

PEOPLE

2016 Annual Sustainability Disclosure

Driven to Succeed

G4-DMA: AT MOSAIC, THE STRENGTH OF OUR BUSINESS RELIES ON THE COMMITMENT OF AN EXCEPTIONAL GLOBAL TEAM OF EMPLOYEES. WHETHER WORKING IN OUR MINES, DISTRIBUTION FACILITIES OR OFFICES, OUR MORE THAN 8,000 EMPLOYEES ARE PART OF A GLOBAL MOSAIC TEAM THAT IS RICHLY DIVERSE IN SKILLS, EXPERIENCES AND BACKGROUNDS. TOGETHER, WE ARE RESPONSIBLE, INNOVATIVE, COLLABORATIVE AND DRIVEN.

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](#).

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

WORKFORCE MANAGEMENT

Our Workforce

G4-10, G4-13 As of December 31, 2016, Mosaic employed 8,341 regular employees.

In June 2016, Walter “Walt” Precourt, formerly Senior Vice President – Potash, was named Senior Vice President – Phosphates, following the planned retirement of Gary “Bo” Davis. Bruce M. Bodine was promoted to the role of Senior Vice President – Potash.

In December 2016, we entered an agreement to acquire Vale S.A.’s global phosphate and potash operations. When completed, this transaction will increase our finished phosphates capacity by approximately five million tonnes and our finished potash capacity by approximately 500,000 tonnes. In anticipation of the acquisition, Rick McLellan, previously Mosaic’s Senior Vice President – Commercial, was named Senior Vice President – Brazil. Corrine Ricard, previously Mosaic’s Senior Vice President – HR, began serving as Senior Vice President – Commercial. Kathrine Hoiem was named interim Senior Vice President – HR while a candidate search is underway.

In 2016, Mosaic reduced its workforce by approximately 300 positions as part of a cost savings initiative in our corporate support functions and business units. Employees who were impacted by job loss were provided notice and career transition services.

In July 2016, Mosaic's Colonsay facility idled production in response to market conditions. As a result, Mosaic gave temporary layoff notices to 330 employees. In anticipation of resuming production in early 2017, all employees returned to their positions on or before December 2016.

Our global talent investment philosophy

- Provide competitive compensation and benefits
- Flexibility to choose programs that best meet our employees' needs
- Offer health, welfare and retirement benefits to all full-time employees and eligible dependents

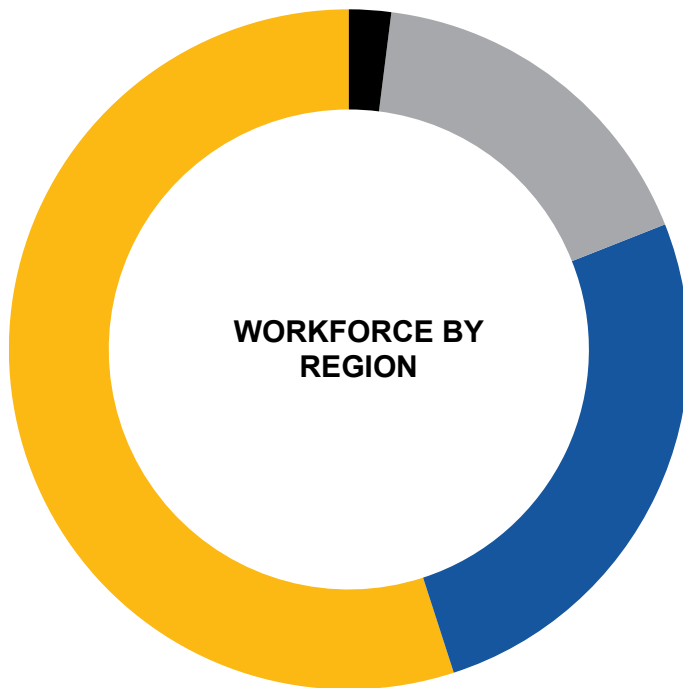
Attracting the Best Talent in the Industry, and Investing in Our Employees

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 job boards, social media, diversity career fairs, veterans career fairs, college job fairs, and employee referrals.

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 in compliance with relevant local legislation, but additional data aggregation and demographic analysis is not currently possible at the group level.



United States 55%

Canada 26%

South America 17%

Asia/Pacific 2%

WORKFORCE BY EMPLOYMENT TYPE, REGION AND GENDER

EFFECTIVE AS OF DECEMBER 31, 2016

Country	FT Salary		FT Hourly		PT*		Total	
	Male	Female	Male	Female	Male	Female	Male	Female
Australia	1	0	0	0	0	0	1	0
Brazil	351	176	719	73	0	0	1,070	249
Canada	549	197	1,302	111	0	0	1,851	308
China	70	47	37	3	0	0	107	50
India	41	5	0	0	0	0	41	5
Paraguay	12	10	70	1	0	0	82	11
United States	1,322	506	2,603	132	1	2	3,926	640
Subtotals	2,346	941	4,731	320	1	2	7,078	1,263
Totals	3,287		5,051		3		8,341	

NOTES: Excludes co-ops, seasonal, temporary and long-term leave employees. Employees considered to be on long-term leave are those away from work more than 180 days. Mosaic does not track individual contract worker counts or demographics. Fifteen percent 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 percent 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.

Mosaic aims to be the employer of choice for a diverse, engaged and inclusive workforce;
We are dedicated to preserving a safe, healthy and respectful work environment

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	0	1	0	1	0
Brazil	351	95	626	142	93	12	1,070	249
Canada	256	66	1,067	190	528	52	1,851	308
China	19	9	82	40	6	1	107	50
India	4	2	36	3	1	0	41	5
Paraguay	35	6	44	5	3	0	82	11
United States	391	60	1,772	327	1,763	253	3,926	640
Subtotals	1,056	238	3,627	707	2,395	318	7,078	1,263
Totals	1,294		4,334		2,713		8,341	

NOTE: Excludes co-ops, seasonal, temporary and long-term leave employees. Employees considered to be on long-term leave are those away from work more than 180 days.

NEW HIRES BY AGE GROUP, GENDER AND REGION

	< 30		30-50		> 50		Total	
Country	Male	Female	Male	Female	Male	Female	Male	Female
Brazil	88	27	80	17	2	1	170	45
Canada	38	13	39	14	3	2	80	29
China	4	2	4	2	0	0	8	4
India	2	0	11	0	0	0	13	0
Paraguay	2	1	1	0	0	0	3	1
United States	84	5	113	32	34	9	231	46
Subtotals	218	48	248	65	39	12	505	125
Totals	266		313		51		630	

NOTE: Excludes co-ops, seasonal, temporary and long-term leave employees. Employees considered to be on long-term leave are those away from work more than 180 days.

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	1	0	0	0	1
Brazil	68	16	94	23	21	2	183	41
Canada	14	9	54	25	51	9	119	43
China	3	1	4	2	0	1	7	4
India	0	0	2	0	0	0	2	0
Paraguay	8	2	10	2	0	0	18	4
United States	54	12	114	46	174	43	342	101
Grand Total	147	40	278	99	246	55	671	194

NOTE: Excludes co-ops, seasonal, temporary and long-term leave employees. Employees considered to be on long-term leave are those away from work more than 180 days.

In 2016, overall employee turnover totaled 10 percent.

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. Our next engagement survey is scheduled for 2017.

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 to which the minimum wage rate would apply.

COMPARING MOSAIC'S ENTRY-LEVEL WAGE TO LOCAL MINIMUM WAGE

Significant Location	Local Minimum Wage		Mosaic Entry-level Wages*
U.S. Wage (range/hr - USD)	7.50 – 9.50	14.56 – 27.86 (hourly) 11.35 – 18.08 (salaried)	151%
Canada Wage (range/hr - CAD)	10.72	17.74 – 25.78 (hourly) 15.62 – 23.56 (salaried)	146%
Brazil Wage (range/hr - BRL)	4.29 – 7.27	6.08 – 12.17	142%
China Wage (range/hr - CNY)	9.48 – 10.86	18.39 – 34.53	194%
India Wage (range/hr - INR)	47.75 – 57.29	173.16 – 287.60	363%
Paraguay Wage (range/hr - PGY)	8,291.16	8,467.53 – 14,385.60	102%

*Mosaic does not set wages based on gender.

Mosaic provides competitive compensation and bonus opportunities for jobs in all disciplines and geographic markets based on company and individual performance

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 percent 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.

EMPLOYEE BENEFITS

= YES

Type of Benefit	United States	Canada	Brazil	Paraguay	India	China
Health Care	yes	yes	yes	yes	yes	yes
Life Insurance	yes	yes	yes	yes	yes	yes
AD&D Insurance	yes	yes			yes	yes
Disability Coverage	yes	yes	yes	yes	yes	yes
Employee Assistance Program	yes	yes	yes	yes		yes
Defined-benefit Plan	yes	yes	yes			
Defined-contribution Savings Plan	yes	yes	yes		yes	
Annual Profit Sharing	yes	yes	yes	yes	yes	yes
Maternity Leave	yes	yes	yes	yes	yes	yes
Paternity Leave	yes	yes	yes	yes	yes	yes
Sickness Leave	yes	yes	yes	yes	yes	yes
Deferred Bonus and Deferred Pay	yes		yes			
Long-term Incentives	yes	yes	yes		yes	yes
Stock Ownership	yes					
Relocation Assistance	yes	yes	yes	yes	yes	yes
Flex Time Program	yes	yes	yes			yes

Type of Benefit	United States	Canada	Brazil	Paraguay	India	China
Formal Wellness Programs	yes	yes	yes			yes
Tuition Assistance/ Education	yes	yes	yes	yes	yes	yes
Telecommute Program						yes
Retirement Profit Sharing	yes	yes				

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

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.

G4-11 EMPLOYEES COVERED BY COLLECTIVE BARGAINING AGREEMENTS

Worldwide Employees	
Total Worldwide Employees	8,341
Total Employees Represented by a Union	4,600
Percentage Represented	55%

NOTE: 8,341 regular employees. Figure excludes long-term leaves, co-ops, seasonal and temporary employees.

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 Worker Adjustment and Retraining Notification Act (WARN) 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 2016 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.

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

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: recruiting and hiring, training and promotion, compensation and benefits, performance assessments, transfers, terminations, layoffs or recall from layoff, leaves of absence, and 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 (UNITED STATES)

Ethnicity	Male		Female		Total	
	Count	Percentage	Count	Percentage	Count	Percentage
American Indian or Alaskan	23	0.50%	3	0.07%	26	0.57%
Asian	37	0.81%	14	0.31%	51	1.12%
Black or African American	570	12.48%	100	2.19%	670	14.67%
Hawaiian/Pacific Islander	4	0.09%	1	0.02%	5	0.11%
Hispanic or Latino	392	8.59%	58	1.27%	450	9.86%
Two or More Races	23	0.50%	4	0.09	27	0.59%
Unknown	131	2.87%	15	0.33%	146	3.20%
White	2,746	60.14%	445	9.75%	3,191	69.89%
Total	3,926	85.98%	640	14.02%	4,566	100%

NOTE: Includes active, regular employees in the United States only. Excludes long-term leaves, co-ops, seasonal and temporary workers. 2015 also excluded long-term leaves, but was incorrectly footnoted. Approximately 30 percent of the United States workforce is considered to be a part of a minority group.

TOTAL MANAGEMENT WORKFORCE WORLDWIDE BY GENDER AND AGE

	< 30		30-50		> 50		Total
Gender	Count	Percentage	Count	Percentage	Count	Percentage	Count
Male	38	3.19%	563	47.31%	390	32.77%	991
Female	14	1.18%	146	12.27%	39	3.28%	199
Total	52	4.37%	709	59.58%	429	36.05%	1,190

NOTE: Excludes long-term leaves, co-ops, seasonal and temporary workers.

TOTAL UNITED STATES MANAGEMENT WORKFORCE BY ETHNICITY

	Total	Percentage
American Indian or Alaskan (United States)	2	0.32%
Asian (United States)	6	0.95%
Black or African American (United States)	46	7.28%
Hispanic or Latino (United States)	47	7.44%
Two or More Races (United States)	3	0.47%
Unknown (United States)	5	0.79%
White (United States)	523	82.75%
Totals	632	100.00%

NOTE: Includes United States active, regular employees. Excludes long-term leaves, co-ops, seasonal and temporary workers. Approximately 17 percent of the company’s management force is considered to be a member of a minority group.

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.

SAFETY

Maintaining a Safe Workplace

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 more than 90 percent of employees. Nearly all Mosaic United States 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.

Mosaic has a safety management system in place that is designed to identify, evaluate and control risks

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 United States 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: cuts/lacerations/avulsions; fractures; sprains/strains; pain; and bruises/contusions.

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 uses 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.

Contractor safety is also a priority. We select, screen and audit contractors using the ISNetworld Rating—a global system in which contractors and suppliers report their safety

performance and conformance to regulatory and internal health, safety and procurement requirements. In 2016, Mosaic instituted a system enhancement through which contractors can be evaluated, assigned a grade and receive feedback from Mosaic on their performance. Additionally, in 2017, Mosaic has plans to adopt more stringent ISNetworld safety performance standards to drive further improvements in contractor safety performance.

There were no work-related fatalities in 2016.

Record-setting Total Recordable Injury Frequency Rate Performance

1.022014
0.882015
0.662016

RECORDABLE INJURY FREQUENCY RATE (RIFR)

	Employee	Contractor	Total
United States	0.85	0.62	0.75
Canada	0.84	0.82	0.83
International	0.06	0.29	0.17
Total	0.70	0.60	0.66

NOTE: Mosaic does not track RIFR or LTIFR specifically by gender.

LOST TIME INCIDENT FREQUENCY RATE (LTIFR)

	Employee	Contractor	Total
United States	0.12	0.08	0.10
Canada	0.14	0.13	0.13
International	0.00	0.07	0.03
Total	0.10	0.09	0.10

NOTE: Mosaic does not track RIFR or LTIFR specifically by gender.

ABSENTEEISM RATES (%)

	Employee
Phosphates*	3%
Potash*	2%
Brazil	2%
India**	0%
China**	0%

*Data for hourly and salary non-exempt employees only.

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

HIGHLIGHT**Pursuing an Incident-free Workplace**

Being accountable for the safety and well-being of each other and our company guides us toward our vision of zero incidents. That requires disciplined processes to help us identify,

prioritize and manage risks. One way is called the Hierarchy of Hazard Controls. The Hierarchy has five levels: Elimination, Substitution, Engineering Controls, Administrative Controls and Personal Protective Equipment (PPE).

Elimination means physically removing a hazard, such as moving work to ground level to eliminate the hazard of falling. Substitution replaces what produces a hazard with something that produces a lesser hazard, such as substituting an organic solvent with safer water-detergent solutions to control fumes. We build Engineering Controls, including process controls, enclosure or isolation and ventilation, into the designs of our plants, equipment and processes. Administrative Controls include procedures that typically complement Engineering Controls to reduce or prevent exposure to a hazard. And the most basic—yet still effective—hierarchy level is PPE, which is the last line of defense in employee protection.

Proactive safety processes are making a difference. In 2016, we achieved multiple safety milestones, including our best companywide Recordable Incident Frequency Rate.

G4-DMA, G4-LA8: MOSAIC CONDUCTS BUSINESS ACTIVITIES IN A MANNER THAT PROTECTS THE HEALTH AND SAFETY OF ITS EMPLOYEES, CONTRACTORS, CUSTOMERS AND COMMUNITIES. One hundred percent of our union contracts in the United States, Canada and 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.

TRAINING & DEVELOPMENT

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

TRAINING AND EDUCATION

Course Title	Training Hours by Employee Group					Total Training in Hours
	Hourly	Support	Professional	Leadership	Strategic	
Leadership, Professional Development and Function Training*	4,537	3,699	37,397	14,616	1,628	61,877
Legal Compliance Training	60	250	1,645	623	109	2,387
Topics in Anti-Corruption, FCPA, Business Conduct and Ethics	17	83	250	59	10	
EHS and Operations Training						
Phosphates	200,072	4,446	25,276	7,576	624	237,994
Potash	67,587	1,196	18,538	7,214	288	94,824
International Distribution and Corporate Headquarters	100,547	1,816	8,903	2,907	215	114,389
Total Hours						511,770
Hours per						61

Course Title	Training Hours by Employee Group	Total Training in Hours
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NOTE: Potash EHS Operations training hours are reduced year over year, primarily due to idling of the Colonsay facility and Canpotex proving run at the Belle Plaine facility in 2016. A reduction in Legal Compliance training is due to our having transacted two acquisitions in 2015 and none in 2016. Subtotals may not always add up to totals due to rounding.

*HR, IT, Finance and Commercial for all employee equivalents.

As part of our strategic priority to develop, engage and empower our people, we have a performance management process that includes scaled competencies, goal alignment and an emphasis on employee and career development

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 [G4-10](#), [G4-13](#) for more information on these efforts in 2016.

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 160 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)	2,298	924	3,222
Performance Reviews Given	2,272	901	3,173
Percentage of Reviews Received	98.9%	97.5%	98.5%