

Mosaic's 2025 ESG Performance Targets



Our sustainability journey continues, and our 2025 targets are representative of where we're headed over the next several years. These targets will guide our efforts as we hold ourselves accountable to measurable progress. We're proud to be a responsible company and a global industry leader in this space.

Our Sustainability Focus Areas



PEOPLE



SAFETY & WELLNESS



INCLUSION



ENGAGEMENT



SOCIETY



FOOD SECURITY & AGRICULTURAL PRODUCTIVITY



COMMUNITY



NUTRIENT STEWARDSHIP



ENVIRONMENT



WATER



AIR



LAND



COMPANY



LONG-TERM PERFORMANCE



TRANSPARENCY



ETHICS & COMPLIANCE

Our Sustainability Targets

Define and track metrics that address geographic- and business-specific diversity and gender balancing needs.



Advance risk reduction as a way to drive health and safety performance.



Update Mosaic's Commitment to Inclusion and engage employees in its principles by 2021.



Implement worker wellness programs that enhance worker safety and health, engage employees in development opportunities, and promote inclusivity.



Establish companywide systems for capturing volunteer hours; report results annually.



Engage suppliers and service providers annually, representing 80% of Mosaic's total North American procurement and supply chain expenditures, to assess their commitment to and performance in key ESG areas such as environment, diversity and human rights.



Increase Indigenous representation to 15% by 2025 in Canada in three pillar areas: community investment, workforce new hires representation, and procurement.



Eliminate significant environmental incidents.



Enact a holistic companywide governance structure for ongoing management of tailings areas; achieve governance reviews of all tailings management areas to assess against a global standard by 2021.



Reduce greenhouse gas emissions by 20% per tonne of product by 2025.



Reduce freshwater use by 20% per tonne of product by 2025.



Empower farmers in key growing areas in North America to reduce the impact of crop nutrient products on the environment by facilitating the implementation of 4R Nutrient Stewardship on 25 million acres by 2025.



Promote Mosaic's performance products as part of an effort to increase crop yields and contribute to key agricultural outcomes: intensified productivity of agricultural lands; improved food security; and farmer prosperity. Achieve 30% performance product sales as a share of total production of phosphate and potash crop nutrient tonnes by 2025.





A Deeper Look at Mosaic's 2025 Targets

Constant progress is the hallmark of Mosaic's sustainability journey. From our earliest sustainability disclosure in 2010 to our first quantified targets in 2015, we've been on a path of progress – committed to engagement, transparency, accountability, and improved performance in the areas that matter most to us and our constituents.

Our latest milestone – the launch of our 2025 Environmental, Social and Governance (ESG) Performance Targets – is another important step forward. Beyond driving value for our company, the 2025 targets are a vehicle for maximizing our positive impact on society. Aligned to our focus areas of People, Environment, Society and Company, the targets support our company's broad thinking about sustainability. We believe that for our business to thrive in the long-term, we must be good stewards of the natural, human and financial resources we rely upon to execute our mission to help the world grow the food it needs. It is both our responsibility and our opportunity.

We are proud of this work and what it represents for our diverse constituents and we feel simultaneously challenged and invigorated by what lies ahead. Our targets are only one of the ways we are living responsibility as one of our strategic priorities, we encourage our stakeholders to view our sustainability disclosure and visit mosaicco.com/our-responsibility for more information about our leadership in this area.

Take a look at [Mosaic's full list of sustainability targets](#) and find out how we are contributing to the United Nations' Sustainable Development Goals (SDGs).



PEOPLE



ENVIRONMENT



SOCIETY



COMPANY

Overview and Focus Areas

The broad topics that reflect Mosaic's significant ESG risks and opportunities are prioritized in four focus areas: People, Environment, Society and Company. Within these focus areas we defined 12 sustainability priorities using the outcome from a significance study, the results of which we refresh and analyze on an ongoing basis. The priorities helped confirm our strategy and define our 2025 ambitions. Ultimately, we are striving for improved performance in areas that deliver maximum value for our business and society.

Whereas we are aiming for a 2025 target date for most metrics, some of the targets represent either an ongoing ambition or intermediate progress in a key area, and thus have an earlier or ongoing target date. We will revisit longer-term plans for those areas regularly; in the meantime, in the pursuit of transparency, we will report on our impacts and progress toward all targets annually.

Read on for more information about the target-setting process for our four focus areas.



People, Society and Company

Whereas Mosaic's 2020 targets were centered on safety and the environment – certainly some of Mosaic's most significant sustainability issues – we are pleased that the 2025 targets are more representative of Mosaic's broad ESG risks and opportunities. The targets address our ambitions in areas such as workplace inclusion, safety and wellness, community and food security – all elements that contribute to our company's long-term performance.

Environment



20%
REDUCTION

in freshwater use
per tonne of product



20%
REDUCTION

in greenhouse gas emissions
per tonne of product

Due to the nature of Mosaic's work, targets that support environmental stewardship are a mainstay of our sustainability program. Our 2025 targets reaffirm our commitment to reducing our water use and greenhouse gas emissions. While we have not set a standalone energy target, we will address our energy use as part of our GHG reduction strategy by investing in efficiencies, driving behavioral changes and expanding the use of renewables.

A note about our environment targets baseline year selection

For our water and GHG targets, we selected a 2015 baseline year for our North America business because it represented a fairly "typical" year for Mosaic whereas the years that followed brought cyclical market conditions and operational decisions that are not representative of our business. We selected a 2018 baseline year for our Mosaic Fertilizantes business due to the "firsthand" availability of data following our 2018 acquisition of mining and production sites in Brazil.