



Instituto Mosaic

Activities report

Mosaic Institute

2023



We are determined to end poverty and hunger, in all their forms and dimensions, and to ensure that all human beings can fulfil their potential in dignity and equality and in a healthy environment.

Declaration by the United Nations in 2015, presenting the 17 Sustainable Development Goals (SDGs) and defining the commitment to 'People'.



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Message from the *Leadership*

The Mosaic Institute represents our company's commitment to pursue effective solutions for sustainability.

To achieve this, we give new meaning to impact. We contribute to **a more dignified life for future generations**. We focus on concrete actions in the present, bringing transformative opportunities closer to vulnerable families, and we face the challenges with confidence in the good work of our teams and partners, reinforcing the value of unity, confident that this is the ideal way to achieve excellent results in the future.

With a watchful eye, we continue to proactively adopt a **sustainable and responsible attitude in all aspects of our operation**. We remain steadfast in our mission to help the world produce the food it needs by providing agribusiness development services and solutions.



Adriana Alencar,
chairman of the
Advisory Board of
the Mosaic Institute.



Conditions and *achievements*

Looking at the achievements of 2023 is like contemplating a mosaic, where each piece represents an initiative organized by The Mosaic Institute and everyone involved towards the common goal. From afar, we can admire the overall picture, the result achieved, but only when we look closely at each piece, with its different shapes and colors, which represents an action with a direct impact on the lives of thousands of families, do we understand its true magnitude.

We believe that the future is collaboration and the present is our time to act. That is why we engage with technical partners, public authorities, local stakeholders, and other institutions part of our extensive and active cooperation network. Each piece of the mosaic contributes a different color, idea and strategy to improve the lives of vulnerable communities.





Fighting social inequalities and encouraging access to healthy and sustainable food.

Well aware of the needs that have arisen with the concern about worsening hunger in the country, we are directing our collective strength to the fight against poverty and social inequality.

To achieve this goal, we mix and match the pieces of this mosaic to obtain the best solutions to meet the challenge. As a key player in the defense of food security, The Mosaic Institute promotes initiatives focused primarily on SDG 2, contributing to actions that ensure all people have access to safe, nutritious, and sufficient food at all times and in all places.

Today, our focus is on initiatives that produce a positive impact and countless smiles on the faces of the families we serve. Although the figures are impressive, what truly fascinates us is the transformative potential that we as a team provide for these families.

It is the great mosaic of solidarity, knowledge, and progress that we present in the following pages. It is a constantly evolving endeavor, shaped by the dedication and empathy of all those who collaborate to construct a more equitable and prosperous future for everyone. And it is this mosaic that will be eternalized.

Our essence

An invitation to the
reader

**Reducing inequality in its many dimensions
is a complex challenge.**

In 2023, we positioned The Mosaic Institute as an advocate for food security, emphasizing its potential in society and relying on the cooperation of various stakeholders to achieve a common goal: to fight social inequality, starting with the 'reduction of hunger.

We have innovated in our strategies, integrating the different hubs and promoting multiple initiatives, to broaden our sphere of action and contribute to overcoming this challenge. This approach has generated tangible results in the communities served, results that we can measure through the positive changes in the lives of several families.



Paulo Eduardo
Batista,
Executive
Director of The
Mosaic Institute.

The evolution of our work is linked to the commitment to sustainability that we have incorporated in all our areas of action, and to the institutional strengthening achieved through strategic partnerships that have generated new sources of funding and allowed us to expand our initiatives.

In this report, we present that mosaic, showcasing each piece and highlighting the value of collaboration. Our solid work results in assertive actions that have a positive social impact and promote sustainability.

Who we are

We transform lives through private social investment, promoting social-economic development and significant changes in the regions where we operate.



We are an amalgamation of many. Our social cooperation network spans 23 cities and implements 37 initiatives, benefiting over 320,000 people and involving more than 460 organizations.

The Mosaic Institute is structured on firm pillars that evolve and grow stronger as challenges are overcome, ensuring continuous and consistent work.

Our approach prioritizes engaging in dialogue with communities, from formulating the strategy to involving the social action network. This relationship is based on trust and opens up ways to develop the region.

This is our essence. Each guideline holds its own importance, giving cohesion to our Institute, each contributing its own unique color and texture to the overall picture in this mosaic of transformation.

Social engagement map

Programs implemented to form a positive image of development in the communities surrounding Mosaic Fertilizantes operations.



23
cities

320,000
people benefited

37
programs

460
institutions supported

Legenda:

- Education gardens
- Village
- Food Bank
- The water bidding program
- Knowledge Room
- Entrepreneurship social

Social technology

To meet latent socio-economic demands, The Mosaic Institute's social technology prioritizes collaborative work.

By keeping an eye on the ecosystem, maintaining open communication with stakeholders, and respecting local diversity and culture, we can develop solutions that are tailored to real needs.

In line with our guiding principles, participatory management enables us to expand our perspectives by incorporating diverse viewpoints to optimize outcomes.

With the collaborative action of partners and public authorities, The Mosaic Institute achieves this objective and implements its programs, generating a positive on the communities surrounding its operations.

Social, economic and environmental needs

- Hunger scenario in Brazil and worldwide
- Reframing impacts
- Inequalities

Ecosystem

- Engaging with the communities
- A relationship of trust
- Respecting diversity and culture

Alignment with assumptions

- Food security
- SDG - Sustainable Development Goals
- Diversity and Inclusion
- HDI - Human Development Index

Participative management

- Forums with the Governing Board and Advisory Board
- Technical partners building solutions

Working together

- Engaging with public authorities and partner organizations
- Encouraging and mobilizing local stakeholders

Program implementation

- Replicable and scalable initiatives to generate positive impact

COLLABORATIVE SOCIAL WORK



Programs

With the potential to positively change the lives of the vulnerable people they serve, our programs incorporate assumptions and propose replicable and scalable initiatives to generate a positive impact, always supporting the UN's Sustainable Development Goals.



Supported stakeholders
Programs
Strategic alignment

Our positive *impact*



44 school vegetable
gardens
(Ordinary and Accessible)

25,000 students
supported

100 vulnerable families
benefited by Village

224% increase food
production
*Group 1 Balsas

66 Water Bidding
Program projects


17 projects focused on
diversity and inclusion

302 tons donated
food

88,000 people benefited from
actions volunteers

Our *agenda*

Social purpose



32.8%

of the population
experience moderate or
grave food insecurity

Between 2020 and 2022, 70.3 million people in Brazil were uncertain if they would experience a shortage of basic food necessities for at least one day.



Concern about the social inequalities, as well as a commitment to positively transforming lives, drove The Mosaic Institute to create a social agenda with solutions focused on SDG 2, aimed at eradicating hunger and stimulating sustainable agriculture.

This purpose was included in programs that aimed to promote food security and nutritional education. This understanding is based on the fact that these programs are key to combating social inequalities in their various dimensions.

Food education: The foundation for building a mosaic of knowledge about nutritious food.

Education Gardens

The school garden, created by The Mosaic Institute in collaboration with school officials, families, and public authorities, serves as an educational tool to facilitate the teaching and learning of healthy eating and food education. This is a resource with high potential to **opportunize the expansion of knowledge for the school-family collective.**

Students access knowledge in a fun way

Families receive theoretical and practical training on entrepreneurship focused on healthy food

Educators are trained to utilize the full potential of this resource

Nutritious food throughout the year. The produce from the garden goes to school and to families in the community



8

municipalities

Capela (SE) | Japaratuba (SE)
Rosário do Catete (SE) | Araxá (MG)
Uberaba (MG) | Patrocínio (MG)
Ouidor (GO) | Cajati (SP)

44

gardens delivered

79

schools supported



“Inclusion means that wherever I can go, a person using a wheelchair or a person who is blind should be able to go as well.”

Vitor - a student benefited by the accessible sensory garden.

In the student's words, the motivation for conceiving and carrying out an innovative project was legitimate: a school garden adapted for students with all kinds of disabilities. The dedicated space allows for playful learning, practical teaching, and interdisciplinary activities. It also promotes integration among students and fosters social development.

Accessible sensory gardens: Healthy, sustainable and inclusive food

Students learn about healthy eating and understand that inclusion is possible and should be part of their lives through sustainable, adapted food production systems. These systems include hanging beds with sensory experiences and other accessible resources.

In order to make the most of the garden's potential, teachers are trained to use the resources as a tool in the curriculum.



22 sensory gardens accessible delivered

In schools with a structured teaching plan for inclusion.

“The garden provides students with accessibility: tactile flooring, guide rails, accessible toilets. Our students will grow up understanding that inclusion is part of life. It is not taboo. This awareness will be created throughout their school years and will make all the difference in their upbringing as citizens.”

Najara Aparecida de Oliveira - Principal at the Arthur de Mello Teixeira Municipal School (MG).



Discover Brazil's first accessible sensory garden at the Arthur de Mello Municipal School, in Uberaba (MG).



25,000
benefiteds
students

2,000
teachers

251
canteen staff

566
families

112,000
indirect
benefiteds

12,000
seedlings

97
local businesses
supported

A new generation knowing and valuing food

The program helps improve nutrition and reduce hunger. Ensuring access to **healthy and adequate food year-round** and improving the health of thousands of children who receive school meals.

Cooking
experience

Educational
backpack

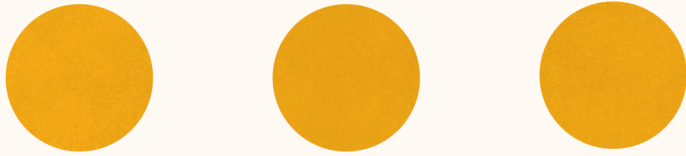


Families receive theoretical and practical training to encourage and guide them in entrepreneurship while promoting healthy eating habits. Schools are provided with backpacks containing teaching materials for early childhood education and elementary school.

The initiatives prepare members of the school community to be multipliers of the importance of a balanced diet.

238
teaching
training





Knowledge room

6

municipalities supported by this methodology

Candeias (BA)
São Luis (MA)
Rondonópolis (MT)
Uberaba (MG)
Tapira (MG)
Ouvidor (GO)

It is through initiatives that **promote childhood education**, enabling **learning and awareness of healthy and sustainable food** in the educational project, that we help build solid **pillars of social transformation**.

The knowledge room is another tool that facilitates the teaching and learning processes. It is implemented by the social network, together with partners from the public authorities and the school body.

Literature should enchant the readers. And we'll only be enchanted by something if it's a choice, if the child can choose what to read - that's why i believe that moments like this are essential and it's in our hands to promote these moments with them.

Avelina Oliveira S. Martins - teacher at the Professora Ediene da Silva Dias Municipal School, in Ouvidor (GO).



**Learn more about the model
of our knowledge room.**



Education, diversity and inclusion in one place.

The knowledge room and the accessible sensory garden are learning environments that complement each other, offering accessibility in their structures, equipment and materials, and encouraging social inclusion:

- **Encouraging reading**
Using inclusive braille books and teaching material.
- **Promote a food experience**
Using a bench to experiment with the cycle of plant life, a microscope, and a 3D model.
- **Encouraging inclusive learning**
Using the accessible sensory garden as a teaching tool to support learning.

Additionally, the program addresses **training of the teaching team** to help them carry out reading-support initiatives and educational projects involving healthy and sustainable. **Preparing these stakeholders to address this agenda** with students, teachers, workers and family members.



Professora Ediene da Silva Dias
Municipal School, in Ouvidor (GO).

Positive impacts

Change in student behavior towards reading

40
teachers

150
hours of
training

450
students
supported

Intellectual development **100% of students independently using material** available in the Knowledge Room, a positive sign of intellectual development.

Project effectiveness **100% of students use the books in the Knowledge Room**, encouraged by interactions with teachers during reading activities that were covered in the training sessions.





Help smallholder farmers prosper and improve their quality of life. With this in mind, the Village program directs efforts and calls on the collaboration network to achieve food security and the expansion of resources for rural families.

Living in vulnerability and social inequality, these smallholders depend on the land for their livelihood, farming by hand, without the resources and support to grow. However, they have a farming vocation and the desire to leave a traditional family legacy.

3 municipalities

Barreiras (BA)
São Desidério (BA)
Balsas (MA)

We see family farming as a strategic element in shaping a positive image of food security in Brazil and around the world.



“ I used to lose a lot of my crops. The project taught me how to care for my crops and my earnings grew. (...) Today we are doing well! What do I want in life? I want us to farm and sell our crops to our town. Maybe one day even to some other town. That’s my dream! ”

Aurineide Santos da Silva -program participant, in Balsas (MA).

An integrated perspective of the farm

Over the course of three years, the families participating in the program are supported by a multidisciplinary team, which provides technical guidance, equipment and supplies, as well as implementing integrated actions on the farm on three fronts: agriculture, water, and education.

An approach aimed at empowering smallholders in the short term and increasing yields and family earnings. We are fostering traditional activities, enabling access to public policies and contributing to the formation of a network of farmers.



Learn more about
the Village's
integrated work.

Empowering smallholders

=

Improve yields and increase household earnings



Agriculture

Increasing smallholder yields and improve their access to the market.

- ⦿ Providing technical support.
- ⦿ Providing technical training.
- ⦿ Building farming greenhouses.
- ⦿ Applying management controls and marketing strategies



Water

Improve access and use of water for growing food.

- ⦿ Building cisterns.
- ⦿ Installing irrigation systems.
- ⦿ Advising on water resources management.



Education

Improving school facilities and disseminating content for the public school system.

- ⦿ Planting gardens.
- ⦿ Train teachers of rural schools in local communities.

Socio-economic transformation:

improve quality of life on the farm.

Expanding the program

The process involves careful diagnosis of the region and selection of families.

2019:

17 families
1 city -
Barreiras



2023:

100 families
3 cities - Balsas,
Barreiras e São
Desidério

Improving Diversity and Inclusion data

Aligned with Mosaic's Diversity and Inclusion proposition, the program primarily supports families facing social vulnerability and inequality.

Women

50% of families
leadership by women

Generation

25% > 60 years

Race

92% are black or brown

*Balsas data

Success story of the
National Congress of
Women in Agribusiness
in São Paulo, SP



Increasing food production

224%

in Balsas

410%

in Barreiras

+ access to public programs (PAA, PNAE) and network activities (associativismo)

230%
increase in earnings

“ We used to water our crops using cans (...) We could not farm because of the huge difficulties. And then Mosaic came and brought a water tank and irrigation. We can save water and time. That's very good. The crops receive just the right amount of water, like they should. ”

Maria Domingas Pereira - smallholder, in Balsas (MA).



Farming properties as sources of wealth

A new image is formed, where we can see the changes. People who love the land gain knowledge and resources that help them grow. They decide to stay on the farm and keep doing what they have done for generations. The land ensures them food today and Dominga's the confidence of a better future.

100
benefited
families

3
schools
supported

“The support taught me a number of things. They tell us what kind of seed to use, how to plant, about fertilizers. Before, I produced hardly anything. Now, with the project, I'm doing well. Quality crops, something I lacked before.

Deusdet Rodrigues - smallholder, in Balsas (MA).”



Celebrating the results achieved in Balsas (MA).

Balsas (MA)

18
cisterns
built

20
irrigation systems
installed

380,000
liters of water
saved

Barreiras (BA)

23
cisterns
built

460,000
liters of water
saved

40
irrigation systems
installed

Reducing the impact of poverty:

when key stakeholders come together and collaborate, we connect the pieces to solve complex challenges and help change lives.

Food Bank

Focused on socially vulnerable families, the Food Bank Program helps public policies become more effective. This program helps organize and improve Food and Nutritional Safety (SAN) initiatives by collecting food donations and distributing them to supported families.

2 municipalities

Rosário do Catete (SE)
Uberaba (MG)

Connecting donors and recipients, collecting food from partner companies (farmers, wholesalers, and retailers) and distributing it to vulnerable families.

“

We put together 500 fish and chicken packs to distribute to families in Rosário and Siririzinho. By donating protein, we improve the nutritional value of our deliveries and make the community happier by giving them something they cannot always afford. Some families only eat fish during special holidays, thanks to city donations.

”

Ana Paula, coordinator at the Rosário do Catete (SE) Food Bank.



Increasing access to food for socially vulnerable families:

Initiatives of The Mosaic Institute and its partners helped achieve this result.

Engage with and provide technical support to create the facilities and organize donations.

Supporting family farming: training and guidance to take part in local public biddings (PRONAF).

Leveraging: Strategic partnerships with startups expand food collection.

Well-fed and nourished people enjoy better health and quality of life.

Rosário do Catete (SE)

Food collected or donated on a monthly average

Families supported

4.4 tons **880**

Uberaba (MG)

9.8 tons **1,370**

Technical support achievements:

Provide strategic planning (design and execution).

Train to prospect for donor partners.

Support to take part in government programs designed to help upgrade food banks (Edital SEDESE no. 06/2022).

Help prospect new partnerships: support from business, retail, and farm donors.

Support in raising awareness for and taking part in the Brazil Network and Citizenship Ministry initiatives.

Water bidding program

It is a **social bidding initiative** that **selects, encourages and funds** civil society organizations as well as educational and research institutions in Brazil that seek to **transform brazilian lives** by implementing projects that **ensure quality water to vulnerable communities**, for current and future generations.

An effective ecosystem supporting **iniciatives** that provide access to the natural resource and that meets the selection criteria: **potential for innovation and scalability, level of mobilization and cross-sectoral engagement.**

Discover some projects from past editions

 **750**
people benefited

Semear project: plant an agroecological vegetable garden and recycle rainwater APAE, in Uberaba (MG).

 **80**
springs recovered

Coopernascentes project: restoring springs. COOPERCITRUS, in Araxá (MG).

8 tons+
of residues collected

Know to Preserve project: environmental education as a tool to recover the Japarutuba River (SE). Fundação Mamíferos Aquáticos, in Sergipe.

Achievements of the past 5 editions

66 Initiatives in Brazil

7,136 people trained to social technologies and environmental practices

156 water collection and sewage treatment systems

205 million m² area of soil conserved

12,000+ trees planted

105 springs recovered

675,000 investment



5th Edition 2023/2024

15 winning projects

Focus on projects that promote good water management practices primarily in food production, encouraging sustainable agriculture in Brazil.



100 Kg of food produced

Water, food for land and life project: traditional food as an age-old culture.

Association of Farmers of the Peropava Quilombo, in Registro (SP).



220 people supported

Organic garden implementation project.

Associação Esportiva B13, in Catalão (GO).



4 rural communities supported

Project to expand and replace the treated water distribution system.

Association of Water Users of Colônia Maria Luiza (ASA), in Paranaguá (PR).



Entrepreneurial recycling:

This develops supply chains, pieces that potentialize local economies and shape new realities.

Social entrepreneurship

Through entrepreneurial recycling, cooperative members collect recyclable materials from households and sort and press them in order to send them to buyers in the region. An act of sustainability, essential for the municipality and the community itself. Working on broadening perspectives and awakening skills and knowledge, an organizational acceleration program was implemented with groups of waste pickers in three cycles: Pre-Acceleration, Acceleration, and Graduation. From mapping the difficulties to implementing the action plan, donating equipment and materials to strengthen selective collection processes.

Positive impacts achieved with the program

- Professionalize and organize the selective waste collection process.
- Increase volume of waste collected and recycled.
- Improve earnings.
- Increase number of cooperative members; as more people join the process, the cooperative thrives.

Recognize potential

Members of these cooperatives learn how to organize their work and the group's potential to overcome their challenges, implement learning, improve their processes, and become a reference in recyclable waste in the municipality.

39

cooperative members active

3

cooperatives



Accelerating COORECA (SP) development.



NOVA ESPERANÇA (PR)



ASSEPAR (PR)

Inclusive Education

A catalyst of professional training for minority groups.

Improving important skills for the job market for people with disabilities and women.

The initiative supports the vocational training process of people with disabilities and women by accompanying and guiding participants in achieving the autonomy they need to enter the job market.

In addition to providing access to official Sistema S vocational courses, there are monthly meetings, individual assistance, and performance monitoring.

Openings are made available on the basis of established criteria, the social vocation and the situation of the municipality.



“ I believe I performed well in my studies (...) I feel I can communicate better and can interact in a positive way with my classmates. I feel willing to learn. ”

Tatiane Silva Ferreira - Inclusive Education participant.

19 participants in Uberaba (MG)

Pilot group in Uberaba (MG).



16 women are part of affirmative policies



Professional training courses in 'Industrial Processes Operator' and 'Maintenance Control and Improvement'.





Volunteers

Committed to making a difference in building an inclusive and equal future, volunteers are the driving force behind a great mosaic of social transformation. Connected to the communities, they work respecting local conditions and collaborating with active listening to basic needs, united with The Mosaic Institute in its mission to eradicate social ills.

88,000+
people benefited

300
organizations
supported



23 committees
Workgroups in charge
of organizing
initiatives



2,158 hours
dedicated to
volunteering



**1,294 volunteers
registered**
incities where
Mosaic Fertilizantes
is active

**223 actions
and activities
with different
stakeholders**

World Food Day,
blood donation,
social inclusion
initiatives



Annual volunteer meet in 2023, in Paraisópolis, at the G10 Favelas (SP).



Learn more about the program. Visit the Volunteers platform!

Food for those who
need it

302 tons
food donated

2023 Food collection drive

Volunteers, employees, and partners from Brazil and Paraguay spared no effort in taking part in the Food Collection Drive promoted by The Mosaic Institute.

Held annually, the initiative collects from donors and buys food from small local businesses, delivering the donations to vulnerable institutions and communities.

A total of **151 tons of food** were collected at Mosaic Fertilizantes sites. The Mosaic Institute commits to matching donations and gives another **+151 tons of food**.

The donation
represents

600,000
meals

250
organizations
supported

Helping reduce
hunger of vulnerable
families



D&I challenge:

A critical piece of the diversity and inclusion mosaic.



1,300+

People supported in the first edition of this initiative

The challenge is to: Promote the development and implementation of projects to defend or promote rights, social and psychological assistance, educational support, and training, in order to increase diversity and social inclusion.

The volunteer committee accepts the challenge!

Inviting civil society organizations to take part, devising and/or executing projects that benefit the publics of the inclusion networks from Mosaic Fertilizers:

- Generations
- Women
- Races and ethnicities
- People with disabilities

The result? Expectations exceeded with innovative ideas!

Work in physical spaces, therapeutic care, legal support, acquisition or production of essential items for health and food, management and communication advice, and many other initiatives.

17

organizations participants

14

cities

200+

volunteers

1,600+

people aware

in the initiative received financial and technical support to implement a diversity and social inclusion project



Learn more about the D&I challenge





Our *future*

Looking ahead

The Mosaic Institute positions itself as the consolidator of actions that generate growth, forming a large mosaic of positive social impact. With each new piece, partner, and initiative, fitted into this mosaic, whose centerpiece is the vulnerable public we assist, a new image is formed, where it is possible to see the improvement in the quality of life of the people we help.

Our main goal for the future is to help Brazil get off the hunger map and reduce social inequalities. To this end, we act on the basis of sustainable development, helping to solidify actions that change the lives of families and reach even more people. In line with the United Nations' 2030 agenda, we reinforce the importance of uniting and showing solidarity, because we know that the future is collaborative and the secret is to act as a network.

Today we are celebrating the achievements and positive results generated by a cooperation network with the will to make a difference. And we will continue on this path, confident that the image we create in 2024 will be even more prosperous.

Acknowledgements

We would like to thank those who contributed to the activities in 2023. This report is the result of many collaborative efforts, all united by a single goal: to reduce social inequalities in their many dimensions.



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