

Ayrton
Senna
Institute



REPORT 2019



Letter from the President

EDUCATION FOR A FUTURE

2019 was a very special year.
**It was the Ayrton Senna
Institute's 25th anniversary.**

We have come this far
as a lab where educators and
researchers work side by side to
extend the boundaries of the
education sector. As you shall
see in this report, 2019 was
a year to celebrate important
steps and commit to new
challenges with an eye to
preserve and strengthen
the innovation and
creativity in our DNA.

As a result of a broad evidence-based study
on socio-emotional skills and their impact
on learning and human development, 2019 was
a year in which we brought the Socio-emotional
Dialogues project to more than 900 state and
municipal public schools, in over 200 municipalities,
benefiting over 330,000 students. Additionally, we
expanded our partnership with one of the largest
education systems in the country through the Inova
Educação program (Innovative Education) in the
state of São Paulo. We assisted in drafting
evidence-based public policy of for comprehensive
education, with the definition of the
socio-emotional skills matrix, as well as training
educators on development and monitoring skills.

Beyond our role in the front lines, we promoted
an important debate about public policies.
We held the Alfabetização 360º seminar
(360º Literacy) to promote comprehensive
education at the literacy stage and discuss
evidence about the causes of illiteracy and its
effect in the country. We made another important
stride in our digital journey by creating an online
platform to train educators and substantially
enlarge the scope of our projects. This is in line
with our organization's digital transformation
journey, which moves further every year, along
with the remodeling of our structure to fast-track,
integrate and optimize internal processes.



VIVIANE
SENNA

The outcomes of all these initiatives are already measurable. In 2019 we trained the highest number of educators so far: 160,000, which represents more than a ten-fold increase from previous years' averages. In parallel, our educational projects impacted a total of 1.3 million students nationwide.

These accomplishments became a reality because the Ayrton Senna Institute has emerged in recent decades as a center of innovation that brings top-notch science to education – and vice versa. We were trailblazers on evidence-based education work at a time when indicators and metrics were still few and far between. With our reality-based knowledge, we launched Acelera Brasil (Accelerate Brazil), a program that tackles the problem of age-grade distortion and Se Liga (Get On It), our remedial literacy program. With these projects, we managed to attain substantial learning results and reduce school dropout.

Around this time, we diagnosed new weaknesses in K-12 and created new educational projects and sustainable management templates for different contexts in Brazil. From then on, in 2011, we made a first move to bring the debate about non-cognitive skills to the education agenda. We held an international seminar on socio-emotional skills, a watershed that brought the topic to the country's education forefront. Today, socio-emotional skills permeate the entire National Curricular Common Core.

We stayed at the forefront because we have acquired evidence-based knowledge and mapped existing public policies around the world to strengthen and bolster Brazil's education systems. These inputs 'data and fuels additional research, creating a virtuous circle of knowledge production.

In a country with such contrasting realities like Brazil, we carry on waging a two-front war – on the one hand, we fight against 20th century educational problems such as illiteracy and flow correction; on the other hand, we strive to generate and systematize knowledge to overcome a challenge that is still pressing for everyone: educating children and youths and prepare them for the 21st century.

With this course of action, more than ever, we are ready to support our education systems and face challenges in the coming decades by offering innovation, execution and inspiration.

Our mission is to continue our efforts to support as many children and youths as possible and give them the opportunity to live a meaningful life. Everyone has that right.

VIVIANE SENNA,
AYRTON SENNA INSTITUTE,
PRESIDENT.



EDUCATION

INNOVATION

SÃO PAULO PARTNERSHIP

The partnership between the Ayrton Senna Institute and the **São Paulo state secretariat** dates back to 2003. Recently, in 2018, it solidified even further as it focused on some **innovations** implemented in the educational system.

Initially, in a partnership with the Volkswagen Foundation, the **MINHA ESCOLA** (My School) project was rolled-out - a prototype focused on developing comprehensive education practices for secondary school students - in **24 state schools** in the city of São Paulo. The project's main objective is to create paths and solutions through curricular integration and incorporate them into the system's educational institutions. Throughout the year, pedagogical materials were produced and teacher and manager training methodologies were established. These efforts reached **331** professionals and contributed to the learning and interests of **9,738** students in these schools.

The partnership is advancing and making headway. Learnings from this prototype will be applied to the new **INOVA EDUCAÇÃO** (Innovative Education) a state government initiative which begins in the 2020 school year. The Institute employed all its evidence-based knowledge on comprehensive education and the intentional development of socio-emotional skills to redesign the public policies with the definition of the pedagogical model for secondary school and high school, which is well in line with **National Curricular Common Core** (NCCC) and the **Currículo Paulista** (São Paulo State Curriculum). For this purpose, we conceived materials and training for the technical team covering topics such as formative assessment of socio-emotional skills, Life Goal Plan for the Labor Market and the development of creativity and critical thinking. Over **110,000** educators from the state educational system have undergone training throughout the year to prepare for this new stage.

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—
**Comprehensive
Education Workshop**

—
**Teacher and Manager
Training on the Life Goal
Plan and the Assessment
of Socio-emotional Skills**

—
**Contributing with
e-Learning content for
teachers and managers**

—
**Developing and reviewing
content from the Life
Goal Plan component for
secondary school and
high school grades**

FOSTERING CREATIVITY AND CRITICAL THINKING IN OUR SCHOOLS

In 2019, the International Organization for Economic Cooperation and Development (OECD) launched a report called “Fostering Student's Creativity and Critical Thinking - what it means in school”. This international document compiles a number of **inspiring experiences** from eleven countries which partook in an OECD project that supports initiatives focused on K-12.

Among the experiences is the work carried out by the Ayrton Senna Institute along with the secretariats of education from the city of Chapecó and the state of Santa Catarina as well as the Federation of Industries of Santa Catarina (FIESC). For thirty months, teachers were trained to design, define and implement new ways to promote and monitor the development of creativity and critical thinking among students across all subjects. In total, about **4,000** Brazilian students were impacted by the initiative.

The OECD report is one of the documents that will drive evaluative stimuli on creative thinking in the **2021 edition of PISA** (an international assessment carried out by OECD-member and partner countries). Moreover, the report is part of an online guide with pedagogical resources and good practice recommendations for all educators keen to promote creativity and critical thinking in their classroom. The Ayrton Senna Institute is partnering up with the Santillana Foundation to translate the document into Portuguese. The translation will be [made available](#) in 2020.

SOCIO-EMOTIONAL DIALOGUES

The **Socio-emotional Dialogues** component is part of an **educational policy** designed to plan, assist and monitor the development of students' socio-emotional skills through **intentional and evidence-based initiatives**. The roll-out entails planning and engaging with the secretariat of education all the way to the classroom, providing training for managers and educators and applying instruments and methodologies for student monitoring. These elements are crucial for structuring and consolidating public policies for comprehensive education.

The proposal focuses specifically on the intentional development of socio-emotional skills in secondary and high school. It's being rolled-out in **638** schools in the state system across **182** municipalities in the northeastern state of Ceará, as well as the municipal systems of Sobral and Fortaleza, which impacts over **290,000** students from Ceará. In the city of Sobral, the roll-out reaches **100%** of elementary schools in the educational system.

Approximately **30,000** students from the municipal system of Teresina and the state system of Mato Grosso do Sul had their first experience with the project through our partners' roll-out. Classrooms were reached in the 2nd semester and the reports produced based on visits to several schools showed great adherence to the project.

The following graphs underscore some outcome indicators from schools visits in the educational system from the state of Mato Grosso do Sul.

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INDICATORS OUTCOME

EDUCATION

To ensure a quality roll-out, the Institute promotes visits to schools to gain insight on daily teaching. The following are the indicators from **the Socio-Emotional Dialogues** program roll-out in the state of Mato Grosso do Sul.



Institutional Climate

Evidence beyond the classroom



Evidence in the classroom



Managers' positioning as partners



Teachers in the classroom

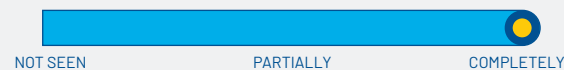
Student agency



Student engagement to the proposal



Change of attitude reports



Teacher practice

Teachers owning the concepts



Use of comprehensive education methodologies



Teachers creating spontaneous initiatives within the project



INITIATING SOCIO-EMOTIONAL DIALOGUES (Senna Kids)

Since 2018, the Institute has developed a project called **Initiating Socio-emotional Dialogues**, which includes an instrument to assist and monitor the development of socio-emotional skills known as Senna Kids. The project's aim is to assist the secretariats in drafting and managing their comprehensive education policies for primary school through the intentional development of socio-emotional skills.

The instrument's **language is adapted** through stories, images and audio clips to capture students' information. In 2019, we developed textbooks with socio-emotional activities that bridge these skills with other areas of knowledge; in addition, a training project for pedagogical coordinators and a monitoring system were developed.

The secretariats of education from the cities of **Sobral** (state of Ceará) and **Tatui** (state of São Paulo) are part of this project. In 2020, the plan is to fine tune the instrument and study different ways of applying it online and on paper. Our goal is to have the tool ready for use in large-scale as of 2021. The tool enables one to monitor the development of socio-emotional skills in the classroom and assists managers in their decision making and the implementation of public policies in the initial years.

ONLINE EDUCATOR TRAINING

Espaço Educador (Educator Spot) was created in 2019 to share knowledge and disseminate good practices in the **digital environment**. Besides providing free courses and materials, the platform promotes dialogue and exchange between educators.

Throughout the year, teachers, coordinators, researchers and principals dived into topics such as Project-Based-Learning, Multiliteracies, Socio-emotional Skills and active methodologies. The duration of the courses available spans from 30 to 50 hours and the content includes an introduction to theoretical aspects, practical classroom examples and reflections on didactics.

The project fulfills the objective of giving **scale** and **sustainability** to the Ayrton Senna Institute's training processes, as it expands the knowledge on how to create a school that prioritizes students' comprehensive education by developing skills for the 21st century. At the end of the year, Educator Spot reached **15,000** subscribers.

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Quantitative and qualitative satisfaction survey conducted with Educator Spot users between October and November

When asked, on a scale of 1 to 10, how likely they were to recommend Educator Spot

78%

of users said they were **"satisfied"** with the online courses

89%

of users would recommend the platform to its peers



I really liked the interactive system, it brings up a text, followed by an activity, where you put to use what you've just learned. The texts and materials in the library are great. I really liked it



The survey positioned the Educator Spot in the "Quality Zone" of the NPS (Net Promoter Score) scale

SOCIO-EMOTIONAL FOR EDUCATORS








With the aim to promote socio-emotional development for educators from a comprehensive education perspective, the Institute combined its scientific research and training departments for a teacher development project. In 2019, this program involved the secretariats of education of the city of Teresina (state of Piauí) and the state of Mato Grosso do Sul. Five 8-hour training sessions were carried out face-to-face in addition to online supplementations via the Educator Space community.

The training pathway is set up in five modules, each focusing on one of the **socio-emotional factors**, fostering them through pedagogical methodologies based on the acronym **SAFE** – Sequential, Active, Focused and Explicit.

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Socio-emotional for Educators Training Pathway

| MODULE 1 | MODULE 2 | MODULE 3 | MODULE 4 | MODULE 5 |
|---|---|---|---|---|
|  MYSELF |  MYSELF OTHER |  MYSELF OTHER |  MYSELF |  MYSELF |
| Dimension OPEN-MINDENESS | Dimension AMITY | Dimension ENGAGING WITH OTHERS | Dimension NEGATIVE EMOTION REGULATION | Dimension SELF-MANAGEMENT |
| Theme Socio-emotional skills and the NCCC | Theme Communication | Theme Interpersonal relationship | Theme Self-development | Theme A teacher in the 21st century |
| Methodological Technique Pedagogy of presence | Methodological Technique Multiliteracies | Methodological Technique Peer learning | Methodological Technique Questioning | Methodological Technique Project based learning |



In a unique way, the content addresses the development of **self-efficacy** for educators, which, in this context, is the assessment made by teachers of their own ability to achieve desired outcomes. Teachers who believe in their own ability can benefit not only themselves as professionals, but also their students and their school.

Furthermore, the program featured a Communication and Interpersonal Relationship approach to develop pedagogical practices based on **active methodologies**. In total, **150** educators partook in the training project.



OPEN INNOVATION



With the aim to identify global innovative technologies and solutions to help overcome education challenges in Brazil in the 21st century, the Ayrton Senna Institute partnered with H-FARM. The organization belongs to an international network of accelerators which connects more than 60 startups in the world.

In 2019, the Ayrton Senna Institute did an immersion at the H-Farm headquarters in Italy to kick-start the research into disruptive routes and technologies.

One of the key objectives defined was the development of platforms and tools to set the stage for online teaching and learning from a collaborative perspective.

ROLL-OUT

EDUCATION



PROGRAMMING LITERACY

The **Letramento em Programação** (Programming Literacy) program was created in 2015 to help foster **computational thinking** for public school children and youths. As part of its roll-out, educators are trained in partnership with higher education institutions. In 2019, the proposal was expanded to include the municipalities of Teresina (state of Piauí) and Manhuaçu (state of Minas Gerais).

Other participating cities include Itatiba, Morungaba and Vinhedo - state of São Paulo; and Carazinho, Coxilha, Lagoa Vermelha, Marau, Passo Fundo, Sananduva and Tapejara - state of Rio Grande do Sul. In addition to these cities, the project is present in Caruaru (state of Pernambuco) and Manaus (state of Amazonas).

The municipal educational system of Itatiba was the first one to roll-out the program in 2015; the process involved 13 professionals and 170 students. In 2019, **69** educators taught computational thinking to more than **1,900** students. In Itatiba, the program partnered with a higher education Institution which contributed with space and staff to monitor the activities. In 2019, the Ayrton Senna Institute was invited to compose the Itatiba **Programming Literacy Committee** along with different actors of the school community and representatives of other local institutions.

| PROGRAMMING LITERACY | | |
|----------------------|-------|-------|
| | 2019 | 2018 |
| Cities | 18 | 19 |
| Schools | 161 | 84 |
| Educators | 209 | 182 |
| Classes | 493 | 206 |
| Students | 8,171 | 3,625 |

PATHWAYS FOR COMPREHENSIVE EDUCATION

The **Full-Time Comprehensive High School** program (FTCHS) was created in 2017 as a partnership between the Ayrton Senna Institute, Instituto Natura Institute and the Santa Catarina state government. In total, **31** state schools participated, which impacted **500** educators and **4,000** students in 2019.

Since the onset of the project, the focus has been to develop training strategies for all teams involved in the roll-out - from the secretariat to regional offices, all the way to schools - with the aim to **make the program endure** after the end of the partnership. The partnership was concluded and left a great legacy behind; **thousands** trained educators, **150** teachers who are a reference in comprehensive education in the system, solid teaching materials and over **60** managers trained to continue and drive the roll-out process. The program is expected to expand to 15 new schools in 2020.

It's noteworthy to mention the set of materials that standardize the implementation experience; in 2019 there were a total of five different sets of materials. The most recent launch is "**Pathways for Comprehensive Education: knowledge and teaching skills for creating an integrated curriculum**", which compiles lessons from 23 schools during the FTCHS program. This material was put together by the Ayrton Senna Institute to gather strategies for curricular integration, including the development of integrated assessment instruments and the creation of projects in the knowledge areas.

DISTRIBUTION

One of the most challenging aspects of working in a country of continental proportions like Brazil is the high human and financial cost associated to the roll-out of educational projects in cities that need them. Therefore, with the aim of enlarging the **scale** of our initiatives and advance our mission of bringing **quality education** to every Brazilian student, the Ayrton Senna Institute has implemented a new knowledge distribution strategy since 2018.

Throughout 2019, we **systematized** the **roll-out** of **Se Liga** and **Acelera Brasil** – two well-established and mature programs aimed at fighting illiteracy and age-grade distortion – so they can be implemented in the system by our supporting partners. For this purpose, we produced different resources including the **Roll-out Guide** and the **Training Guide**, in addition to **17** training videos.

In order to monitor, analyze, guide and guarantee the quality of our distribution process, we have instituted quality control, for which the main tool is the **Panorama Monitoring System**, a digital platform used by the Institute since 2017 to monitor roll-outs and indicators. The **Manager Network**, comprised of **17** municipalities, former partners of the Institute, was instrumental in structuring this channel in order to expand our network of licensees in 2020.

At the end of the year, the Institute signed a partnership with the Brazilian Institute of Education in Public Management (IBEGESP) and the Âncora Educação Institute, two organizations that will assist us in distributing programs in 2020.

The Ayrton Senna Institute also signed a knowledge distributing agreement with FAEL University, which will **multiply** our courses to thousands of its pedagogy students. It's an **opportunity** for future educators to dive into the fundamentals of comprehensive education at the onset of their academic journey.

Regarding the **Socio-emotional Dialogues** project for primary and secondary school, our first distributing partner was 3Gen Strategic Management, a consulting firm focused on transferring specific knowledge to execute strategies in public, private and non-profit organizations. We trained the company's technicians to become knowledge multipliers and take our educational proposals to the whole country. The first official roll-outs with this partner were in the state of **Mato Grosso do Sul** and the city of **Teresina**, both mentioned in the previous chapter. The roll-out in the city of **Mogi das Cruzes** was conducted in a partnership with the Lemann Foundation.

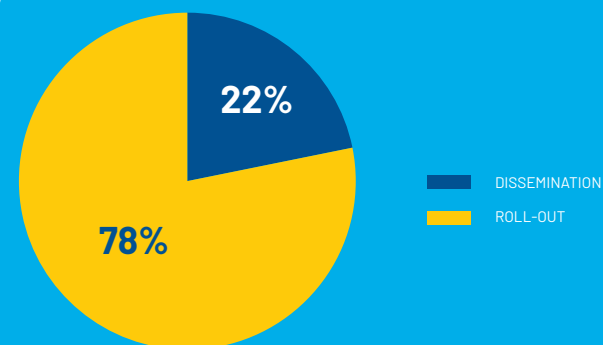
LITERACY

Outcome figures of the following programs: Se Liga, Acelera Brasil, Circuito Campeão, Gestão Nota 10, Fórmula da Vitória and Gestão de Alfabetização.

922,948 students
36,000 educators trained
2,261 schools
52 municipalities

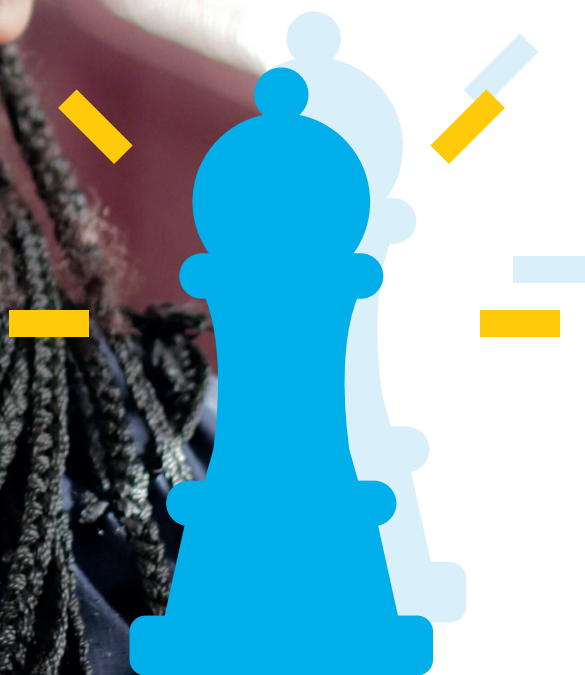
Every municipality reached by distribution attained the 95% approval target.

STUDENTS REACHED





MOBILIZATION AND INFLUENCE



A BRIDGE FOR TOMORROW

In light of our state and federal government changes and adaptations, the Ayrton Senna Institute works with public officials to help draft **evidence-based** public policies. In addition, we partake in congresses and work groups to discuss the paths that will guide the country's education into the 21st century.

DIAGNOSING TOGETHER

Brazil has enough data and information available to create an **educational policy** to overcome the country's most pressing challenges. With our **Education Assessment** we managed to organize the evidence and assist public officials to face these barriers.

The content was **customized** for each state and divided into two stages. The topics addressed in the first meeting were education and human development; the rightful access to education; the right for school progress and the right to learn. The second meeting addressed projections for 2050 in light of the **demographic transition** the country will undergo in the coming years.

Ricardo Paes de Barros presented the states with materials to support long-term **decision making** regarding school infrastructure and human resources – topics of the utmost importance to promote student learning, progress and development, which are the bedrock of the right to education. At the end of the session, **80%** of the attending state secretaries agreed that the most pressing challenge is to “ensure that every youth has adequate proficiency in all areas of knowledge upon finishing high school”.

MOBILIZING TOGETHER

The institute held an event called **Alfabetização 360º – Na perspectiva da educação integral** (360º Literacy – from a comprehensive education perspective), Underscoring the importance and feasibility of comprehensive development through the literacy process from the age of six; and the integration of different languages – mother tongue, science, mathematics, digital, body and artistic languages – for the literacy process.

During the event, **Viviane Senna** and the chairman of the National Council of Education (CNE), Luiz Roberto Curi, signed a **technical agenda** to develop studies that will drive future guidelines on comprehensive education in Brazil with an emphasis on full literacy. Throughout the year, spokespeople for the Ayrton Senna Institute participated in congresses and seminars to foster education thinking across the country.

To advance the debate on the education of the future, we were present at **Welcome Tomorrow**, which brought together **25,000** participants and featured 250 lectures on various topics. The Institute also brought an interactive exhibition and tested the participants' knowledge about the current state of Brazilian education in a quiz. President Viviane Senna also spoke to a packed audience about changing the role of school over time.

We also participated in **Bett Educar**, Latin America's largest education congress. A team of experts from the Institute spoke at lectures and panels at the event about comprehensive education, the new high school, technology and innovation. During the event, Mozart Neves Ramos launched the book **Sem Educação não haverá futuro** (Without Education there will be no future), a compilation of 21 studies published by the director of the Institute between 2016 and 2018, which reflect on the challenge of literacy, the quality of education, teacher training and the preparation of youths for the labor market. The publication is available online for free.

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At the **6th LIDE Education Forum**, we met with business leaders and experts to discuss how to tie resources to results and move towards an effective educational management. As the mediator, Viviane Senna stressed the need for participation from all social actors for our education system to take a quality leap in Brazil.

We were at StartSe's **2019 EdTech Conference** talking to more than 2,000 people about the need for a 5.0 education to prepare people for the challenges of the new era.

Also in São Paulo, we met with the state secretariat of education at the event **Ideias & Debates - Desafios da Educação** (Ideas & Debates - Education Challenges) to discuss pathways for teaching. The meeting was held in the city of São José dos Campos and was attended by **900** educators from the region. Experts from the Institute made the point that Education must be up to the challenges of the next decade.

To celebrate the third year of implementation of Full-time Comprehensive High School (FTCHS), in a partnership with the Ayrton Senna Institute, **400** educators from Santa Catarina met in the capital city, Florianópolis, for the **3rd Seminar on Knowledge and Practices in Comprehensive Education** of the state. Directors and project leaders from the Institute attended the event to celebrate the achievements. On the same day, we launched an e-book called **"Projetos em Ação: saberes e fazeres no EMIT"** (Projects In Action: Knowledge and Practice in FTCHS), a compilation of practical experiences from the participating schools.

The Institute was also present at the 14th edition of **Educasul**, which took place in Balneário Camboriú, state of Santa Catarina, and was attended by more than **1,400** educators. The event gathered experts to discuss innovative classroom practices and challenges for the implementation of the National Curricular Common Core (NCCC).

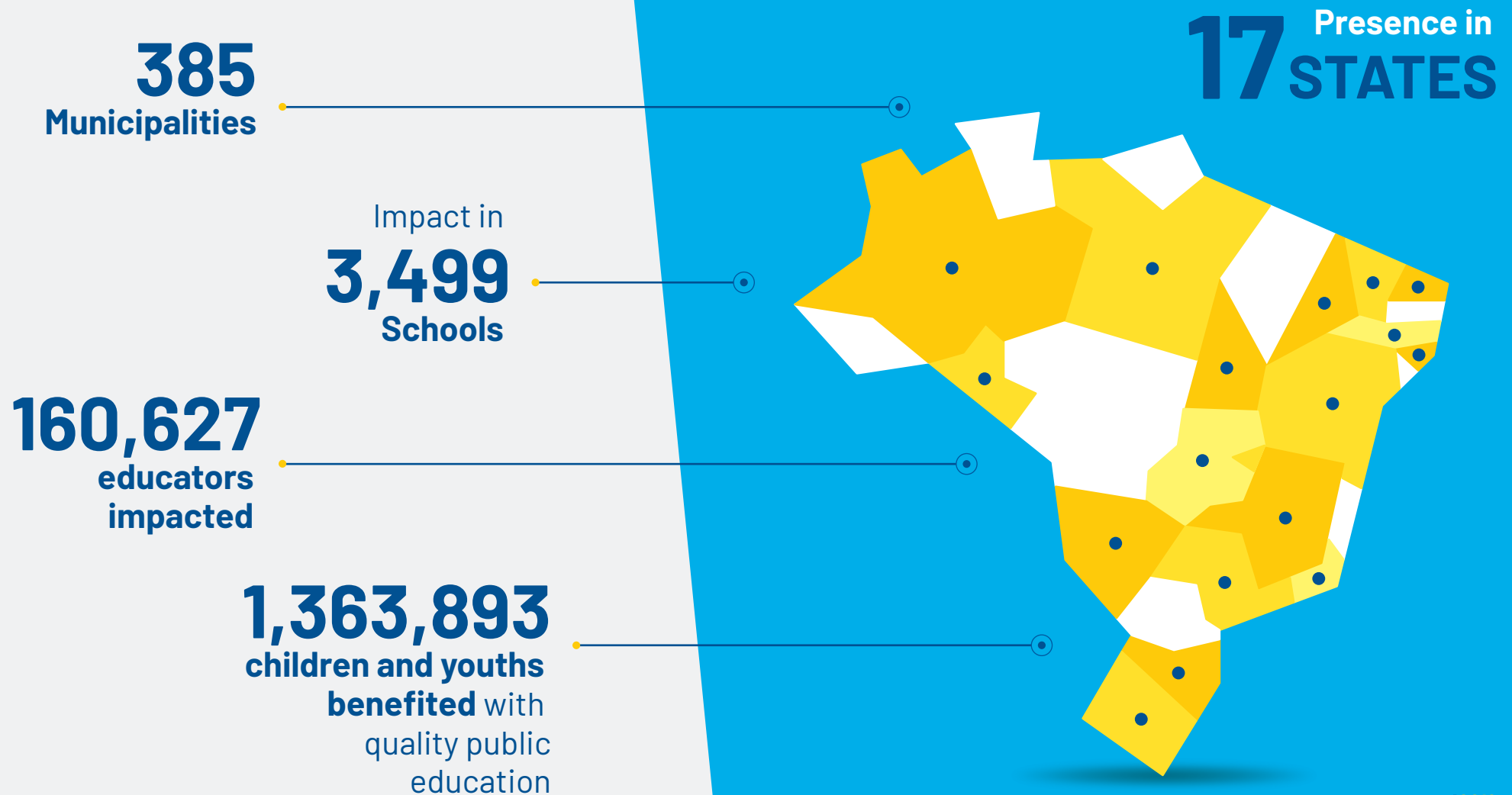
TOGETHER FOR THE NCCC

The organization "Movimento pela Base" (Common Core Standards Group Initiative) conducted a meeting with **80** educators and experts to conceive ways of implementing comprehensive education through the NCCC (National Curricular Common Core). For an entire day, participants were split into groups to exchange perspectives, knowledge and proposals. Each group proposed action-driving principles from **five perspectives**: students, teachers, schools, territories and public policies. Participants created guidelines for how these principles can be implemented and identified the best channels for communicating and engaging stakeholders to put those guidelines into practice.

On the national level, Mozart Neves Ramos, director of political liaison at the Ayrton Senna Institute, is in charge of the **Initial Teacher Training Report** for the NCCC at the National Education Council.

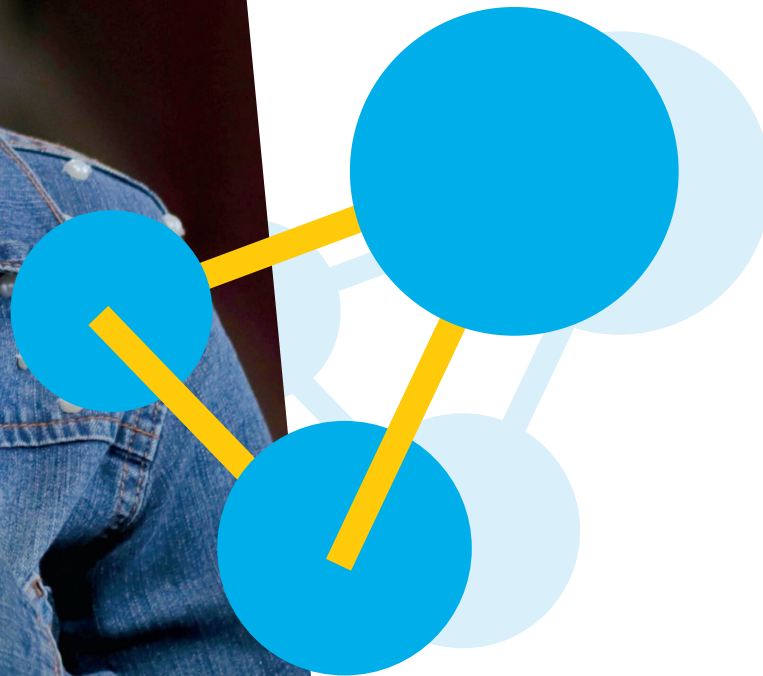
2019 ACHIEVEMENTS

Outcome figures from all program roll-outs throughout the year.





SOCIAL PARTNERSHIPS



SOCIAL PARTNERSHIPS

THE YEAR OF CAUSE MARKETING

"People do not buy goods & services. They buy relations, stories & magic"

[Seth Godin]



Consumers' expectations for companies are growing steadily – a study by Ipsos Brasil in 2019 shows that consumer expectations exceed the purchase and sale ratio. To paint a more accurate picture, **78%** of consumers agree that companies are expected to take action in support of **social changes** for the country. And this relation between social responsibility and trust is present in **every industry**.

In this sense, the Ayrton Senna Institute strives to connect companies to the **purpose of education** in a win-win situation. In 2019, the Institute cemented the use of **Cause-Related Marketing**, a tool that aligns business marketing strategies with society's needs, thus contributing to both the cause and the business.

Companies that are our longtime partners **reaffirmed their commitment** to quality public education. One of the first Cause-Related Marketing projects in Brazil – the **Instituto Ayrton Senna Itaucard** – exists since 1996. We relaunched it in 2019 with a new design plus additional **features** and **benefits**.

For the second consecutive year, the Ayrton Senna Institute partnered with McDonald's in **McHappy Day** (annual fundraising event), one of the largest social campaigns in the country. The Arcos Dorados initiative donates all the earnings from Big Mac sales on this day to entities that promote education and health. The Institute made a huge effort to pre-sale **Big Mac** vouchers to partner companies. The most engaged companies include Instituto Cyrela, JP Morgan, Microsoft and Stefanini. Partners used the tickets for endomarketing initiatives and to engage relevant audiences. On the day of the event, the entire team was present at the McDonald's restaurants in the city of São Paulo.

Companies such as CCR, Cinépolis, Compactor, English Live, Melitta, PBKids, Regispel and VISA also **strengthened their bonds** with the cause.

In 2019 we also had new partners join our efforts to further leverage educational projects. **Lenovo** is donating a percentage of every retail sale of equipment from its Yoga, Ideapad and Legion lines to the Institute. The campaign was a success thanks to engagement initiatives with various stakeholders, including an inauguration dinner, the creation of materials for points of sales and salesforce training. But that would not have been possible without internal engagement; all staff got involved, from the office to the industrial plant. **Sustagen** donated all incremental profit from its Sustagen Kids sales in October to the Ayrton Senna Institute. The campaign highlighted the importance of proper nutrition for the education of children and youths – which also resulted in high engagement with the internal team. We carried out the **Gorjeta Campeã** campaign (Champion Tip) with Cabify. In this campaign, **Cabify** made a donation to the Ayrton Senna Institute in the same amount as the gratuity given by users to drivers.

Along with its partners, the Institute is providing more children and youths with access to **comprehensive education** to prepare them as individuals for the 21st century.

CAUSE MARKETING TRENDS

Along with Ipsos Brasil, Cause and the ESPM Center for Social and Environmental Development, the Ayrton Senna Institute held the **3rd Cause-Related Marketing Forum** in October. The event was an opportunity to showcase trends in Brazil and worldwide. Organizations such as Itaú, Magazine Luiza, Reserva, Mãe Terra and Editora Mol participated, along with prominent figures such as Marc Tawil, director of the Tawil agency, Fê Cortez from NGO Menos 1 Lixo (One Less Trash) and Cris Bartis from the Mamilos podcast.

EDUCAFÉ

The Ayrton Senna Institute held a very successful edition of **Educafé**, an event that creates proximity with our partners by promoting the exchange of ideas and experiences. This edition was hosted by **Murilo Gun**, who specializes in **creative problem-solving**. Gun spoke with guests about projects related to children and youth education.

The event also featured the presentation of Cortex Intelligence, a platform that supports **brand reputation management**. In its presentation, Cortex talked about the influence of the press and the **impact of the Institute on the education agenda**. The company also pointed out the opportunities in starting a partnership with the Ayrton Senna Institute.

EDUCATION IN THE DNA

Institutional partnerships are essential for the Ayrton Senna Institute to continue fomenting educational projects to meet the challenges of the 21st century. In 2019, numerous businesses **stayed connected** to this purpose and helped us bring quality education to different territories. These businesses include: BIC Foundation, Boeing, Fedex, FMC, Volkswagen Group Foundation, Natura Institute, Instituto Positivo, Julius Bär, Linx, SAP and Visa.

The **Banco do Brasil Foundation** facilitated the implementation of 7 literacy educational components across 17 territories throughout Brazil. This initiative resulted in the training of more than 25,000 educators who are responsible for the full literacy of more than 720,000 children.

The Institute also received yet another year of support from companies of the LIDE Business Leaders Group. In fact, our president Viviane Senna participated in the **6th LIDE Forum on Education and Innovation**, encouraging everyone to reflect on the development of the skills necessary to improve education in Brazil.

Through **Salary Donation**, a tool that allows employees to donate directly from their payroll, we received contributions from companies like Accenture, Bayer, BCG, BNP Paribas, Buscapé, Castrol, GFK, Lenovo Foundation, P&G and SAP. In order to boost engagement, several of our partners chipped in to double staff donations, reaffirming their commitment to the cause.

We received additional support from the following organizations: Amil, Consórcio Tradição, Cred System, Galzerano, Innova, Instituto FAR - Hinode, Instituto Alair Martins, Instituto MRV, Integration, IQ, KIA, Localiza, Maubisa, Rede, Sanhidrel and UBS.



AYRTON SENNA AND SENNINHA



Ayrton Senna went beyond the limits of motorsport and became a part of Brazilian culture. In 2019, his legacy completed 25 years and was celebrated by actions in different areas with worldwide engagement.

The **Senna Day**, the largest tribute to Ayrton Senna's 25-year legacy was held on May 1st and more than 15,000 people attended. The event featured attractions for all ages; a proper holiday with a family atmosphere to celebrate Ayrton's legacy. Attractions included musical concerts, walking races for adults and children, hiking, go-kart racing, exhibitions, McLaren Senna taking quick laps with drivers and special guests, kids' space with games featuring Senninha, etc.

Everything took place in the Interlagos racing circuit complex, a place with historic significance for Senna, including the "Kartódromo" space, where Senna started his career. Celebrities, drivers, fans and students from the Senninha Kart School (Tuka Rocha Racing School) paid homage to Senna in a go-kart race.

On the main track, which hosted the Brazilian Grand Prix, the biggest attraction was supercar McLaren Senna. Driven by Sergio Sette Câmara, Cacá Bueno, Rubens Barrichello and other drivers, the car appeared publically in Brazil for the first time and exceeded 200 km/h on the Interlagos tracks. Senna Day also marked the launch of the #MeuAyrton (My Ayrton) campaign with an emotional video featuring Senna's mother Ms. Neyde, who spoke about the most cherished memories with her son.

The institutional campaign #MeuEducadorMeuldolo (My Educator, My Idol) was also launched at the Senna Day Festival. The event brought joy to people and paid homage to our great idol. To end the event on a high note, the smoke squad performed an aerobatics show over the race track.

In partnership with Heineken, several actions were carried out as part of a campaign that encouraged thousands of people to express gratitude and pay homage in their social media using the #ObrigadoSenna (Thank You Senna). For each post, Heineken donated R\$ 5 to IAS and everyone who participated had a chance to win a pair of tickets to the Brazilian Grand Prix.

Also in partnership with Heineken, we held the **Senna Tribute**, which took place at the Ibirapuera Park Obelisk, where historic cars driven by Senna were exhibited. The main attractions of the exhibit were the 1984 Toleman, Ayrton's debut car and first podium win, and the Lotus 97T, a car which earned him his first F1 victory in Portugal, 1985. The event also featured drift car and kart performances and the display of two Ducati 1199 S Senna superbikes.

To conclude the Heineken campaign, driver Bruno Senna made an emotional appearance to everyone present at the Interlagos racing circuit just before the 2019 Brazilian Grand Prix F1 race. Bruno, Ayrton's nephew, ran a few laps on the track with the McLaren MP4/4, a car driven by Ayrton Senna in the same year he won his first world title. The attendees were overwhelmed by emotion when Bruno Senna displayed the Brazilian flag to the audience from the cockpit, which was Senna's hallmark in his F1 victories.

2019 was marked by other important actions, such as the **360º Senna** app launch. The platform takes users on a tour inside a virtual Ayrton Senna museum with AR and VR features.

The Palácio Tangará hotel held the "**Ayrton Senna: The Driver**" exhibition, with works by artist Sami Akl and objects that marked Senna's trajectory and career. The exhibition was part of a project which turned the hotel's common areas into an art gallery. Part of the earnings from the artwork sales were donated to the Ayrton Senna Institute.

VTEX Day 2019, Latin America's largest digital innovation event, featured a tribute to Ayrton Senna with an exhibition of images, helmets and trophies, in addition to the main attraction, the McLaren Senna. Viviane Senna spoke in the opening of the event about the legacy of Ayrton off the tracks, which is the Ayrton Senna Institute. The event included high-profile speakers from around the world, including former US president Barack Obama.

In 2018, **Ayrton Senna - The Musical** was performed in the cities of São Paulo and Rio de Janeiro. In 2019, it reached the country side in a mobile stage-truck giving free performances in several cities.

Outstanding works on Ayrton Senna

An Ayrton Senna sculpture made by artist Paula Lalli, Ayrton's niece, was gifted to Pope Francis and is now part of the **Vatican Museums** collection. The sculpture took three years to be conceived and built.

Ayrton Senna was also celebrated in yet another artwork painted by muralist **Eduardo Kobra**, who dedicated a mural in honor of the Brazilian driver in Imola, Italy. The 21-meter-long and 7-meter-high piece is located at the Enzo and Dino Ferrari racing circuit and was inaugurated along with the exhibition "Ayrton Mágico - A alma além dos limites" (Magical Ayrton - Soul beyond the limits).

English painter and sculptor **Paul Oz** also honored Ayrton Senna with a 160kg bronze statue displayed at McLaren's headquarters in England. Paul Oz also produced three life-size sculptures to commemorate Senna's third world championship win in Formula 1 and an additional 41 statues representing his victories in the top motorsport categories.

Additional official honors

In 2019 we saw numerous other tributes. Ayrton's brother, Leonardo Senna, flew with the Brazilian Air Force 30 years after Ayrton's flight on the Mirage III fighter jet in the city of Anápolis, state of Goiás, in 1989.

The Brazilian Navy paid a special tribute to Ayrton Senna's 25-year legacy with the Brasil Training Ship, which traveled to 15 countries and passed through 18 ports around the world telling the crew a little bit about the greatest driver of all time.

In honor of Ayrton's 25-year-long legacy, a logo was created and used in all actions and initiatives. Furthermore, several drivers showcased the logo in their cars while racing in various championships, including Stock Car racing.

Also noteworthy was the launch of the Ayrton Senna Shop on a new online platform; as well as the presence in events such as F1, Senna Day and Senna Tribute.

2019 also featured an exhibition for employees and journalists at the Ayrton Senna Memorial. Back at the Institute, we opened our doors for staff and their families to learn more about our initiatives and the story of the three-time world champion with several objects and memorabilia on display.

Additionally, an article with the following title was published by Brazilian pollster Repucom: "Immortal Ayrton Senna, a deep look at the idolatry that reaches the entire world."

Senninha

In 2019, the kids series "**Senninha na Pista Maluca**" (Senninha at The Nutty Track) premiered on the Gloobinho TV channel. Initially with 26 episodes, the animation series was created to entertain kids and teach them socio-emotional skills in a playful and easy way.

Brazilian airline Azul painted an aircraft from its fleet with the theme of the series "Senninha na Pista Maluca", which aired on Globosat's kids' channels Gloob and Gloobinho.

The character Senninha was also on the grid of Stock Car's **Corrida do Milhão** (The Million Race), in the Interlagos circuit; the Ayrton Senna Institute also involved the students from the Senninha Gokart School (Tuka Rocha Racing School) in this initiative. For two days, Senninha drove electric carts used by the Leforte group in pediatric wards to take children to the surgery room. The so-called "safety cars" were customized with a visual identity similar to the cart driven by Senninha in the animated series. The floors of the inpatient corridors were decorated with strip stickers simulating a race track.



AYRTON SENNA INSTITUTE ON THE PRESS

AYRTON SENNA INSTITUTE ON THE PRESS

In our field of **Innovation**, **Execution** and **Inspiration**, we find it essential to work on demands and suggestions of relevant topics for the press. In this way, we highlight the debate around the right to a quality education for our entire society.

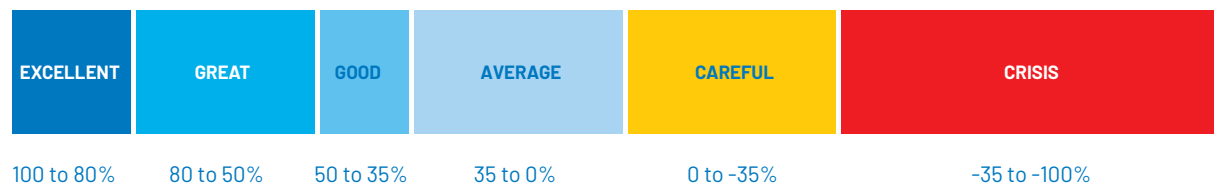
**+5,100
articles
in 2019**

**+490 million
potential
views**

**+68 million
in monetary
exposure
returns**



Reputation Scale



NPS – Net promoter Score,

Is an index which measures the reputation and positivity of a brand based on a set of media articles, it ranges from -100% to 100%.

Education Assessment I

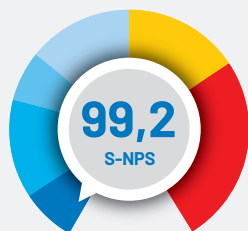
STUDENT ACCESS, PROGRESSION AND LEARNING

+150
articles

+120
outlets

+10 million
views

+R\$2 million
in exposure



Excellent (100% to 80%),
in the school of reputation (~100%
to 100%). Leading positive articles
for the Ayrton Senna Institute.



**Dialogues with Mário Sérgio Conti:
Ricardo Paes de Barros on the
pathways for education in Brazil**

04/07/2019

[Watch the video](#)

FOLHA DE S.PAULO

**Só cinco estados devem
colocar metade das crianças
em creche até 2024, diz
estudo**

Diagnóstico de cada estado foi enviado para secretários de
Educação

12/03/2019

[Read the article](#)



**'Ter mais recurso é sempre bom,
mas não é o maior problema da
educação'**



26/06/2019

[Watch the video](#)

Education Assessment II

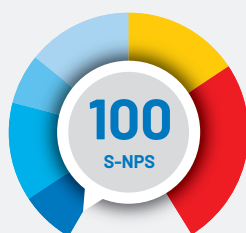
SCHOOLS AND TEACHERS

+180
articles

+130
outlets

+28 million
views

+R\$3 million
in exposure



Excellent (100% to 80%),
in the school of reputation (~100%
to 100%). Leading positive articles
for the Ayrton Senna Institute.



Envelhecimento da população trará 'dinheiro extra' e 'dilemas' para educação no Brasil, diz economista

Ligia Guimarães e Paula Adamo Idoeta
Da BBC News Brasil em São Paulo

2 outubro 2019

02/10/2019

[Read the article](#)



Mudança demográfica e ensino



Na mesma semana
em que o Programa
Institucional de
Avaliação de Estra-
dagem (Pia), na si-
gla em inglês) mos-
tra que o Brasil
continua perdendo
a corrida educacional e espe-
cialmente em especia-
lidades em ensino básico, o
economista Ricardo Pires de Bar-
ros, ex-subsecretário da Secretaria
de Ação Estratégica da Presidência
da República, economista chefe
do Instituto Ayrton Senna e profes-
sor do Insper, apresentou aos se-
cretários estaduais de Educação
um detalhado estudo sobre a reali-
dade educacional nos 27 estados
da Federação.

Segundo o estudo, como a popu-
lação brasileira está envelhecendo e
a taxa de natalidade está caindo, a

demandada por matrículas na rede de
ensino básico tende a se reduzir
nos próximos anos – o que já vem
sendo detectado pelo Instituto Bra-
sileiro de Geografia e Estatística
(IBGE). Por isso, se os cursos de li-
cenciatura e pedagogia mantiverem
a média de formação dos últimos
anos, o Brasil terá um excedente de
professores, conclui Pires de Bar-
ros. Entre 2013 e 2017, esses cursos
formaram 1,4 milhão de docen-
tes. As estimativas das autoridades
educacionais são de que mais de 1,4
milhão irá se formar nos próximos
cinco anos.

O desafio que o País tem de en-
frentar para ocupar seu sistema
educacional, portanto, é claro: en-
contrar de gastar recursos escassos
com a expansão do ensino superior
ou de melhorar a qualidade e a pedago-
gia. É necessário concentrar os re-
cursos na melhoria da qualidade dos
cursos de formação de professores,
para que possam formar pro-

fessores preparados. "Precisamos
dizer às universidades que não se-
coursos de mala professores",
afirma Barros.

A opção por mais qualidade do
que quantidade é o que os especia-
listas em ensino básico chamam de
valorização do professorado. Como
lembra o estudo de Barros, um dos
principais problemas responsáveis
pela baixa qualidade dos forma-
dos em licenciatura e pedagogia es-
ta no fato de que esses cursos se es-
pendem basicamente pela oferta
de graduações a distância, cuja qua-
lidade é bastante inferior à dos cur-
sos presenciais.

Além disso, professores com me-
lhor formação precisam ser recon-
hecidos com vencimentos mais
altos do que os atuais, lembra Bar-
ros. Mas como aumentar salá-
rios em um período de dificuldades orça-
mentárias? Segundo ele, como ha-
verá a necessidade de menos do-

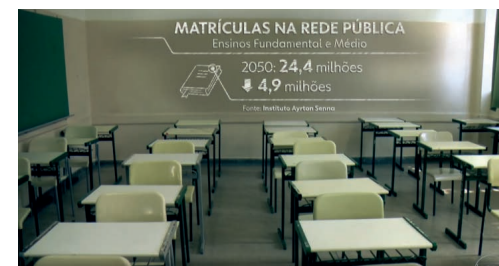
centes e de menos escolas de ensi-
no básico, por causa das mudanças
demográficas, a economia da re-
cursos daí advinda pode ser reves-
tida em favor do próprio sistema
educacional. Em outras palavras,
se recursos poupados poderão ser
destinados ao momento ideal dos
professores.

O estudo mostra ainda que, além
de ser decisiva para a ampliação
dos níveis de aprendizagem dos alu-
nos do ensino básico, a melhoria na
qualidade de formação dos profe-
sores tem como importante im-
pacto social: "Como o magistério públi-
co atrai gente de famílias pobres,
aumentar o reconhecimento dos pro-
fessores de ensino é uma importan-
te janela de ascensão social", diz
Pires de Barros.

Dois indicadores dão a dimensão
da "janela". Segundo a Pesquisa
Nacional por Amostra de Famílias
(Pnaf), realizada pelo IBGE, os pro-

fessores representam atualmente
3,5% da força de trabalho do Brasil
– e entre as mulheres com ensino
superior, 30% são professoras.
Além disso, segundo dados do In-
stituto Nacional de Desenvolvimento
Humano (Inepi) de 2017, 78%
dos concluintes em licenciatura e
cursos de pedagogia eram mulhe-
res, 23% eram negras, porém as in-
dígenas e os negros tinham mais que-
za em cursar, no mínimo, até o en-
sino fundamental.

O estudo de Pires de Barros, um
conceituado estudioso da relação
entre educação e economia, apre-
senta um número significativo e va-
lioso de informações para funde-
mentar um projeto destinado a re-
verter o trajeto censitário apontado
pelo Pia. Basta esperar que, em
vez de perder tempo criticando pro-
fessores e discutindo religião e pe-
dagogia, as autoridades educa-
cionais o leiam, linha por linha.



Special series "The Future of Education"

TV Globo / Bom Dia Brasil

[Watch the video 01/10/2019](#)

[Watch the video 02/10/2019](#)

[Watch the video 03/10/2019](#)

"O Estado de São Paulo" newspaper

09/12/2019

[Read the article](#)

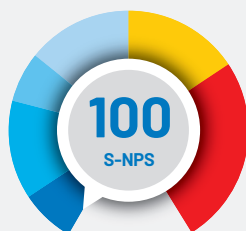
360° Literacy

+140
articles

+100
outlets

+15 million
views

+R\$1 million
in exposure



Excellent (100% to 80%),
in the school of reputation (-100%
to 100%). Leading positive articles
for the Ayrton Senna Institute.



New concept proposes comprehensive education in K-12

GloboNews/4pm edition
10/06/2019

[Watch the video](#)



How to advance Literacy?

Futura/Conexão
11/06/2019

[Watch the video](#)



Viviane Senna: Brasil ainda não fez lição de casa do século 19 na educação

Paula Adamo Idoeta -@paulaidoeta
Da BBC News Brasil em São Paulo

24 junho 2019

f t e Compartilhar



BBC Brasil

24/06/2019

[Watch the video](#)

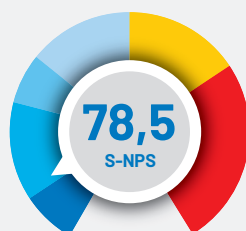
McHappy Day

+520
articles

+330
outlets

+13 million
views

+R\$3 million
in exposure



Excellent (100% to 80%),
in the school of reputation (-100%
to 100%). Leading positive articles
for the Ayrton Senna Institute.

meio & mensagem

McDonald's recria jingle em ação para McDia Feliz

Criada pela DPZ&T, campanha reforça a importância do evento e é estrelada pelo apresentador Felipe Andreoli



Estreia nesta quarta-feira, 7, a campanha do McDonald's para promover sua ação anual McDia Feliz. O filme criado pela DPZ&T e produzido pela Madre Mia é estrelado pelo jornalista e apresentador Felipe Andreoli. A campanha retrata várias pessoas provando o sanduíche da marca e reforça a importância ação, que doa o valor arrecadado com as vendas do lanche para projetos sociais.

07/08/2019

[Watch the video](#)



McDonald's e Instituto Ayrton Senna renovam parceria para McDia Feliz



Chico Neves, superintendente do Instituto Ronald McDonald; Paulo Camargo, presidente da Divisão Brasil de Arcos Dorados e Viviane Senna, presidente do Instituto Ayrton Senna, durante o evento de lançamento, em São Paulo

06/06/2019

[Read the article](#)

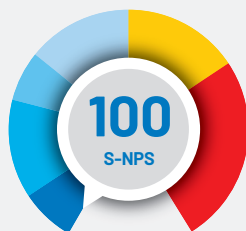
Institutional Campaign

+80
articles

+80
outlets

+2 million
views

+R\$500 k
in exposure



Excellent (100% to 80%),
in the school of reputation (-100%
to 100%). Leading positive articles
for the Ayrton Senna Institute.



**Viviane Senna on TV show
"Altas Horas"**

04/05/2019

[Watch the video](#)



**Bianca Senna: "We want to change
the world through education"**

28/05/2019

[Watch the video](#)

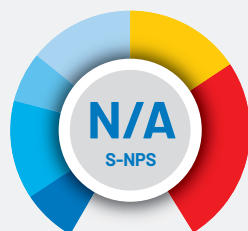
Senna Day

+2700
articles

+900
outlets

+90 million
views

+R\$120 million
in exposure



Excellent (100% to 80%),
in the school of reputation (-100%
to 100%). Leading positive articles
for the Ayrton Senna Institute.

SPTV



**25 years since
Ayrton Senna's death**

SP1

01/05/2019

[Watch the video](#)

O GLOBO

**Morte de Ayrton Senna faz 25
anos: 'É um herói e continuará
sendo para sempre'**



01/05/2019

[Read the article](#)

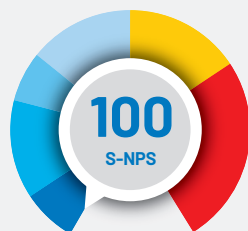
3rd cause Related Marketing Forum

9
articles

5
outlets

+860 k
views

+R\$220 k
in exposure



Excellent (100% to 80%),
in the school of reputation (~100%
to 100%). Leading positive articles
for the Ayrton Senna Institute.

exame.

Em empresas como Ambev, Boticário e Burger King ativismo dá resultado

Uma pesquisa exclusiva revela que quase um terço dos consumidores já identifica empresas que investem em marketing de causa no Brasil

Levantar uma bandeira diante dos consumidores em prol de uma demanda social tem sido uma estratégia de reputação cada vez mais frequente entre grandes empresas. Uma pesquisa feita com 1 200 brasileiros pela consultoria Cause, de identificação e gestão de causas, junto com a empresa de inteligência de mercado Ipsos, o Instituto Ayrton Senna e a ESPM, obtida com exclusividade por EXAME, mostrou que os consumidores começam a entender esse movimento e a privilegiar as empresas que o abraçam. Dos entrevistados, 29% já ouviram falar em "marketing de causa", expressão usada para designar essas iniciativas. O índice sobe para 38% quando se considera apenas a geração Z, formada por nascidos de 1995 a 2009.

24/10/2019

[Read the article](#)

ÉPOCA
NEGÓCIOS

Brasileiros preferem empresas que investem em causas, diz pesquisa da Ipsos

A causa mais citadas entre os entrevistados foi combater a fome do mundo

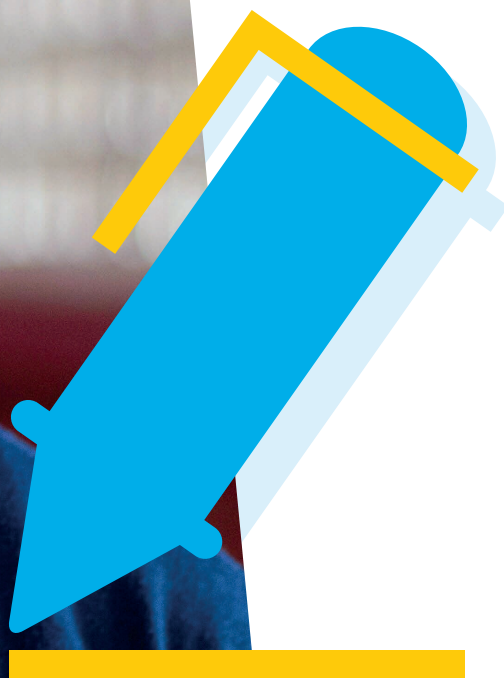
Oito em cada dez brasileiros dizem preferir empresas que apoiam causas, diz um estudo encomendado ao Instituto Ipsos pela consultoria Cause, ESPM e Instituto Ayrton Senna. Segundo a pesquisa, 77% dos entrevistados aceitam o [marketing](#) de causa — que contribui para a melhoria do mundo. "Aderir a uma causa é, hoje, muito mais do que uma mera ação de marketing", diz Maiani Machado, diretora de reputação corporativa da Ipsos.

25/10/2019

[Read the article](#)



CORPORATE



A NEW WAY OF BEING

Throughout 2019, our People and Management team concentrated in taking a deeper look at the essence of the Ayrton Senna Institute in order to assimilate its values and incorporate them into their identity. In March we kick-started the process and brought together members from different departments to build a new organizational pillar comprised by the values that have accompanied us for almost 25 years. Now, we are translating them into behaviors. That's how our **Way of Being** came to be. It is based on collaboration (Building Together), autonomy (Acting as owner), simplicity (Seeking simplicity), innovation (Innovative attitude) and results (Focus on results).

Our Way of Being underpins every strategic decision in the Institute, from the presidency to routine matters. Implementing a new organizational culture has not only reaffirmed who we are and what we strive for, but it helped us translate our passion for our work environment and the future of our employees into action.

One of our main initiatives in 2019 was the Management Cycle. It started with the implementation of our 360° evaluation based on our Way of Being. The aim is not only to evaluate employees but their whole context; relationships between peers, managers, subordinates and departments.

Subsequently, we implemented the Individual Development Plan and conducted feedback sessions. This process spawned our **Talent Committee**, in which our leaders conduct qualitative evaluations on the performance of employees mapped as talents to identify the best development opportunities. To conclude the cycle we recognize employees through the meritocracy program. Staff members receive accolades, promotions and benefits such as grants for professional and academic training.

The Ayrton Senna Institute also established a new Internship Program. As part of the program, eight university students work actively on educational projects with close monitoring from leaders of each department. The program will take place for two years, featuring continuous training with face-to-face and online activities focused on developing technical and behavioral skills.

Even though 2019 ushered in many changes, the Way of Being is so incorporated in our day to day that, for the first time, we won the **Great Place to Work** label, which recognizes the best work environments in 61 countries.

Connected by the Way of Being, the Institute staff rely on internal communication channels, social groups and engagement initiatives to recognize themselves as part of the same team. The digital transformation of our corporate areas began in 2019 and it will extend into 2020. Irrespective of which area one works in, everyone should be aware that they are essential to our mission of bringing quality education to every child and youth in Brazil.

A NEW WAY OF ACTING

Besides translating the essence of the Ayrton Senna Institute into a new Way of Being, it's also necessary to reassess processes and tools that are part of our daily lives. For this reason we also consolidated a new way of acting.

As part of the digital transformation process initiated in previous years, we mapped and improved processes in the following departments: Legal, Financial, Business, HR, Communication and Budget Planning and Control. This was possible because in 2019 we implemented the Integrated Management Cell (IMC), an area that promotes a 360° view of the entire Institute.

The IMC is set up in three pillars: Budget Planning and Control; Planning and Management; and Monitoring and Quality. In this format, our departments operate as data hubs and key facilitators for quicker and more integrated work dynamics in our projects. In this way, all staff, regardless of their department, are able to recognize their role in developing quality education for Brazil.

It has also been a year of intense digital transformation. The IT team led structuring actions such as stabilizing the Institute's proprietary systems. Examples include Sistema Panorama (Panorama Monitoring System), Espaço Educador (Educator's Spot) and Portal Diálogos (Dialogues Portal). Part of our production environment hosting was transferred to the cloud, with new layers of data protection and encryption to ensure the security of all data collected in these 25 years.

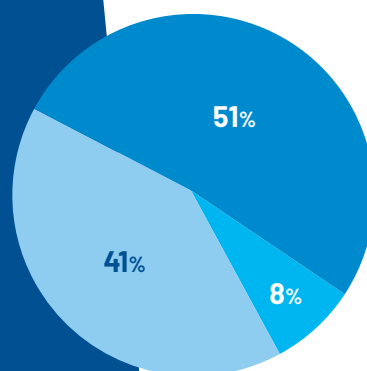
The team also disseminated the Agile methodology throughout the Institute with Scrum workshops. We adopted a contract management system called Simplesmente Use (Simply Use), a platform which accelerated the handling of more than 700 documents that circulate internally and externally throughout the year.



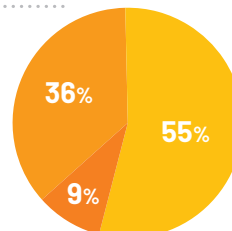
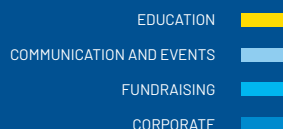
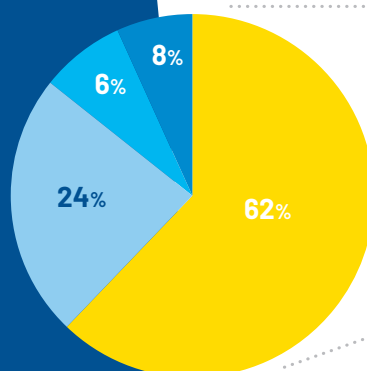
DESCRIPTION FINANCIAL STATEMENT

DESCRIPTION FINANCIAL STATEMENT

Origin of Contributions



How contributions are invested



SOURCES

| | 2019 | 2018 |
|--|---------------|---------------|
| Donations from Legal Entities | 17,409 | 28,413 |
| Donations from Individuals | 3,642 | 4,025 |
| Royalties on Copyright (Trademarks and Image) | 21,710 | 20,510 |
| | 42,411 | 52,948 |

INVESTMENTS

| | 2019 | 2018 |
|---|---------------|---------------|
| Roll-Out | 18,183 | 21,805 |
| Inovation Research and development | 11,696 | 12,556 |
| Mobilization and Influence Advocacy initiatives | 2,867 | 2,312 |
| Communication and events Content Production, events and disclosing | 12,495 | 10,245 |
| Fundraising Relationship and engagement Initiatives | 3,371 | 3,714 |
| Corporate | 4,111 | 5,192 |
| | 52,722 | 55,825 |

| | | |
|-----------------------------|---------------|---------------|
| OPERATING SURPLUS / DEFICIT | -9,961 | -2,877 |
|-----------------------------|---------------|---------------|

(All figures are in millions)



PARTNERS



PARTNERS

GET TO KNOW PARTNERS SUPPORTING
THE CAUSE OF EDUCATION



Arcos Dourados



accenture

BCG
THE BOSTON CONSULTING GROUP

BOEING

CCR

cinépolis

EF ENGLISH LIVE

FACULDADE
FAEL

FMC
An Agricultural
Sciences Company

Galzerano
O lugar do seu bebê.

INSTITUTO FAR
GRUPO HINODE

IAMAR
Instituto Alair Martins

INSTITUTO
CYRELA

instituto
natura

espaço
Itaú
de cinema

Julius Bär

Kallas
MÍDIA OOH

KIA

linux

McLaren
SÃO PAULO

Microsoft

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