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2021

2020 Activities Report



Instituto Mosaic

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1.

Producing value



Arthur Liacre
Chairman of the Advisory Board
of the Mosaic Institute

The proactive relationships we built with people close to our operations and the maturity of our structure were critical to finish 2020 with a positive balance of our work. It is especially exciting to share our 2020 initiatives in this Activity Report in the face of year's challenges. More than a list of achievements, it is a testimon that together we are better. And, in the words of Rozângela it is because we like it and it must be done.



**Rozângela
Ferreira Pedroso**
Secretary of the Cajati Recycling
Cooperative (COORECA)

“

The Mosaic Institute had a positive impact for us because we managed to advance our work. We received a lot of help in the form of PPEs and uniforms, which we would not be able to get by ourselves. And the result we see in our earnings. We used to earn too little, not enough to support a household. No more. Now we are matching other companies in the region. COORECA's impact has been very positive and we want to grow more and more. Because we like to do it. And it must be done. So, I am very grateful.”
Rozângela Ferreira Pedroso, Secretary of the Cajati Recycling Cooperative (COORECA).



**Camila
Bellenzani**
Director of the
Mosaic Institute

2020 was a challenging year for the Mosaic Institute and for the communities with which we engage. We had to face up to the new challenges imposed by the Covid-19 pandemic, to ensure that no project, such as COORECA's and Rozângela's, was left unaided. And we managed to achieve our objective, thanks to an engaged team, project partners, and participative communities.



**Murici
Martins**
Director of the
Mosaic Institute

It was not always simple. It was not always easy. But it was always dogged. Because collaborating with sustainable development in the regions we are active demands dedication, discipline, resilience, and mainly creativity to find new solutions for each challenge.



**Paulo
Eduardo
Batista**
Executive Director
of the Mosaic Institute

Rozângela's voice resounds stronger than any performance indicator. So long as our efforts positively impact the lives of people, improving their lives, and consequently those of their families and communities, we know we must march ahead. Because everything is built one by one.

2.

2020 highlights



R\$ 9,5M
invested

More than
200
institutions
benefited

10.000
liters of sewage
treated and 80
septic tanks built



30.000
people
benefited

More than
500
hours of training in
schools and social
organizations



More than
600
metric tons
of food donated

3.

The Mosaic Institute



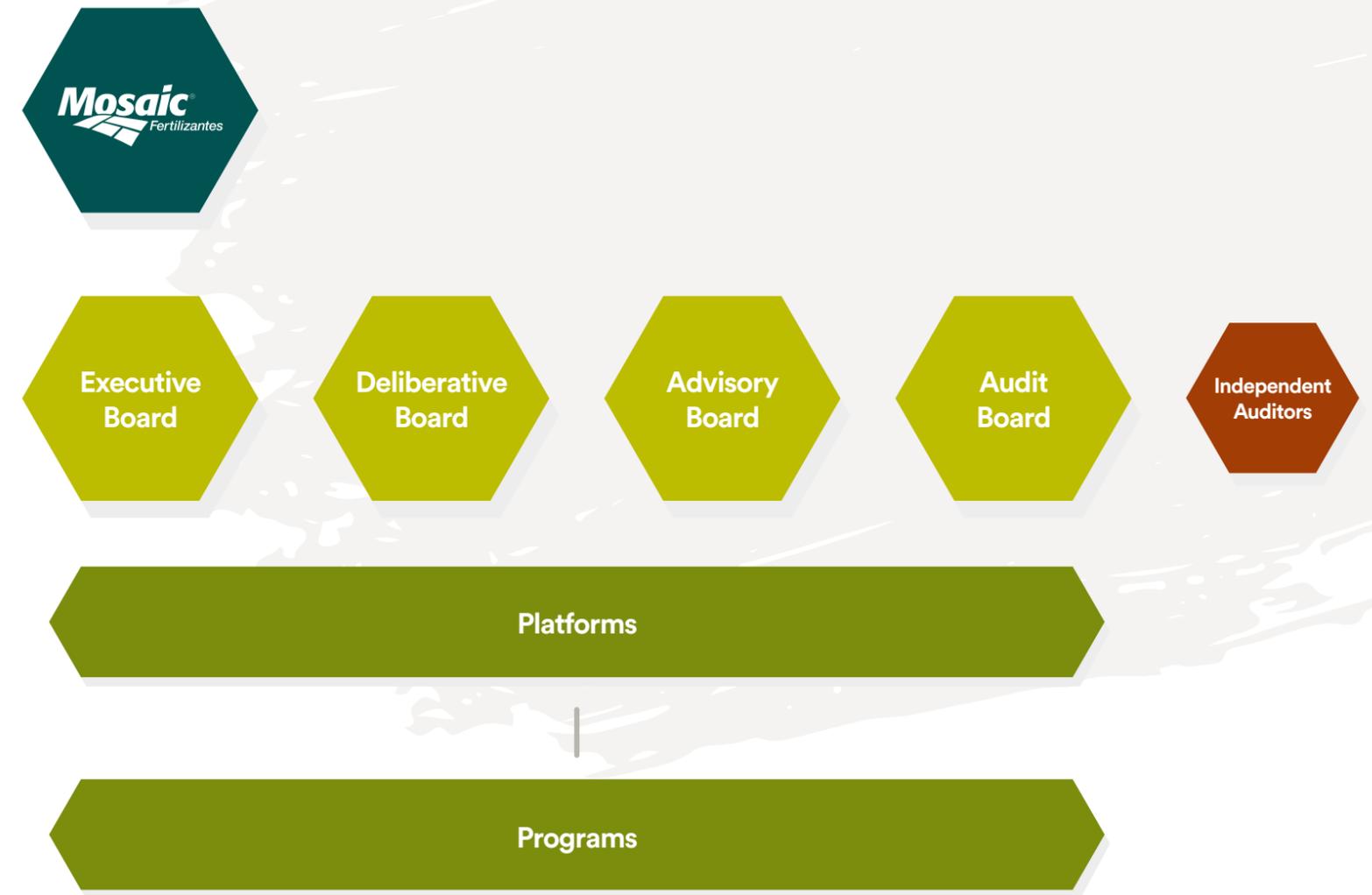
We are the social branch of our sponsor, Mosaic Fertilizantes, a company active in 44 cities in Brazil and Paraguay and which engages directly with 85 communities.

Mosaic Fertilizantes sites are located mainly in areas with low Human Development Index (HDI) levels, half of them below the Brazilian average. The company’s activities create jobs and promote wealth, in addition to bringing other indirect economic impacts, which increases our social responsibility towards local communities.

The Mosaic Institute, aligned with Mosaic Fertilizantes’ strategy and in-depth studies of its impacts, defined fronts of engagement. These would not only manage externalities and comply with legal obligations, but also help cities think about their evolution over the long term, empowering civil society by improving development indexes and promoting social return on investment. Thus, we have built our Food, Water, Education, and Local Development platforms as catalysts of social projects.

4.

Governance



Integrity is a principle of the Mosaic Institute. We permanently improve our management model in order to ensure transparency in how our financial resources are invested, whether these resources come from regular funding or charity.

Our highest level of governance has a Deliberative Board and an Audit Board, in addition to the Executive Board, to consolidate the Mosaic Institute's legacy. In 2020 we incorporated a new body, the Advisory Board, a multidisciplinary group that will guide our direction, as of 2021, in line with Mosaic Fertilizantes' Environmental, Social, and Governance (ESG) Performance Strategy.

5.

Our impact

Mosaic Institute

2 countries

11 states

44 cities

85 communities

30.000 people impacted directly

5,7M people impacted indirectly



6.

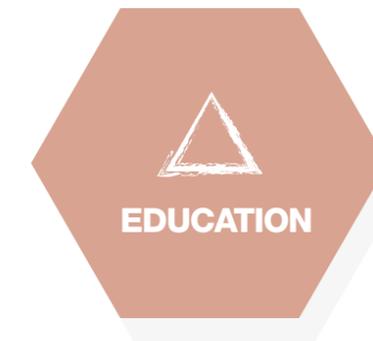
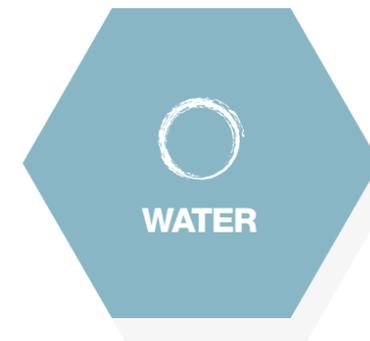
Platforms and programs

Our platforms are interdependent in promoting social and economic development in the communities.

Aligned in the solution to the challenges presented by the Sustainable Development Goals (SDG) that are part of the 2030 Agenda of the United Nations, the Food, Water, Education, and Social Development platforms guide our sponsor's investments and help the Mosaic Institute remain vigilant to its commitments.

Each front unfolds into programs that are applied in different cities in which we are present, considering individual local community needs. A permanent dialog and active listening tools ensure that community members take part in the main strategic decisions.

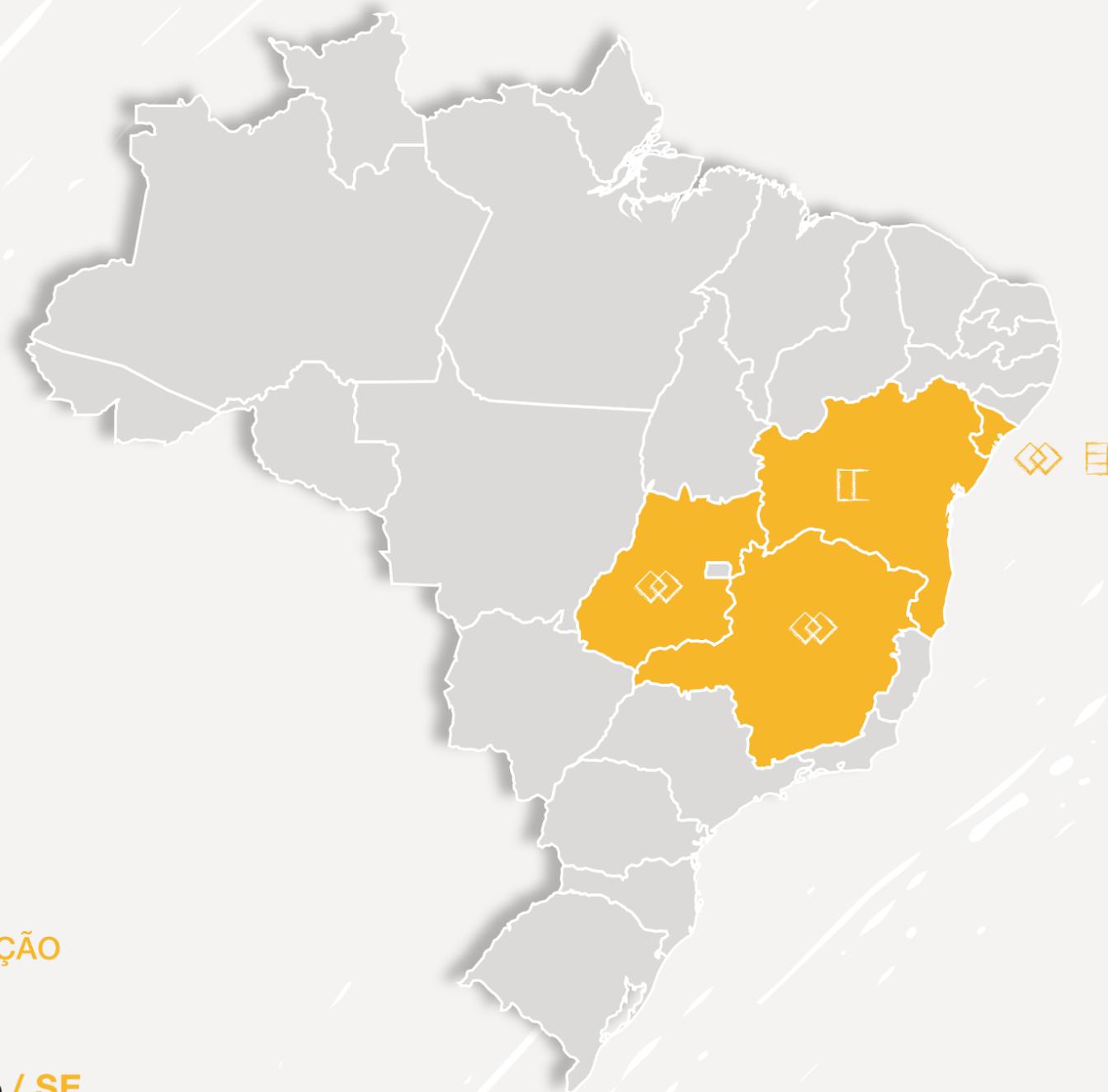
The Mosaic Institute's platforms and programs are also aligned with Mosaic Fertilizantes' Environmental, Social, and Governance (ESG) Performance Strategy, especially the Mosaic 2025 Sustainability Goals.



a. Food Platform



We promote healthy eating habits and food safety by initiatives focusing on nutrition for vulnerable populations.



FOOD

 **ALIMENTAÇÃO**

Capela / **SE**

Japaratuba / **SE**

Rosário do Catete / **SE**

Tapira / **MG**

Ouvidor / **GO**

 **VILLAGE**

Barreiras / **BA**

 **FOOD BANK**

Rosário do Catete / **SE**

Our programs

Since food safety and agricultural productivity are the focus of the Mosaic 2025 Sustainability Goals, it makes all sense that our programs be integrated into the efforts of our sponsor to expand its positive impact on society. The **AlimentAÇÃO, Village, and Food Bank programs** complement each other to provide a positive impact on several of our stakeholders, creating a virtuous and growing cycle.



a.1. AlimentAÇÃO

This is the program most connected to the essence and mission of Mosaic Fertilizantes. Brazil has different circumstances that involve issues ranging from obesity to lack of access to food. This is why we chose schools as the best place to tackle them from educational and social perspectives.

This means we educate principals, teachers, lunch room staff, and other school workers on the importance of balanced and healthy nutrition. At the same time, we encourage the planting of vegetable gardens in these schools, to offer more diversified food for the students' lunches and give any surplus production to their families, extending to them as well access to better food. The idea is to have a positive social return in a generation of children that value healthy nutrition.

To celebrate all these initiatives, on October 16, World Food Day, we launched a cultural competition to encourage reflection on this topic. Children part of the AlimentAÇÃO program are invited to produce a video on healthy nutrition.

The program extends to the community as well, with lectures and food donations. However, during the Covid-19 pandemic, the program had to be reinvented and part of it happened online, quite successfully.

2020 highlights



66

Technical visits to the vegetable gardens

41

Hours of ducation

20

Training courses

3

Meetings with lunch room staff

20

Businesses

417

Participating families

28 schools with 153 teachers, coordinators, principals, lunch room staff, and young protagonists

“Video classes are important because they help explain day-to-day things, as well as more complex issues.”

Sônia Valquiria Dória, manager at the Monsenhor Eraldo Barbosa de Almeida State School, Capela (SE)

19

Different support materials shared

18

Video classes

2.080

Views on YouTube

3.185

People reached

98

Remote meetings

3

Groups to address concerns of families

39

Student videos in the World Food Day contest



Results of online activities

World Food Day

On **October 16, World Food Day**, we organized a cultural contest and invited participating children to send a video on healthy nutrition.

The 5 winning students from each school won baskets of healthy food. The first placed won a gift voucher and the schools an electroportable to assist in the school kitchen.

VILLAGE PROGRAM BRAZIL

a.2. Village

Further expanding the impact on communities, the Village Program, a partnership developed with The Mosaic Company Foundation, helps family farmers prosper and improves their lives by offering rural technical support, education, and access to water. This program's objective is to support smallholders face the challenge of fulfilling Mosaic Fertilizantes' mission of helping the world produce the food it needs.

To achieve this, a multidisciplinary team provides daily technical support in to rural properties, encouraging them to produce food and generate income in a sustainable and conscientious way.

The Village Program is based on food, water, and education. In the Barreiras (BA) community, where it was offered, a school was used as the educational base for the program. In return, the school will receive an accessible vegetable garden that will include a water tank and an irrigation kit.

Objectives

Agriculture: Increase productivity of smallholders and improve their access to the market;

Water: Improve access to and use of water for growing food;

Education: Plant model vegetable gardens in schools and support curricular activities.



2020 highlights



“I used to earn nothing from my land; now I get R\$250 per week to help my sustenance.”

Otacílio Filho, farmer participating in the Village Program

a.3. Food Bank

In order to encourage farmer development, we helped implement Food Bank in Rosário do Catete. Food Bank is a civil society organization that collects food that for some reason has lost commercial value but is still fit for consumption and distributes it where necessary. For this reason, the initiative partners with local retailers, which is the first step in this process.

In 2020 Food Bank started working in temporary facilities, partnered with donors, social networks and technical support; contacted farmers to help them be eligible for federal aid programs (Pronaf); started urban collections; pursued government funds to buy food from these farmers; and made donations to socially vulnerable families that faced food insecurity. To help project outreach, the Mosaic Institute donated the necessary equipment and material and enabled the project to work in its temporary facilities.



2020 highlights



R\$ 85.000
Invested in equipment

520
Families involved

950 kg
Of food produced

56
Active farmers



“I’m so happy because this helps us buy something, because what we earn is not enough, and this help came from heaven. I like very much working the land, I have corn, a lot of corn to sell, I have kale, yams, lettuce, cilantro. God will help us grow, not fall.”

Vilma Santos, farmer participating in the Food Bank



b. Water Platform



We encourage good practices in water management, supporting projects developed by social organizations and higher learning and research institutions.



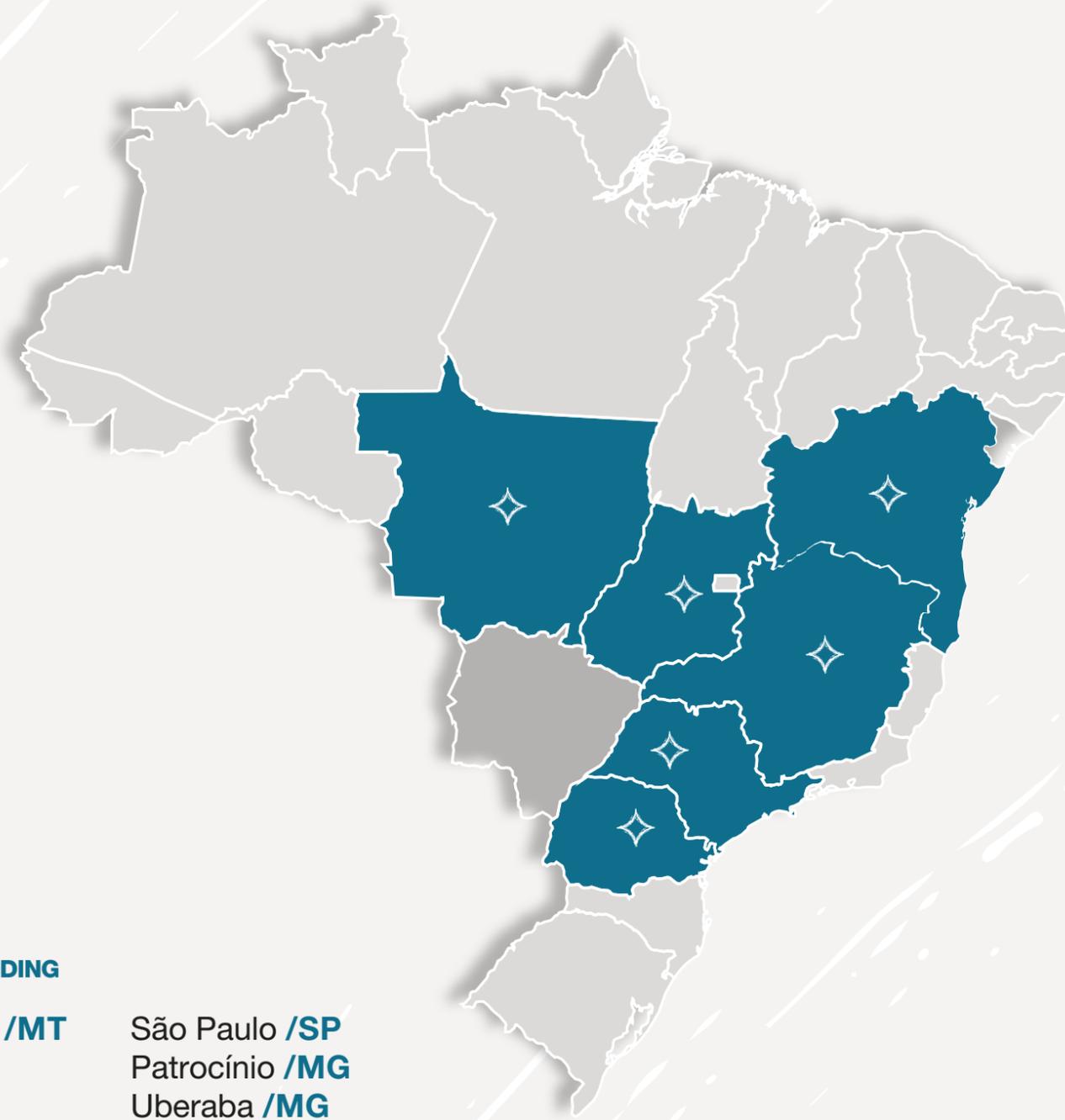
FOOD



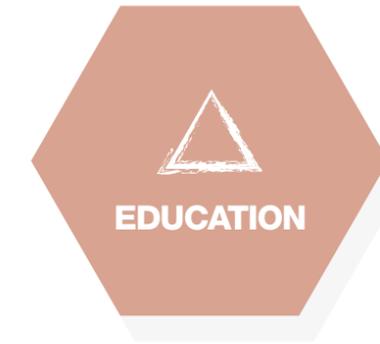
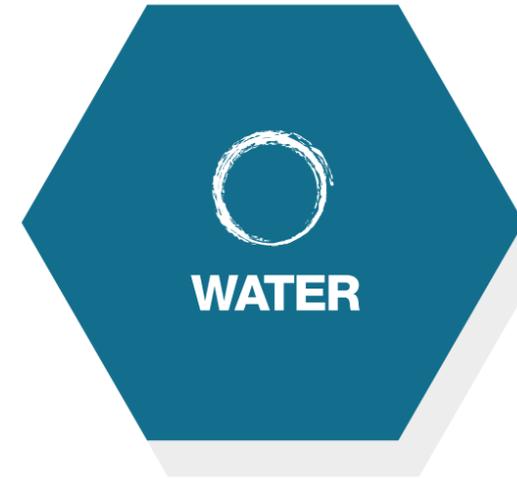
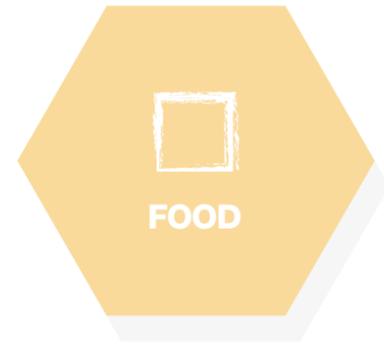
WATER BIDDING

- Rondonópolis /MT
- Sorriso /MT
- Catalão /GO
- Ouvidor /GO
- Rio Verde /GO
- Barreiras /BA

- São Paulo /SP
- Patrocínio /MG
- Uberaba /MG
- Araxá /MG
- Alfenas /MG
- Paranaguá /PR



Our programs



Mosaic Fertilizantes is publicly committed to **reducing the use of fresh water by 20 percent per metric ton** of product by 2025. As the social branch of the company, the Mosaic Institute supports the expansion of this commitment by organizing educational and social initiatives to increase the availability of water resources in our communities.

b.1. Water Bidding

In this platform, the Water Bidding Program is our great initiative. The goal is to support organizations and help them implement creative solutions for water issues. The first bidding was launched in 2019 and selected 10 projects. In 2020, another 12 projects were selected to be executed in 2021. The consolidated results refer to the work carried out by the projects selected in the first year, 2019.



Projects selected in 2020

MINAS GERAIS

Train communities in rural basic sanitation as a way to restore water resources.	Associação Cerrado Vivo Para Conservação da Biodiversidade (Cervivo)	Patrocínio
Recover springs and vegetation cover in the Parque do Paço permanent preservation area.	University of Uberaba (Uniube)	Uberaba
Install biodigesters to treat hog residues and produce energy and biofertilizers in smallholdings.	José do Rosário Vellano University (Unifenas)	Alfenas
Organize local environmental group (COLMEIA) to recover the source of the Feio Stream.	Planalto de Araxá University Center (Uniaraxá)	Araxá

SÃO PAULO

Caring for Water – environmental sanitation and education in the extreme south section of the municipality of São Paulo.	Instituto Ambiental (OIA)	São Paulo
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BAHIA

Develop 3D prototypes for micro-irrigation to reduce the water footprint in banana plantations in Western Bahia.	Federal University of Western Bahia (UFOB)	Barreiras
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GOIÁS

Future Water: recover, manage, and foster protection of resources.	Catalão Federal University (UFCat)	Catalão
Water, education, and food: talking about urban school gardens.	Federal University of Goiás	Anápolis, Catalão, Ouidor e Rio Verde
Pingo D'Água (Water Drop): rural environmental education and sanitation.	Instituto Federal Goiano	Rio Verde

PARANÁ

Saint-Hilaire Lange National Park Waters – participative monitoring of the river basin to conserve and recover riparian vegetation.	Mater Natura	Paranaguá
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MATO GROSSO

Water production in the Lira River basin	Clube Amigos da Terra (CAT)	Sorriso
Social and environmental education: learning and revitalizing springs	Grupo Arareau de pes. e edu. ambiental	Rondonópolis

2019 and 2020 highlights



Testimonials

“Using the Water Bidding Program, we set out to restore forest cover in a waterhead area, where we planted 1,500 saplings with the help of two groups of volunteers. We are progressing and involving other social actors in an effort to value our water resources. The only thing we have not managed so far is to take 100 students out to the field, on account of the pandemic. But we have engaged in some remote conversations, which has been equally enriching.”

Anne Zugman, Mater Natura

“Very close to us we have a permanent preservation area that has our most precious asset and the focus of this bidding – water. We believe that our direct involvement in this area could transform it into a better, more suitable and useful place for our society. We have already cleaned it up, picked up a lot of trash, and are now planting and preserving the species there. We have already organized some environmental education initiatives and plan to have others during the week we celebrate the World Water Day.”

Dionir Dias de Oliveira Andrade, Uniube



C. Education Platform

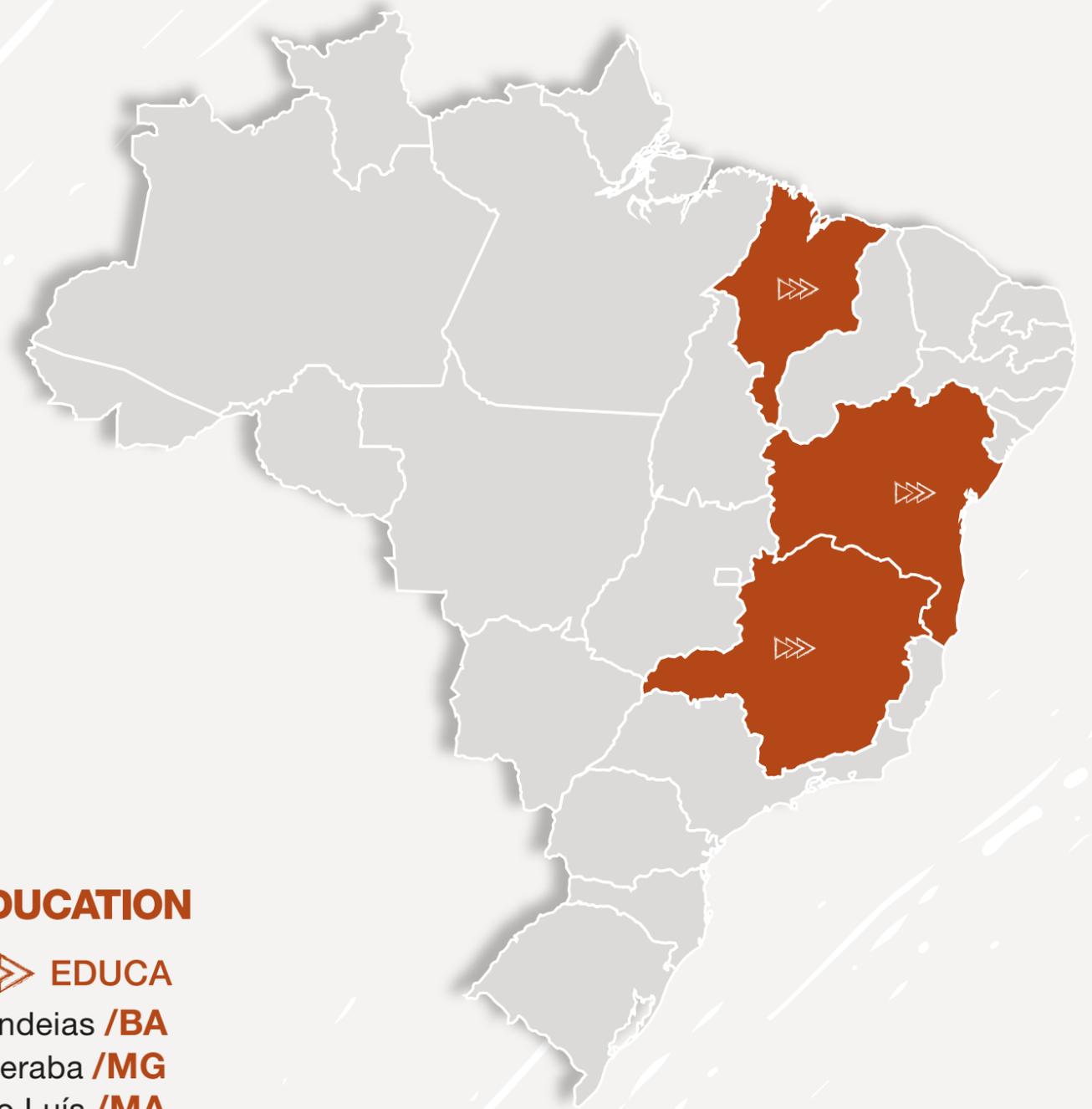


We improve children's education by training managers and technicians and encouraging reading.

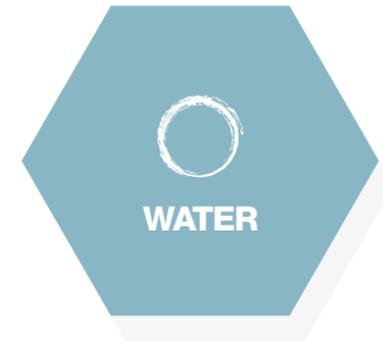
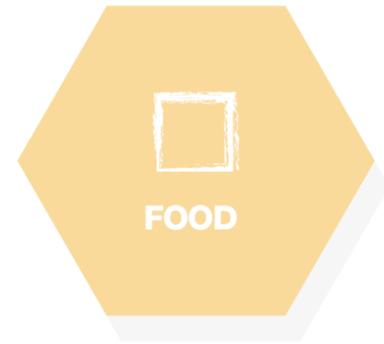


EDUCATION

- ▶▶▶ EDUCA
- Candeias /BA
- Uberaba /MG
- São Luís /MA



Our programs



We believe that the future will be better only if we work to educate our children, to provide access to reading, and having schools as the driver of this educational development.



c.1. Educa

The goal of this program is to support the education of children aged up to five years in Brazil, by encouraging reading, training teachers, and reorganizing school spaces. In 2020 we also invested in training and digital transformation of the school community.



2020 highlights



1.218

People trained

200

Hours of training

1.050

Books donated

7.040

Students benefited

89%

Of educators improved their knowledge of digital media

84

Schools involved

82%

Of students able to reproduce information in the stories

94%

Improved their knowledge of literature

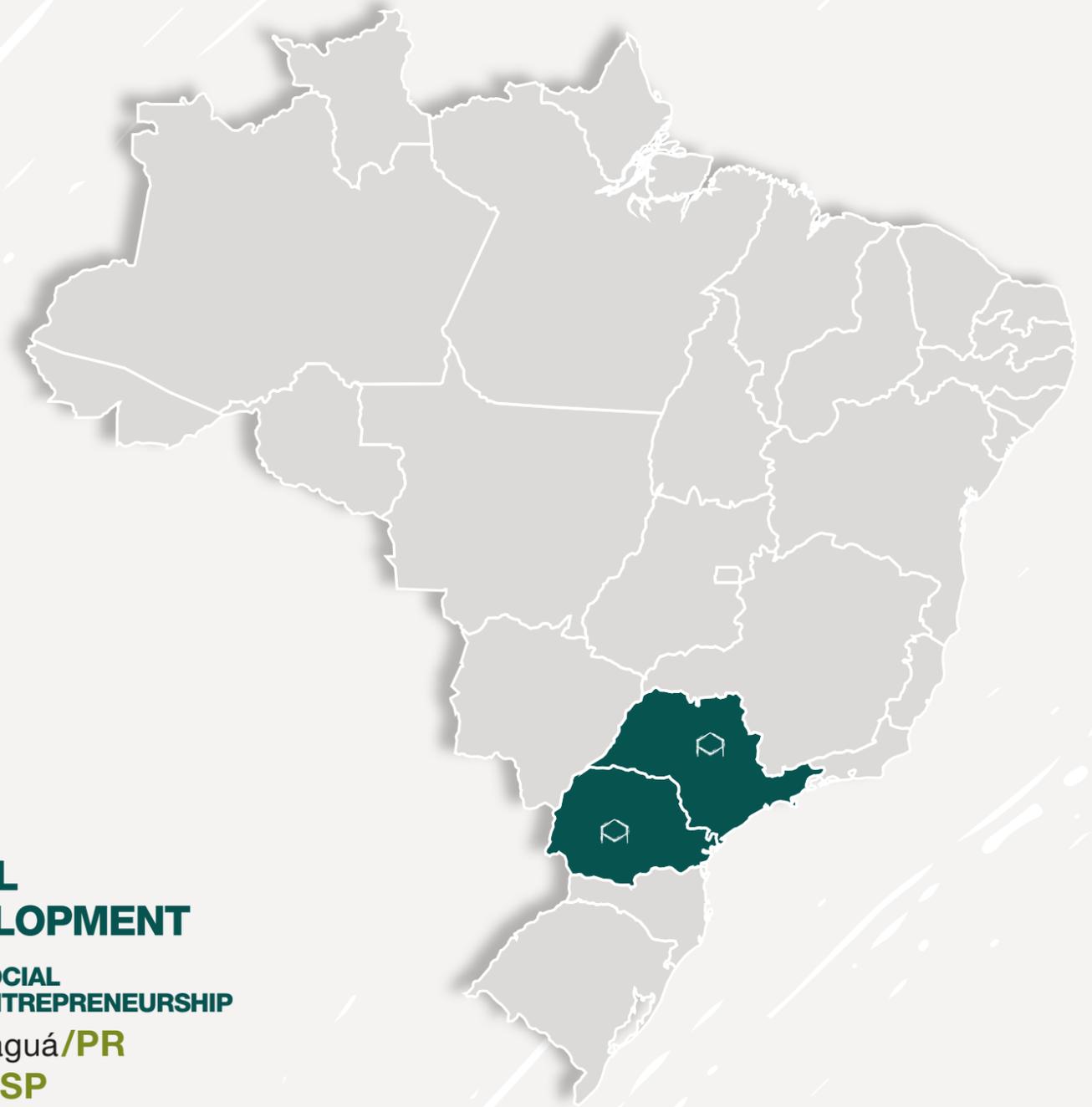


"I noticed the difference between telling a story and reading, I thought it was the same thing. Reading enables children to enrich their vocabulary. I did not have this perspective. Now I know what to do and how to do it when reading a story for the children."

Teacher trained in the Educa Program, em Candeias (BA)

d.

Local Development



We empower local entrepreneurs in the different local economic potentialities and in training public officials to achieve more efficient and transparent management.



LOCAL DEVELOPMENT

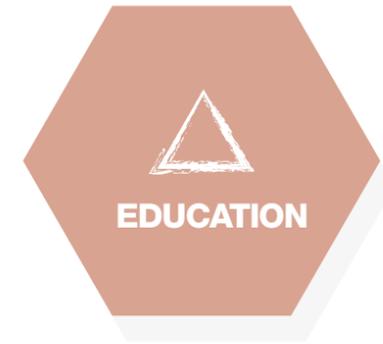
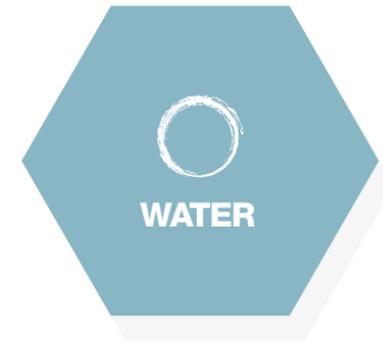
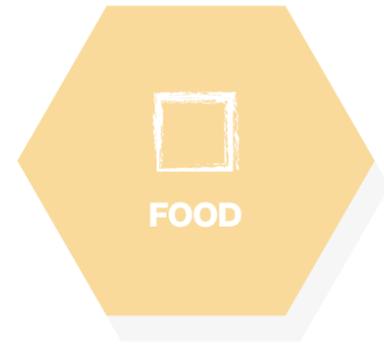
 SOCIAL ENTREPRENEURSHIP

Paranaguá/**PR**

Cajati/**SP**

 PUBLIC MANAGEMENT

Our programs



We believe that local development happens only when all social actors are involved. Being the social arm of Mosaic Fertilizantes, we undertake the responsibility for encouraging partnerships, fostering knowledge, sharing knowledge, and promoting entrepreneurship to emancipate people and communities.



d.1. Social Entrepreneurship

The main goal of this program is to empower vulnerable groups and territories, by promoting social, economic, and environmental development through entrepreneurial education and business acceleration. In 2020 we continued working with these social organizations selected in 2019, and the results demonstrate the consistency of the work of these organizations.

Organizations supported

The **Ateliê Mulheres Mãos de Ouro Barra do Azeite (AMMO)**, a seamstress organization based in Cajati (SP), received support to advance their business. During the process, AMMO went from a small informal workshop to become a sewing atelier with a defined structure, mature manufacturing and management processes, and sophisticated communication and lines of products. And they achieved success. Among other work, this non-profit social organization that gathers socially-vulnerable women and uses sewing to change their lives received the mission to manufacture Mosaic uniforms for the company's site in that city, in addition to Covid-19 face masks for the COORECA cooperative members. During this process, Mosaic Fertilizantes took part in training and these enterprising women were connected to networks of suppliers and clients, further expanding their work.

2020 highlights



Organizations supported

The **Associação Boa Nova (ABN)**, a non-profit organization based in Paranaguá (PR), is engaged in projects targeting the most vulnerable people in their region, from distributing food to empowering new community leaders. This organization received support and training to help them build a structure and carry out their work more effectively. They are already aware of their attributes and challenges and, thanks to the support, are stronger and more able in strategic matters, including efficient communication material focusing on its development.

2020 highlights

11

Association members impacted

17

Hours of training



Organizations supported

With the support of the Social Entrepreneurship Program, the **Cajati Recycling Cooperative (COORECA)**, based in the city of the same name, boosted its material processing capacity by 97 percent, while reducing the volume of residues by 1 percent. Within six months it managed to increase cooperative member earnings by 120 percent, from R\$382.33 when the project started to R\$486.22 and then R\$633.03 in September 2020. COORECA offers skill training and education to its members, in addition to the necessary facilities to make the cooperative a sustainable business, offering opportunities to increase the earnings of participating individuals and helping the municipality deal with its residues.

2020 highlights

“Before Mosaic, we did not see ourselves clearly as an association. Our objectives and our purposes were not entirely clear for the whole team. We did not know how to prepare a project to secure funding, how to take part in a public bidding. We ignored who to contact, how to introduce our association.”

Janete Lindner, ABN associate

“Before Mosaic, cooperative members would come and go, they lacked commitment and responsibility, would stay two or three days. We could not provide them with good earnings, which made people give up and leave us with nobody. Our main change was our earnings, this improved considerably and now we practically match other companies in the region.”

Michele Costa dos Santos Bertoldo, COORECA treasurer

18

Cooperative members

17

Hours of training

120%

Increase in member earnings



7.



Pandemic community support plan

We had to tackle not only our own challenges with dedication and creativity. We had to respond to specific needs produced by the Covid-19 pandemic in the locations where we are active.

When the world most needs us, we cannot simply sit back

That is why we created an emergency support plan. On the one hand, we wanted to ensure food security, quality nutrition, and personal hygiene and cleaning supplies; on the other hand, we wanted to understand and collaborate with municipal health systems.

The steps we took reinforced our commitment of working as a member of the communities in which we are part. These initiatives also enabled us to reach out to our neighbors and let our stakeholders recognize that we are part of the local setting. Additionally, we were able to contribute with preventive and mitigatory actions in the company's territories. Joining forces with national and local efforts to prevent Covid-19, we reaffirmed our position of partners to face the challenges in each location.

The **Municipal Support Plan to Tackle Covid-19** was carried out using funding provided by The Mosaic Foundation and The Mosaic Institute over a three-month period, and has been renewed as new demands rise. Working in synergy with the AlimentAÇÃO platform, the initiatives focused on providing food to communities in need at that time, including additional health-promotion actions to prevent the transmission of Covid-19 and support local facilities. All these initiatives joined hands with national and local efforts towards measures to prevent Covid-19.

The Mosaic Institute's main goal was to help communities have access to nutritious, quality food, as well as personal hygiene and cleaning supplies, all of which procured from small local retailers to boost income during the crisis. Additionally, the Support Plan was designed to understand and collaborate with municipal health systems, providing specific support. We also responded to demands for medical equipment, Covid-19 tests, and support for universities carrying out research.

We received immense support from the Mosaic Institute leadership and from over 260 volunteers, who courageously and attentively dedicated 1,443 of their hours to serve their communities during this challenging time.

In all, we invested R\$4.5 million, in 28 cities, benefiting over 100,000 people in all locations where we are active. We managed to achieve these figures with the help of volunteers, many of them Mosaic employees, who helped us in the critical task of understanding local needs and finding partner organizations. All products were handed over in person, always respecting health, safety, and social distancing precautions, to illustrate our proximity and care.

R\$ 4,5 million invested

2020 highlights

Beneficiaries

122.000
people

297
Institutions

84
Communities

28
Cities



Community deliveries

22.197
Staple food baskets

11.800
Covid-19 tests

1.930
Liters of hand sanitizer

4.532
Medical kits and PPEs

555
Metric tons of food

11.814
Face masks

27.558
Personal hygiene and cleaning kits

"My thanks for all the cleaning kits and 50 food baskets we received! In times of pandemic, extend our hands and help our neighbor has made all the difference in the lives of such vulnerable people."

Father Arthur Oliveira



8.

Volunteers

Mosaic Fertilizantes employees, interns, retirees, their families, contractors, suppliers, and all those invited by one of the first three who would like to volunteer can take part in initiatives carried out by local volunteer groups.

The Mosaic Volunteer Program is designed to respond to the needs and demands of local communities. The Mosaic Fertilizantes Volunteer Program embraces employees at company sites who are committed to developing a compassionate attitude that transforms lives.

Critical for carrying out our projects, especially emergency actions to tackle Covid-19, our volunteers helped our programs and committed themselves even amidst such challenging times.

In 2020 we had 17 initiatives involving the support of over 250 engaged volunteers. In special, **we have the Food Donation Campaign**, which collected 61 metric tons of food through the engagement of employees and partners. The Mosaic Institute matched the donations and enabled the distribution of 122 metric tons of food to families facing food vulnerability.



Other campaigns:

- Blood donation drive
- Winter drive
- School supplies kit deliveries
- Diaper donation
- Easter campaign
- Plastic-lid collection for donation to social organizations
- Community emergency support plan

2020 highlights



“At first, Mosaic came as a visitor. When a group of volunteers arrived, I would say, ‘My visitors arrived.’ Today I say ‘My Mosaic friends arrived.’”

Maria dos Santos Alves, President/Director of the Maria Voltando a Sorrir Project

Credits

This 2020 Activity Report was prepared by the Mosaic Institute under the coordination of our team of specialists dedicated to the programs we have shown here. The information refers to the period between January 1 and December 31, 2020.

We invested R\$ 9,5M in the year.

Executive Board

Paulo Eduardo Batista
Executive Director
Murici Martins
Director
Camila Bellenzani
Director

Deliberative Board

Arthur Liacre - Presidente
Antonio Carlos Walsh
Henrique Oliveira
Jalmiro Lazarini
Juliano Rezende
Luciana Landgraf
Mariana Aranha
Milena Siqueira
Troy Hobbs

Audit Board

Elton Ribeiro
Wilisson Ribeiro
Patricia Paiva

Acknowledgements

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In special, we thank:

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A Cor da Letra
Institute for Social Development - IDIS
Institute of Solidarity Socioeconomy - Ises

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The photos with people without masks were taken before the pandemic period.



Instituto Mosaic

Visit and know more about the Mosaic Institute
mosaicco.com.br/Instituto-Mosaic