



ACTIVITY
REPORT

2024

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25 Years of Transformation: ICE's Legacy in Social Innovation

By **Renata Nascimento**



In 2024, we celebrated ICE's 25th anniversary, consolidating a trajectory dedicated to building bridges between philanthropists, entrepreneurs, social investors, and various sectors of society. Together, we worked on a mission to drive social innovations that generate social transformation through a systemic and collaborative approach.

This was a year of expansion and consolidation for ICE, with significant progress in strengthening social impact ecosystems in Brazil and in activating business leaders associated with ICE.

The ICE Academy programme reached almost 300 professors across the country, consolidating its presence in higher education institutions and promoting the integration of the topic of social impact in academia. We believe that universities are fundamental agents in building transformative solutions in Brazil, whether through training professors and new talent, through extension projects, or through knowledge production. This effort allows us to interpret future scenarios and foster innovation based on scientific evidence.

Our network of associates was strengthened through initiatives such as learning trips, including one to India, which provided a rich exchange of experience and broadened participants' view of social innovation and impact businesses. The restructuring of our network was achieved through innovations in the Programme, focused on connections, training, and strategic investments.

The Coalition for Impact became even more robust, promoting connections between various local actors in the six cities where it operates and driving the development of impact ecosystems.

In addition, it mobilised investments and consolidated the articulation of public policies that leave important legacies for the field.

One of the highlights of this year was the campaign **#VemTransformar** (ComeTransform), which mobilised various relationship networks, offering qualified information about impact businesses. We believe that this type of content is essential to structure and strengthen the work of different actors in building healthy impact ecosystems in the territories.

We celebrated our 25th anniversary in the way we believe to be the most meaningful: with seriousness and dedication, valuing and thanking all those who have been by our side on this journey. We also continue to invite those who share our purpose to join us in this movement. What we have achieved over this period reaffirms that we are on the right path, fostering transformations with the "ICE way of being".

In the coming years, we want to improve our working style further, based on dialogue, trust, and attention to the challenges that the world presents us.

02

ICE in **2024**

ICE in 2024

In 2024, ICE drove the Coalition for Impact, strengthening Brazil's ecosystem of impact businesses. We promoted learning days, produced knowledge, and celebrated 25 years of operation, reaffirming our commitment to social innovation and sustainable transformation.

02

COALITION

3 calls were issued for dynamising organisations to strengthen their work supporting impact businesses.

R\$1.76 million was allocated to support organisations in the Coalition's cities.

29 million were mobilised locally through direct or indirect action by the Coalition to support impact businesses.

ACADEMY

138 new professors joined the Academy in 2024.

There are **355** active professors and **155** higher education institutions participating.

A study* showed that **54%** of the Academy's members work in teaching, **33%** in research, and **9%** in coordination.

In addition, **98%** of the Academy's members have a master's degree, and **84%** have a doctorate. **57%** of the members are women.

*The study was conducted by Fundação José Luiz Egydio Setúbal in 2023 and released in 2024.

ASSOCIATES

There were **53** associates.

2 trips were made overseas for the group to learn about impact experiences and share knowledge.

15 meetings were held for training and connection.

PUBLICATIONS

1 article was published in a journal.

6 publications were developed by the Coalition and/or its partners.

03

The Year's Milestones



The Year's Milestones

An Overview of What Happened in 2024 in ICE's Main Areas of Activity.

03

1

The Coalition expands processes to give more autonomy to the six cities in which it operates

A major milestone for the Coalition in 2024 was the contribution of R\$ 1.76 million to organisations in participating cities.

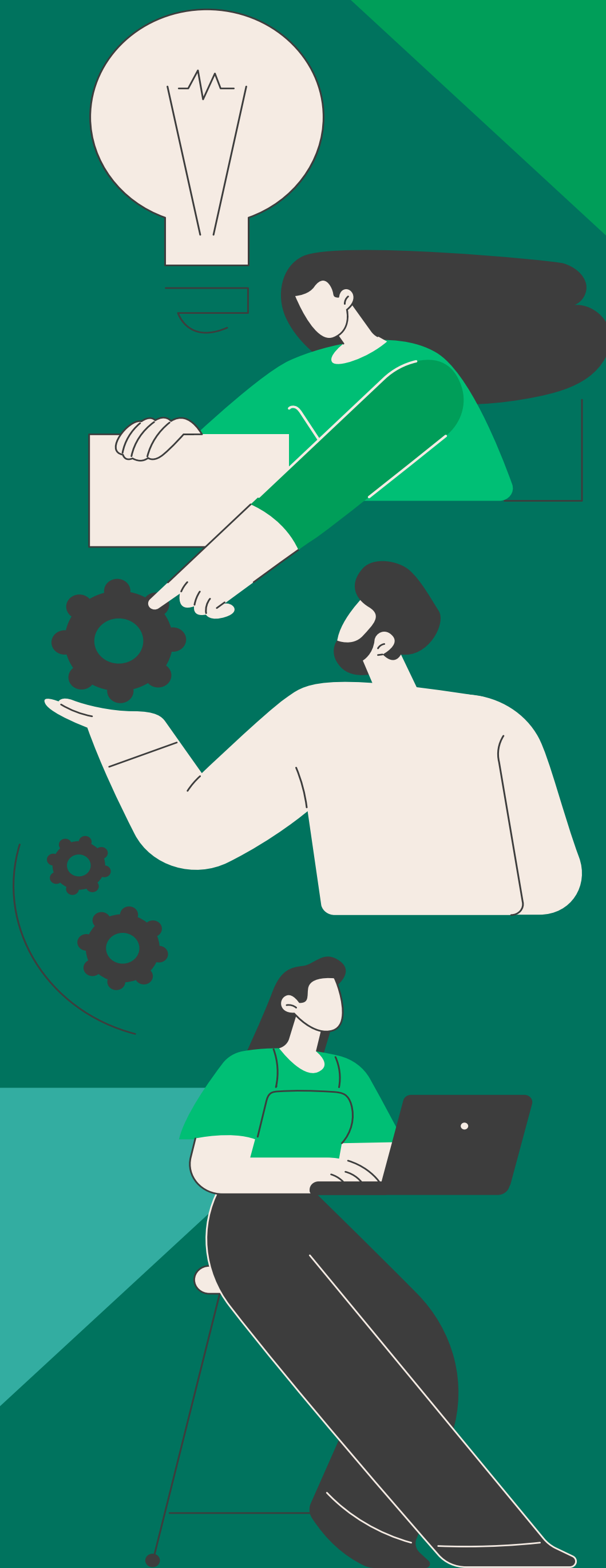
Through calls to local organisations, this investment gave substance to the effective action of the Coalition for Impact, which was also supported by communication, through the campaign Not All Entrepreneurship Is the Same. With **#VemTransformar** (ComeTransform), the campaign highlighted the importance of innovative business models to tackle serious social and environmental problems.

2

The ICE Academy celebrates a year of teaching days, new members, and broader national reach

The teaching days, which brought together professors at the national and regional levels, and participation in conferences, seminars, and sector events marked the expansion activities of the ICE Academy, which also celebrated the formalisation of its Board in 2024.

In addition, new editions of The Academy Meeting and The Academy Welcomes mobilised professors from all over Brazil. These movements resulted in 138 new members in 2024, joining a group that totals 355 professors from 135 Brazilian higher education institutions.



3

The Associate Programme and its participants celebrated ICE's 25th anniversary in 2024

Completing a quarter of a century is no small feat for an organisation that relies on its associates' commitment to principles of collaboration and social innovation to remain alive and active.

The cohesion around the same commitment has been strengthened every year by the Associate Programme, which keeps this group engaged in actions connected to the global ecosystem, such as the learning trip to India and in exchanges of experience, as happened in South Africa, with countries that face challenges similar to those of Brazil.

4

Knowledge production contributes to the debate and influences the impact business agenda in Brazil

With the launch of several publications, ICE maintained relevant participation in the field of knowledge production, seeking to analyse results in its areas of activity, as is the case with the 2024 ICE Academy Monitoring Report and the article Innovative Finances — Stanford Social Innovation Review BR.

The Coalition generated other important publications, such as Socio-environmental Initiatives of Banks and Development Agencies and Their Connection with the Agenda of Impact Businesses and The Resource Route: A Guide for Organisations Supporting Impact Ventures.



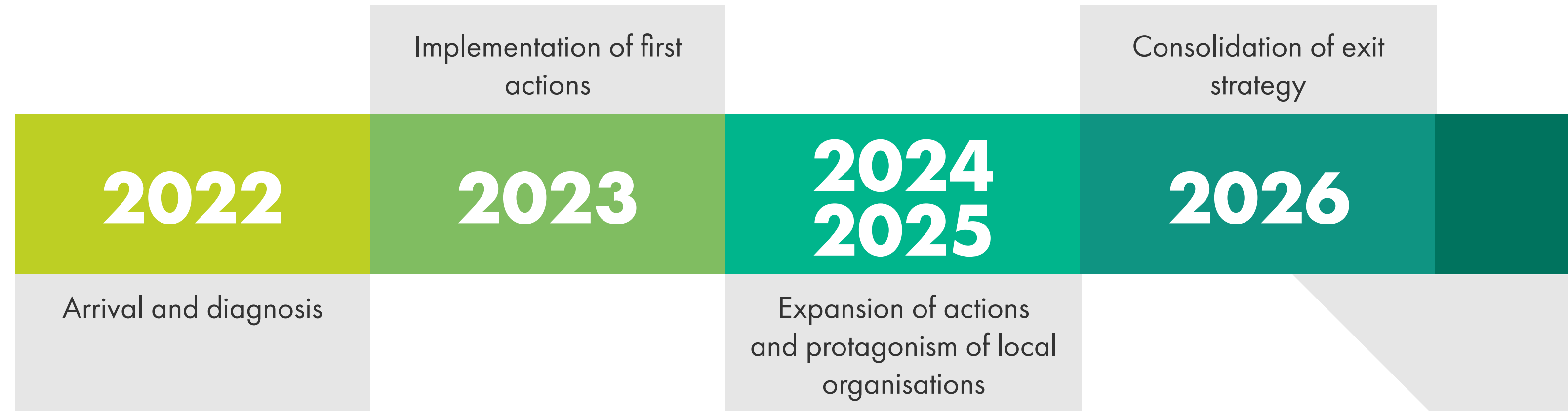
04

The Coalition for **Impact**

The Coalition for Impact

As it concludes its third year, the Coalition for Impact has gained momentum and confidence in its journey, which in 2024 was marked by highly valuable collective processes. These represent important achievements, such as the group decision-making exercise and the local stakeholders' investment in resources, complementing the Coalition's. During this period, local city boards created and implemented strategic projects for the impact ecosystem.

Timeline



Communication from the Coalition

22 mil

views on the site

49 mil

people reached on LinkedIn

645 mil

people reached on Instagram

2 milhões

total impressions on the **#VemTransformar** campaign on social media platforms and the site

4.1

The Coalition for Impact in 2024

04



Launched in 2022, the Coalition for Impact will invest R\$ 34 million by 2026. Using a multisector approach and partnering with various stakeholders, the initiative seeks to develop six impact ecosystems. It operates in Belém, Fortaleza, Brasília, Campinas, Paranaguá, and Porto Alegre, covering all of Brazil's regions.

In 2024, the focus was on the protagonism of the participating cities, seeking to expand the boards' autonomy and encourage them to think about collective work strategies. In this respect, there were important advances in the actions and resource contributions

initiated in the previous year for organisations supporting impact businesses.

At the end of the cycle, board members discussed challenges and proposed solutions based on local resources, promoting the cities' autonomy and protagonism. In this regard, the Porto Alegre group stood out, redirecting their efforts after the April floods to strengthen affected entrepreneurs with two projects.

4.2

Co-organisers and Strategic Partners

04

The Coalition for Impact is a national multisector initiative for more and better impact businesses, co-organised by ICE, Instituto Helda Gerdau, Somos Um, and, as of 2024, also by Instituto Itaúsa. It also has strategic partnerships with Cosan, Fundação Educar DPaschoal, Fundação FEAC, Fundação Grupo Boticário, Instituto Beja, Instituto Humanize, Instituto Sabin, and RD Saúde.

ICE is responsible for the initiative's Board of Directors, which has an impact on three levels: directly on the local organisations, by bringing these organisations together in training and local committees, and by integrating them into a nationwide network that aims to accelerate learning and exchanges to promote systemic change with national impact.



Supporting the Coalition for Impact is a unique opportunity for co-investment to strengthen the ecosystem in different regions of the country. Rio Grande do Sul is the base of our family, and Instituto Helda Gerdau is very pleased to include Porto Alegre in this project. We are also celebrating the Coalition's new opportunity to partner with RegeneraRS, Banrisul, and the Secretariat of Science and Technology to support businesses affected by the floods. Initiatives like this meet immediate needs and contribute to building a more robust ecosystem for impact businesses."

Beatriz Johannpeter

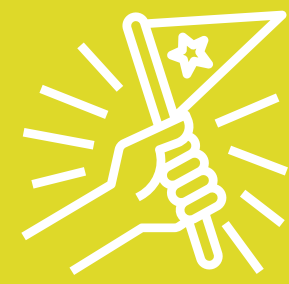


I have been following the work of the Coalition for Impact over the years, and it has always been inspiring. It is an honour to be invited to join the board of the Pará chapter, a region with which I have been so involved ever since I started managing Amazon People. More than that, however, I am delighted to have a concrete opportunity to contribute to an ICE project and help strengthen this ecosystem through the partnership with Zunne Pará, an initiative by Ticiania Rolim, an associate whom I greatly admire."

Andrea Mendonça

4.3

The Coalition's Objectives



Strengthen leadership and local infrastructure.
Develop the local ecosystem supporting impact businesses.



Promote impact businesses.
Indirectly support at least 600 impact businesses.



Generate funding for dynamising organisations.
Stimulate funding from outside the Coalition in the amount of **R\$15 million** for dynamising organisations.



Generate investment in impact businesses.
Promote public and private investments of **R\$15 million** for impact businesses.

Coming soon

In 2025, the Coalition for Impact will focus on attracting new partners, strengthening local governance, and extending its joint efforts. The challenge remains to attract philanthropic capital and mobilise the private sector to support initiatives. With this focus, a new methodology will be applied to consider and structure each city's action plans. This is the result of idea-generation workshops held in the last quarter of 2024, which resulted in 45 promising proposals. The expectation is that these will become significant projects, led by local organisations, with effective results for the local impact ecosystem, in addition to good practices for other locations.

4.4

Strategic Dimensions

Eight strategic dimensions

The Coalition for Impact has eight strategic dimensions. Through them, a future is being built in which innovative businesses solve real problems and generate prosperity for all.

To this end, investments are directed to those who make a difference: incubators, accelerators, technology parks, and consultancies that drive this field of activity.

Universities, companies, and the government also join this journey, disseminating the culture of social innovation and strengthening the impact business ecosystem.

With the support of local leaders and the engagement of the whole society, the Coalition's efforts are directed towards attracting investments and ensuring the financial sustainability of businesses that transform lives.

Organisations Supporting Entrepreneurs

They offer technical and financial resources to qualify incubators, accelerators, technology parks, consultancies, and mentoring networks to incubate and accelerate impact businesses.

Higher Education Institutions

They establish the themes of social innovation, impact businesses and investments in higher education institutions, and involve deans, professors, and managers so they can be applied in teaching, research, and extension.

Backbone Organisations

Through partnerships and spaces for exchanging and disseminating information, they drive local organisations with teams and methodologies dedicated to strengthening, connecting, and collaborating towards other dynamising organisations in this ecosystem.

Public Sector

It guides and drives the role of public management in strengthening impact businesses and the ecosystem that supports these businesses.

Private Sector

It encourages large companies to induce positive socio-environmental impact by promoting impact businesses.

Entrepreneurial Culture

It connects the leading organisations and reference networks in local entrepreneurship, such as trade associations, business hubs, the press, and influencers, with the agenda of socio-environmental impact businesses.

Financial Resources

They commit people and organisations (public and private) to contributing non-refundable and refundable capital to both impact businesses and organisations supporting these businesses, seeking to expand the financial sustainability of the six local ecosystems by 2026.

Local Governance

It expands the capabilities of local leaders who contribute to the ecosystem and support the entrepreneurial journey, so that they can act systemically in activating the field of investments and impact businesses locally.

4.5

Promotion

04

Call for Funding for
Programmes Supporting
Technology-Based Impact
Businesses

Selection of
6 programmes (one per city)

Total contribution of
R\$ 1,2 million
(R\$200,000 per programme)

Support to **businesses**
throughout 2025

Call for Funding for
Programmes Supporting Impact
Businesses: Match-funding
Challenge

Continuation of
4 programmes
supported in 2023

Mobilisation of
193 supporters

309.667
mobilised for the projects—200,000 from the
Coalition and 109,667 through match funding

Call for
Collaborative Boosting

Six initiatives selected to receive grants of up to
R\$ 10 mil each, intended for
exchange activities, sharing of experiences, and
learning among organisations from the six cities
in the Coalition

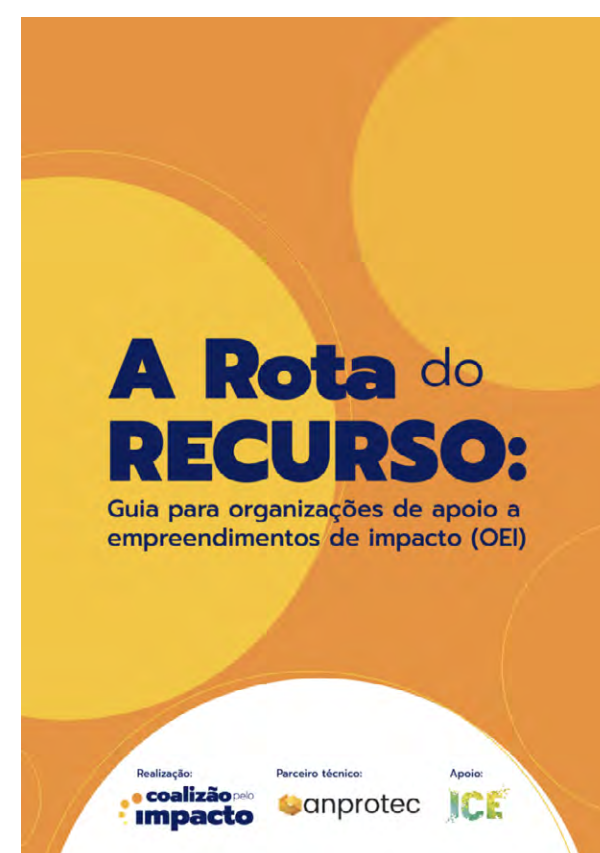


4.6 Knowledge Production

The Coalition for Impact launched two publications in 2024 to disseminate knowledge about impact businesses and investments.

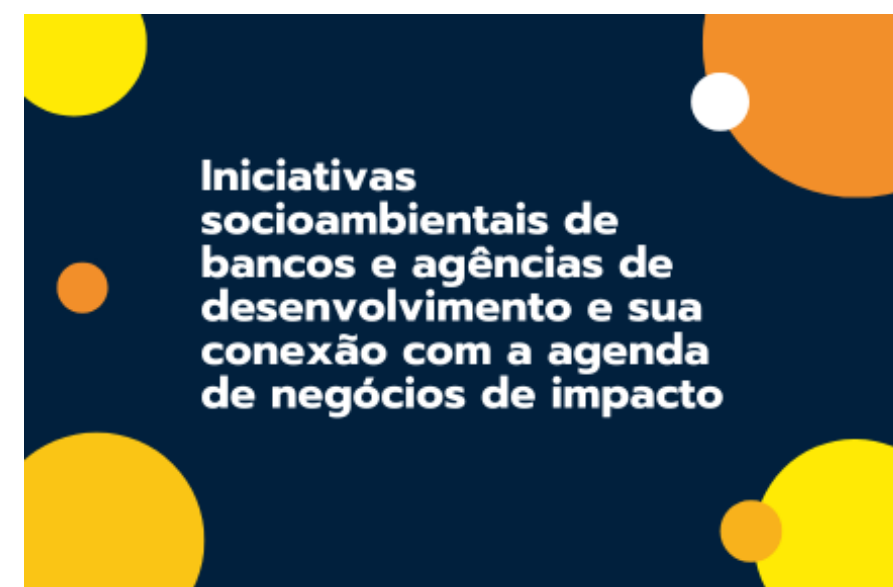
In the same year, other publications supported by the Coalition were released.

04



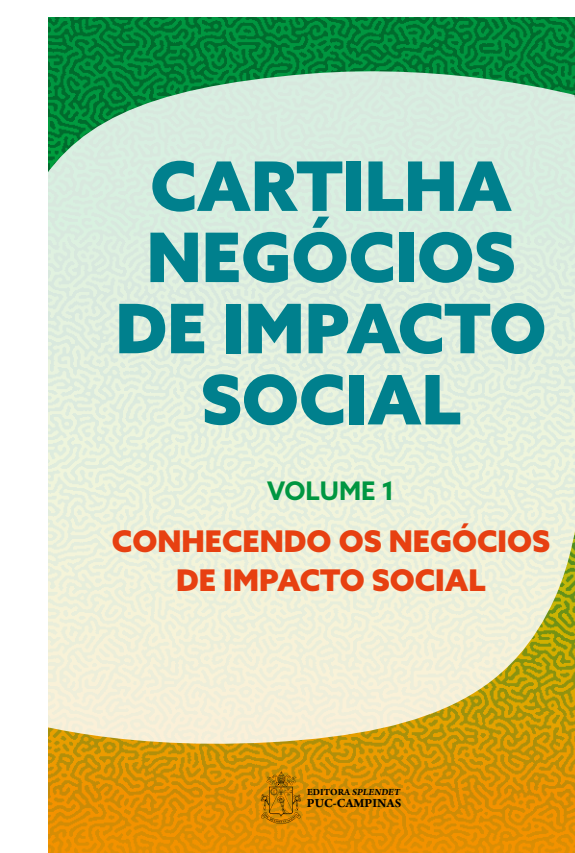
The Resource Route: A Guide for Organisations Supporting Impact Ventures

This repertoire of types and sources of resources for organisations aims to help with financial sustainability and maximise the impact of their activities.



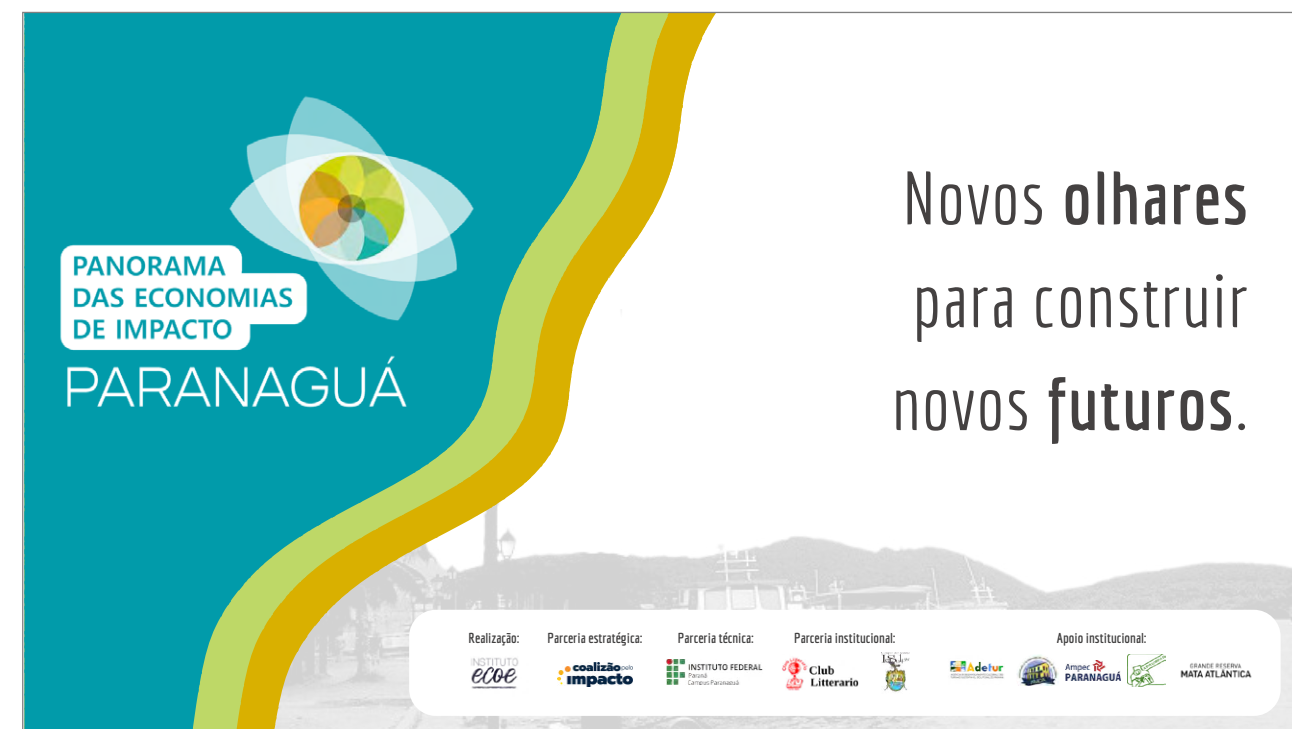
Socio-environmental Initiatives of Banks and Development Agencies and Their Connection with the Agenda of Impact Businesses

This is a collection of initiatives to promote socio-environmental entrepreneurs and opportunities to expand the agenda as a benchmark for the industry.



Primer for Social Impact Businesses

As a result of the collaborative drive of 2023, this publication, edited by PUC-Campinas, compiles impact terms for professors in a straightforward and didactic manner, discussing business environments that generate social and environmental impact.



Panorama of Impact Economies in Paranaguá

Led by Instituto Ecoe, in partnership with IFPR Campus Paranaguá, the Coalition for Impact and Club Litterário/ISULPAR, and with institutional support from ADETUR Paranaguá, AMDA, AMPEC Paranaguá, APRUMPAR, and GRMA, this publication maps socio-environmental businesses, offering perspectives on challenges, opportunities, and recommendations for entrepreneurship in the city.



Mapping Institutions Supporting Entrepreneurial Development

With support from Fundação Guamá, institutional partnership with the Coalition for Impact, and funding from ICE, this publication analysed the institutions that operate in the local impact ecosystem of Belém, identifying their organisational characteristics and the main challenges faced when supporting entrepreneurs.



Catalysing Local Ecosystems – Challenges and Opportunities for Structuring Local Impact Ecosystems

This publication by the Coalition for Impact, based on dialogues between Sense-Lab and the Structuring Activities Working Group, addresses concepts, opportunities, and challenges in motivating and empowering the structure around social impact businesses.

4.7

Trainings

04

Achievements

13 training courses
and activities

387 people
trained

37 average
training hours

Managers of accelerators, incubators, and consultancies participated in the courses How to Support Socio-environmental Impact Businesses and Qualified Listening of Facilitators. The Teaching Day impacted professors from the North, Northeast, Centre-West, and South regions. Businesspeople working in philanthropy and leaders of institutions and foundations signed up for the Social Innovation Track. Other audiences were invited to the pilot class of the course Com+Impacto (With More Impact).



4.8 Advances in the Locations

04

BELÉM

Training

- Held North Regional Education Training for eight professors in higher education.
- Implemented Ver-O-Impacto (See the Impact), a training programme for organisations supporting impact entrepreneurs, focused on facilitating access to sources of funding and methodological resources.

Connecting

- Brought together 74 participants from 47 organisations in the North Forum on Impact Businesses and Investments to discuss public policies for impact businesses in the Amazon region, in preparation for the National Forum on Impact Businesses and Investments, scheduled for 2025.

Promoting

- Mobilised 41 supporters in the Match-funding Challenge of the Call for Funding for Programmes Supporting Impact Businesses.
- Selected an applicant (Enactus UFPA) for a R\$10,000 grant, intended for a visit and learning experience at two organisations, in Porto Alegre and Campinas.
- Allocated R\$200,000 to two organisations (Açaí Valley and Ace Ventures) supporting technology-based impact businesses.
- Allocated R\$10,000 to support the 5th Amazon Experience, a hackathon that offered mentoring from professors from seven universities and local entrepreneurs so that 120 students could develop socio-environmental business models.





BRASÍLIA

Training

- Mobilised 11 universities, with 18 professors registered, for the Regional Training Day for the Centre-West, with attendance of 72% women and 33% non-whites.

Connecting

- Held the Meeting of Dynamisers, with the participation of 14 professionals from 11 accelerators and consultancies that work on socio-environmental impact actions with large companies.

Promoting

- Mobilised 16 supporters in the Match-funding Challenge of the Call for Funding for Programmes Supporting Impact Businesses
- Selected an applicant (Ubuntu Inovação) for a R\$10,000 grant, intended for a visit and learning experience at two organisations in Fortaleza.
- Allocated R\$200,000 to an organisation (Elas Projetam) supporting technology-based impact businesses.

CAMPINAS

Training

- Actively participated in the local ecosystem in the 3rd edition of the Strategic Management course and the 9th edition of the course How to Support Businesses with Socio-Environmental Impact, training five and seven people, respectively.

Connecting

- Participated in various actions to ensure the visibility of the socio-environmental impact agenda at the Campinas Innovation Week, the city's largest entrepreneurship event.

Promoting

- Mobilised 45 supporters in the Match-funding Challenge of the Call for Funding for Programmes Supporting Impact Businesses.
- Selected an applicant (Ozipa Criativa) for a R\$10,000 grant, intended for a visit and learning experience at two organisations in Belém.
- Allocated R\$200,000 to two organisations (Venture Hub and Obará Tech) supporting technology-based impact businesses.

FORTALEZA

Training

- Organised the course Decolonial Education to Strengthen Impact Businesses, enabling advisors to develop more inclusive and sustainable practices and strategies

Connecting

- Participated in the 1st Meeting for Entrepreneurship and Impact Businesses and Coffee with Deans, held at the Universidade Federal de Ceará, bringing together public and private institutions and partners supporting the impact ecosystem.
- Created the Impacta Ceará hub to map and connect socio-environmental impact businesses, dynamisers, and support organisations in Fortaleza through its platform.
- Participated in the ceremony to connect the Government of Ceará with the National Impact Economy System (SIMPACTO), part of the Ministry of Development, Industry, Commerce and Services (MDIC), to stimulate sustainable development.

Promoting

- Mobilised 80 supporters in the Match-funding Challenge of the Call for Funding for Programmes Supporting Impact Businesses.
- Selected an applicant (Cordel Ventures) for a R\$10,000 grant, intended for a visit and learning experience at an organisation in Campinas.
- Allocated R\$200,000 to an organisation (Casa Azul) supporting technology-based impact businesses.
- Generated funding from outside the Coalition for dynamising organisations, reaching R\$380,000 for the Impacta Ceará platform.
- Secured R\$6.7 million in public and private investments through Zunne and Zunne 2.0 calls, reaching 20 businesses.



PORTO ALEGRE

Training

- Provided training for the team at the State Bank of Rio Grande do Sul on impact businesses for the R\$ 15 million Barrisul Innovation call for proposals, aimed at generating investments in impact businesses.

Connecting

- Collaborated in building Recria POA, a programme that offered technical and financial support to 14 impact businesses affected by the floods in April and May 2024.
- Worked with partners on De Volta ao Futuro (Back to the Future), an initiative to address the challenges of climate crises more effectively, preparing and selecting seven out of 18 startups registered to receive investments.
- Held Impact POA event rounds to raise awareness and coordinate strategic agendas.

Promoting

- Selected an applicant (CEI UFRGS) for a R\$ 10,000 grant from the Call for Collaborative Boosting, intended for a visit and learning experience at an organisation in Campinas.
- Allocated R\$200,000 to two organisations (Ventiur and Viggas) supporting technology-based impact businesses.
- Promoted the Amplitude Perifa Call, with R\$ 150,000 financed by Instituto Helda Gerdau.

PARANAGUÁ

Training

- Held South Regional Education Training for seven professors in higher education.
- Conducted training for two organisations supporting entrepreneurs in the 3rd edition of the Strategic Management course and another two in the 9th edition of the course How to Support Businesses with Socio-Environmental Impact.

Connecting

- Held the collaborative event Festival Coaliza, which brought together 330 participants on three stages of content and ten hours of discussions on social impact businesses.
- Partnered strategically in the publication Panorama das Economias de Impacto de Paranaguá (Panorama of Impact Economies in Paranaguá), which offers a perspective on the challenges and opportunities for impact entrepreneurship in the city.

Promoting

- Mobilised 11 supporters in the Match-funding Challenge of the Call for Funding for Programmes Supporting Impact Businesses (funding not achieved).
- Selected an applicant (Bloom Ocean) for a R\$ 10,000 grant from the Call for Collaborative Boosting, intended for a visit and learning experience at two organisations in Fortaleza and Paranaguá.
- Allocated R\$200,000 to an organisation (UNESPAR) supporting technology-based impact businesses.

Testimonials

BELÉM

"The greatest impact generated by the Amazon Experience was the opportunity to present the potential of the Amazon rainforest in our bioeconomy to various students from different regions and institutions of Brazil. In addition to the fantastic Hackathon process, with many exchanges of experience and learning, the students' cultural exchange was extremely relevant. We were very pleased with the results achieved from working with the Coalition for Impact network, especially with PUC Campinas. We are so grateful for the partnership."

Caio Fanha, professor at CESUPA.

BRASÍLIA

"Our partnership with the Coalition was essential for us to resume the theme of impact on industry, promoting strategic connections and expanding the vision of sustainable and innovative businesses. The DF Industry Hub has benefited from this ecosystem, allowing entrepreneurs to participate in livestreams and workshops, strengthening initiatives with positive impact. The main challenge is still to convert this awareness into concrete actions in the local ecosystem."

Luana Torres, FIBRA Brasília

CAMPINAS

"In 2024, we achieved our dreams for 2023 by involving several institutions representing the peripheral movement. Being on the front line, we understood their needs and contributed effectively. Another great advance was the maturity and unity gained. We took the systemic leadership course, where we were able to interact with people from different Coalitions."

Luciana Oliveira, Campinas Tech

FORTALEZA

“Watching the unity of the actors in the impact ecosystem in Ceará is to foresee, in the not-too-distant future, the advancement, development, and growth of the whole society. It is to know that many of the state’s social and environmental problems will be alleviated. It is to have the certainty that together we are stronger. Ultimately, the display will promote more knowledge, more exchange of knowledge, more commercial partnerships, and positive impact on various relationships between Ceará’s agents—civil society, public and private initiatives, and impact.”

Carol Kossling, jornalista de O Povo

PARANAGUÁ

“Festival Coaliza consolidated the 2024 impact agenda for Paranaguá. With the collaboration of several entities, the event delivered, in two days of content and connections, a clear message about the city’s role in the preservation of the Atlantic Forest Great Reserve. In addition, it supported entrepreneurship and innovation in local businesses. SEBRAE played a crucial role in training micro and small companies in the region, helping them mature and grow on the coast. The festival had three stages for lectures, workshops, exhibitions, and a sales area, promoting valuable connections between entrepreneurs, institutions, and the community.”

Paulo Grochowski, Sebrae-PR

PORTO ALEGRE

“My greatest joy in running the Recria POA programme was getting to know the businesses better, following their development, and connecting with diverse and incredible people. Seeing in practice how mentoring, consulting, and financial contributions make a difference is gratifying. The programme leaves the city with more developed impact businesses and a strengthened impact ecosystem. All participating businesses positively impact Porto Alegre, and fostering this evolution directly reflects on the delivery they can make to the city in the short and medium term.”

Luiza Ferreira, Instituto Cória

“The programme was extremely positive for Igapó. It allowed us to improve our composting systems, making them more efficient and reducing production costs. In addition, it provided enriching exchanges with people, companies, and institutions that share similar values to Igapó and are committed to making the world a better place. It was an excellent experience, full of learning and growth!”

Andreas Buchholz, from the startup Igapó

05

The ICE Academy



The ICE Academy

Strengthening academic performance is one of ICE's commitments, which has inspired faculty in public, private, and community higher education institutions (HEIs) to promote more knowledge and research in the ecosystem of impact businesses and investments, in response to the most challenging socio-environmental issues throughout the country.

5.1 The ICE Academy in 2024

In 2024, the ICE Academy Network continued its activities involving the agendas of social entrepreneurship, impact investments, impact businesses, and social innovation through teaching, research, and extension activities, under the leadership of professors in Brazil's five regions.

The network's latest monitoring reinforced its role in forming transnational networks around these agendas, with approximately 52% of research activities being internationalised, as indicated by its members.



Pillars of Action

Connect academics with the Brazilian and international ecosystem of impact businesses and investments.

Encourage the production of research and cases of impact entrepreneurship.

Support the creation of new disciplines and courses.

Encourage the creation and development of extension activities that connect the student with local entrepreneurship.

Systematise and disseminate academic practices, providing inspiration and engagement.

5.2

Highlights of the ICE Academy in 2024

05



Participated in congresses, seminars, and industry events, such as the **Conferência Anprotec**.

Strengthened the engagement of the **Conselho da Academia ICE**.

Held the National Teaching Day with **62 professores**.

Ran the Regional Education Day in partnership with the Coalition, gathering **89 participantes** from the country's five regions, and training seven multipliers.

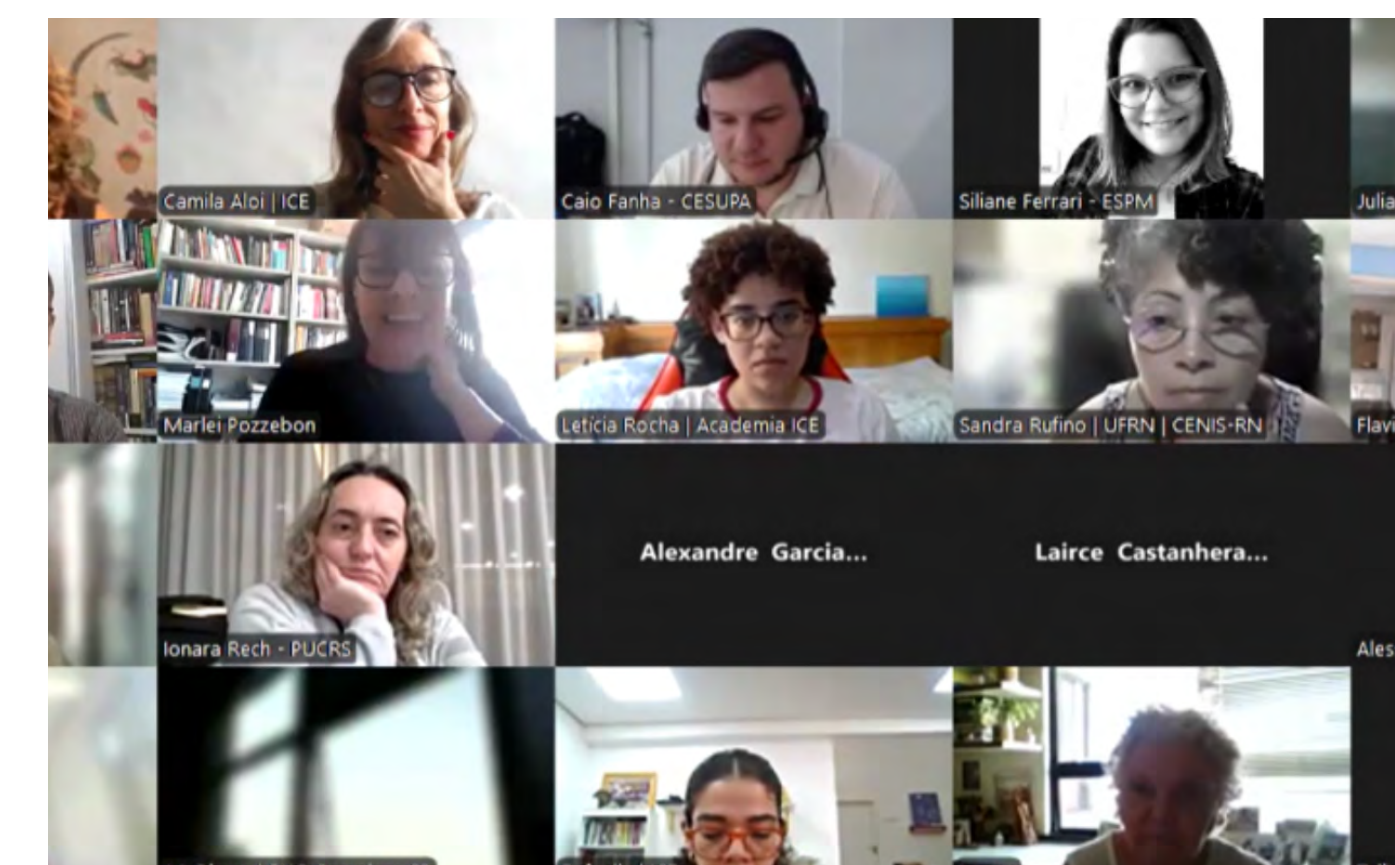
Held three editions of the Academy Meetings with **217 inscitos**.

Held two editions of the Academy Welcomes with **175 participantes**.

Engaged **138 new professors**.

Monitored the **Academy Network**, with the publication of a descriptive report developed by Fundação José Luiz Egydio Setúbal in 2024.

Held the 9th edition of the **ICE Academy National Meeting**, bringing together **390 participants**.



Hosted **breakfast** with deans from member universities of the Coalition for Impact, reinforcing partnerships and exchanging experiences with the ten member institutions.

5.3 The ICE Academy in Numbers

Over the course of 13 years, the ICE Academy has consolidated an extensive body of knowledge through research and extension activities, gathering relevant data on the country's ecosystem of impact businesses. Some numbers give an idea of the legacy that this initiative has been building.

355 active professors.

155 higher education institutions.

43.306 students graduated in subjects taught in the network's themes between 2016 and 2023.

More than **495** research studies and 378 extension activities carried out in the same period.

35 different categories of professional activity summarise the areas of activity of the Academy's members.*

*Business Administration, Architecture and Urbanism, Impact Assessment, Bioeconomy in the Amazon, Biology, Corporate Citizenship, Computer Science, Information Science, Political Science, Accounting, Communication, Industrial Design, Design, Law, Economics, Social Innovation Ecosystem, Education, Entrepreneurship, Social Entrepreneurship, Civil Engineering, Production Engineering, Electrical Engineering, Sanitary Engineering, Innovation, Social Innovation, Impact Investments, Mathematics, Medicine, Environment, Impact Businesses, Psychology, Health, Social Work, Sustainability.

Source: 9th annual monitoring of the ICE Academy Network, carried out by Fundação José Luiz Egydio Setúbal, released in 2024.



Testimonials

"University is a place of transformation, of transition from adolescence to youth; it is the space where the citizens of the future are formed and where we invest in Brazil's future in the world. All around us, we see the role of philanthropy, the social function of governments and businesspeople in creating business models and connecting with entrepreneurs and communities to transform Brazilian society and make impact businesses a reality."

Luiz Lara, founding associate and member of the Executive Board, at the opening of the 2024 National Meeting

"Increased participation in areas of technology, especially in engineering, has always been an objective of the ICE Academy Programme. We understand the importance of impact businesses using technology or being technology-based, especially in the field of startups with socio-environmental impact. Therefore, it is essential that professors in this area understand this context, so that they can bring all their experience and be able to take these projects to the technology-based incubators at universities in the country."

Aurélia de Melo, from Faculdade Dom Bosco

"I believe that we are on the right track to promote inclusion. Currently, I see that the Network, after so much growth, has reached a point where, more than quantity, we need to focus on the quality of engagement. It is essential to understand how these professors are engaging with the Network and the proposed themes. Perhaps more important than including new professors would be to investigate the non-response rate: who did not respond and why? Who is not very engaged? How can we strengthen this connection? I believe that the best way to move forwards is to include them gradually and intentionally."

Luiza Teixeira, from Universidade Federal de Bahia

"Despite the growth of impact entrepreneurship, many businesses struggle to achieve economic sustainability due to a lack of support and infrastructure. Collaboration between different stakeholders, such as entrepreneurs, investors, civil society organisations, and the public sector, is essential to overcome these challenges and promote systemic socio-environmental impact."

Camila Aloï, manager of the ICE Academy Programme, in an article published in the *Stanford Social Innovation Review (SSIR)* *

*SSIR (Stanford Social Innovation Review Brazil) is a journal and website that addresses cross-sector solutions to global problems. It is written by and for leaders of social change from around the world and all sectors of society.



06 Associates

Associates

In 2024, the Associate Programme celebrated ICE's 25th anniversary with its participants, highlighting the combination of collaboration and social innovation that is part of the organisation's DNA. In the context of the activities of the associates' network, the learning trips in 2024 were inspiring, motivating the members to carry out joint actions and exercise their roles as influencers in different segments of activity.

6.1 Highlights of the Associate Programme in 2024

Trip to India

ICE associates and partners went to India to learn about initiatives adopted by the country, which is a world leader in scalable socio-environmental solutions. The schedule included visits to philanthropists, impact investors, ecosystem orchestrators, and entrepreneurs. The trip was part of ICE's actions to mobilise and connect its network of associates with the global ecosystem, in search of new knowledge for a more strategic role in the agendas of innovation, technology, philanthropy, and impact businesses and investments in Brazil.

Conference in South Africa

ICE participated in the Social Innovation Exchange Indaba, a gathering of social innovation organisations from around the world by the Social Innovation Exchange (SIX).

ICE representatives led the workshop How People-Powered Change Is Shaping the Future, presenting the Coalition for Impact as a case study. It was an enriching experience, as some African countries face challenges similar to Brazil's.



Testimonials

“Seeing the application of artificial intelligence in social impact businesses in India was more than a technological immersion—it was a journey to a place where the past and future are in constant dialogue. Amid an ancient culture, rich in spirituality, rituals, tradition, and diversity, we saw innovative solutions, born from facing real and deeply human issues. The country’s social, economic, and cultural complexity is a challenge, but it is also fertile ground for innovation with purpose.”

Juliana Rezende Penna de Zagottis

“A retrospective look at all ICE initiatives over the last 25 years shows many actions and achievements in social innovation. The needs are great, and there is much to be done. However, our tireless efforts and a competent team make us feel that we are on the right track, contributing positively. Currently, I have great hope in the Coalition project. Through it, we can clearly see solid results in the medium term, within the planned objectives.”

Tito Enrique da Silva Neto



07

EDIP - Diversity, Equity, Inclusion, and Belonging



DEIB – Diversity, Equity, Inclusion, and Belonging

DEIB actions integrate diversity, equity, inclusion, and belonging into organisational strategies, broadening perspectives by promoting a fair, welcoming, and participatory environment. They strengthen impact investments and businesses, driving significant changes in management and institutional culture.

7.1 Team Training

Working Group with GIFE/CEERT Support

A equipe do ICE participou de um grupo de trabalho. The ICE team participated in a working group led by GIFE and CEERT to elaborate Racial Equity Action Plans.

The group brought together eight Private Social Investment stakeholders associated with GIFE (Group of Institutes, Foundations, and Companies). They created their individual biannual action plans and exchanged insights during the training course.

Based on these inputs, ICE developed its 2024-2025 Diversity, Equity, Inclusion, and Belonging Plan, with goals for the institution and its projects.

Creation of a Training Track

With 13 meetings throughout 2024, the ICE team implemented a Programmatic and Institutional Training Track.

The initiative combines content, reflection, and practice on various topics, such as ecosystem catalysing, impact businesses and investments, artificial intelligence, and governance models.

In addition, the ICE team was present in the Coalition for Impact's focus cities, strengthening the collective appropriation of the challenges and contexts of the ecosystem of impact businesses and investments in these regions.

7.2 DEIB in Numbers

13

training meetings were held for the team.

76%

of the team is made up of women.

38%

of the team self-identifies as black or brown.

Diversity, equity, inclusion, and belonging

plan developed



08 Communication



Views on the
institutional website

61.298

People reached
on LinkedIn

112.286

People reached
on Instagram

39.125

People reached
on Facebook

5.299

09

ICE's Management- Financial Information



Financial Information

Revenue	2024	2023
Donations, sponsorships, memberships, and giveaways*	R\$ 14.199.210	R\$ 14.199.210
Income from financial investments	R\$ 1.162.043	R\$ 1.206.206
Total revenue	R\$ 17.185.517	R\$ 15.405.416
Expenses	2024	2023
Administrative and general expenses	R\$ 2.349.860	R\$ 2.406.169
Programme expenses	R\$ 13.236.394	R\$ 11.829.301
Total expenses	R\$ 15.586.254	R\$ 14.235.470
Distribution of administrative and programme expenses	15% Administrative and general expenses	17% Administrative and general expenses
	85% Programme expenses	83% Programme expenses
Fiscal year surplus	1.599.263	1.169.946

10

Governance



ICE and the Coalition

10.1 Governance

Board of Trustees

Ana Helena de Moraes Vicintin
Andrea Oliveira Kestenbaum
Beatriz Johannpeter
Dario Guarita Neto
Guilherme Affonso Ferreira *(Director))*
Isabela Pascoal Becker
Karin Baumgart Srougi
Luiz de Alencar Lara *(Director))*
Luiz Masagão Ribeiro
Luiza Nascimento
Renata de Camargo Nascimento *(President))*
Rubens Ometto Silveira Mello
Tito Enrique da Silva Neto

Audit Committee

Luis Fernando Guggenberger
Luiz Felipe Kok de Sá Moreira Filho
Paula Benevides

10.2 Associates

Adriana Gisele Leme	Giovanna Luongo Lorenzetti	Nina Valentini
Alex Laserna Seibel	Guilherme Affonso Ferreira	Oswaldo Pereira de Barros
Alexandre Negrão	Guilherme Setubal Souza e Silva	Paulo Pinheiro de Senna Nogueira
Álvaro Marco Coelho da Fonseca	Isabela Pascoal Becker	Batista
Ana Helena de Moraes Vicintin	Jalal Sefraoiu	Renata Brunetti
Ana Sarkovas	João Pedro Solano	Renata de Camargo Nascimento
Andrea A. Oliveira Kestenbaum	José Pires Oliveira Dias Neto	Roberto Castro de Andrade
Andrea Mendonça	Juliana Johannpeter	Roberto Pereira de Almeida Filho
Beatriz Cunha Fiuza Barros	Juliana Rezende Penna de Zagottis	Rolf Roberto Baumgart
Beatriz Johannpeter	Karin Baumgart Srougi	Rosana de Camargo de Arruda Botelho
Bruna Constantino	Laly Mansur	Rubens Ometto Silveira Mello
Carlos Alberto Mansur	Leopoldo Gottardi Jereissati	Ticiana Rolim Queiroz
Catarina Teixeira Pires Oliveira Dias	Lucio de Castro Andrade Filho	Thiago Machado Cavalheiro Moreno
Cristiane Sultani	Luiz de Alencar Lara	Thiciana Zaher
Cristiano Ribeiro do Valle	Luiz Masagão Ribeiro	Tito Enrique da Silva Neto
Daniela Artuso De Zagottis	Luiza Maria De Camargo Nascimento	Walter Gebara
Daniela Seibel	Luiza Graça Sripilliti	
Dario Guarita Neto	Marcella Monteiro de Barros T. Coelho	
Elisa Camargo de Arruda Botelho Condé	Maria Eduarda Alcântara	
Emar Batalha	Marina Cançado	
Gilberto Andrade Faria Junior	Natalie Bennet Pinto Melaré	

10.3 The ICE Team

Composed of **21 people**, our team includes **16 women (76%)** and **five men (24%)**. **Eight** are **black (38%)** and **13** are **white (62%)**. The majority (15) are employees (**71%**), five are interns (**24%**), and one is a consultant (**5%**).

Aline Catarina da Silva Luz

Administrative-Financial Analyst

Ana Carolina Velasco

Vice-Director

Beatriz Claus

Communications Intern

Beto Scretas

Coalition for Impact Senior Advisor

Camila Aloï

ICE Academy Manager

Carla Maria Duprat

Executive Director

Damaris Ribeiro

Programme Coordinator

Diogo Da Silva Quiterio

Vice-Director

Fernanda Bombardi

Programme Director

Juliana Vittori

Coalition for Impact Intern

Leonardo Nunes

Communications Analyst

Letícia Rocha

ICE Academy Analyst

Maria Clara Futuro

Coalition for Impact Intern

Mariana Queiroz Brunelli

Programme Coordinator

Marina Monteiro De Oliveira

Administrative-Financial Coordinator

Michelle Prazeres

Communications Coordinator

Miguel Pato

Communications Intern

Lidia Santos Rocha

Cleaning Assistant

Pedro Matos

ICE Associates Intern

Rafaella Lima dos Santos

Programme Analyst

Vivian Rubia Ferreira

Communications and Programme Manager

A Word from ICE's President

01

11

Valuing Legacy to Build the Future



ICE's 25th anniversary marks an important moment in our history: the maturation of our efforts as an organisation that works collaboratively to generate systemic changes.

As an organisation that works with social innovations, ICE has passed through several thematic cycles in its 25 years. From our first work focused on supporting management in civil society organisations, through more than ten years on the local development agenda, we have sought to be an organisation that learns and evolves based on its own work.

In recent years, ICE has played a fundamental role in building an increasingly structured and connected impact ecosystem in Brazil. By encouraging new narratives and funding models, ICE has expanded the ecosystem's frontiers by bringing in new actors and contexts and creating favourable conditions for impact businesses to flourish.

Among the many initiatives that mark our trajectory in this area, the Coalition for Impact is the most recent materialisation of our commitment to bringing together different actors—investors, entrepreneurs, academia, and the public sector—to strengthen innovative solutions committed to social transformation.

Through the Coalition, we have also sought to generate shared impact through new models of collaborative governance and built relationships of trust with local organisations in the territories where we operate.

This legacy allows us to look to future challenges and imagine new paths. Our history has shown that to achieve an exponential and lasting impact, it is essential to adopt a systemic perspective and approach that allows for more integrated and transformative solutions. We must build responses as we go along, without forgetting that scenarios also change dynamically as we go along.

2025 will be a year in which ICE will be inspired by past achievements and expand its vision to new paths and opportunities for action that appear on the horizon. This immersion into our own essence and values, with a broader view of the future, will be essential for us to continue promoting social impact in a strategic, collective way aligned with our beliefs.

I invite you to continue following our journey and building this future with us!

Luiza Nascimento

ICE President



Credits

Editorial Project

Olhar Cidadão - Estratégias para
o Desenvolvimento Humano

Content Coordinator

Fátima Falcão

Writer

Jaime Alves

Graphic Production

Estúdio Oto / Roger Testa

