

# Module 1

Mosaic's Management System  
(MMS)  
Learning Module for Workforce



# Welcome & Introduction





# Learning Objectives

At the end of this module, you will understand the:

- **Purpose** of the Mosaic Management System (MMS)
- **Value and benefits** of the Mosaic Management System (MMS)
- MMS **structure** and associated **roles and responsibilities**
- **Requirements** of the MMS and how to use it to **safely perform daily operations**

SMALL STEPS  
BIG RESULTS

**Mosaic**<sup>®</sup>

# What is the purpose of a Management System?



# Why is Mosaic Implementing a globally aligned Mosaic Management System (also called MMS)?

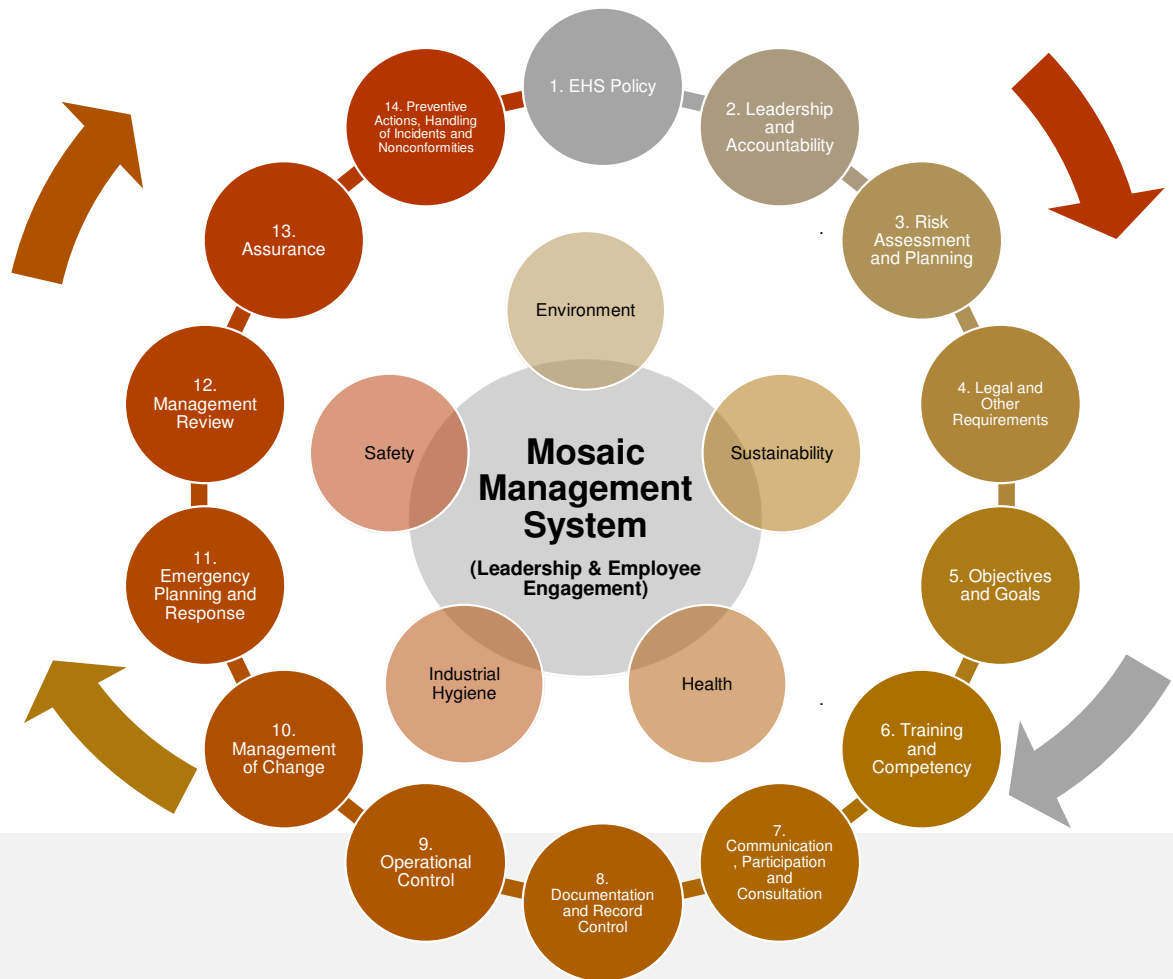
We are aligning the MMS globally for Mosaic:

- To ensure processes are in place to effectively manage environmental, health, and safety risks to protect people, property, and the environment from potential harm.
- To comply with EHS legal requirements.
- To set common minimum requirements and clarify expectations across the organization
- To standardize and consolidate policies and procedures
- To simplify and clarify requirements and expectations and provide direction on how to meet them





### MMS Element Overview



### The MMS:

- ❑ Consists of 14 elements
- ❑ Is designed to facilitate execution of Mosaic’s commitment to environmental stewardship and EHS excellence
- ❑ Supports a comprehensive and integrated approach to managing EHS performance



### MMS Continuous Improvement Cycle



Leadership

**1. EHS Policy**  
Establish the values of the company related to environmental, health and safety and assure that the expectations are endorsed, communicated and understood by all employees and key stakeholders.

**2. Leadership and Accountability**  
To assure that the site leadership is accountable for the EHS management system performance

**5. Objectives and Goals**  
Drive improvement at all levels of the business with objectives and goals being established and monitored.

**12. Management Review**  
To assure that the management system remains effective through periodic reviews by the senior leadership making them accountable and aware of the resource requirements.



Risk Assessment

**3. Risk Assessment and Planning**  
Identify, evaluate and manage the EHS risks.

**4. Legal and Other Applicable Requirements**  
Assuring the compliance with Legal and Other Requirements (LOR)

**10. Management of Change**  
Assure that risks associated with temporary or permanent changes are assessed to safeguard people, environment, property and public.

**13. Assurance, Inspections and Audits**  
Process to assess the performance and conformance with the Management System elements.



Risk Management

**6. Training and Competency**  
Ensure employees and contractors are competent to carry out their work and are aware of the risks and hazards related to their day-to-day tasks as well as the controls required.

**7. Communication, Participation and Consultation**  
Engage with internal public (employees/contractors) and stakeholders (community) to enable management of EHS and participation from all levels

**8. Documentation and Record Control**  
Established process to ensure that EHS documents are controlled and retrievable

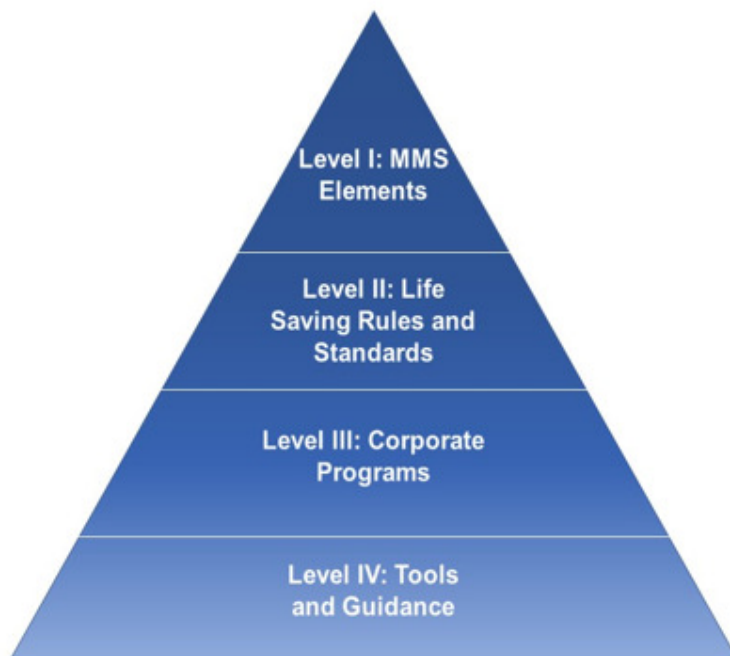
**9. Operational Control**  
Assure that the EHS risks are managed through the implementation of operational controls.

**11. Emergency Planning and Response**  
Assure that appropriate resources and response plans are prepared, practiced and available and the readiness of workers to respond to incidents or emergency situations.

**14. Preventive Actions, Handling of Incidents and Nonconformities**  
Ensure that the EHS incidents and nonconformities are investigated, root causes identified, actions are taken to prevent recurrence and that the lessons learned are shared.



## MMS Document Level Hierarchy



**Level I:** demonstrates the organization’s commitment to providing a healthy and safe workplace. Our MMS elements are atop the document hierarchy, which includes our EHS Policy. The MMS elements serve as the primary vision from which we build strategies, programs, and processes.

**Level II:** provides guidance for the implementation of controls to mitigate the most significant hazards and risks.

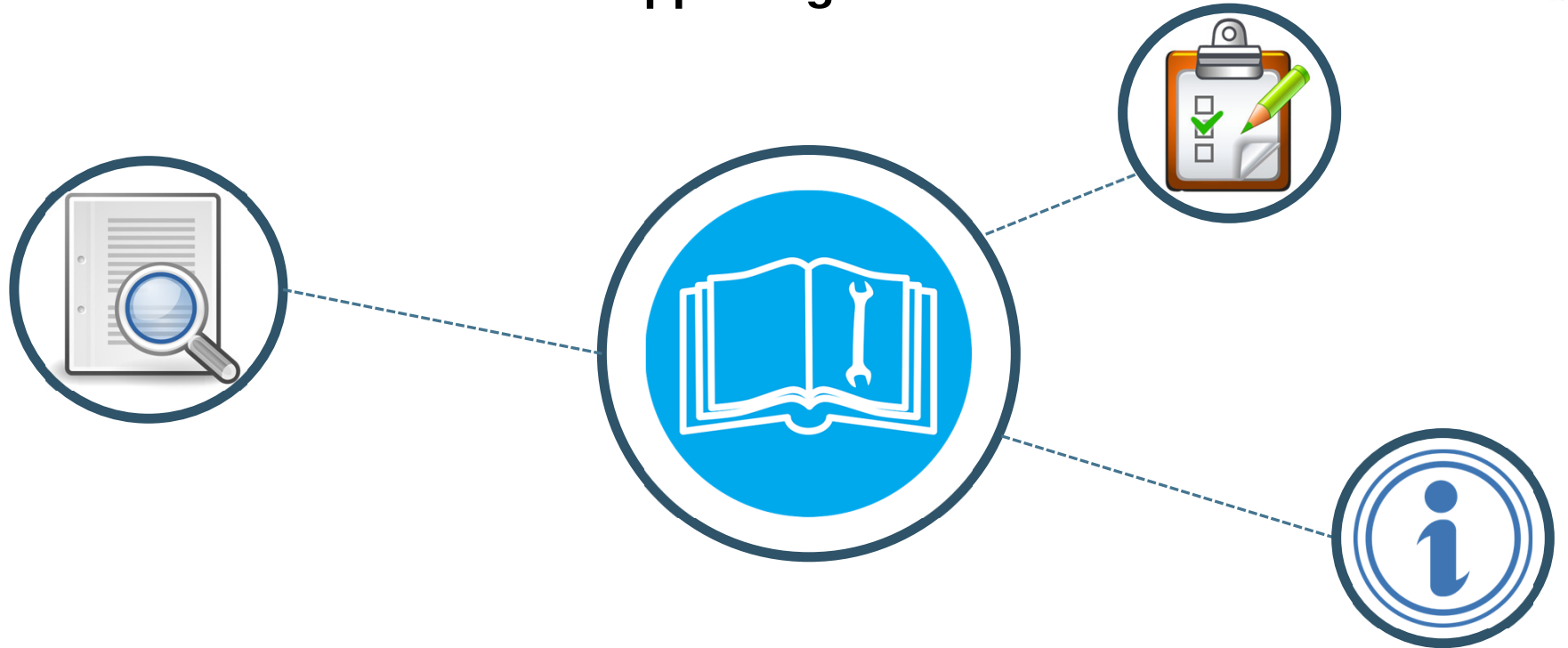
**Level III:** establishes specific programs that will support EHS activities

**Level IV:** supports implementation of programs (e.g., forms, checklists, how – to guides, reference materials, etc.)



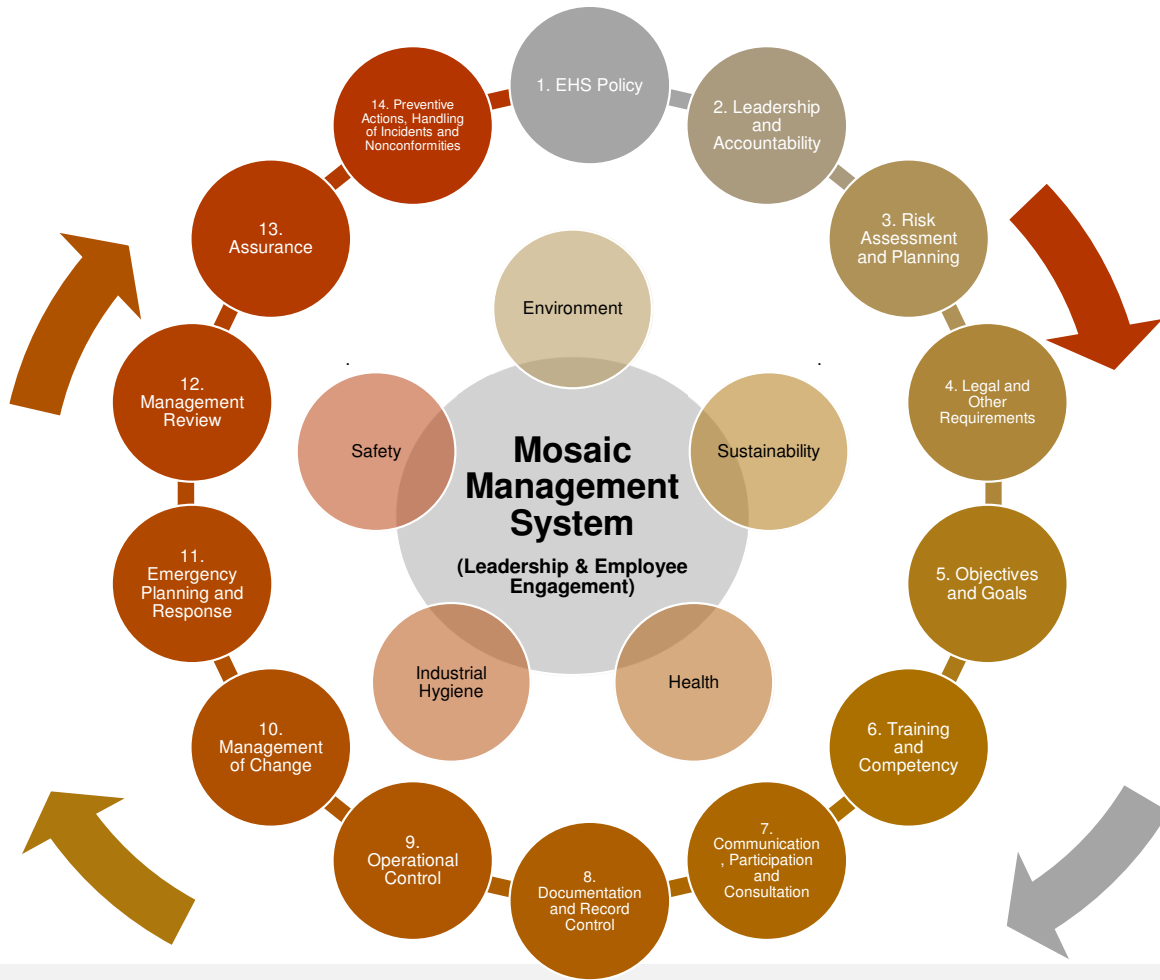


# MMS Manual & Supporting Documents



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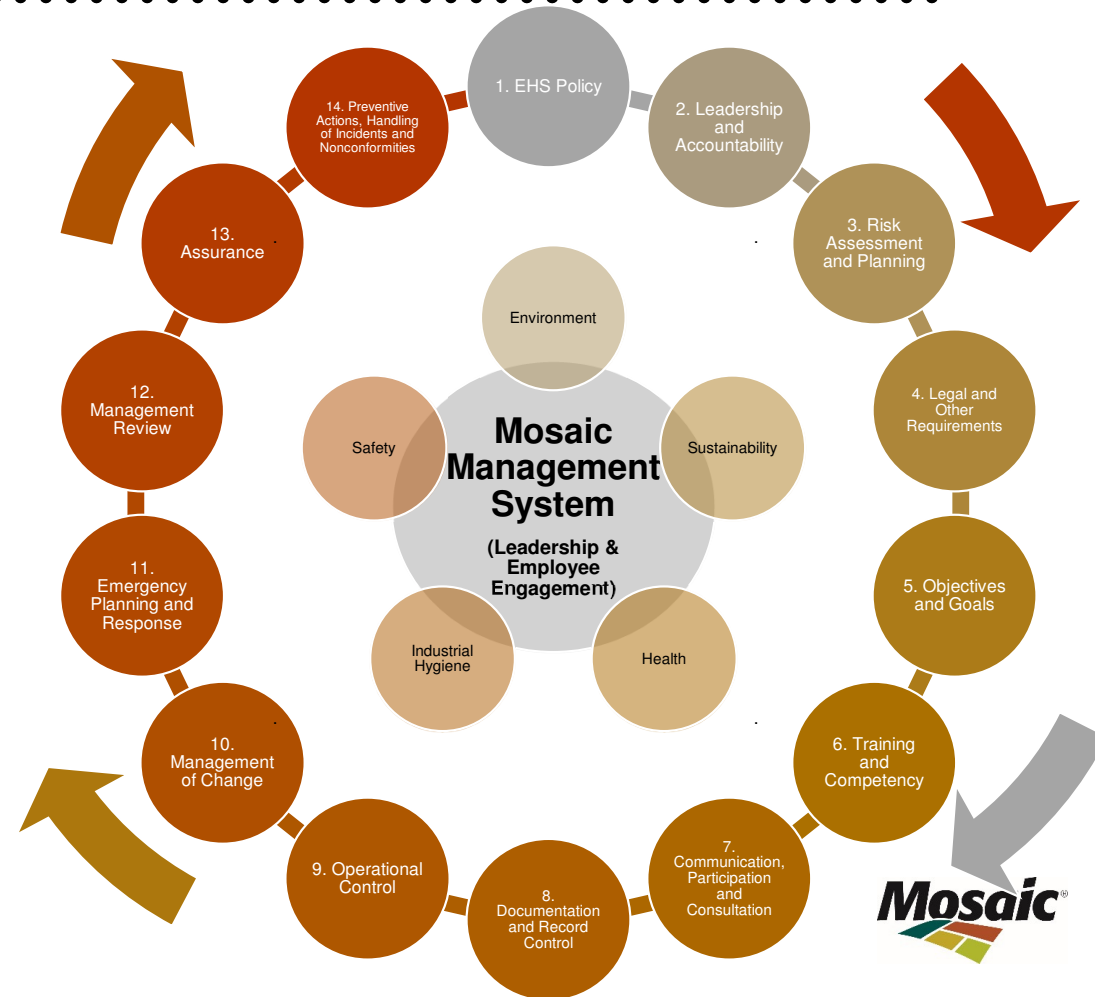
# Elements Overview

The following sections provide an overview of the purpose of each MMS Element.

# Elements Overview

The MMS is governed by 14 Elements that establish and define the leadership, processes, and activities required to effectively assess, plan for, and control risk for the safety and wellbeing of Mosaic employees, contractors, the environment, communities and stakeholders.

The following sections provide an overview of the purpose of each MMS Element.

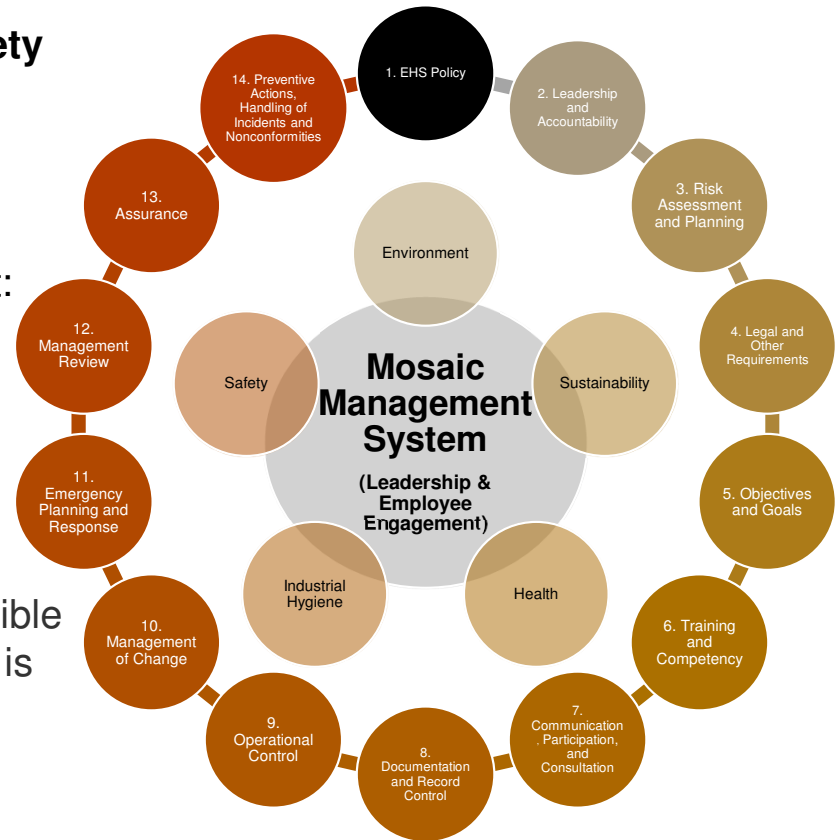


# Element 1: EHS Policy

Element 1, the Mosaic **Environmental, Health, and Safety (EHS) Policy Element** establishes the minimum requirements for the development, communication, and management of EHS at Mosaic.

Examples of actions you can take to support this element:

- Understand the EHS Policy requirements.
- Support the Policy commitments and adhere to requirements in the MMS.
- Check if the EHS Policy is visible or easily accessible in your work area and talk to the supervisor if that is not the case.



# Element 2: Leadership and Accountability

Element 2, **Leadership and Accountability** requires Management to demonstrate their commitment to the EHS policy and objectives through active and visible participation.

Examples of actions you can take to support this element:

- Understand and follow rules and requirements.
- Adhere to and support the EHS Policy and MMS.
- Hold yourself and others accountable for EHS responsibilities and speak up about any EHS concerns.





**MMS  
Roles and  
Responsibilities**

**Senior Leadership**

Set the example by demonstrating desired behaviors to exemplify EHS excellence.

**Corporate EHS**

Issue the MMS Framework and demonstrate desired behaviors to exemplify EHS excellence.

**Business Unit**

Provide visible guidance and operational leadership to strengthen Mosaic's EHS culture and advance the MMS.

**Site**

Implement the MMS and communicate its requirements to workers and visitors.

**Element Sponsor**

Champion the implementation, maturity, and improvement of the MMS and its Elements at the site-level.

**Element Owner**

Deploy and facilitate continuous improvement of the Element at the site.

**Workers**

Comply with the MMS, and all other EHS programs.

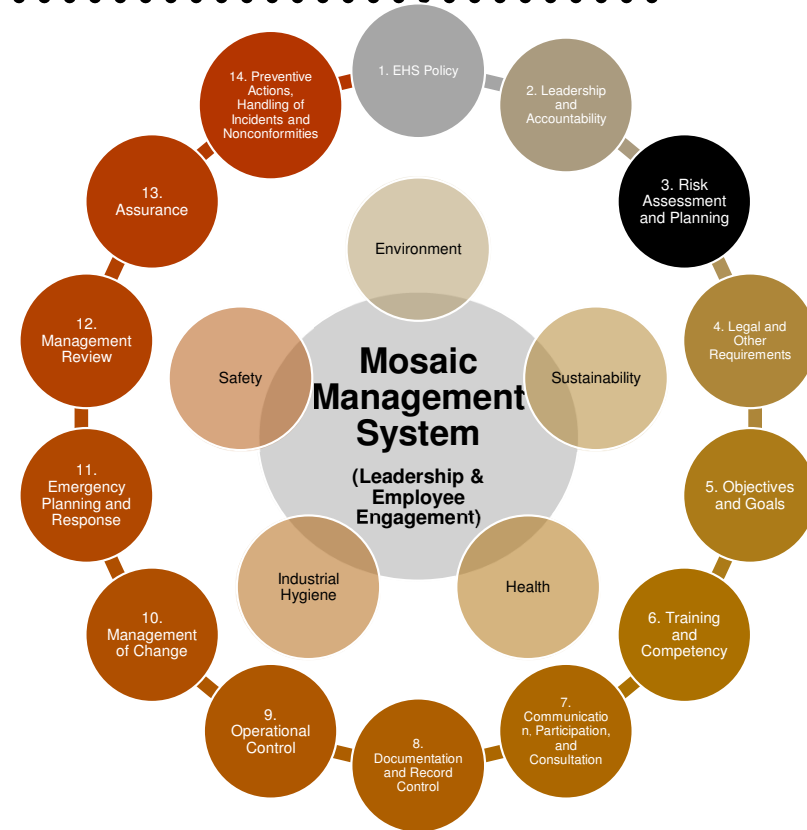


# Element 3: Risk Assessment and Planning

Element 3, **Risk Assessment and Planning** establishes the minimum requirements for operations to identify and understand environmental, health, and safety (EHS) risks and impacts, and apply a consistent approach for implementing controls for reducing or eliminating risks.

Examples of actions you can take to support this element:

- Risks should be assessed at all levels of the organization.
- Participate in risks assessment and inspections to identify and review hazards and risks.
- Understand EHS risks and controls in your specific work areas.
- Do not start any task prior to understanding the risks and controls related to that task.
- Identify and communicate any new or potential EHS risks or concerns with your supervisor or site leadership.



# Element 4: Legal and Other Requirements

Element 4, **Legal and Other Requirements (LOR)** ensures compliance with all current and applicable legal and regulatory requirements for business, operations, and sites. This element also requires that changes in regulatory requirements be identified and communicated with affected stakeholders, and changes in assets or processes are assessed to maintain compliance with all applicable LOR.

Examples of actions you can take to support this element:

- Understand the most up to date LOR applicable to your area.
- Ensure compliance with requirements in the LOR Register.
- If you have any questions regarding the regulatory obligations related to your work area, contact your supervisor or site leadership.





# Element 5: Objectives and Goals

Element 5, **Objectives and Goals** establishes the minimum requirements for the development, communication, and management of Mosaic's EHS objectives and goals. The requirements support the continual improvement of the Mosaic Management System (MMS) and ensure that the organization is meeting current legal, strategic, and other obligations.

Examples of actions you can take to support this element:

- Demonstrate a basic understanding of the objectives and goals for Mosaic.
- Support the objectives and goals by adhering to requirements established in the MMS and action plans.
- Understand your contribution to the achievement of Mosaic's EHS objectives and goals.

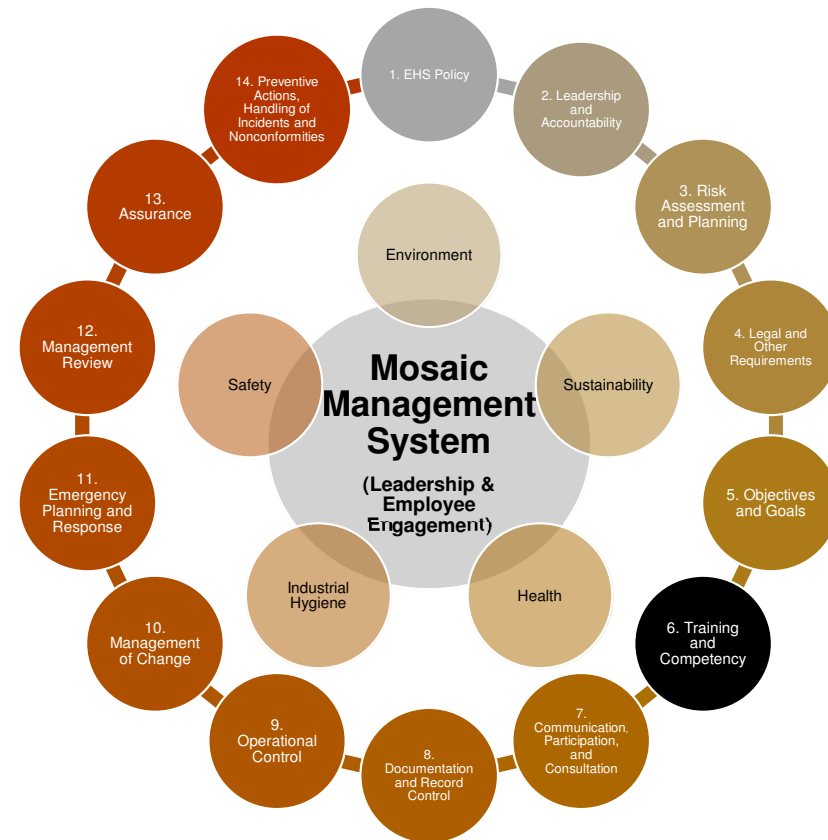


# Element 6: Training and Competency

Element 6, **Training and Competency** establishes requirements to ensure that workers and visitors have the appropriate training, education, and/or experience to support the competencies needed to carry out assigned roles, responsibilities, and tasks.

Examples of actions you can take to support this element:

- Complete and follow all required training applicable to your job / area of responsibility
- Do not execute any task prior to be trained for that task.
- Assure that your training is up to date and valid for all the tasks that you execute. If you have any questions, contact your supervisor or site leadership.
- Ask questions and offer feedback during training



# Element 7: Communication, Participation, and Consultation

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Element 7, **Communication, Participation, and Consultation** establishes the minimum requirements for communications relevant to the Mosaic Management System (MMS), and the participation and consultation of workers to support the development, implementation, evaluation, and improvement of the MMS.

Examples of actions you can take to support this element:

- Actively participate in the improvement of the MMS
- Provide feedback as necessary on the MMS, its effectiveness and opportunities to improve



# Element 8: Documentation and Record Control

Element 8, **Documentation and Record Control** establishes the minimum requirements for the control of documentation and records related to and in support of Mosaic's Management System (MMS) and assures that documents and records are stored and managed in a way that can be readily available upon request.

Examples of actions you can take to support this element:

- Understand the document and record control requirements as applicable to your work activities.
- Ensure that you are aware on how to find and have access to the documents, standards, programs, and procedures related to your activity. In case you have any questions, contact your leadership immediately.
- Check the current revision date and make sure to use the most current version of a document.



# Element 9: Operational Control

Element 9, **Operational Control** establishes the minimum requirements to drive the consistent execution of work that effectively manages EHS performance, compliance, risk, and opportunities.

Examples of actions you can take to support this element:

- Understand and follow operational procedures and controls required for every task that you execute
- Notify management when operational controls are believed to be ineffective or inadequate.
- Provide suggestions of operational controls that you think could be more effective in removing or mitigating hazards.



# Element 10: Management of Change

Element 10, **Management of Change (MOC)** establishes the minimum requirements for managing changes in process, standards, programs, procedures, procurement and legal or other requirements. MOC also includes changes in organization roles and responsibilities and people. The MOC Element assures that proposed changes are reviewed and approved with proper controls in place as needed before the change is implemented.

Examples of actions you can take to support this element:

- Recognize and communicate with leadership changes that require the MOC process to be initiated.
- Follow established or newly created procedures as a result of a change in the workplace.
- If a MOC process has been executed and you have any actions assigned to you, make sure you follow-up and close the action accordingly.



# Element 11: Emergency Planning and Response

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Element 11, **Emergency Planning and Response** establishes the minimum requirements for the development, communication, and management of Mosaic's emergency action and response plans to ensure workers are ready to respond to incidents or potential emergency situations.

Examples of actions you can take to support this element:

- Be aware of the escape routes applicable for you work area.
- Participate in emergency drills and practice, including specific roles or tasks as assigned.



# Element 12: Management Review

Element 12, **Management Review** establishes the minimum requirements for the review of the Mosaic Management System, its elements, and its performance to ensure it continues to be suitable, adequate, and effective at managing risks and supporting continual improvement of EHS performance.

Examples of actions you can take to support this element:

- Identify strengths and opportunities to build upon to make the management system more effective
- Be aware of the EHS key performance indicators of your work area and provide feedback accordingly





# Element 13: Assurance

Element 13, **Assurance**, establishes the minimum requirements for collecting, analyzing, and reporting on the performance of the MMS against established objectives and targets. Examples of actions you can take to support this element:

- Participate in EHS Assurance activities, including self-assessments, inspections, audits, compliance reviews, etc. as directed.
- Understand any nonconformances or findings from the EHS assurance activities related to your work area and take actions as appropriate.



# Element 14: Preventative Actions, Handling of Incidents, and Nonconformities

Element 14, **Handling of Incidents and Nonconformities** establishes the minimum requirements for the reporting and investigation of incidents, taking necessary and appropriate action to address the cause(s) of the incident or nonconformity.

Examples of actions you can take to support this element:

- Report all incidents or events as soon as reasonably practicable.
- Assist in completing incident investigations as directed.
- Provide feedback on corrective and preventative actions as needed.



## ***Advantages of the Mosaic Management System***

- Creates consistency, alignment, and sustainable enhancements in EHS processes across all business functions
- Ensures employees know and follow standards, programs, and procedures
- Improves EHS performance, reduces costs, reduces impacts, and enhances compliance
- Drives proactive vs. reactive approach, which leads to decrease in risk
- Helps maintain engagement with employees and stakeholders, resulting in improved culture and reputation/image



Consistency & Alignment

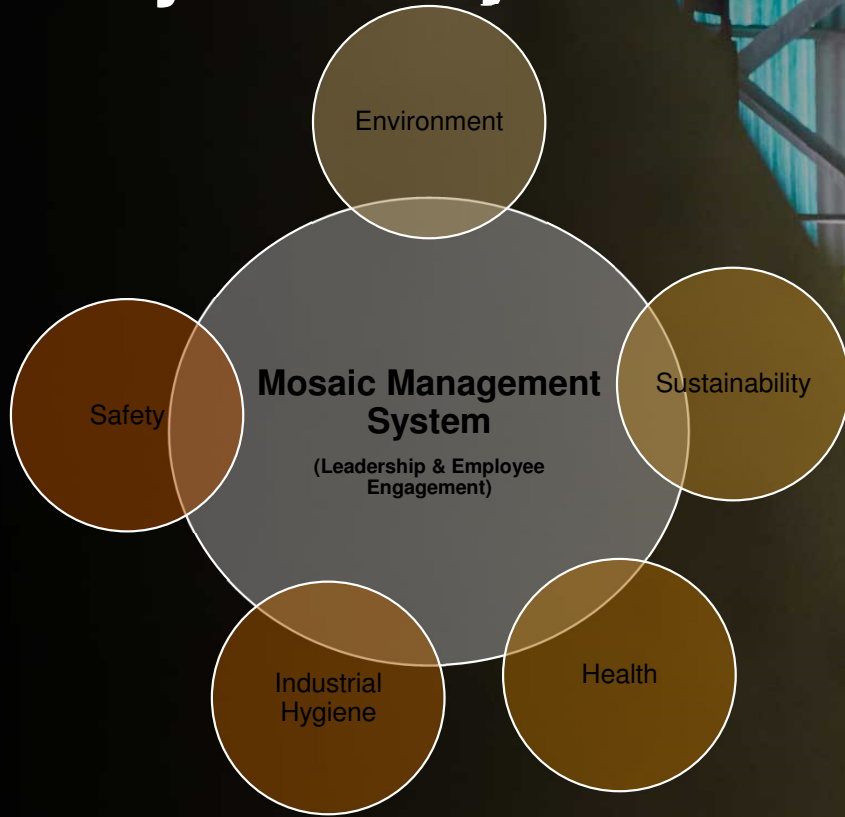


Proactive Risk Management



Continuous & Sustainable Improvement

# Everyone Plays A Role



*Every little thing you do (whether at the site, in the BU, or at Corporate, regardless of function or region), every small incremental step in our EHS journey, leads to big results*



**SMALL STEPS  
BIG RESULTS**

*The cluster of circles signify unity, coming together as a team to achieve something big, Small Steps...  
Big Results*

