



DMA: At Mosaic, we understand that our business and our communities are indelibly linked. Our operating communities are also our homes—where we live, work and raise children. We strive to be a thoughtful and engaged neighbor, investing carefully and generously as we seek long-term partnerships with organizations that are making a difference.

(DMA) The Mosaic Company, The Mosaic Company Foundation and The Mosaic Institute in Brazil partner with industry associations, nonprofit groups and stakeholders focused on food, water and local initiatives. We are especially committed to the strength and prosperity of the communities where we have offices and operations, including North America, South America and Asia. Our financial support is magnified by employee volunteerism and community involvement.

Mosaic has diverse and varied economic effects on communities across the world. We encourage and support spending with local suppliers, and seek job applicants from local communities when an internal candidate is not available.



Investing in Our Communities

Our Indirect Economic Impacts

(G4-EC7) At Mosaic, our mission is to help the world grow the food it needs. As the world's largest combined producer and marketer of concentrated phosphate and potash—two of the three macronutrients essential to plant life—this is both a business and social mission.

We focus our community investments in three core areas that help us achieve this goal: Food, Water and Local Community Investments. Furthermore, our community investments are allocated to align with the size of our operations and industrial footprint in each of our locations. In 2014, combined contributions by The Mosaic Company, The Mosaic Company Foundation and The Mosaic Institute in Brazil through philanthropic funding, employee engagement and in-kind donations totaled approximately \$17 million.

Additionally, Mosaic partners with the United Way, an important community nonprofit at Mosaic's North American operations. Each fall, teams of employee volunteers organize a series of events that focus our employees' attention on their communities through

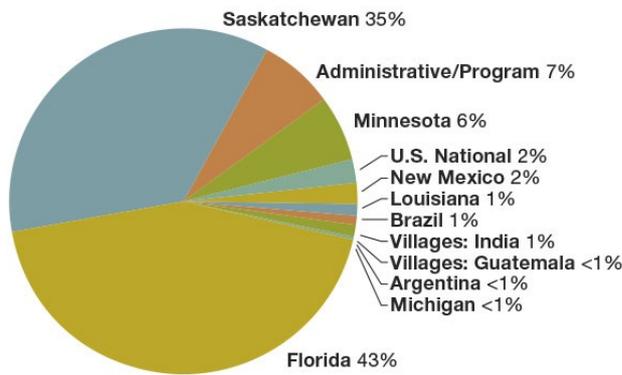
Since 2012, Mosaic has used an online grant system to track and monitor proposals for funding and report outcomes. Potential nonprofit partners can access the online grant system and the formal application for funding, our focus areas, our giving guidelines, our application deadlines and our non-discrimination policy through our Website. Establishing a standardized funding system, reporting outcomes, and listing policies online provide greater transparency to our partners, shareholders, employees and communities.

2014 Mosaic Global Community Investment by Focus Area

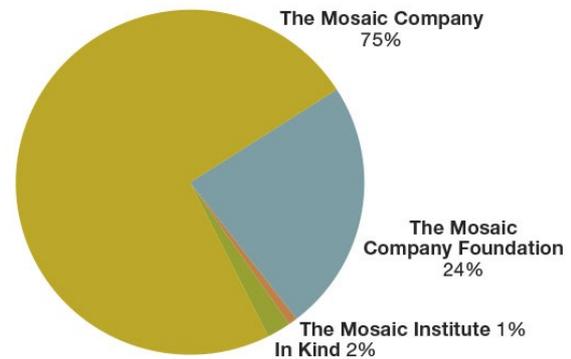
- 54% Local
- 15% Food
- 12% Water
- 12% United Way
- 7% Admin/Program

agency tours, volunteer projects and workplace giving campaigns.

2014 Mosaic Global Community Investment by Region



2014 Mosaic Global Community Investment by Donation Type



Community Investment Focus Areas

Mosaic works closely with best-in-class nonprofit partners to address the needs of individuals and communities on issues ranging from local hunger relief, global food security, watershed restoration, nutrient stewardship and local civic needs in operating communities. A few examples of these partnerships are explained below.

Food Community Investments

The Florida Association of Food Banks

Headquartered in southwest Florida, the Florida Association of Food Banks (FAFB) is comprised of 14 regional food banks serving all 67 counties in Florida. In 2014, Mosaic supported FAFB's Farmers Feeding Florida program, which collaborates with Florida agricultural producers, packers and distributors to deliver fresh produce to

central and southwest Florida food banks. These area food banks serve approximately 640 community agencies' food shelves and food programs.

Watch this short video on the Farmers Feeding Florida program

View the Video 



The Mosaic Villages Project has helped more than 300,000 people move from food insecurity to food surplus



The Mosaic Villages Project

Initiated in 2008, the award-winning Mosaic Villages Project in India, Guatemala and eight African countries has helped more than 300,000 people move from food insecurity to food surplus. The Mosaic Villages Project is a physical manifestation of our mission to help the world grow the food it needs. Our investment includes cash grants, product, logistics, and the time and talents of many Mosaic employees, including agronomists who work alongside implementing partners in training farmers. In February 2013, Mosaic was awarded the President's Excellence Award in philanthropy for The Mosaic Villages Project by CECP, formerly the Committee Encouraging Corporate

More than 300 healthy lunches are given to hungry children each school day by the Hunger in Moose Jaw organization



Saskatoon Food Council

In an effort to strengthen food security in Saskatoon and surrounding areas, The Mosaic Company partnered with the Saskatoon Food Council in 2014 with the goal of improving access to healthy food for all Saskatoon residents through connecting and leading projects developed from a food systems assessment.

Hunger in Moose Jaw

The Hunger in Moose Jaw organization is dedicated to providing access to safe, nutritious food for all. Mosaic continues to support the Child Nutrition Program, helping provide more than 300 healthy lunches to hungry children every school day. In 2014, Mosaic employees continued to support their efforts by designing new pathways and making improvements to existing pathways for community gardens in Moose Jaw, Saskatchewan, that improved productivity and safety of the area.

Water Community Investments

The Nature Conservancy

We continue to support The Nature Conservancy (TNC) in its work with local partners and producers to promote and assist with adoption of 4R Nutrient

This voluntary new program builds on the 4R Nutrient Stewardship principles to provide a consistent, recognized standard for agricultural retailers in Indiana, Ohio and Michigan—where surrounding waters drain into Lake Erie. The program ensures that

Stewardship principles on farms located in southwest Florida. The Conservancy conducts direct producer outreach to voluntarily enroll scientifically targeted specialty crop producers in the initiative. Participating farmers will receive education and support in implementing best management practices in an effort to reduce the amount of nutrients in the local watersheds and beyond.

In 2014, The Mosaic Company Foundation also partnered with TNC to support a multi-sector initiative, governed by the Nutrient Stewardship Council, to pilot a nutrient application standard to improve water quality in the Western Lake Erie Basin in Indiana, Michigan and Ohio. Called The 4R Nutrient Stewardship Certification Program, the initiative encourages agricultural retailers, service providers and other certified professionals in the Western Lake Erie Basin to adopt proven best practices through the 4Rs framework, a concept originated by The Fertilizer Institute: using the Right nutrient source at the Right rate and Right time in the Right place.

social, environmental and economic sustainability objectives are met through the adoption of 4R nutrient management.



In 2014, Mosaic sponsored the 6th World Congress on Conservation Agriculture

Conservation Technology Information Center

Conservation Technology Information Center (CTIC) champions, promotes and provides information on technologies and sustainable agricultural systems that conserve and

Tampa Bay Watch

The mission of Tampa Bay Watch is to protect and restore the marine and wetland environments of the Tampa Bay estuary. In 2014, The Mosaic Company Foundation

enhance soil, water, air, and wildlife resources and are productive and profitable. In 2014, The Mosaic Company, through CTIC, sponsored the 6th World Congress on Conservation Agriculture designed to increase awareness, create excitement, and educate farmers in innovative conservation and sustainability efforts. The congress hosted representatives from more than 60 countries and six continents.



continued to support Tampa Bay Watch by providing funding for their Oyster Habitat and Water Quality Initiative which advances watershed protection, water quality improvements and youth education programs in the Tampa Bay area. The program involves the construction of oyster reefs to assist with reduction of turbidity and shoreline erosion.

Safe Drinking Water Foundation

Mosaic provides educational water testing kits to Saskatchewan students to increase their knowledge of drinking water quality issues and solutions. The program provides teachers with program-based learning that complements the hands-on learning opportunities.

Local Community Investments

The Royal Canadian Mounted Police Heritage Center

In 2014, The Mosaic Company provided a \$1 million CAD grant to support the Royal Canadian Mounted Police (RCMP) Heritage Centre's Education and Outreach Initiative, designed to enrich the interpretation of established programs and exhibits through the use of technology to make each visit to the Centre dynamic for our visitors; and showcase the important work the RCMP is doing in the community through the augmentation of exhibits dedicated to modern day policing.

Red Cross

The June 2014 flooding in Saskatchewan caused 16 communities to declare a state of emergency. In addition, flooding in Carlsbad, N.M., in September 2014 caused millions of dollars in damages to that area. As a result of our commitment to making an impact in the communities where we operate, The Mosaic Company made donations to both the Canadian and American Red Cross to assist with evacuations and emergency preparedness.

In 2014, Mosaic employees

pledged a combined \$1.74 million to 45 local United Way organizations across North America

10-Year Anniversary Matching Grants

In 2014, The Mosaic Company celebrated its 10th anniversary. To commemorate the occasion, Mosaic offices and facilities around the world each gave \$10,000 grants to nonprofits operating in their local communities. In total, \$380,000 was distributed to organizations helping individuals with mental illness, providing health care to the underserved, offering disability and life skills training for adults, and advancing cancer research.

The United Way

In 2014, 64% of Mosaic employees pledged a combined \$1.74 million to 45 local United Way organizations across North America. With the Mosaic dollar-for-dollar match, the total amount donated to United Way in 2014 was over \$3.6 million. Additionally, Mosaic was also awarded the Spirit of Tampa Bay Suncoast Award in 2014.



Infrastructure Investments

The Mosaic Villages Project – India

Mosaic's *Krishi Jyoti* project in India aims to improve livelihoods in villages in rural India by enhancing farm productivity. The project

also promotes education among children in these remote villages by providing them a healthy and safe school environment. In the areas where these schools exist, safe drinking water and clean sanitation facilities are not present.

In 2014, The Mosaic Company Foundation provided its implementing partner in India—the Sehgal Foundation—with a grant to upgrade the facilities at four schools including building separate restrooms for boys and girls; making clean drinking water available during school hours; building boundary walls around the schools and renovating classrooms; building functional kitchens for cooking midday meals; and constructing playgrounds. In 2014, Mosaic and our partner built a large checkdam, designed to conserve and harvest rainwater runoff from the nearby hills. The checkdam provides agricultural and drinking water for more than 10,000 people.



The Mosaic Company Foundation supported Arcadia Rodeo's \$6 million capital campaign with a \$3 million investment in 2014

Arcadia All-Florida Championship Rodeo Association

The Arcadia Rodeo provides scholarships for local students, contributes funds and volunteer help to local community efforts,

Parkland College

Mosaic invested more than \$2.2 million to help build a new Trades and Technology Centre at Parkland College in Yorkton, Saskatchewan. The Centre will provide

and serves a venue for community events in southwest Florida. The Rodeo is also a big economic contributor to the local economy, providing millions of dollars to DeSoto County.

In 2014, The Mosaic Company Foundation supported the Rodeo's \$6 million capital campaign for a new multi-purpose complex with a \$3 million investment. The 8,000-seat arena will provide economic impact to the area by becoming a destination arena and complex, creating a positive impact on existing businesses and encouraging new opportunities.



training in skilled fields that are in high demand in nearby communities.

Firefighting Safety

In 2014, Mosaic provided funds to assist in local volunteer firefighting safety in the communities of Bredenburg, Colonsay, and Watrous, Saskatchewan. Mosaic's funds helped purchase much needed fire equipment in these communities.

Carlsbad MainStreet Project

Downtown Carlsbad is the heart of the Carlsbad community—a gathering place filled with activity, lively businesses and family focus. The mission of the MainStreet Project is to strengthen downtown Carlsbad through concentrated efforts in organization, promotion, design and economic restructuring. To assist in these efforts, The Mosaic Company provided funding to the Carlsbad Downtown Farmers' Market to support infrastructure development to support the local farmers market as a community gathering place.

University of Florida Foundation, Range Cattle Research and Education Center

In 2014, The Mosaic Company Foundation continued its support of the University of Florida Foundation with a grant to support the construction of the Grazinglands Education Building. The building will be used to host events and provide access to faculty and programs, which earlier would not have been possible since there was previously no space large enough.

Indirect Economic Impacts of Our Operations

indirect economic effects on communities across the world. However, due to the complex nature of the business and philanthropic activities in which Mosaic engages, Mosaic does not attempt to estimate its indirect economic impact by using a measurement of currency.

Global food security is one of the most pressing issues of our time and calls for the judicious use of resources, as well as an innovative spirit. Today's crop nutrients are responsible for 40% to 60% of global crop yields, and Mosaic's products play a crucial role in meeting the global demand for food. Our worldwide research programs focus on the development of new products for the specific soil characteristics in different parts of the world, such as Mosaic's proprietary MicroEssentials® line, which is designed to help farmers make the most of every inch of farmland. By delivering sulfur and zinc with MicroEssentials® and boron with Aspire®, another premium product, farmers are able to apply the top three most deficient secondary nutrients and micronutrients efficiently and uniformly, creating the opportunity to maximize yields in a sustainable manner.

support a profitable business bring economic benefits through their hiring and spending practices. Likewise, the dealers who distribute our fertilizers and the vendors who support our operations are meaningful contributors to the economic vitality of the rural and regional communities where they operate. Additionally, participants in The Mosaic Villages Project receive no-interest loans to buy fertilizer at planting, and repay the loans through the sale of surplus yield at harvest. Fertilizer acts as an injection of capital to the region, helping farmers break the cycle of poverty that has gripped these developing regions of the world. Participants in The Mosaic Villages Project have reported that, on average, yields have increased three to five times over that of traditional farming practices. Furthermore, many of Mosaic's charitable community investments are focused on supporting hunger relief in communities and providing access to emergency food systems. Studies show that children who have sustained hunger have reduced abilities and capacity to learn in school. Access to regular food improves educational outcomes.

Fertilizers are responsible for up to 60% of global crop yields



The mining, production and distribution of potash and phosphate contribute to global

Through work with the United Way and other local charities, Mosaic's community

economies through the import and export of the minerals themselves and the complementary goods needed to manufacture fertilizer, animal feed and industrial products. The multiplier effect of the money that Mosaic's employees, suppliers and other stakeholders spend is dramatic.

The 2013 Areawide Environmental Impact Statement (AEIS) for continued phosphate mining in the Central Florida Phosphate District that was administered by the Army Corps of Engineers studied the economic impact of Mosaic's continued operations in the region. The evaluation included Employment, Labor Compensation, Value of Production or Output, and Value Added. It concluded that the indirect economic impact of continued Mosaic mining in the Central Florida region over the next 50 years will be \$1.4 billion. Furthermore, according to a 2013 study by the Port of Tampa of the port's 2012 fiscal year, the phosphate industry accounted for more than \$10 billion of the port's \$15.1 billion annual economic activity; supported more than half of the port's 80,000 direct, indirect and related jobs; and created more than half of the 10,573 direct jobs at the port from the movement of phosphate rock and raw materials, as well as crop nutrition and animal feed supplies and products.

investments help families achieve greater economic independence and improve educational outcomes for children. From workforce development programs to K-12 education initiatives, communities receive significant support to advance results in our operating communities and in non-governmental organization partner programs globally.

Mosaic's partnerships with community organizations continue to support positive healthcare, education, housing and recreational opportunities for our neighbors. In Saskatchewan, Canada, Mosaic proudly supports Shock Trauma Air Rescue Service (STARS), which brings emergency medical transport to critically ill and injured patients in Saskatchewan. Mosaic also continues to support Habitat for Humanity in Regina, Saskatoon, Moose Jaw and Yorkton, helping to build 87 new homes over a three-year period. In 2014, Mosaic partnered with the province of Saskatchewan, city of Regina and the Saskatchewan Roughriders Football Club to support construction of a new stadium in Regina. The stadium is the heart of a larger revitalization initiative for the downtown area. Mosaic Stadium will attract world-class sports, concerts and events that will bring economic opportunities for the city and province. Similarly, Mosaic Place, opened in 2011, is a multi-purpose event arena supported by Mosaic. It attracts visitors from around the world and has invigorated downtown Moose Jaw by drawing major events and concerts that generate revenue for the city and its people.



We are the largest producer of finished phosphates in the world, with 11.7 million tonnes of operational capacity

Our Local Spending & Hiring

(G4-EC9) Mosaic does not have a written policy for preferring locally-based suppliers, but we do encourage and support spend with local suppliers.

Local Supply Chain

Operational Locations	2014
All Phosphate (United States only)*	76.67%
All Potash (Canada and United States)*	59.36%
Offshore—Fospar, Brazil**	100%

*Excludes Governmental, Raw Materials, Clubs and Organizations, Employee Related and Freight spend, and includes as locals in the Phosphates Business Unit all vendors with addresses in Louisiana and Florida and in the Potash Business Unit all vendors with addresses in New Mexico, Michigan, Saskatchewan and Manitoba.

**Brazil figures are based on all spend and consider as local vendors all of those whose addresses are within the country. Total excludes Raw Materials and spare crane parts.

(G4-EC6) As a matter of practice, and in accordance with Mosaic’s global job posting policies, we will “hire from within wherever possible.” For mid- to lower-level positions, a search is conducted locally to find a qualified candidate. If no local candidates are identified, then the search broadens until a qualified candidate is found. Mosaic provides a generous relocation package to support the movement of talent to our locations. For senior management roles, if no internal candidates are identified, a search will be conducted externally to find the best candidate for the leadership role. The hire may or may not come from one of the communities where we have a local presence. These candidates are also supported with relocation assistance.



DMA: Acting with integrity means making the right choice and taking the right path in any given situation. As a signatory to the United Nations Global Compact, The Mosaic Company is committed to the protection and advancement of human rights. Mosaic’s Code of Business Conduct and Ethics forms the basis of our Commitment to Human Rights.

Non-discrimination

(G4-HR3) Mosaic has had no founded incidents of discrimination for the period covered in this report. There were eight discrimination complaints filed with the Equal Employment Opportunity Commission (EEOC); two complaints filed with the Canadian Human Rights Commission (CHRC); and six internal complaints from January 2014 through December 2014. Only three EEOC complaints remain pending.

Discrimination Alleged January 2014 - December 2014 (North America only)

Type	Origin	Race	Age	Gender	Disability	Religion
Discrimination Types Reported	1	5	4	3	4	2

Discrimination Types Pending	0	0	1	0	3	0
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Note: Mosaic is vigorously defending itself in the pending cases, which the Company believes are without merit.

(G4-HR4) Mosaic does not have any operations in which the right to exercise freedom of association and collaborative bargaining are identified as a significant risk. Mosaic does not discriminate based on association, 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 Labour Organization (ILO) Declarations on Fundamental Principles and Rights at Work; and the Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises. Per our Commitment to Human Rights, Mosaic aims to strengthen and enforce human rights in our policies and operations globally, including in our supply chain.

Child Labor

(G4-HR5) Mosaic does not have any operations that are identified as a significant risk for child labor practices. Mosaic abides by all applicable child labor laws. In the United States and Canada we do not employ anyone under the age of 18. Mosaic complies with all statutory requirements in the locations where we operate, as well as our own employment policies, including our Commitment to Human Rights, which is guided by the UDHR, the most widely recognized definition of human rights and the responsibilities of national governments; the ILO Declaration on Fundamental Principles and Rights at Work; and the OECD Guidelines for Multinational Enterprises. Per our Commitment to Human Rights, Mosaic expects all of our business partners to comply with labor and employment laws in the countries where we operate, including laws pertaining to child labor.

Our Commitment to Human Rights is guided by the UDHR, ILO and OECD



Compulsory Labor

(G4-HR6) Mosaic does not have any operations at risk regarding forced or compulsory labor practices. Mosaic adheres

Indigenous Rights

(G4-MM5, G4-HR8) Mosaic has no operations that take place in or directly adjacent to indigenous people’s territories.

to all immigration laws, as well as our global hiring and employment policies. Mosaic does not tolerate forced or compulsory labor, per our Commitment to Human Rights, which is guided by the UDHR, the most widely recognized definition of human rights and the responsibilities of national governments; the ILO Declaration on Fundamental Principles and Rights at Work; and the OECD Guidelines for Multinational Enterprises. Per our Commitment to Human Rights, Mosaic expects all of our business partners to comply with labor and employment laws in the countries where we operate, including laws pertaining to forced labor.

There are no Mosaic operations or sites that have formal agreements with indigenous people's communities. Further, Mosaic had no reported incidents related to violations involving rights of indigenous people for the period covered in this report.

Human Rights Grievance Mechanisms

(G4-HR12) Mosaic has had no founded grievances related to human rights.



DMA: Our local communities are our homes, and we have a vested interest in their sustainability. We understand that for Mosaic to prosper, our communities must also. We support formal and informal communication channels to connect our employees, communities, partners and customers. Examples include our Community Advisory Panels (CAPs) in Central Florida, as well as regional and international microsites intended as open lines of communication between Mosaic and local communities.

Adhering to Our Values

(G4-SO1) In alignment with Mosaic’s Environment, Health and Safety policies, we are committed to conducting all business activities in a manner that protects the environment and the health and safety of our employees, our contractors, our customers and the public.

Our core values—integrity, excellence, sustainability and connectivity—define how we conduct business, how we interact with colleagues, and how we treat our communities and planet. As such, 100% of our operations have impact assessment and development programs. We employ a variety of approaches to systematically assess and manage the diverse impacts of industry on the various communities in which we operate. Across the globe, our employees adhere to the same companywide values. This common sense of purpose and responsibility ensures that we approach our work with a shared goal.

Our core values define how we conduct business, how we interact with colleagues, and how we treat our communities and planet



Sustaining Our Global and Local Operations

We serve customers in approximately 40

Assessing Our Environmental Impact

Mosaic is committed to conducting and

countries. We mine phosphate rock in Florida and process rock into finished phosphate products at facilities in Florida and Louisiana. We mine potash in Saskatchewan and New Mexico. We have other production, blending or distribution operations in Brazil, China, India and Paraguay, as well as strategic equity investments in a phosphate rock mine in the Bayovar region in Peru and a joint venture formed to develop a phosphate rock mine and chemical complexes in the Kingdom of Saudi Arabia.

For a list of our locations (53 as of the date of this report), please see our [Website](#).

Although Mosaic continues to refine and adapt community investment programs throughout South America and Asia, due to the nature of our business and potential impact, this report heavily emphasizes Central Florida in the United States, Saskatchewan, Canada and Brazil.

Our operations in Saskatchewan, Central Florida and Brazil work diligently to engage local communities. Mosaic's engagement within local communities includes monthly meetings with a series of CAPs, civic organizations, elected officials, civil servants and other opinion leaders. Mosaic reaches the broader community through print, broadcast, billboard and digital ads, news and social media outlets, direct mail, and public education initiatives. When the business plans to expand operations, we host community forums and participate in public hearings convened by local and regional governments.

reporting the results of environmental impact assessments. In April 2013, the final Areawide Environmental Impact Statement (AEIS) on Phosphate Mining in the Central Florida District was released by the U.S. Army Corps of Engineers (ACOE) for public review. In August 2013, the AEIS for continued phosphate mining in the Central Florida Phosphate District was finalized. Administered by the ACOE in compliance with the National Environmental Policy Act, this process analyzed the environmental scope and potential impacts of phosphate mining in Central Florida. Additionally, as it becomes available, information about our permit applications is posted online on microsites targeted to each permitting county in Central Florida. This transparency provides the public with a clearer view of the regulatory process for permitting and gives local residents the ability to communicate directly with the experts overseeing a given project.

The Mosaic Potash Business Unit conducts regular environmental impact assessments, reporting the findings to the Saskatchewan Ministry of Environment. All environmental impact assessments have been submitted and approved to date. Additionally, the Mosaic Potash facilities in Saskatchewan conduct thorough biological assessments of proposed expansion sites, such as the assessments for the tailing expansion at the Colonsay and Esterhazy mines, as well as the new K3 mine shaft site at Esterhazy. Each of these assessments includes field surveys to identify rare species of plants and animals of special concern to identify if mitigation programs are required.

Mosaic:



Serves customers in approximately 40 countries



Mines phosphate rock in Florida



Mines potash in Saskatchewan and New Mexico



Owns other production, blending or distribution facilities in 4 countries

Developing and Consulting in Our Communities

Each year, Mosaic targets investing 1% of profits over a three-year rolling average into our communities. The Mosaic Company, The Mosaic Company Foundation and The Mosaic Institute in Brazil make investments in our global communities through philanthropic grants, employee engagement and in-kind donations. Combined contributions in 2014 reached \$17 million.

In 2014, Mosaic operations in Florida committed more than \$7 million, and operations in Saskatchewan committed more than \$5 million to enrich and improve communities where we have offices and operations.

Mosaic employs regional, full-time public affairs (PA) staff to support all communities where we have an operating footprint. Mosaic PA staff are committed to maintaining an open dialogue with the people in our communities, assessing local needs and building partnerships designed to improve community vibrancy for local residents.

Independent CAPs help facilitate this work. Underwritten by Mosaic, CAPs serve as a forum for open discussion among representatives of the local community, and provide a place for companies to discuss community response to industry developments and plans.

Additionally, in 2014, Mosaic partnered with the province of Saskatchewan, city of Regina and the Saskatchewan Roughriders Football Club to support construction of a new stadium in Regina. The stadium is the heart of a larger revitalization initiative for the downtown area. Mosaic Stadium will attract world-class sports, concerts and events that will bring economic opportunities for the city and province.

THE MOSAIC COMPANY FOUNDATION | 



| Instituto Mosaic



Mosaic Stadium will attract sports, concerts and events that will bring economic opportunities for Regina and Saskatchewan

Recognizing Indigenous Rights

In some locations, there are cultural implications to our business that Mosaic addresses through community engagement. Through the efforts of Mosaic's Representative Workforce Strategy in Canada, Mosaic continues to build a more inclusive workforce by working with various provincial tribal councils.

Mosaic recognizes the significance of building relationships with educational institutions throughout Saskatchewan, as well as other First Nation and Metis organizations that serve the career development needs of aboriginal people in Saskatchewan. For example, Mosaic partners with the Saskatchewan Indian Institute of Technologies' Mining Industry Prep Programs, which are based in Saskatoon, Yorkton and Regina, to prepare the aboriginal workforce for careers in mining.

Engaging Our Stakeholders

Mosaic is committed to [stakeholder engagement](#) and public outreach efforts. Through face-to-face meetings, social media, government relations, facility tours and more, Mosaic connects with stakeholders to keep them well informed and engaged with our mission to help the world grow the food it needs.

- Mosaic has an engaged social media presence (Twitter, Facebook, YouTube). These media enable us to share information with the general public and engage in conversations about our business, making thousands of impressions on users and community members.

- Mosaic employees conduct tours of mines and manufacturing facilities for local, state and federal elected officials and staff, customers, investors, students, community leaders, the media, and nonprofit and civic groups throughout the year.
- Additionally, Mosaic manages micro Websites in support of future permitting, with the goal of being transparent with the general public. These sites invite the public to be engaged with the permitting process, review maps of the proposed mining areas, ask an expert, and submit questions about our activities in and around their communities.

Mosaic connects with stakeholders to keep them informed and engaged:



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- In 2014, The Mosaic Express—an educational exhibit on wheels about phosphate—traveled across the United States sharing with more than 20,000 people in Florida information about our business, nutrient stewardship and the role of fertilizer in food production.
 - In Canada, Mosaic is engaging the public in education on the importance of potash mining, fertilizer and global food security. In partnership with Saskatchewan Association of Ag Societies and Exhibitions, Mosaic is part of the “Food for Saskatchewan – Food for the World” educational display that tours the province. Mosaic’s own educational display was launched in 2014 and features interactive learning on Mosaic’s role in contributing to the province’s
 - Mosaic is committed to being an engaged business partner. In the past year, Mosaic held meetings inviting current and potential vendors to discuss our corporate values and how we interact with other companies and our communities. Mosaic also regularly engages its customers in crop nutrient education and business management principles through various events, such as Mosaic’s AgCollege, which hosts 250 of Mosaic’s strategic customers from the United States, Canada, Mexico, Argentina, Brazil, Australia, Chile, China and India for the premier education, personal growth and leadership development event for fertilizer retailers.
 - As a member of The Fertilizer Institute, the Canadian Fertilizer Institute, the

economy and the larger role of potash in feeding the world.



Saskatchewan Mining Association and the Saskatchewan Potash Producers Association, Mosaic presents important information to government groups and decision-makers who directly impact operations, our current expansions and our investments in our communities. For example, we have joined with the Fertilizer Institute and the Agriculture Retailers Association in support of the ResponsibleAg initiative, which will facilitate fertilizer retailers' compliance with federal safety and security regulations and provide access to comprehensive inspections.



Mosaic's AgCollege offers premier education, personal growth and leadership development for fertilizer retailers

- Individually, Mosaic participates in ongoing consultation with both the provincial government of Saskatchewan and the federal government of Canada. Topics presented to key stakeholders include energy—particularly the high cost of natural gas in Saskatchewan—including the need for new exploration and sources to sustain potash mining and future industry. Other topics include air emissions and the ability to work in

(G4-SO2) Mosaic provides a great number of economic and social benefits to the local communities in which it operates. However, as with all mining activities, the extraction and beneficiation of phosphate rock and potash to meet the global demand for mineral fertilizer has the potential to cause environmental impacts.

Mosaic operates in a highly regulated and monitored industry. We work closely with state/provincial and federal officials on

partnership with the government to approach environmental sustainability.

- Mosaic has plans to expand in various geographies, and skilled labor is a key priority. Working with the government to make immigration a priority, Mosaic has not only helped bring new skilled labor to Saskatchewan, but has also assisted in building community infrastructure in the areas where we operate. For example, during 2013 and 2014, Mosaic invested more than \$2.2 million to help build a new Trades and Technology Centre at Parkland College in Yorkton, Saskatchewan. The Centre will provide training in skilled fields that are in high demand in nearby communities. In 2014, Mosaic donated scholarship funds to various college engineering programs around the country, including Virginia Tech, the University of Kentucky, Louisiana State University, the University of Florida and the University of South Florida. Additionally, the Mosaic Phosphates Business Unit in Florida operates an apprenticeship/internship program.

operations, expansions and sales to ascertain the environmental impact of industry activities on local communities. Through this collaboration, Mosaic has identified and implemented mitigation opportunities that safeguard local communities from potential negative impact. For information on actual or potential impacts, please see the discussion of risk factors in our [10-K Report](#).



Mosaic's Potash and Phosphate operations are well established mining regions with 50-plus years of operations

Resettlements, Closures and Disputes

(G4-MM10) Mosaic's phosphate mining is a land intensive operation. As such, our mine sites have to go through a detailed permitting process that involves determination and approval of ultimate closure, post-closure care and/or reclamation of our facilities. Please refer to [Land & Reclamation](#) for specific details of our reclamation efforts.

Mosaic has plans in place as required by governmental regulations for the closure and post closure care of our phosphogypsum management systems at eight former and current phosphoric acid manufacturing plants in Florida and Louisiana. Similarly, Mosaic has plans in place as required by governmental regulations for the closure and post-closure care of its Carlsbad and Saskatchewan mining operations.

For specific details on our estimated asset retirement obligations, please refer to our [10-K \(F-25\)](#).

Communicating with Our Stakeholders

(G4-MM9) Mosaic's Potash and Phosphate operations are well established mining regions with 50-plus years of operations. Mosaic purchased private properties in the vicinity of our operations in 2014, but no resettlements of communities took place. Mosaic has community relations managers who ensure potential impacts from our operations are communicated effectively to community associations. Community relations managers also work in conjunction with our land management office to address any questions or concerns raised by the community. The Potash Business Unit's Land and Minerals Department works with individual landowners to ensure the appropriate level of consultation is employed, as is required by provincial legislation and internal policy.

Mosaic recently participated in an AEIS, a two-year study by the ACOE, evaluating the cumulative impacts of phosphate rock mining in Central Florida. The study involved extensive community consultation, and the final report was issued in June 2013.

(G4-MM6, G4-MM7) There were no disputes related to the land use or customary rights of local communities and indigenous people in 2014. Before concerns or disputes arise, Mosaic strives to engage in an interactive dialogue with stakeholders, including local communities and interest groups, through means such as our Internet site and community microsites, tours of plants and mines, community advisory panels, town halls, and/or open houses.



More Information

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