



# Equal Employment Opportunity Statement and Commitment

**January 2021**

Mosaic is committed to respecting and promoting equal employment opportunities (“EEO”) for all applicants and employees regardless of age, race, color, national origin, religion, disability, citizenship status, sex, gender identity and/or expression, sexual orientation, marital status, status with regard to public assistance, status as a protected veteran, or any other characteristic protected by law. Mosaic’s commitment to equality extends to every aspect of the employment process to ensure that all qualified applicants and employees receive an equal opportunity for recruitment, selection, advancement, and every other term and privilege associated with employment.

It is also the policy and practice of Mosaic to take affirmative action to employ and advance in employment, protected veterans, qualified individuals with disabilities, and women and minorities at all levels of employment, including the executive level. Mosaic will ensure that all employment and personnel actions are administered without regard to an individual’s protected status and will ensure that employment decisions are based only on valid job requirements. Mosaic will also provide reasonable accommodations for known physical or mental limitations of an otherwise qualified employee or applicant for employment, unless the accommodation would impose undue hardship on the operation of Mosaic’s business.

Mosaic’s EEO commitment extends to all terms and conditions of employment, including but not limited to:

- Recruiting and hiring
- Training and promotion
- Compensation and benefits
- Performance assessments
- Transfers
- Terminations

In addition, employees and applicants shall not be subjected to harassment, intimidation, threats, coercions, retaliation or discrimination because they have, in good faith, engaged in, or may engage in, any of the following activities: filing a complaint; assisting or participating in an investigation, compliance evaluation, hearing, or any other activity related to the administration of the affirmative action provisions and implementing regulations of the Vietnam Era Veterans’ Readjustment Assistance Act of 1974 (“VEVRAA”), Section 503 of the Rehabilitation Act of 1973 (“Section 503”), or any other federal, state or local law requiring equal opportunities for protected veterans, individuals with disabilities, women or minorities, or any other protected status; opposing any act or practice made unlawful by VEVRAA, Section 503, or any other federal, state or local law requiring equal



opportunities for protected veterans, individuals with disabilities, women or minorities, or any other protected status; exercising any right protected by VEVRAA, Section 503, or other federal, state or local law requiring equal employment opportunities for protected veterans, individuals with disabilities, women or minorities, or any other protected status.

As President and Chief Executive Officer, I am fully committed to upholding the standards set out herein and ensuring the consistent implementation of these principles and implementing policies. I have designated overall responsibility for implementation of the Equal Employment Opportunity Policy and Affirmative Action Plans to Shannon Hern, VP Chief Compliance Officer and Sr. Labor, Employment and Benefits Counsel. In addition, I have designated Chris Lewis, Sr. Vice President of Human Resources, as the company's Affirmative Action Officer, who has primary management responsibility for ensuring understanding and full compliance with the Plans with active support from the VP Chief Compliance Officer and Sr. Employment & Labor Counsel as needed.

I further ensure the full authority, resources and support of and access to the Senior Leadership Team necessary to ensure effective implementation of the Policy and Plans. Mosaic further recognizes the cooperation of business and functional leaders required to reach the full potential of this program and expects all leaders to understand, support and promote Mosaic's commitments and help eliminate any barriers to equal employment opportunities. All leaders are further expected to act to prevent discrimination, harassment or retaliation based on protected characteristics or implementation of equal employment policies and affirmative action plans.

A handwritten signature in black ink, appearing to read "James O'Rourke", is written over a horizontal line.

James O'Rourke  
President and Chief Executive Officer

Affirmative Action Plan Signatory:

A handwritten signature in blue ink, appearing to read "Shannon Hern", is written over a horizontal line.

Shannon Hern  
Vice President, Chief Compliance Officer and  
Senior Employment & Labor Counsel