



**G4-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](#).**

### Workplace Awards

Mosaic has been recognized as a top place to work in communities where we operate. In 2015, we were named one of the 100 Top Places to Work in Tampa Bay for the third consecutive year. Mosaic has also earned annual recognition as one of Canada's Top 100 Employers and Saskatchewan's Top Employers since 2013, and is listed on Forbes' Canada's Best Employers list (2016). In Brazil, Mosaic earned recognition as one of the 150 Best Companies to Work For in Brazil by Guia da Revista Você S/A 2015.





## Our Workforce

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(G4-10, G4-13) 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, 2015, Mosaic employed 8,523 regular employees.

In August 2015, James “Joc” C. O’Rourke began serving as Mosaic’s President and Chief Executive Officer, succeeding James “Jim” T. Prokopanko’s planned retirement, who became our Senior Advisor until his planned retirement in January 2016. Joc O’Rourke was previously Mosaic’s Chief Operating Officer.

In October 2015, Mosaic’s Colonsay facility in Saskatchewan, Canada, curtailed production in response to market conditions. These changes resulted in layoffs of approximately 50 junior employees and 22 employees who accepted voluntary early retirement incentives. Junior employees who were laid off received pay in lieu of notice and had the choice between severance pay or recall rights.

In 2015, we realigned our business segments to more clearly reflect our evolving business model. Our international distribution activities, which had previously been reported in our Phosphates business segment, were moved into a separate International Distribution segment.

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**We have an exceptional global team of more than 8,500 employees working in 7 countries**

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### 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 offers health, welfare and retirement benefits to all full-time employees and eligible dependents.

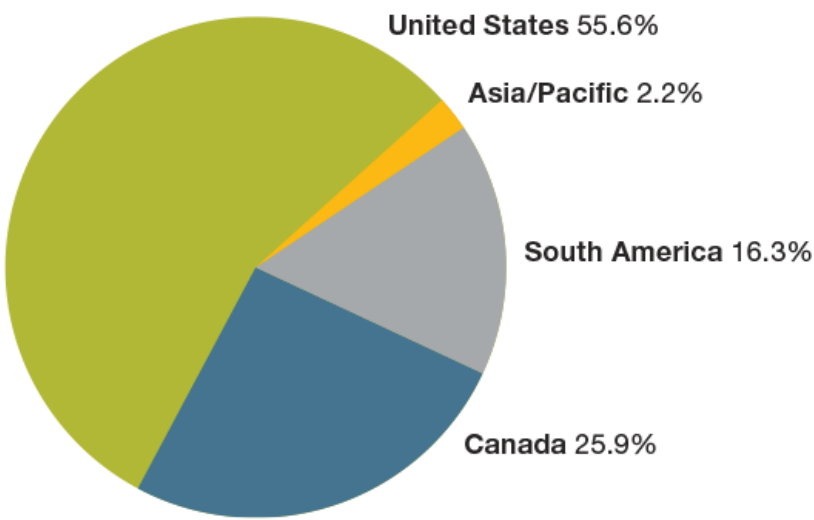
We attract employees through methods including, but not limited to, job boards, social media, diversity career fairs, veterans career fairs and college job fairs.

In addition to our regular workforce, individual business segments 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 segments 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.

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**(G4-10) Workforce by Region**



**Workforce by Employment Type, Region and Gender**  
Effective as of December 31, 2015

	FT Salary		FT Hourly		PT*		Total	
Country	Male	Female	Male	Female	Male	Female	Male	Female
Australia	1	0	0	0	0	1	1	1
Brazil	1,044	235	0	0	0	0	1,044	235
Canada	706	213	1,181	107	0	0	1,887	320
China	104	49	0	0	0	0	104	49
India	30	5	0	0	0	0	30	5
Paraguay	95	14	0	0	0	0	95	14
United States of America	1,441	554	2,599	139	2	3	4,042	696
Sub-Totals	3,421	1,070	3,780	246	2	4	7,203	1,320
Totals	4,491		4,026		6		8,523	

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 underrepresented across the mining and metals industry. Women make up approximately 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
Australia	0	0	0	1	1	0	1	1
Brazil	348	93	601	133	95	9	1,044	235
Canada	274	74	1,060	194	553	52	1,887	320
China	19	8	79	37	6	2	104	49
India	4	2	24	3	1	0	30	5
Paraguay	47	7	46	7	2	0	95	14
United States of America	431	83	1,779	334	1,832	279	4,042	696
Sub Totals	1,123	267	3,589	709	2,490	342	7,203	1,320
Totals	1,390		4,298		2,832		8,523	

### New Hires by Age Group, Gender and Region

	<30		30-50		>50		Total	
Country	Male	Female	Male	Female	Male	Female	Male	Female
Brazil	86	29	55	17	2	2	143	48
Canada	56	12	62	17	8	1	126	30
China	6	1	4	1	0	0	12	2
India	2	2	3	3	0	0	6	5
Paraguay	0	0	3	4	0	0	3	4
United States of America	93	20	131	33	40	8	264	61
Sub Totals	243	64	258	75	50	11	551	150
Totals	307		333		61		701	

### Employee Turnover by Age Group, Gender and Region

	<30		30-50		>50		Totals	
Country	Male	Female	Male	Female	Male	Female	Male	Female
Australia	0	0	0	0	0	0	0	0
Brazil	94	19	128	23	18	1	240	43
Canada	27	5	42	13	77	12	146	30
China	1	1	8	1	0	0	9	2
India	3	2	5	2	1	0	9	4
Paraguay	21	0	5	0	0	0	26	0
United States of America	39	13	103	32	114	19	256	64
Grand Total	185	40	291	71	210	32	686	143

In 2015, overall employee turnover totaled 10%.

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

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 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.

### SPOTLIGHT

## Taking a Pulse on Engagement

Mosaic believes that engaged employees work smarter and safer; are innovative and find new ways to grow; and are more likely to stay with Mosaic and continue their professional growth and development with the company.

Based on the results of Mosaic's 2014 engagement survey, two focus areas for action planning across Mosaic emerged: teamwork and collaboration, and manager effectiveness.

In an effort to monitor these focus areas and further embed engagement in the company's culture, we implemented an employee engagement "pulse" survey in 2015—a shorter survey meant to capture employees' feedback during the non-survey year. The results showed meaningful improvements in engagement in specific areas within our business segments and support functions.

"Having an engaged and empowered workforce is vital to Mosaic's long-term success," said Corrine Ricard, Mosaic's Senior Vice President of Human Resources. "The candid feedback we receive through our engagement surveys is critical in understanding what's important to our people. We listen and take action to address issues—making the necessary improvements to ensure our company is a place where people are proud to work and grow."

## Two focus areas for action planning across Mosaic:

Teamwork and  
Collaboration



Manager  
Effectiveness

### Providing Competitive Compensation and Benefits

(G4-EC5, G4-LA2) Mosaic offers competitive compensation and benefits in each of the company's significant locations of operation. As shown below in local currency, the standard entry-level wage range is higher than the prevailing local minimum wage for each location presented. 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.

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
- 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

Part-time employees, which make up less than 1% of our workforce, have benefits and eligibility that vary based on their location.

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 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 Location	Local Minimum Wage	Mosaic Entry-level Wages*	Mosaic Entry-level Wage
<b>U.S. Wage</b> range/hr (USD)	\$7.25–\$8.05	\$14.98–23.24 (hourly) 11.35–18.08 (salaried)	156%
<b>Canada Wage</b> range/hr (CAD)	\$10.50	\$17.74–25.78 (hourly) 15.62–23.56 (salaried)	149%
<b>Brazil Wage</b> range/hr (BRL)	3.85–6.70	5.16–10.17	134%
<b>China Wage</b> range/hr (CNY)	9.20–15.00	17.82–18.97	162%
<b>India Wage</b> range/hr (INR)	47.75–57.29	162.27–235.80	339%
<b>Paraguay Wage</b> range/hr (PGY)	8,291.16	8,747.20–18,422.73	106%

\*Mosaic does not set wages based on gender.

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	●	●	●	●	●	●

Mosaic strives to support its employees' health and wellbeing through a variety of initiatives. In 2015, Mosaic partnered with a third party at Florida and Louisiana facilities in 2015 to provide onsite medical services for employees, including: occupational care, wellness and preventive health, episodic care, primary care, and chronic condition management.

(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.

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

Labor & Management Relations

G4-DMA: 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

Worldwide Employees	
Total Worldwide Employees	8,523
Total Employees Represented by a Union	4,546
Percentage Represented	53.34%

Note: 8,523 regular employees. Figure excludes long-term leaves, co-ops, seasonal and temporary employees.



## We're committed to ensuring Mosaic is a company where employees are proud to work and grow

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(G4-LA4) Some of Mosaic's labor agreements contain provisions of advance notice periods with respect to significant operational changes that impact employees. In most locations the exact notice requirement varies depending on circumstances surrounding the changes. 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. In Canada, Mosaic adheres to or exceeds the minimum notice requirements set by the Saskatchewan Employment Act. In China, Mosaic adheres to or exceeds the minimum notice requirements set by Article 41 of the Employment Contract Law (ECL). In Brazil, Mosaic adheres to or exceeds the 30-day notice requirement for dismissals without cause mandated by Brazilian Labor Law. In the other regions where we operate, Mosaic meets and usually exceeds the minimum notice required, which varies by local legislation and collective bargaining agreements.

(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 2015 reporting period. 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.

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Mosaic meets and usually  
**EXCEEDS THE**  
**MINIMUM NOTICE REQUIRED**

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## Our Commitment to Diversity & Equal Opportunity

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(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.

Our Commitment to Inclusion reinforces that Mosaic is focused on building a representative workforce that embraces the opportunities that diversity brings to the workplace. 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 2015 (United States)

	Male		Female		Total	
Ethnicity	Count	Percentage	Count	Percentage	Count	Percentage
American Indian or Alaskan	24	0.59%	5	0.72%	29	0.61%
Asian	41	1.01%	16	2.3%	57	1.2%
Black or African American	591	14.62%	114	16.38%	705	14.88%
Hawaiian/Pacific Islander	4	0.1%	1	0.14%	5	0.11%
Hispanic or Latino	394	9.75%	57	8.19%	451	9.52%
Two or More Races	21	0.52%	5	0.72%	26	0.55%
Unknown	46	1.14%	5	0.72%	51	0.55%
White	2921	72.27%	493	70.83%	3414	72.06%
<b>Total</b>	<b>4042</b>	<b>85.31%</b>	<b>696</b>	<b>14.69%</b>	<b>4738</b>	<b>100%</b>

Note: Includes United States, active employees, regular employees and employees on a leave of absence. Approximately 28% of the U.S. workforce is considered to be a part of a minority group.

### Total Management Workforce Worldwide by Gender and Age

	< 30		30-50		> 50		Unknown
Gender	Count	Percentage	Count	Percentage	Count	Percentage	Count
Male	52	4.52%	618	53.74%	480	41.74%	0
Female	17	7.33%	170	73.28%	44	18.97%	1
Total	69	4.99%	788	57.02%	524	37.92%	1

## Total U.S. Management Workforce by Ethnicity

	Total	Percentage
American Indian or Alaskan (United States)	0	0.00%
Asian (United States)	11	1.38%
Black or African American (United States)	57	7.13%
Hispanic or Latino (United States)	49	6.13%
Two or More Races (United States)	6	0.75%
Unknown (United States)	4	0.50%
White (United States)	672	84.11%
Totals	799	100.00%

Note: Includes U.S., active employees, regular employees and employees on a leave of absence. Approximately 16% of the company's management force is considered to be a member of a minority group. Approximately 17% of the company's management workforce is female.

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

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. Gender is not a factor when determining compensation. Each salary range has 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.



## Maintaining a Safe Workplace

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### Reducing Our Incidents and Injuries

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

Mosaic has safety committees at a majority of our global operations, representing employees at approximately 95% of our 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. The role of these committees, which are composed 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 incident- and injury-free workplace.

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**Our 2015 Recordable Injury Frequency Rate was the lowest in our company's history. While this is good progress, we are continuing to pursue zero injuries**

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(G4-LA6, G4-LA7) Mosaic has a safety management system in place that is designed to identify, evaluate and control risks.

This proactive approach allows us to understand the risks, take action and prevent incidents from occurring in the first place—which results in fewer injuries.

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 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 acute respiratory conditions.

Lost time incident frequency rate (LTIFR) calculates the frequency rate of lost time injuries. This measure is an indicator of incident severity. Lost days begin the day after the lost time incident occurs and calendar days are counted, with no exception for weekends, holidays, vacation or scheduled time off.

Employees who work in areas with elevated noise in the operational environment are at potential risk for hearing loss. To mitigate this risk, Mosaic utilizes engineering controls to reduce the noise of our equipment; where this cannot feasibly be accomplished, Mosaic requires the use of hearing protection or even double hearing protection.

## Recordable Injury Frequency Rate (RIFR) CY2015

	Employee	Contractor	Total
United States	0.95	0.88	0.92
Canada	1.08	1.11	1.1
International	0.24	0	0.21
Total	0.86	0.9	0.88

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

## Lost Time Incident Frequency Rate (LTIFR) CY2015

	Employee	Contractor	Total
United States	0.15	0.09	0.12
Canada	0.08	0.06	0.07
International	0.00	0.00	0.00
Total	0.10	0.08	0.09

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

There were no work-related fatalities in 2015.

## Absenteeism Rates CY2015 (%)

	Employee
Phosphates*	3%
Potash**	5%
Brazil	4.20%
India***	0.00%
China***	0.00%

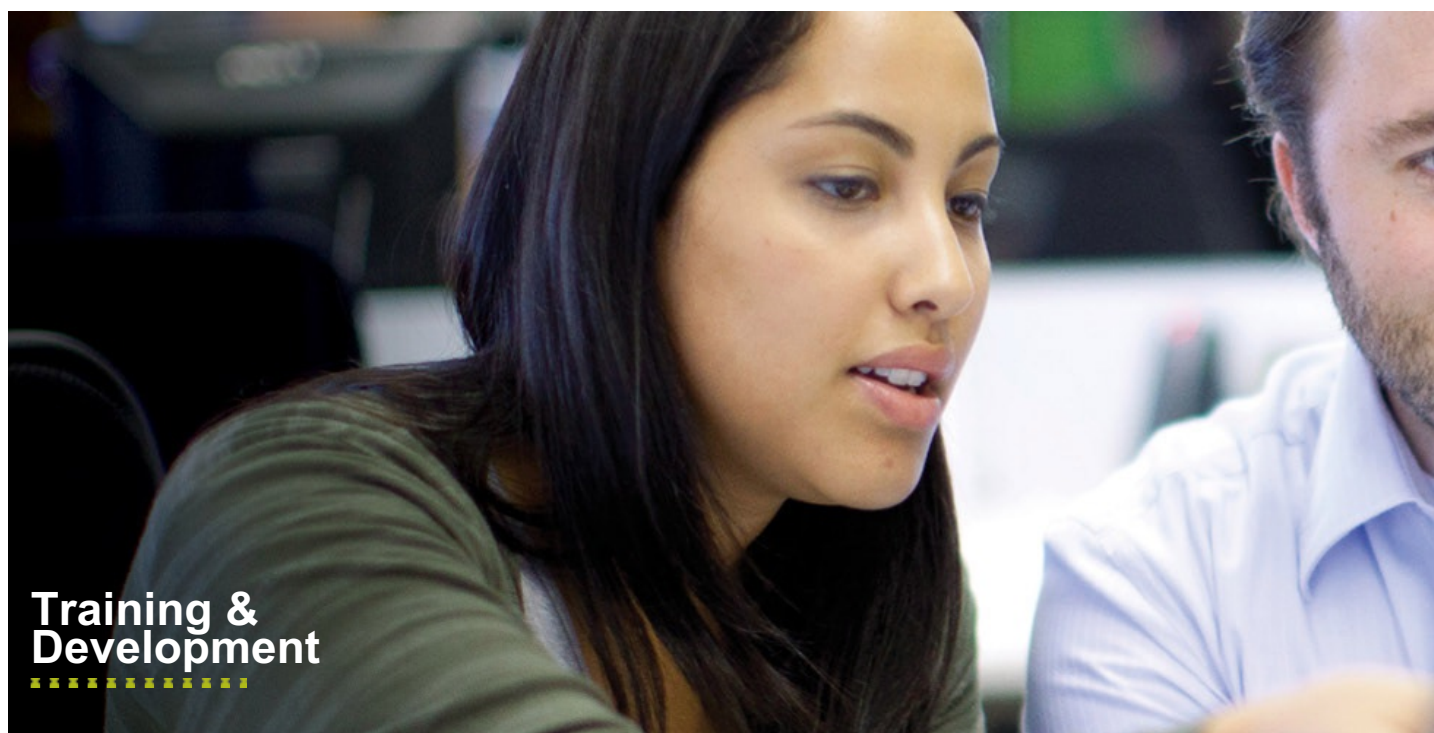
\*Data for hourly and salary nonexempt employees only.

\*\*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.

(DMA, 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. 100% of our union contracts in the U.S. and Canada and 90% of union contracts in Brazil cover health and safety topics.

Though rare, emergencies can occur in our business and the ability to respond promptly and effectively is critical. Mosaic's overarching approach to crisis management includes risk anticipation and mitigation, site-specific emergency response plans, and routine crisis simulation drills involving Mosaic employees from various functions and emergency response professionals from the communities where we operate. Our internal crisis management intranet site outlines response plan specifics, including roles, procedures, guidelines and protocols for handling crises and communicating with stakeholders.



## 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

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

**Our internal training opportunities support the continuous development of Mosaic employees at all levels**

## 2015 Training and Education

	Total Training in Hours
Course Title	
Leadership, Professional Development and Function Training*	61,653
Legal Compliance Training	4,694
Topics in Anti-Corruption, FCPA, Business Conduct and Ethics	1,290
EHS and Operations Training	
Phosphates	198,145
Potash	111,405
International and Corporate Headquarters	89,810
<b>Total Hours</b>	<b>466,997</b>
<b>Hours per employee</b>	<b>53</b>

\*HR, IT, Finance and Commercial for all EEs

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

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. View [Our Workforce](#) for more information on these 2015 efforts.

(G4-LA11) As part of our strategic priority to develop, engage and empower our 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. In addition, we offer tuition reimbursement programs to support continued education for Mosaic employees. More than 250 employees are currently enrolled in Mosaic's tuition reimbursement program.

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

	Male	Female	Total
Full-time Salaried Population (Launched Forms)	2,390	967	3,357
Performance Reviews Given	2,341	950	3,291
Percentage of Reviews Received	97.95%	98.24%	98.03%



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