



# Mosaic's Commitment to Inclusion

January 2023

Mosaic believes a diverse and inclusive workforce makes our organization stronger and better enables us to fulfill our mission of helping the world grow the food it needs. We are committed to do more in our workplace and communities to remove barriers and increase opportunities to create innovative and collaborative environments that welcome, value and respect diversity of people, thoughts and perspectives.

This document is a refresh of our company's first Commitment to Inclusion, published originally in 2012, and it builds on work that has been underway at Mosaic for many years, including participation in transparency initiatives, targeted recruiting, extensive indigenous engagement efforts in Canada and in Brazil. But our work is far from over; in fact, true to Mosaic's ethos and culture of continuous improvement, we are pushing harder than ever to do more to create a culture where individuals of all backgrounds, perspective and abilities are welcomed, valued, supported and empowered to authentically contribute and participate in all aspects of our work, decision-making processes and development opportunities.

Our goals in this area are ambitious, addressing both our intentions within our company and in the communities where we have operations.

By 2030, we are committed to:

- 30% women in the workplace
- 30% growth in underrepresented groups in the workplace
- 30% growth in leadership diversity
- 30% of our community giving focused on Diversity and Inclusion

## Overview

Complemented by our Commitment to Human Rights, our Code of Business Conduct and Ethics explains the standards we are all expected to follow. We must always:

- Conduct ourselves ethically and with integrity in everything we do.
- Treat everyone fairly, never discriminating on the basis of race, color, sex, age, disability, marital status, sexual orientation, gender identity, religious beliefs, job title or on any other unfair basis, in communities where Mosaic has operations. We follow all local and national laws and policies promoting inclusion in the workforce. We do not tolerate any type of retaliation for raising concerns.



- Support a workplace where diversity of people and ideas is valued and respected, where open dialogue is encouraged, and innovation, collaboration and receptiveness to change are rewarded.
- Respect everyone's confidentiality and privacy rights.

## **Inclusion at Work**

As a global company, Mosaic is focused on building a representative workforce that embraces the opportunities that a diverse and inclusive environment brings – and we have a strong governance structure in place to drive our success. Our Board of Directors and Senior Leadership Team, who share a clear vision that is aligned to strategic value drivers, have endorsed companywide goals and a total rewards philosophy to attract, retain, motivate and cultivate the level and variety of talent and experiences required for mosaic's success. A Diversity and Inclusion Council, built of a representative group of global leaders, will help accelerate Mosaic's journey and drive regional accountability for commitments. Employee Inclusion Networks, championed by Mosaic's executive leaders, promote cultural awareness, build community and foster an environment that celebrates the diversity of our workforce. At Mosaic, it is every employee's responsibility to conduct our global operations with the highest ethical and legal standards, including that operations meet our Commitment to Inclusion, at all times and everywhere in the world we do business.

Mosaic is committed to seeing that all aspects of the employment relationship and employee lifecycle – including recruiting and hiring, training and promotion, compensation and benefits, performance assessments, transfers, terminations, layoffs or recalls, leaves of absence, and company-sponsored training and education – are carried out on the basis of qualification and merit. Employment decisions are not made on the basis of race, color, gender, age, ethnic or national origin, sexual orientation, gender identity disability, or (in the US) status of disabled veteran or war veteran, in accordance with all local and national laws and Mosaic's Code of Business Conduct and Ethics.

## **Training and Policies**

Through our recruitment, training, reward and development practices, we are educating our employees about the value of diverse perspectives and inclusionary behaviors that help to build and maintain a positive, collaborative, innovative and respectful work environment. Aimed at improving awareness and honing an understanding and appreciation of individual differences and similarities and why they matter, these training opportunities help our employees understand how their actions can contribute to our shared success.

We continue to support our employees' individual needs at all stages of career and life through our flexible work arrangement policy, our employee assistance program, domestic partner benefits, disability and religious accommodations, supplemental leave policies and programs.

## **Our Community Impact**

Mosaic has a long history of supporting the communities in which we operate, and where our employees work and live. We have the opportunity to be a positive force for change in our communities through diversity and inclusion-focused community giving and have committed to increasing focused efforts in this area. <<[Learn more about our global diversity and inclusion efforts](#) or [apply for a grant](#). >>



## Reporting

Mosaic employees, officers, directors and third parties are encouraged to report suspected violations of this Commitment to Inclusion through several grievance avenues, including through our confidential and anonymous ethics line at [Mosaic.ethicspoint.com](https://Mosaic.ethicspoint.com), to their direct Manager or through our compliance office at [law@mosaicco.com](mailto:law@mosaicco.com). Mosaic strictly prohibits retaliation against anyone who has reported conduct believed in good faith to violate any local, state, federal, or country law or regulation, Mosaic's Commitment to Human Rights, Code of Business Conduct and Ethics, Commitment to Inclusion or any other Mosaic policy. Mosaic also strictly prohibits retaliation against employees who have assisted in the investigation of such complaints.