



One of our four strategic priorities is to invest in people. We are committed to providing the environment, development and compensation to ensure that Mosaic is a company where employees are proud to work and grow.

(DMA) At Mosaic, the strength of our business relies on the commitment of an exceptional global team of employees. We are dedicated to preserving a safe, healthy and respectful work environment for an engaged, inclusive workforce. Mosaic's Environmental Health and Safety Management System, aligned to ISO 14001, OHSAS 18001 and ANSI-Z10, integrates internationally-regarded best management practices into our operations while affirming our ongoing safe and environmentally responsible performance. Continuous improvement is part of our culture and sustainability initiatives. Our updated [Sustainability Targets](#) include a goal to reduce incidents and injuries, and improve year over year performance. Globally, all Mosaic employees, service providers and contractors are held to the same high standards outlined in our [Code of Business Conduct and Ethics](#).





Workforce Management

Our Workforce

Whether working in our mines, distribution facilities or offices—our employees are part of a global Mosaic team that is richly diverse in skills, experiences and backgrounds. As of Dec. 31, 2014, Mosaic employed 8,717 regular employees.

In 2014, we completed the acquisitions of the Florida phosphate assets of CF Industries, Inc., and Archer Daniels Midland Company's fertilizer distribution businesses in Brazil and Paraguay. These two acquisitions resulted in the addition of approximately 1,100 employees.

Watch this Mosaic family welcome for our new Brazil and Paraguay employees. ¡Bem-vindo and bienvenidos!



Additional changes made as part of Mosaic's business strategy directly resulted in approximately 300 permanent workforce reductions. The current and potential profitability of each of the affected operations did not meet shareholder return objectives. We diligently managed the transitioning of employees in accordance with our Code of Ethics and values. This topic is covered in greater detail by our [2014 10-K](#).

- In 2014, Mosaic reduced its workforce as part of a \$500 million cost savings initiative in its two business units and our corporate support functions. Employees who were impacted by job loss were provided notice and career transition services.
- On July 23, 2014, we announced our decision to permanently discontinue production of muriate of potash (MOP) at our Carlsbad, N.M., facility and transition the facility to exclusive production of our highly valued K-Mag[®] product line. The decision was based on the quality of the ore in the Carlsbad basin and the age of the facility's infrastructure. The final date
- On July 29, 2014, we completed the sale of our salt operations at our Hersey, Mich., mine. We also closed low-producing potash operations, allowing us to focus on higher producing potash mines. Employees were transitioned to new ownership, which communicated workforce transition processes.
- On Nov. 18, 2014, we completed the sale of our Argentina distribution assets, allowing us to focus on our more profitable distribution operations. Employees were transitioned to new ownership, which communicated workforce transition processes.
- As of Dec. 31, 2014, we completed the closure of our Chile distribution assets, allowing us to focus on our more profitable distribution operations. Employees who were impacted by job loss were provided notice and career transition services.

for production of MOP was Dec. 28, 2014. Employees who were impacted by job loss were provided notice and career transition services.



We have an exceptional global team of more than 8,700 employees working in 8 countries

Attracting the Best Talent in the Industry, and Investing in Our Employees

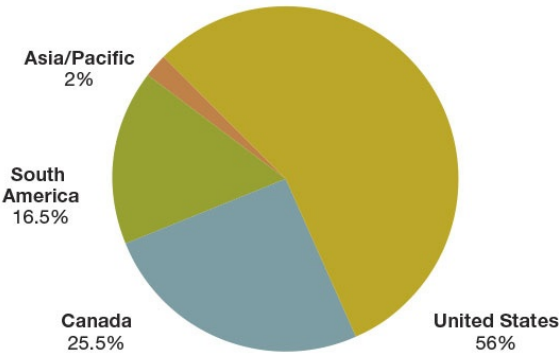
Mosaic aims to be the employer of choice for a diverse and inclusive workforce. Our global talent investment philosophy is to provide competitive compensation and benefits, with flexibility to choose programs that best meet our employees’ needs. Mosaic provides health, welfare and retirement benefits to all full-time employees and eligible dependents.

We attract employees through methods including, but not limited to, job boards, social media, diversity career fairs, veterans career fairs and college job fairs.

In addition to our regular workforce, individual business units retain contract workers and interns. Our robust student hiring programs provide a work opportunity to summer, co-op and intern students in Canada, the United States and Brazil.

Individual business units track contract workers by hours worked and in compliance with relevant local legislation, but additional data aggregation and demographic analysis is not currently possible at the group level.

(G4-10) Workforce by Region



Workforce by Employment Type, Region and Gender

	FT Salary	FT Hourly	PT*	Total

Country	Male	Female	Male	Female	Male	Female	Male	Female
Argentina	2	0	0	0	0	0	2	0
Australia	1	0	0	0	0	1	1	1
Brazil	1,089	221	0	0	0	0	1,089	221
Canada	556	212	1,349	104	0	0	1,905	316
China	52	37	31	2	0	0	83	39
India	36	3	0	0	0	0	36	3
Paraguay	6	4	112	6	0	0	118	10
United States	1,443	564	2,733	147	2	4	4,178	715
Subtotals	3,185	1,041	4,225	259	2	5	7,412	1,305
Total		4,226		4,484		7		8,717

Notes: Excludes long-term leaves, co-ops, seasonal and temporary employees. Mosaic does not track individual contract worker counts or demographics. 15% of Mosaic's total workforce is female.

*Defined as less than 35 hours per week.

Mosaic recognizes that women are most underrepresented across the mining and metals industry. Women make up 15% of our company's total workforce. In the face of challenging and persistent perceptions that our sector is traditionally "male," Mosaic strives to improve the number of women we recruit and retain.



(G4-LA1) Employees by Age Group, Gender and Region

	< 30		30-50		> 50		Total	
Country	Male	Female	Male	Female	Male	Female	Male	Female
Argentina	0	0	2	0	0	0	2	0
Australia	0	0	0	1	1	0	1	1
Brazil	371	93	623	121	95	7	1,089	221
Canada	295	80	1,040	182	571	54	1,905	316

China	11	7	67	31	5	1	83	39
India	6	2	29	1	1	0	36	3
Paraguay	78	7	38	3	2	0	118	10
United States	456	91	1,805	342	1,917	282	4,178	715
Subtotals	1,217	280	3,604	681	2,592	344	7,412	1,305
Total	1,497		4,285		2,936		8,717	

New Hires by Age Group, Gender and Region

Country	< 30		30-50		> 50		Total	
	Male	Female	Male	Female	Male	Female	Male	Female
Brazil	201	56	213	30	33	0	447	86
Canada	45	11	53	7	8	0	106	18
Chile	0	0	0	0	0	0	0	0
China	1	1	0	0	0	0	1	1
India	2	1	2	0	0	0	4	1
Paraguay	14	2	2	0	0	0	16	2
United States	151	29	407	57	254	25	812	111
Subtotals	414	100	677	94	295	25	1,386	219
Total	514		771		320		1,605	

Employee Turnover by Age Group, Gender and Region

Country	< 30		30-50		> 50		Total	
	Male	Female	Male	Female	Male	Female	Male	Female
Australia	0	0	0	0	0	0	0	0
Brazil	50	8	62	15	10	0	122	23

Canada	25	7	69	23	104	14	198	44
China	2	1	1	2	0	0	3	3
India	3	0	6	2	1	0	10	2
Paraguay	0	0	0	0	0	0	0	0
United States	61	7	169	39	339	53	569	99
Subtotals	141	23	307	81	454	67	900	171
Total	164		388		521		1,071	

In 2014, overall employee turnover totaled 13%. This rate excludes employee terminations as a result of the sale of businesses in Argentina and Chile.



Together, we're making Mosaic better: We ask our employees for feedback and take actions based on what we heard

Creating a Place Where Employees Are Proud to Work and Grow Their Career

Mosaic measures employee satisfaction biennially in a comprehensive survey of employee engagement, an indicator of productivity and a force that drives business outcomes. For the 2014 survey, Mosaic's

We are an equal opportunity employer, and our recruiting practices focus on matching the best possible candidate to the position. Mosaic uses salary ranges that are competitive with market pay ranges for positions of comparable responsibility, functional knowledge, impact and other compensable factors. Each salary range has

overall employee engagement level was 73%, above the global manufacturing benchmark of 68% and just below the top quartile benchmark of 74%. Our survey participation was 82%, which means that a majority of our employees describe Mosaic as a good place to work, are committed to staying, are proud to work for Mosaic and recommend Mosaic as a great place to work.

Providing Competitive Compensation and Benefits

(G4-LA13) One of Mosaic’s strategic priorities is to invest in people, and we are committed to providing the environment, development and compensation to ensure that Mosaic is a company where employees want to work and grow.

a minimum or threshold salary for a new hire, although Mosaic typically sets the actual salary above this minimum.

While our processes ensure Mosaic’s compensation is competitive and equitable, we also take steps to understand how our employees perceive their pay. In three consecutive biennial engagement surveys—administered globally to all Mosaic employees—we asked for responses to the following statement: I am paid fairly for the value I bring to Mosaic. Both women and men have continued to respond favorably to this question, with 70% and 66%, respectively, either strongly agreeing or agreeing.



Mosaic Employees:



Are proud to work for Mosaic



Are committed to staying and developing within the company



Recommend Mosaic to others and describe it as a great place to work

(G4-EC5, G4-LA2) Mosaic offers competitive compensation and benefits in each of the company’s significant locations of operation. As noted in local currency, the standard entry-level wage range is higher than the prevailing local minimum wage, with the exception of Paraguay where entry level wages are aligned with the local minimum wage. For Mosaic, minimum wages are generally not relevant since the majority of entry-level Mosaic positions require a higher level of skills or knowledge than jobs at which the minimum wage rate would apply.

- Market-specific benefit programs or practices that exist within an area that Mosaic competes for labor
- The impact to employees of local or national tax laws regarding the treatment of company-sponsored benefits

Mosaic provides competitive compensation and bonus opportunities for jobs in all disciplines and geographic markets based on company and individual performance. Additionally, Mosaic contributes toward retirement income benefits, which may

Within each of the countries in which Mosaic operates, benefits provided or offered to our full-time employees may differ for various reasons, including:

- State or country mandated benefit laws that apply to Mosaic employees in a specific geography
- Labor agreements between Mosaic and labor organizations acting on behalf of represented employees

include defined-benefit pension plans, defined-contribution plans or other supplemental retirement plans across our locations and countries. The majority of administrative, insurance and other costs associated with Mosaic-sponsored health and welfare plans is borne by us. Participation in the retirement plans is automatic in the United States and Canada. The defined-contribution plan is open to all, but it is not mandatory to participate.

Comparing Mosaic's Entry-Level Wage to Local Minimum Wage

Significant	Local Minimum Wage	Mosaic Entry-level Wages	Mosaic Entry-level Wage
U.S. Wage range/hr (USD)	\$7.25–\$8.05	\$11.11–\$22.41	153%
Canada Wage range/hr (CAD)	\$10.20	\$15.34–\$25.78	174%
Brazil Wage range/hr (BRL)	3.55–6.07	4.82–8.63	142%
China Wage range/hr (CNY)	8.51–8.97	16.09–27.30	189%
India Wage range/hr (INR)	41.11–62.35	130.66–168.01	318%
Paraguay Wage range/hr (PGY)	8,291.16	8,291.16–9,090.91	100%

Employee Benefits

● = Yes ● = No

Type of Benefit	United States	Canada	Brazil	Paraguay	India	China
Health Care	●	●	●	●	●	●
Life Insurance	●	●	●	●	●	●
AD&D Insurance	●	●	●	●	●	●
Disability Coverage	●	●	●	●	●	●
Employee Assistance	●	●	●	●	●	●

Program						
Defined-benefit Plan	●	●	●	●	●	●
Defined-contribution Savings Plan	●	●	●	●	●	●
Annual Profit Sharing	●	●	●	●	●	●
Maternity Leave	●	●	●	●	●	●
Paternity Leave	●	●	●	●	●	●
Sickness Leave	●	●	●	●	●	●
Deferred Bonus and Deferred Pay	●	●	●	●	●	●
Long-term Incentives	●	●	●	●	●	●
Stock Ownership	●	●	●	●	●	●
Relocation Assistance	●	●	●	●	●	●
Flex Time Program	●	●	●	●	●	●
Formal Wellness Programs	●	●	●	●	●	●
Tuition Assistance / Education	●	●	●	●	●	●
Telecommute Program	●	●	●	●	●	●
Retirement Profit Sharing	●	●	●	●	●	●

(G4-LA3) Parental leave is offered to employees in North America, South America and Asia. As parental leaves vary in accordance with local laws and customs across the regions where we operate, Mosaic is unable to track retention rates of employees returning from parental leave. For example, in the United States, parental leave is undistinguished from broader reporting on the Family and Medical Leave Act, as well as state laws.

Labor & Management Relations

Mosaic values collective bargaining as an important form of collaborative employee engagement. In addition, Mosaic is sensitive to the needs of its employees, and much consideration is placed on applicable notice periods for any such changes that may impact employees. Freedom of association and the right to collective bargaining is respected in all of Mosaic's operations per our [Commitment to Human Rights](#), which is guided by the Universal Declaration of Human Rights (UDHR), the most widely recognized definition of human rights and the responsibilities of national governments; the International Labor Organization's (ILO) Declaration on Fundamental Principles and Rights at Work; and the Organization for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises.

(G4-11) Employees Covered by Collective Bargaining Agreements

Total Worldwide Employees	8,717
Total Employees Represented by a Union	4,730
Percentage Represented	54.26%



We're committed to ensuring Mosaic is a company where employees want to work and grow

(G4-LA4) Some of Mosaic's labor agreements contain provisions of advance notice periods with respect to significant operational changes that impact employees.

(G4-MM4) Mosaic has not been subject to organized labor actions, including strikes or lockouts of any duration, at any of its locations in the 2014 reporting period.

In the United States, we adhere to federal and state WARN (The Worker Adjustment and Retraining Notification Act) laws that require a 60-day notification of plant closings and mass layoffs. Mosaic meets and usually exceeds the minimum notice required, which varies by local legislation and collective bargaining agreements in the regions where we operate.

Moreover, we have not had a strike by or lockout of our employees in facilities where Mosaic is the majority owner since our formation in 2004.

Our Commitment to Diversity & Equal Opportunity

(G4-LA12) Mosaic's Equal Employment Opportunity and Nondiscrimination Policy provides equal employment opportunities to all Mosaic employees and other qualified persons without regard to race, religion, color, gender, national origin, age, disability, marital status, citizenship status, military or veteran status, sexual orientation, gender identity, genetic information, or any other legally protected status under applicable laws in countries where Mosaic employees work. The policy also provides that Mosaic is committed to maintaining a work environment free of discrimination. Mosaic's commitment applies to all terms and conditions of employment, including, but not limited to:

- Recruiting and hiring
- Training and promotion
- Compensation and benefits
- Performance assessments
- Transfer
- Terminations
- Layoff or recall from layoff
- Leaves of absence
- Company-sponsored training and education

Retaliation or reprisal toward an employee who has exercised their rights under this policy is strictly prohibited. Mosaic's Code of Business Conduct and Ethics reinforces this policy.

Mosaic tracks ethnicity only in the United States. Diversity indicators include American Indian or Alaskan Native, Asian, Black or African American, Hawaiian or Pacific Islander, Hispanic or Latino, Two or More Races, or White.



Ethnicity by Gender 2014 (United States)



Ethnicity	Male		Female		Total	
	Count	Percentage	Count	Percentage	Count	Percentage
American Indian or Alaskan	30	0.72%	5	0.70%	35	0.72%
Asian	42	1.01%	18	2.52%	60	1.23%
Black or African American	617	14.77%	111	15.52%	728	14.88%
Hawaiian/Pacific Islander	5	0.12%	1	0.14%	6	0.12%
Hispanic or Latino	427	10.22%	57	7.97%	484	9.89%
Two or More Races	22	0.53%	5	0.70%	27	0.55%
Unknown	6	0.14%	2	0.28%	8	0.16%
White	3,029	72.50%	516	72.17%	3,545	72.45%
Total	4,178	85.39%	715	14.61%	4,893	100%

Note: Includes United States, active employees, regular employees and employees on a leave of absence. 27.55% of the company's workforce is considered to be a part of a minority group.

Total Management Workforce Worldwide by Gender and Age

Gender	< 30		30-50		> 50		Total
	Count	Percentage	Count	Percentage	Count	Percentage	
Male	50	4.24%	633	53.69%	496	42.07%	1,179
Female	20	9.26%	144	66.67%	52	24.07%	216
Total	70		777		548		1,395

Total U.S. Management Workforce by Ethnicity

Ethnicity	Count	Percentage
American Indian or Alaskan	1	0.12%
Asian	15	1.84%
Black or African American	55	6.75%

Hispanic or Latino	49	6.01%
Two or More Races	5	0.61%
Unknown	3	0.37%
White	687	84.29%
Total	815	100%

Note: Includes United States, active employees, regular employees and employees on a leave of absence. 15.71% of the company's management force is considered to be a member of a minority group.



Maintaining a Safe Workplace

Reducing Our Incidents and Injuries

(G4-LA5) We believe sustainability begins with the health and safety of our employees, contractors and visitors. In our pursuit of an injury-free workplace, we track safety closely, including near-misses and their causes in order to mitigate potential risks.

Mosaic has safety committees at a majority of our global operations. All Mosaic U.S. and Canada locations have formal joint safety committees, with the exception of small locations, such as warehouses, with 15 or fewer employees, and two non-unionized

(G4-LA6, G4-LA7) Mosaic follows U.S. Occupational Safety and Health Administration (OSHA) standards to calculate recordable injury frequency rates (RIFR) on a global basis. An OSHA recordable injury is an occupational injury or illness that requires medical treatment that is more than simple first aid. The most common injuries are sprains/strains; cuts/lacerations/avulsions; fractures; bruises/contusions; and burns. Lost day frequency rate (LDFR) calculates the frequency rate of calendar days lost. Lost days begin the day after the lost time occurs

operations that are restructuring their joint safety committees and will roll out the newly structured joint safety committees shortly. The role of these committees, which are comprised of employees from all levels, is to promote safety awareness and reinforce a working environment that promotes connectivity, teamwork and productivity among employees while supporting Mosaic's relentless pursuit of an injury-free workplace.

and calendar days are counted, with no exception for weekends, holidays, vacation or scheduled time off.

Recordable Injury Frequency Rate (RIFR) CY2014

	Employee	Contractor	Total
United States	1.28	0.67	1.03
Canada	1.52	1.44	1.49
International	0.06	0.53	0.17
Total	1.11	0.87	1.02

Note: Mosaic does not track RIFR or LDFR specifically by gender.

Lost Day Frequency Rate (LDFR) CY2014

	Employee	Contractor	Total
United States	0.122	0.000	0.084
Canada	0.082	0.131	0.101
International	0.000	0.000	0.000
Total	0.088	0.054	0.075

Note: Mosaic does not track RIFR or LDFR specifically by gender.

Mosaic Promotes:



In 2014, there was one work-related fatality involving a contractor who was repairing contractor-owned mobile equipment at a closed Mosaic facility. Following the event, Mosaic's Contractor Safety Management Program was reviewed and updated with improved controls to prevent similar incidents. In addition, the Mosaic Corporate Standard related to mobile equipment repair was updated to ensure positive control of equipment being serviced.

The highest risk to our workforce is hearing loss, with mechanics appearing to be at the highest risk. Of the 52 reportable illnesses, 49 were due to hearing loss. Among those, 11 were mechanics with an average of 28 years of service.

Occupational Disease Rate CY2014 (Illness Rate – Employee Only)

	Employee
United States	0.47
Canada	1.19
International	0.00
Total	0.57



**Our first responsibility
is to ensure every
Mosaic employee
returns home safely at
the end of each work
day**

Absenteeism Rates CY2014 (%)

	Employee
Phosphates*	2.59%
Potash**	6.66%

(G4-LA8) Mosaic is committed to conducting business activities in a manner that protects the health and safety of its employees, contractors, customers and communities. In addition to health and safety topics being covered in the majority of our union

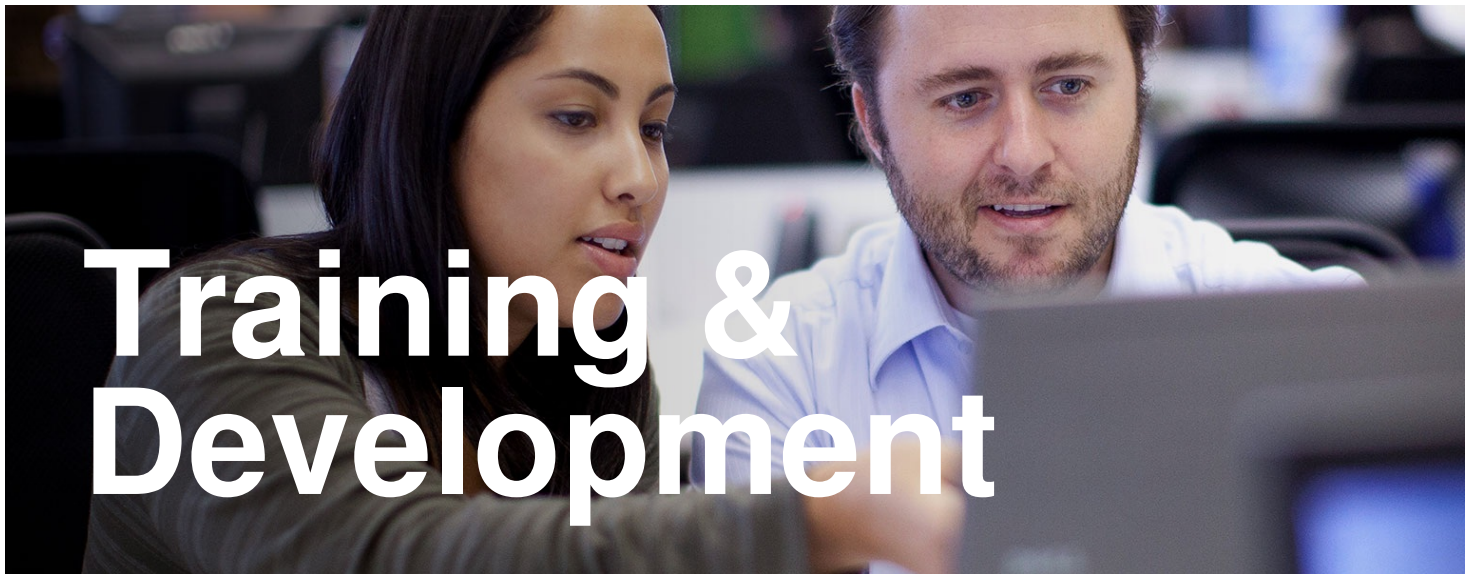
Brazil	4.60%
India ***	0.00%
China ***	0.00%

*Data for hourly and salary nonexempt employees only.

**Except for Colonsay, Potash's data is for hourly employees only.

***In China and India, all full-time Mosaic employees are salaried, and absenteeism is accounted for per their respective HR policies.

contracts, the relentless pursuit of an injury-free workplace is the top priority of Mosaic.



Developing & Supporting Our People

(G4-LA9, G4-LA10) Mosaic employees are encouraged to continuously learn and improve their skills. With management support, we offer a companywide educational reimbursement program to help employees in each of our operating countries better meet their current job responsibilities, as well as prepare for future career opportunities within our company. Our internal training opportunities also support the continuous development of Mosaic employees at all levels:

- Leadership

We are strengthening skills and investing in our employees through workplace training, and financial reimbursement to those continuing their education

- Professional and career development
- Environmental, health and safety (EHS) training
- Equipment and maintenance training
- Continuous improvement

2014 Training and Education

Course Title	Time in Hours
Leadership, Professional Development and Function Training (HR, IT, Finance and Commercial for all Employees)	31,303
Topics in Business Conduct and Ethics	1,459
EHS and Operations Training	
Phosphates	180,974
Potash	141,101
China	1,799
Brazil	57,595
India	6
Plymouth	300
Total Hours	414,537
Hours Per Employee	50.0

Notes: Currently the company does not track employee training and education specifically by employee category or gender. In 2014 Mosaic transitioned to a new Learning Management System and as a result, some training hours may have been lost or unaccounted for during this period. These figures do not include training or education pursued externally and paid for in whole or in part by Mosaic. We plan to account for these hours in future reporting periods. Over 200 employees are enrolled in Mosaic's tuition reimbursement program. Year over year differences in hours on certain topics are likely attributable to added granularity and reorganization of course "buckets." On-the-job training hours related to job changes (estimated at 40 hours per person, per change) are not included. We plan to account for these hours in future reporting periods.



Our performance management process includes goal alignment and career development to achieve excellence

Mosaic provides employees with helpful planning tools, calculators, articles, videos and webcasts, in addition to optional services provided by our third-party vendors.

Mosaic also provides support and training for employees during transitional career stages. When a reduction in our workforce occurs, we provide comprehensive career transition services to employees to help ease the stress that accompanies job loss. Please see [Our Workforce](#) for more information on these efforts in 2014.

(G4-LA11) As part of our strategic priority of investing in people, we have a performance management process called EDGE—Evaluating, Developing and Growing Excellence. Our performance management process has evolved to include scaled competencies, goal alignment and an emphasis on employee and career development.

Percentage of Employees Receiving Regular Performance and Career Development Reviews, by Gender

	Male	Female	Total
Full-time Salaried Population (Launched Forms)	2,335	940	3,275
Performance Reviews Given	2,288	895	3,183
Percentage of Reviews Received	97.99%	95.21%	97.19%*

Note: Employees who were added through our Brazil and Paraguay acquisitions on Dec. 17, 2014, are not included in these calculations. They will be eligible for an annual performance review in 2015.



More Information

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