ID_BR
Insper
Instituto Articule
Instituto Brasil de Tecnologias da Saúde (IBTS)
Instituto DACOR
Instituto de Estudos para Políticas de Saúde (IEPS)

Instituto Escolas Criativas
Instituto Four
Instituto Tênis
Instituto Rainhas
Instituto Rodrigo Mendes
Instituto Sou da Paz
Interdisciplinaridade e Evidências no Debate
Educacional (Iede)
IPEPO
Jeduca
Khan Academy
Legisla Brasil
Mahin Consultoria
Movimento Pela Base
Movimento Pessoas à Frente
Parceiros da Educação
Piraporiando
PROA
QEDu
Quintessa
RBAC
SITAWI
Sociedade Brasileira de Administração Pública (SBAP)
Sociedade Brasileira de Direito Público (SBDP)
Todos Pela Educação
Undime

Co-investors

B3 Social
BACC
Behring Foundation
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Co-Impact
Columbia University
FCDO-UK
Fundação Itaú
Fundação Maria Cecilia Souto Vidigal (FMCSV)
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Fundo Baobá
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Imaginable Futures
Instituto de Estudos para Políticas de Saúde (IEPS)
Instituto Humanize
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República.org
SESI
Teachers College - Columbia
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W.K. Kellogg Foundation

Universities

Columbia University
FGV-Law
Harvard University
Insper
Massachusetts Institute of Technology (MIT)
Oxford University's Blavatnik School of Government

Stanford University
Teachers College
University of Southern California
University of Saint Gallen
University of Illinois at Urbana-Champaign
USP Law School

2024 Lemann Foundation's Team

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Susanna Lemann
Paulo Lemann
Florian Bartunek
Peter Nobel
Peter Graber

CEO

Denis Mizne

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André Liboreiro
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2024 Lemann Foundation’s Team

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Lucas Nóbrega, Seon Augusto Ferreira, Marina Machado and Clélia Prestes at the Brasil on Campus Meeting.

Student of the municipal education network in Vargem Grande (MA).



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FOUNDATION 