



## Our Progress

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**At Mosaic, we hold ourselves accountable for the safety and wellbeing of our colleagues, our company and our natural resources. We began reporting our sustainability progress in 2009, and since then we have been inspired to push further, and accelerate our performance improvements.**

While safety performance has been and always will remain a critical focus for Mosaic, our company took an important step forward in 2015 by announcing three measurable 2020 Environmental Targets. We have developed and now use expanded metrics to track our performance in freshwater and energy use, and greenhouse gas emissions.

Achieving these targets requires companywide support, and leadership at every level of the organization. To accelerate learning and performance, we are actively sharing innovations and best practices across our sites and business segments, and we're working to elevate our "small wins" through strategic communications. The goal is to educate employees on how their work impacts Mosaic's progress, and encourage companywide innovation.

View our [Reporting Leadership & Awards](#) to learn more about our sustainability journey.



## Sustainability Targets

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## Safety Target

Target	Where We Are Today	What We Plan to Do Next
<p><b>By 2020, reduce recordable injury frequency rate (RIFR) to 0.6</b></p>	<p>Mosaic's 2015 RIFR was 0.88, the lowest in our company's history</p> <ul style="list-style-type: none"> <li>• 14% improvement in RIFR over 2014</li> </ul>	<p>Focus on achieving reductions in frequency of potentially serious incidents</p> <p>Continue to improve hazard awareness and risk mitigation through an improved pre-job field level risk analysis and communication process</p> <p>Continue to enhance the effectiveness and efficiency of our environmental, health and safety management system</p>

## Environmental Targets

### Freshwater

Target	Where We Are Today	What We Plan to Do Next
<p><b>By 2020, reduce freshwater* use by 10% per tonne of finished product</b></p>	<p>2015 freshwater* use per tonne of finished product was 4.86 m<sup>3</sup> in 2015, a 2% reduction from 2012 baseline</p> <ul style="list-style-type: none"> <li>• Mosaic increased use of alternative source water, consuming more than 7.5 million m<sup>3</sup> of reclaimed and industrial water in 2015</li> <li>• To reduce freshwater consumption, we partnered with 11 organizations in using reclaimed or industrial wastewater in 2015</li> </ul>	<p>Finalize water balances at facilities across the company to identify savings opportunities</p> <p>Execute projects that reduce freshwater consumption</p> <p>Support initiatives that curb water consumption through behavioral change within our facilities</p>

\*"Freshwater" is defined as groundwater and surface water withdrawals and excludes reclaimed water, brine, seawater and once-through cooling and process water withdrawn from the Mississippi River in Louisiana.

### Energy

Target	Where We Are Today	What We Plan to Do Next
By 2020, reduce total energy use by 10% per tonne of finished product	<p>2.60 GJ per tonne of finished product, a 5% reduction from 2012 baseline</p> <ul style="list-style-type: none"> <li>Set site-specific energy reduction goals and/or projects for all North American production facilities</li> <li>Developed teams to identify and execute projects with energy savings</li> </ul>	<p>Optimize production of waste heat capture and cogeneration</p> <p>Expand electrical energy distribution network to maximize internal use of clean, cogenerated electricity from operational waste heat capture</p> <p>Continue to reduce energy consumption across operations</p>

## Emissions

Target	Where We Are Today	What We Plan to Do Next
By 2020, reduce our combined Scope 1 (direct emissions) and Scope 2 (purchased electricity) greenhouse gas (GHG) emissions by 10% per tonne of finished product	<p>0.262 tonnes CO<sub>2</sub>e per tonne of finished product, a 2% reduction from 2012 baseline</p> <ul style="list-style-type: none"> <li>Expanded use of clean fuels in our supply chain</li> <li>Reduced GHG footprint of our Florida mines by optimizing pump energy sources, transitioning from diesel fuel to clean electricity</li> </ul>	<p>Increase cogeneration capacity in our Phosphates business segment</p> <p>Expand clean energy distribution network in Florida to expand consumption of clean, cogenerated electricity</p> <p>Expand clean energy initiatives in our supply chain</p>

## Waste Target

Target	Where We Are Today	What We Plan to Do Next
Reduce waste by increasing reuse and recycling of resources	<p>Building better systems to measure and manage wastes</p> <p>Partnered with vendors to provide tools for effective management of our waste footprint</p> <p>Executed projects in 2015 to replace hazardous substances with non-hazardous alternatives in operations</p> <p>Tracking wastes by type and disposal method at all production facilities in North and South America</p>	<p>Continue to implement standardized measurement and management systems</p> <p>Establish quantitative waste reduction targets</p> <p>Continue to identify non-hazardous materials for use in operations where feasible</p> <p>Explore reuse opportunities for some waste streams</p>





## Stakeholder Engagement

Meaningful engagement of internal and external stakeholders is central to Mosaic’s long-term success. We want to hear the full range of voices in our workplaces and our communities worldwide. By demonstrating our commitment to transparency and ongoing dialogue, our goal is to earn and preserve the trust of all our stakeholders.

(G4-24, G4-25, G4-26, G4-27) Mosaic’s stakeholders include our employees, communities, customers, government and regulatory officials, investors, civil society, environmental organizations, suppliers, media, academia and others. We identify our stakeholders as those who are affected by our activities and whose actions have the potential to affect the outcome of our business activities. Our stakeholders help shape our strategic priorities and give meaning to our mission to help the world grow the food it needs.

### Stakeholder Engagement

Mosaic’s Stakeholder	Ways We Engage	How Often	Topics of Importance
<b>Academia</b>	Fund or sponsor research, technical and industry meetings, research site visits, in-person visits during growing season, remote meetings	Monthly to Quarterly	Product and process innovations, agronomic research and development, nutrient stewardship, product trials, regulations, and impacts of our business and the industry
<b>Civil Society Organizations</b>	Internet site, meetings with organizations, local community and business leaders, corporate communications	Weekly to Biannually	Nutrient stewardship, habitat conservation, watershed protection and restoration, sustainable agriculture, food security, local community investment and partnerships
<b>Customers</b>	Sales relationships, regular visits, customer service surveys, special events, memberships in industry organizations	Weekly to Biannually	Product innovations, agronomic research and development, nutrient stewardship, certifications, impacts of our business and the

Mosaic's Stakeholder	Ways We Engage	How Often	Topics of Importance
<b>Employees, Senior Leadership Team and Board of Directors</b>	Intranet sites, e-screens at plants and mines, town hall meetings, engagement surveys and activities, Annual Meeting, committee meetings	Daily	Environment, health and safety; company, business segment and facility performance; our business and our industry; business conduct and ethics; professional development and training; Mosaic's strategic community investments
<b>Government and Regulatory Officials</b>	Federal, provincial/state, and local executive and legislative branch advocacy, permitting applications, tours of plants and mines, engagement in state, national and trade association activities	Biweekly to Quarterly	Compliance, environmental investment and footprint, industry leadership, voluntary programs
<b>Investors and Financial Markets</b>	Internet site, webcasts and presentations, Securities and Exchange Commission (SEC) reports, analyst meetings, press releases	Daily to Quarterly	Investments, financial results, market data, operational excellence, risks and opportunities, company and shareholder priorities
<b>Joint Ventures and Business Partners</b>	Board meetings, technical and planning sessions, site visits	Daily to Biannually	Project details, environment, health and safety, investments, technologies, product and process knowledge
<b>Labor Unions</b>	Employee and labor relations meetings, contract negotiations	Daily to Annually	Safety, contract interpretation, employee relations issues, engagement, productivity, work environment
<b>Local Communities</b>	Internet site and community microsites, tours of plants and mines, community advisory panels, town halls and/or open houses, media, community organization memberships, economic and charitable partnerships	Daily to Quarterly	Partnerships and community relations, corporate and charitable support, environmental investment, environmental footprint, education, local jobs, economic impact
<b>Media</b>	Press releases, interviews and	Daily to	Company priorities,

Mosaic's Stakeholder	Ways We Engage	Quarterly How Often	performance and Topics of Importance
	briefings, internet site and community microsities, SEC reports, tours of plants and mines, town halls and/or open houses		products, food security, nutrient stewardship, watershed restoration, local economic impact, partnerships and community relations, corporate and charitable support
<b>Retirees</b>	Mailings, HR Connect	As needed to Annually	Plan benefit summaries and changes, investment updates and disclosures
<b>Suppliers</b>	Internet site, supplier survey	Weekly to Biannually	Cost reduction, productivity, quality and innovation opportunities, new technologies, contract preparation, environment, health and safety evaluation, products and services provided, certifications, impacts of products and services

### Cross-sector and Industry Partnerships

(G4-15 and G4-16) Mosaic recognizes the importance of being active in industry associations and cross-sector business forums. These common platforms help advance cutting-edge scientific research and best management practices within our company and our industry. We consider the relevance of each engagement opportunity to our business strategies, and we pursue mutually beneficial partnerships. Many of the key organizations we engage with are listed here.

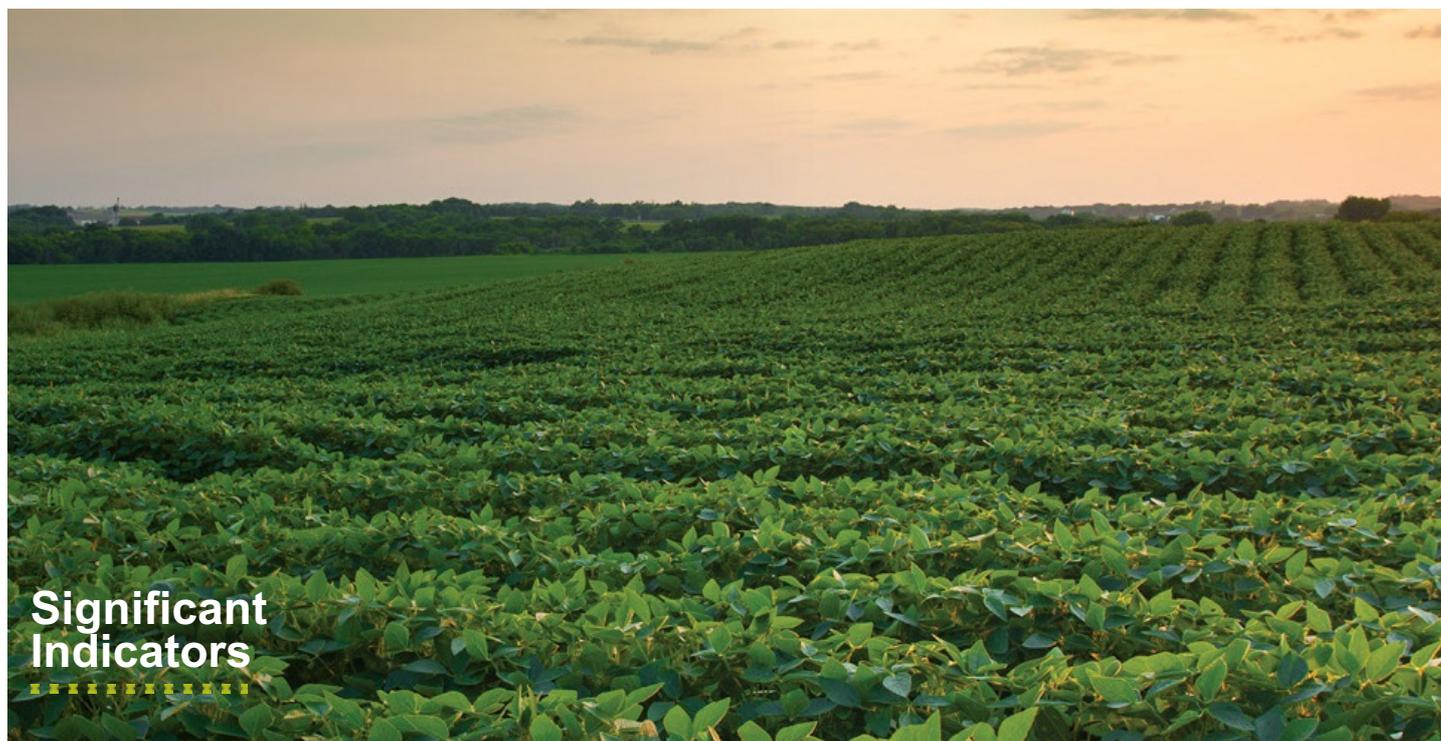


### Cross-sector and Industry Partnerships

Cross-sector Organization	Ways We Engage	Involvement
<b>CDP (formerly Carbon Disclosure Project)</b>	Reporter Services Member for Climate Change and Water	Mosaic supports CDP's aims to improve transparency with respect to greenhouse gas emissions and develop reduction strategies. We report to CDP annually.

Cross-sector Organization	Ways We Engage	Involvement
<b>United Nations Global Reporting Initiative (GRI)</b>	GOLD Community and Reporting 2025 member	As a member of these programs, Mosaic is a part of the community shaping the future of sustainability and reporting.
<b>National Association of Manufacturers (NAM)</b>	Member	Through membership and committee participation, Mosaic contributes to NAM's work to create a favorable policy climate for manufacturing in the United States.
<b>United Nations Global Compact (UNGC)</b>	Signatory	In 2011, Mosaic became a signatory to the UNGC, affirming our deep commitment to operating responsibly. We communicate our progress on the UNGC's universal principles in our annual sustainability report.
Industry Organization	Ways We Engage	Involvement
<b>Agriculture Nutrient Policy Council (ANPC)</b>	Member	Our membership in the ANPC allows us to be an active stakeholder and leader in the policy process, building the industry's technical, legal and policy capacity.
<b>Agricultural Retailers Association (ARA)</b>	Board Level	Mosaic contributes to ARA's mission to advocate, influence, educate and provide support to agricultural retailers.
<b>Associação Nacional para Difusão de Adubos (ANDA)</b>	Member	As a member of ANDA, Mosaic promotes the value and correct use of fertilizers in Brazil.
<b>Fertilizer Canada (formerly Canadian Fertilizer Institute)</b>	Board Level	Mosaic supports Fertilizer Canada's efforts to promote the responsible, sustainable and safe production distribution and use of fertilizers.
<b>Conservation Technology Information Center (CTIC)</b>	Board Level	In 2015, Mosaic continued to partner with CTIC on several initiatives that champion, promote and provide information on technologies and sustainable agricultural systems.
<b>Field to Market®</b>	Board Level	Mosaic contributes to solutions for sustainability and continuous improvement in U.S. commodity agriculture.
<b>Global Harvest Initiative (GHI)</b>	Board Level	Mosaic contributes to Global Harvest Initiative's mission to advocate for productivity improvements throughout the agricultural value chain to sustainably meet the demands of a growing population.
<b>International Fertilizer Industry Association (IFA)</b>	Member	Mosaic supports IFA's efforts to represent, promote and protect the fertilizer industry among policymakers, regulators, farmers and society at large.
<b>International Plant</b>		Mosaic contributes to and benefits from IPNI's

Nutrition Institute Industry Organization	Board Level Ways We Engage	Involvement information about the production, distribution and use of crop nutrients, and their influence on soil fertility.
Saskatchewan Mining Association (SMA)	Board Level	Mosaic supports the SMA's aims to enhance the general welfare of the mining industry through technical innovations in the fields of health and safety standards, waste disposal, environmental protection, and extractive metallurgy research and development.
Saskatchewan Potash Producers Association (SPPA)	Board Level	Our membership in SPPA allows us to be an active stakeholder in the policymaking process.
The Fertilizer Institute (TFI)	Board Level	Mosaic partners with TFI in its mission to represent, promote and protect the fertilizer industry.
Fertiliser Association of India (FAI)	Member	Mosaic supports and partners with FAI in its objective to ensure food security through balanced and efficient use of plant nutrients.



## Significant Indicators

### Defining What's Most Important

(G4-18, G4-19, G4-26) As a global, publicly traded company, we are continually exploring what it means to be responsible and accountable to Mosaic's diverse stakeholders. From employees, customers, shareholders and industry partners to trade unions, community organizations, government officials and academics, we seek ongoing dialogue with individuals or representatives of stakeholder organizations that impact—or are impacted by—Mosaic's business activity.

Topics and indicators that reflect Mosaic's significant economic, environmental and social impacts or that would substantively influence the assessments and decisions of stakeholders are deemed by us to be "significant" for sustainability reporting purposes.

While our stakeholders' different perspectives occasionally harbor a potential for conflict, we aim to strengthen a broad foundation of trust, open communication and mutual understanding. In our effort to understand issues that are important to our stakeholders, we worked with a third-party auditor to analyze how Mosaic defines significant economic, environmental and

social impacts, engages stakeholders, prioritizes and manages issues, and develops targets by which we measure and report our progress. AccountAbility's AA1000 Stakeholder Engagement Standard guided the review process that reflects our company's commitment to more fully inform all stakeholders on matters that influence our business and society.

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## **We aim to strengthen a broad foundation of trust, open communication and mutual understanding**

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In addition to analyzing peer sustainability reports, Global Reporting Initiative (GRI) G4 guidelines and the Mining and Metals sector supplement, as well as other reports and frameworks, our analysis included:

- Reviewing Mosaic's public financial reports, sustainability reports, GRI tables, policies and commitments as well as an internally conducted survey of senior management, customers and employees
  - Scanning media reports, social media and blogs for issues raised for public concern
  - Engaging leaders of local, regional, national and global community organizations
  - Comparing sustainability materiality determination practices to peer companies
  - Cataloging issues identified by stakeholder surveys, sustainability indexes, principles of the United Nations Global Compact, regulatory and policy trends, industry associations and cross-sector partnerships
  - Reviewing marketing research and customer satisfaction survey results
  - Analyzing investor insights
  - Compiling community perceptions through social media activity and brand awareness survey
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## **5 Areas of Sustainability Focus: Food, Environment, People, Company, Community**



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## Focus Areas

Our former Sustainability Steering Committee and Public Affairs team members originally evaluated the significance of more than 50 issues based on their relevancy and importance to stakeholders, the likelihood of impact and the connection to Mosaic's business strategies and values. We monitor these issues on an ongoing basis. Significant issues are structured around and summarized in five areas of sustainability focus: Food, Environment, People, Company and Community.

Continuous improvement is a cornerstone of our company culture. Our stakeholders—whether supportive or critical—voice concerns and provide suggestions that help us define and achieve our sustainability goals. Our goals and reporting will evolve as we refine our understanding and identify further material issues.

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## Continuous improvement is a cornerstone of our company culture

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(G4-19) The following issues, grouped into 14 categories by sustainability focus area, stand out as the most significant to our stakeholders.

### Category Descriptions

1. **Water**
  - Withdrawals, recycling and discharge
2. **Occupational Health and Safety**
  - Injury-free workplace
  - Promoting safe and healthy behaviors
3. **Communities**
  - Local sourcing and hiring
  - Community relations
  - Community investment
  - Revenue sharing and sustainable community investment
  - Commercial, in-kind or pro bono impacts
  - Closure plans
4. **Greenhouse Gas (GHG) Emissions and Energy**
  - Energy consumption, source and efficiency
  - GHG and other significant air emissions
5. **Product Stewardship, Innovation and Food Security**
  - Agricultural yields and sustainable intensification practices
  - Agronomic and technological research and development
  - Product innovation
  - 4R Nutrient Stewardship
6. **Government**
  - Public policy activities
  - International fiscal or political unrest
7. **Environmental Incidents**
  - Environmental releases

- Fines and non-monetary sanctions

**8. Waste**

- Overburden and tailings
- Mining wastes
- U.S. Resource Conservation and Recovery Act

**9. Shareholders**

- Performance, priorities and investment
- Market forecasting, competition and risk
- Market access
- Low-cost provider of crop nutrients

**10. Supply Chain**

- Raw materials and energy price and availability
- Supply chain and JV risk
- Data security

**11. Workforce Management**

- Recruiting, developing, demographics
- Labor relations
- Training and benefits

**12. Customers**

- Satisfaction, expectations, loyalty, requirements

**13. Land Use and Biodiversity**

- Mined, reclaimed and managed land
- Management plans, International Union for Conservation of Nature Red List

**14. Human Rights**

- Freedom of association and collective bargaining
- Indigenous rights

**(G4-20, G4-21) Material aspects, as well as aspect boundaries within and outside the organization, are as follows:**

**Food**

Material Category and Relevant G4 Aspects	Aspect Boundary Within the Organization	Aspect Boundary Outside the Organization
<b>Product Stewardship, Innovation and Food Security</b> <ul style="list-style-type: none"> <li>• Product and Service Labeling</li> <li>• Products and Services</li> </ul>	Whole Organization	Customers; Civil Society Organizations; Competitors; Government and Regulatory Officials; Media; Academia
<b>Customers</b> <ul style="list-style-type: none"> <li>• Product and Service Labeling</li> </ul>	Whole Organization	Customers; Civil Society Organizations; Competitors; Government and Regulatory Officials; Media; Academia

**Environment**

Material Category and Relevant G4 Aspects	Aspect Boundary Within the Organization	Aspect Boundary Outside the Organization
<b>Water</b> <ul style="list-style-type: none"> <li>Water</li> </ul>	Whole Organization	Local Communities; Suppliers; Customers; Government and Regulatory Officials; Media
<b>Greenhouse Gas (GHG) Emissions and Energy</b> <ul style="list-style-type: none"> <li>Energy</li> <li>Emissions</li> </ul>	Whole Organization	Local Communities; Suppliers; Customers; Government and Regulatory Officials; Media
<b>Environmental Incidents</b> <ul style="list-style-type: none"> <li>Compliance</li> <li>Overall</li> <li>Environmental Grievance Mechanisms</li> </ul>	Whole Organization	Local Communities; Suppliers; Customers; Government and Regulatory Officials; Media
<b>Waste</b> <ul style="list-style-type: none"> <li>Effluents and Waste</li> </ul>	Whole Organization	Local Communities; Suppliers; Customers; Government and Regulatory Officials; Media
<b>Land Use and Biodiversity</b> <ul style="list-style-type: none"> <li>Biodiversity</li> </ul>	Phosphates and Potash segments	Local Communities; Suppliers; Customers; Government and Regulatory Officials; Media
<b>Supply Chain</b> <ul style="list-style-type: none"> <li>Transport</li> </ul>	Whole Organization	Local Communities; Suppliers; Customers; Government and Regulatory Officials; Media
<b>Other Material Aspects</b> <ul style="list-style-type: none"> <li>Materials</li> </ul>	Whole Organization	Local Communities; Suppliers; Customers; Government and Regulatory Officials; Media

 **People**

Material Category and Relevant G4 Aspects	Aspect Boundary Within the Organization	Aspect Boundary Outside the Organization
<b>Occupational Health and Safety</b> <ul style="list-style-type: none"> <li>Occupational Health and Safety</li> </ul>	Whole Organization	Suppliers; Local Communities; Government and Regulatory Officials; Labor Unions
<b>Workforce Management</b> <ul style="list-style-type: none"> <li>Employment</li> <li>Labor/Management Relations</li> <li>Training and Education</li> <li>Diversity and Equal Opportunity</li> <li>Market Presence</li> <li>Labor Practices</li> <li>Grievance Mechanisms</li> </ul>	Whole Organization	Suppliers; Local Communities; Government and Regulatory Officials; Labor Unions

## Company

Material Category and Relevant G4 Aspects	Aspect Boundary Within the Organization	Aspect Boundary Outside the Organization
<b>Government</b> <ul style="list-style-type: none"> <li>Anti-corruption</li> <li>Public Policy</li> <li>Anti-competitive behavior</li> </ul>	Whole Organization	Investors; Suppliers and Joint Ventures; Competitors; Government and Regulatory Officials; Civil Society Organizations; Media
<b>Shareholders</b> <ul style="list-style-type: none"> <li>Economic Performance</li> </ul>	Whole Organization	Investors; Suppliers and Joint Ventures; Competitors; Government and Regulatory Officials; Civil Society Organizations; Media

## Community

Material Category and Relevant G4 Aspects	Aspect Boundary Within the Organization	Aspect Boundary Outside the Organization
<b>Communities</b> <ul style="list-style-type: none"> <li>• Market Presence</li> <li>• Indirect Economic Impact</li> <li>• Procurement Practices</li> <li>• Local Community</li> <li>• Closure Planning</li> <li>• Resettlement</li> </ul>	Whole Organization	Local Communities; Civil Society Organizations
<b>Human Rights</b> <ul style="list-style-type: none"> <li>• Non-discrimination</li> <li>• Freedom of Association and Collective Bargaining</li> <li>• Child Labor</li> <li>• Compulsory Labor</li> <li>• Indigenous Rights</li> <li>• Human Rights Grievance Mechanisms</li> </ul>	Whole Organization	Local Communities; Civil Society Organizations



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