IDIS
DEVELOPING STRATEGIC PHILANTHROPY

PERSPECTIVES FOR BRAZILIAN PHILANTHROPY 2025

INTRODUCTION

In 2025, we emphasize hope as an action verb. The changes we want to see in the world are possible, and philanthropy contributes to making them happen. Let's have hope!

We have entered another year, facing head-on the urgency of challenges and the complexity of solutions. Society is fragmented, and many feel distant from the possibility of contributing to change. How can we overcome this barrier? How can we restore confidence in positive collective impact?

It is precisely in moments like these that philanthropy becomes even more necessary, serving as a space for resistance, innovation, and, above all, hope in action. Private social investment is not the only answer, but it is an important piece of this equation, as it drives strategic and systemic solutions, in addition to strengthening civil society organizations (CSOs) in this context.

In the fourth edition of Perspectives for Brazilian Philanthropy, emergency situations emerge as a focal point for the third consecutive year, right in the opening section of the report. 'Philanthropy in the Emergency Chain,' beyond reflecting on the current scenario, presents initiatives and solutions that have been gaining prominence and can serve as inspiration and encouragement for new ideas.

In addition to the emergency, Diversity & Inclusion returns to the agenda, reinforcing philanthropy as a space for resistance amid signs of the subject's weakening. Mental health is highlighted as a priority because compromised well-being affects civil society's engagement in causes.

Contrasting the scenario of distrust regarding the work of civil society organizations, we present two perspectives focused on the increasingly transparent and structured operations of the third sector. 'Institutional Development as a Driver of Lasting Impacts' broadens the view on organizations' capacity building, with one of its highlights being the strengthening of governance structures, a topic that has gained its own distinct perspective. Concluding the material, we highlight the role of private social investment initiatives undertaken by small and medium enterprises, which need to gain more strength and visibility.

The six perspectives presented here are the result of a collective process that brings together the diverse expertise of our team and reflects our values, fostering learning and collaboration in inspiring contributions to the industry.

Enjoy the read!

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Agility and effectiveness are key to confronting the consequences of emergency events. Actions must be collective and, more importantly, coordinated.

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Mental well-being is at risk and affects the engagement of civil society in causes.

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Strategic Philanthropy is not exclusive to large corporations; it is time to give more visibility to the philanthropic efforts of companies of various sizes.

PERSPECTIVE 1

PHILANTHROPY IN THE EMERGENCY CHAIN

Agility and effectiveness are key to confronting the consequences of emergency events. Actions must be collective and, more importantly, coordinated.

Extreme weather events have ceased to be isolated incidents and have become increasingly frequent worldwide. Specifically in Brazil, according to the 'Guide to Facing Climate Emergencies: Public and Private Collaboration Strategies' (available in Portuguese only) published by Comunitas, never before have so many natural disasters been recorded.

Emergency responses are complex, and we are witnessing the absence of pre-established action plans to address these situations. The result is a set of impacts that not only expose the lack of preparedness among public and private agents but also exacerbate social inequalities in the affected areas. It is no coincidence that this topic will be a highlight during COP30, taking place in November, in Brazil. Among the priorities on the agenda are debates on social impacts, adaptations to climate change, and climate justice.

It is imperative to act swiftly and effectively. Among the solutions gaining prominence is the collaborative and coordinated effort among different stakeholders, covering the entire emergency cycle: from immediate relief and the restructuring of affected communities to the design of a prevention and resilience plan for future events. While governments hold regulatory power and public sector resources, civil society organizations working at the forefront contribute from a direct community perspective by guiding investment allocation and ensuring that solutions truly meet the needs of the population. The role of community institutes and foundations (FICs) with territorial presence is also noteworthy, as they already possess the legitimacy and experience needed to connect donors with local organizations, thereby strengthening networked action and valuing the agency of the communities themselves.

Companies, philanthropists, and grantmaking organizations form another essential link in this chain, and they must recognize their role accordingly. In this context, identifying and preparing individuals and departments responsible for coordinating efforts is vital. To address the challenge of resource availability, some organizations opt to create structures that secure funds for immediate use, such as emergency funds. Other agents are developing clear policies for resource mobilization, whether internal; through the reallocation of existing budgets; or external, such as through mobilization campaigns. It is equally important to consider resources beyond finances: are there products or services, such as logistical infrastructure, that can be offered in these situations? Is there potential to activate relational networks when an emergency occurs? By nature, philanthropy operates with greater flexibility than the public sector and is capable of testing solutions on a small scale before they are adopted by the State.

Moreover, philanthropic agents can play a role in mobilizing and directing individual donations, whether in the form of money, goods, or time through volunteer work. Recent events have revealed that civil society provided a substantial response during tragedies; however, this response was not always properly directed. Once the urgency subsides, little is allocated to recovery and prevention processes, another area that can be improved through investment in strengthening the culture of donation.

WHERE CAN THIS PERSPECTIVE BE SEEN?

THE POWER OF FAMILY PHILANTHROPY: REGENERARS

The RegeneraRS Emergency Fund, created by the Helda Gerdau Institute, a family-owned organization and supported by companies such as Gerdau and Vale, it is structured to bring together businesses, individuals, and public authorities in developing systemic solutions. Formed in the aftermath of the 2024 floods in Rio Grande do Sul - which affected 497 municipalities and left 150,000 people homeless -, its objective is to mitigate the impacts of extreme weather events in the state. The projects supported by the fund span the areas of education, housing, and assistance for small enterprises. Among its innovations is the adoption of the Blend Finance model, which integrates philanthropic capital with credit funds to support small enterprises.

COMMUNITY FUNDS

Fundação Gerações, which operates in the city of Porto Alegre and its metropolitan area, launched the Porto de Todos Fund in 2024 with the initial aim of strengthening local organizations. In response to regional flooding, it swiftly established an emergency line to direct resources toward immediate needs and projects intended to recover affected areas and prevent further damage. To define its emergency response model, the foundation leveraged the support and expertise of the Instituto Comunitário da Grande Florianópolis (ICOM), that already had an established structure for rapid fundraise and allocation of resources in response to major rainfalls. Both organizations are part of the *Transforming Territories* Program, which promotes the creation and strengthening of Community Institutes and Foundations across Brazil.

PERSPECTIVE 2

MENTAL HEALTH: TAKING CARE OF YOURSELF TO TAKE CARE OF OTHERS

Mental well-being is at risk and affects the engagement of civil society in causes.

> *"We know that without mental health, there is no health."*
> **Maria Izabel Toro**

Globally, nearly one billion people live with some form of mental disorder. Brazil, in particular, ranks as the fourth worst in the world in terms of mental health, according to the most recent edition of *The Mental State of the World.*

The crisis is not isolated; several factors contribute to this scenario. The increase in mental disorders has its roots in the structural changes the world has been undergoing and affect all dimensions of society. When addressing this issue, a holistic analysis is necessary, one that considers the situational factors directly impacting mental health.

Excessive screen exposure, for example, appears to play a role. In 2024, the Oxford Dictionary selected the expression 'brain rot' as the word of the year, reflecting the impacts of the rampant use of social media and the consumption of shallow content. Moreover, issues related to the world of work exacerbate the problem.

Within the sphere of Civil Society Organizations (CSOs) in Brazil, the survey 'Mental Health and Well-Being in the Third Sector' conducted by Phomenta, revealed that **43% of professional respondents who rated their mental health and well-being as 'poor' or 'regular' expressed dissatisfaction with their work**, a scenario that worsened when groups with diversity markers were analyzed. Conversely, 53% of the participating CSOs stated that management is concerned with the mental health and well-being of employees.

The capacity for mobilization within civil society and social organizations is directly linked to the mental well-being of their members. An overburdened, emotionally exhausted, and ailing population has difficulties in engaging, critically reflecting, and acting collectively, thereby compromising social transformation processes. When individuals distance themselves from collective issues due to exhaustion and demotivation, the potential for organized problem-solving also weakens.

It is essential to invest in the promotion of mental health and in the strengthening of healthy professional environments across the diverse forms of work, including within CSOs. Creating spaces for care and support enables more people to participate fully, empathetically, and productively in the construction of collective solutions. Without this attentive approach, any attempt at social change becomes fragile, as it will depend on a foundation that, by its very nature, is unable to structure itself and operate consistently.

WHERE CAN THIS PERSPECTIVE BE SEEN?

VERTENTES

A plural group of institutions that have come together to nurture and transform a culture of mental health care in Brazil. In 2024, Vertentes received a R$ 750,000 grant from RD Saúde. Increasingly, the topic is gaining prominence in the company's private social investment strategy, which considers it a fundamental pillar of holistic health for Brazilians.

INSTITUTO DESACELERA

The institute serves as a 'decelerator' for individuals and organizations. Its work is based on training and reflection, mobilizing and activating networks, as well as producing and curating content related to well-being, mental health, and the realm of the slow movement which advocates for a cultural shift by encouraging the deceleration of daily life.

PERSPECTIVE 3

INSTITUTIONAL DEVELOPMENT AS A DRIVER OF LASTING IMPACTS

Philanthropy extends beyond simple project support; it plays an important role in enabling CSOs to achieve their missions efficiently and sustainably.

Every organization, regardless of its nature, requires a minimum management structure to offer a service or manufacture a product, one that may include administrative-financial processes, human resources, or technological infrastructures. It is possible to generalize and state that the larger the organization, the more necessary and complex these demands become; a rule that applies to both companies and Civil Society Organizations (CSOs).

Although this may seem logical, it was only in the 1990s that the concept of Institutional Development in the Third Sector gained momentum, as disseminated by international organizations. As a result, a wave of private social investment actions focused on capacity building emerged. Capacity building refers to the development and enhancement of skills, resources, and processes that enable CSOs to adapt and thrive.

Although capacity building has a broad meaning that encompasses various dimensions, in Brazil it has tended to be interpreted literally; limited to investments in technical capacity building, which is often insufficient to overcome the institutional development gaps faced by CSOs.

More than 30 years later, concerns over sustainability and the strengthening of civil society organizations have rekindled the debate on institutional development, challenging the philanthropic sector to pursue strategies that address the main internal challenges of CSOs. This movement raises, on one hand, the issue of whether organizations are mature enough to recognize and disclose their weaknesses to funders, and, on the other hand, the availability of resources for a broader capacity building.

It is in this context that the movements for Institutional Development and trust-based philanthropy intersect, resulting in partnerships based on trust between private social investors and CSOs. The objective is to amplify the organizations' missions by supporting them from within and creating more sustainable structures to generate lasting impacts. Endowment funds are also instruments that enable CSOs to secure enduring institutional investment.

WHERE CAN THIS PERSPECTIVE BE SEEN?

The concept of Institutional Development is expressed through various interrelated fronts that involve a range of actions. For each one, we present practical examples:

1) STRATEGY

Strategic planning, situational diagnostics, stakeholder mapping, development of programs and projects aligned with the organization's mission, structuring and implementation of monitoring and impact evaluation actions, community engagement, among others.

Ford Foundation

Since 2016, the organization has allocated US$1.5 billion to the BUILD program, which provides five years of flexible funding and overall operational support to social justice organizations, aiming at their strengthening and long-term development.

2) ADAPTABILITY AND INNOVATION

Compliance with new certifications and regulatory requirements, development of new methodologies and practices, and updates that foster participation in networks and collaborations, etc.

Mackenzie Scott

With a commitment to donate 50% of her fortune during her lifetime, philanthropist Mackenzie Scott made a new round of donations in 2024 to the so-called 'intermediary organizations,' including IDIS. This type of organization plays a structuring role in the sector, promoting adaptability and innovation. The donation further enhances these organizations' capacity to generate impact.

3) HUMAN RESOURCE MANAGEMENT

Actions for talent attraction, recruitment, and retention, offering career perspective and training for the development of new leadership, etc.

Human Resources Guide for CSOs

To support the strengthening of civil society organizations in Brazil, Instituto ACP and IDIS developed the HR Guide for CSOs, a collection comprising four modules on the subject: 'Building a Good Team', 'Maintaining a Good Team', 'Getting the House in Order', and 'Keeping a Good Internal Climate'.

4) FUNDRAISING

Fundraising plan, mapping of diverse sources of public and private resources, and capacity building for proposal development, etc.

BTG Soma

BTG Soma is an acceleration program from BTG Pactual aimed to strengthen the management of social organizations, thereby increasing their impact and financial sustainability. With three editions per year, it supports projects in the areas of Education, Environment, and Entrepreneurship by offering capacity building and mentoring to more than 70 organizations.

5) GOVERNANCE

Structuring boards, engaging board members with diverse and complementary profiles, transparency, and accountability, etc.

GIFE Governance Indicators

Based on the general guidelines of the Guide to Best Governance Practices for Business Institutes and Foundations, developed by GIFE – Group of Institutes, Foundations and Companies and the Brazilian Institute of Corporate Governance (IBGC), the self-assessment is conducted through an online questionnaire featuring numerical indicators. These indicators reflect the different levels of governance in areas such as the Deliberative Board, Financial Control and Supervision, Strategy and Management, Institutional Policies, Transparency, and Stakeholder Relations.

PERSPECTIVE 4

STRATEGIC MATCH: CSOS INTEGRATE VOLUNTEERS INTO GOVERNANCE

Volunteer engagement expands its boundaries by providing diverse (and new) contributions to organizational strategy.

The role of volunteering has expanded significantly. Whereas it was once predominantly focused on occasional, assistance-based actions, today Civil Society Organizations (CSOs) offer new ways to welcome volunteers. At the same time, companies offering volunteer programs and individuals seeking engagement are considering more strategic and structured forms of involvement, aiming for positive and sustainable long-term impacts. The 2021 Volunteering in Brazil Survey, conducted by IDIS and Instituto Datafolha, already indicated a growth in this trend: the provision of qualified voluntary services increased from 3% to 10% over a decade.

The evolution in the profile of volunteering can be seen as a journey that typically begins with participation in episodic actions and campaigns and develops into recurring, specialized roles oriented towards senior management. The evolution in the profile of volunteering can be seen as a journey that typically begins with participation in episodic actions and campaigns and develops into recurring, specialized roles oriented toward high-level management.

Within this movement, a growing trend is the involvement of volunteers in the governance and management structures of CSOs. By joining deliberative, supervisory, or advisory boards, committees, and directorates, volunteers contribute their technical knowledge in areas such as finance, strategic planning, fundraising, stakeholder relations, and the design of programs and projects. This more professional form of volunteering can directly contribute to institutional development (discussed in greater detail in perspective 3 of this material) as one pathway to enduring long-term impacts.

Governance is fundamental to ensuring an institution's longevity. Efficient governance promotes transparency, accountability, and decision-making aligned with the organizational mission. By leveraging and integrating three fundamental elements – reputation, social value, and access to resources – governance bodies foster the sustainability and continuity of organizations and their initiatives.

Companies can encourage their employees to assume positions on the boards of supported CSOs, taking on more active roles in the development of these institutions, which brings mutual benefits. For employees, such involvement develops leadership skills, risk management capabilities, and strategic vision. For organizations, the result is access to specialized knowledge and new partnership opportunities. Furthermore, the engagement of new agents in CSO governance brings innovation and a diversity of perspectives; elements essential for navigating an ever-changing social environment. Integrating employees into community development, with actions aligned with business objectives and the actual needs of society, represents a new level for volunteering.

Strengthening and democratizing participation in governance structures is already a necessity for organizations seeking to generate continuous social transformation. This approach not only amplifies an institution's potential for impact but also enables individuals and companies to leave an effective legacy in support of causes and communities.

WHERE CAN THIS PERSPECTIVE BE SEEN?

FEAC FOUNDATION – VOLUNTEER LEADERS PROJECT

In an unprecedented initiative developed through a partnership between FEAC Foundation and IDIS, more than 90 individuals were trained to serve as volunteer leaders in CSOs in the city of Campinas, Brazil. The project featured a technical matchmaking process and an in-person Governance Fair, which enabled 12 of 20 CSOs to recruit volunteers for nearly 40 positions within their governance structures and high-level management projects.

MASP: A TURNING POINT IN GOVERNANCE

Amid the greatest financial crisis since its founding in 2013, MASP - the largest museum in Latin America - made the restructuring of its governance the key to a historic turnaround. The organization strengthened its Deliberative Board by attracting 80 business leaders, executives, lawyers, and donors, engaging them directly in strategic decision-making. In recent years, the museum has reaped the rewards of this approach, with recurring surpluses, the creation of an endowment fund that has already accumulated over R$ 20 million, and, in 2025, the inauguration of a new building for exhibitions and conservation.

PERSPECTIVE 5

PHILANTHROPY AS A BASTION OF RESISTANCE FOR DIVERSITY & INCLUSION

The role of private social investment in a scenario where the topic shows signs of cooling off in the corporate world.

> *“It is urgent that philanthropy addresses diversity with greater focus and conviction and with less hesitation by creating increasingly respectful, just, and welcoming spaces. (...) Giving space and a voice to underrepresented groups is the path to broader actions and systemic, sustainable positive impact”*
> **Viviane Elias Moreira, member of IDIS Audit Committee**

It is not possible to aim for the reduction of socio-environmental inequalities and a healthy democratic environment without considering equity among individuals. In the last decade, we have witnessed considerable progress on the diversity and inclusion (D&I) agenda, but it is now threatened with losing global traction. The year 2024 was marked by large companies announcing drastic cuts in investments in programs related to this topic. The political and institutional context in the United States appears to have influenced this trend, signaling that the window of opportunity opened by the pandemic and movements such as Black Lives Matter - which highlighted the structural challenges faced by minority or underrepresented groups - is closing.

In Brazil, 45.3% of companies still do not implement any affirmative actions. The most significant progress has been observed regarding women, with 51.6% of companies adopting affirmative actions targeted at this group. Actions aimed at Black individuals are present in 21.1% of companies, according to the Social, Racial, and Gender Profile of the 1,100 largest companies in Brazil, promoted by Instituto Ethos.

Conversely, important initiatives are working to ensure the continuity of corporate engagement on this topic. The **Pact for the Promotion of Racial Equity** places racial issues at the center of the economic debate through the ESG Racial Equity Index (IEER) and by attracting major national and multinational companies to the subject. Preliminary results show that 57.69% of the 28 companies that calculated the index demonstrated improvements after adopting affirmative actions against racism and promoting the inclusion of Black employees in leadership positions. This is an example of best practices for D&I that should be extended to other diversity markers and to more organizations.

In addition to internal actions, corporate philanthropy contributes to necessary structural changes. While tangibly demonstrating the engagement of companies truly committed to diversity and inclusion, such investments also strengthen networks, leadership, and CSOs engaged in the topic and/or led by diverse individuals, thereby supporting the advancement of innovative initiatives. One example of this, is the Instituto Rodrigo Mendes, which offers the Inclusive Education Badge to companies that support the organization—making public the actions of companies that promote inclusive education for people with disabilities.

Companies aligned with the inclusion agenda develop diverse and innovative teams and can establish genuine dialogs with a broader range of stakeholders. For philanthropy to truly occupy a place of resistance and support for the D&I agenda, it is essential that these themes are not treated solely as part of a portfolio of projects carried out and/or supported but rather become integrated into a comprehensive review of the company's practices and policies as a whole.

ONDE SE ENXERGA ESSA PERSPECTIVA

MANIFESTO 'AN UNWAVERING COMMITMENT TO THE FUTURE'

In response to the anti-ESG measures announced by U.S. President Donald Trump, a group of seven organizations and social movements, representing 500 companies from various sectors of the economy, both national and multinational at Brazil, launched the manifesto "An Unwavering Commitment to the Future", in which they defend the agenda and reaffirm their commitments to Diversity and Inclusion in the corporate sphere. This is an important demonstration of how partnerships between the private sector and the third sector are powerful and mutually beneficial, strengthening both parties.

ITAÚ DIVERSITY AND INCLUSION PROGRAMS

Brazil's largest private bank invests in diversity both internally and externally. Internally, Itaú has set diversity targets for 2025: achieving 35–40% female leadership and reaching 27–30% Black representation within the organization. Externally, Itaú invests in actions that value Black culture and promote diversity, with an allocation of R$ 12.4 million in 2023.

PERSPECTIVE 6

PRIVATE SOCIAL INVESTMENT IS FOR EVERYONE, INCLUDING SMALL AND MEDIUM COMPANIES

Strategic Philanthropy is not exclusive to large corporations; it is time to give more visibility to the philanthropic efforts of companies of various sizes.

In Brazil, Micro, Small, and Medium Enterprises (MSMEs) play a central role in job creation and in strengthening the economy. According to Sebrae, these companies are responsible for over 55% of formal jobs in the private sector and account for approximately 30% of the Gross Domestic Product (GDP). When considering only micro and small enterprises, they represent roughly 90% of all operating businesses in the country. These figures underscore the importance of this segment for both economic production and the generation of socio-environmental impact in Brazil.

However, when it comes to private social investment, the scenario is significantly different for MSMEs. Although there are already signs of these companies' involvement with philanthropy, there remains a lack of aggregating movements and mappings focused on this category. The scarcity of data on strategic philanthropy conducted by small and medium-sized companies hampers the faster development of such activities.

Inspiring examples, however, demonstrate the opportunity to broaden the discussion on the topic among this group. Initiatives that recognize best practices in sustainability and philanthropy, such as the Compromisso 1% (inspired by the American 'Pledge 1%' movement) are gaining increasing adherence among MSMEs in Brazil. Furthermore, in recent years, positive momentum has been given to best practices for ISP through the ESG (Environmental, Social, and Governance) agenda. The advancement of the Securities and Exchange Commission (CVM) regulation allowing SMEs to go public, along with CVM Resolution No. 193, which mandates the publication of sustainability reports starting in 2026, offers incentives for companies of all sizes to adopt transparency practices and risk management related to sustainability. This measure, already implemented by the country's largest corporations, reflects the global trend of alignment with ESG principles, as exemplified by the B3 Corporate Sustainability Index, which includes private social investment best practices among its evaluation criteria. These practices, in turn, are among the most determining factors for strong performance in the sustainability agenda.

On the international stage, the Corporate Sustainability Reporting Directive – CSRD, adopted by the European Union, represents a regulatory framework for transparency and standardization of ESG practices and compels large companies to require ESG information from their suppliers, including MSMEs, creating a cascading compliance effect. Companies with commercial relationships in Europe are directly affected, reinforcing the role of MSMEs in building sustainable value chains. Supplier engagement programs, led by major corporations, have demonstrated how small businesses can contribute to best practices in social investment.

A viable path already exists for smaller companies to integrate into the social impact agenda, driving significant transformations in their communities and society as a whole.

ONDE SE ENXERGA ESSA PERSPECTIVA

BRAÚNA

The founder of the family-owned fruit-growing business dreams of investing up to 25% of the company's profits into initiatives benefiting the city of Jaíba and surrounding areas. IDIS supported the company with the goal of aligning the family's and the company's impact vision while building a long-term private social investment strategy for the territories of interest.

MOSAIC AND ETHOS INSTITUTE: SUPPLIER CAPACITY BUILDING

Mosaic's supplier capacity building program, in partnership with Instituto Ethos, exemplifies how large corporations can act as catalysts for disseminating sustainable best practices among small suppliers. The initiative promoted an increased understanding of ESG and strengthened the ability to plan and implement more sustainable solutions throughout their value chain.

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