



Global EHS Program

EHS GOVERNANCE

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1. PURPOSE

Environment, Health, and Safety (EHS) is at the center of our activities, our culture, and our license to operate. EHS Leadership Promotes and drives EHS across our operations, and in the communities where we live and work, leading meaningful, sustainable progress for our future.

This program defines the strategy and governance structure for the management and incorporation of EHS into Mosaic's sustainable business practices.

Our objective is to ensure that EHS is at the center of all our activities, including sourcing of materials, design of products, and operations.

In addition to our compliance obligations, we are committed to a policy that seeks to:

- Relentlessly pursue an injury-free and healthy workplace where we identify environment, health and safety risks and take appropriate actions to reduce or eliminate these risks.
- Pollution minimization and prevention practices that include the substitution of environmentally friendly materials whenever feasible, and the employment of sound reuse and recycling practices and pollution control technologies.
- Establish targets and develop objectives to drive and measure our progress and conduct periodic leadership reviews and self-assessments that ensure continual improvement of the Mosaic Management System.

Promote a "Safety Starts With Me" culture to raise awareness, create ownership, and define actions regarding all EHS risks and opportunities.

2. SCOPE

To realize global leadership in our EHS performance an EHS Management System (The Mosaic Management System or MMS) based on internationally recognized standards, principles and commitments shall, in collaboration with each business, be prepared and maintained by EHS Leadership.

EHS management and performance is a management responsibility. The MMS shall be managed by central EHS but be fully implemented and maintained by each business to cover the full scope of their business operations and to provide the foundation for managing EHS risks.

The MMS, associated elements, standards, programs, and supporting documentation define the minimum requirements to be met unless legislation and/or local regulations impose a higher standard in which case that higher standard shall be followed. Other requirements shall be identified and addressed locally.

The MMS, associated elements, standards, programs, and supporting documentation shall be implemented without alteration. See section 4.8 concerning business-hosted programs concerning changes to a corporate required program. Translations shall be maintained; however, only the original (English) version is authoritative.

The EHS Governance Program is applicable and mandatory to all Mosaic legal entities, including joint ventures with Mosaic management control. The program is applicable to all Mosaic employees and contractors and all locations where we conduct business operations, from daily operations to strategic and long-term planning.

3. ROLES AND RESPONSIBILITIES

Governance (monitoring and assurance) shall be maintained through a common structure operating at strategic, tactical, and operational levels.

The structure is as outlined below and within the Mosaic EHS Governance Framework.

3.1 Governance Structure

- 3.1.1 The EHS & Sustainable (EHSS) Development Committee, together with Mosaic's President and CEO and the EHS Advisory Council receive routine reports, monitor performance, and direct Policy and overall EHS strategy.
- 3.1.2 The EHS Advisory Council, composed of selected ELT members, and the VP of EHS is the collaboration and decision-making body for EHS-related topics, which monitors progress towards achieving excellence in EHS performance across the organization.
- 3.1.3 The EHS Council and various steering committees strengthen the governance process, provide the assurance that EHS is being managed in an effective way, and ensure that the appropriate level of accountability is established and effective at all facilities and covering all activities within the MMS.
- 3.1.4 Business leaders and business EHS teams monitor and review EHS risk and ensure that risks are adequately managed. They coordinate individual efforts in a way that drives timely and satisfactory team performance, ensure EHS is integral to strategic planning and review the suitability and effectiveness of the MMS. The business shall have a suitable EHS governance structure as outlined within the Mosaic EHS Governance Framework.
- 3.1.5 EHS Audit and Assurance Program monitors compliance with the MMS and applicable legal and other requirements and provides the framework for raising and managing non-conformance and corrective actions.

3.2 EHS & Sustainable (EHSS) Development Committee

Provide oversight and assurance of EHSS performance, strategy, and governance arrangements. See EHSS Development Committee Charter for details.

3.3 EHS Advisory Council

Review and challenge programs, performance, and governance processes. Conduct discretionary EHS management reviews. See EHS Advisory Council Terms of Reference for details.

3.4 EHS Council

Review performance against the strategy, the quality of the management system and governance processes. Collaborate on common activities and sharing of best practices. May conduct formal incident reviews and appoint EHS steering committees. See EHS Council Terms of Reference for details.

3.5 Steering Committees

- 3.5.1 Steering committees, appointed by the EHS council, provide strategic management review of common programs to ensure continual and systematic improvement for the benefit of each Business Unit (BU).
- 3.5.2 Steering committees for common or high risks areas are subject to further review and collaboration, e.g., PSM, Sustainability or ESG, etc.

3.6 EHS Leadership

Promotes and leads EHS across the Mosaic enterprise. EHS Leadership defines the strategy and management system, associated elements, standards, programs, and supporting documentation, along with the governance structure required for the management of all EHS risks.

3.7 Site EHS Steering Committees

Assures MMS implementation, sets goals and objectives, assures responsibility and accountability for the MMS at the location. See MMS Element 2: Leadership & Accountability for details.

4. REQUIREMENTS

- 4.1 The EHS Advisory Council authorizes the establishment of the EHS Council.
- 4.2 The EHS Council shall authorize the establishment of EHS Steering Committees.
- 4.3 Steering Committees will be established where collaboration is fully agreed by the business units (BUs) and shall contain representation from each BU.
- 4.4 The Operational Vice Presidents shall establish a suitable governance structure as outlined within the Mosaic EHS Governance Framework, which can:
 - Review the effectiveness of the management system at the appropriate level.
 - Take necessary corrective and/or preventive actions where appropriate.
 - Provide the required MMS and performance information to the EHS Council or EHS Advisory Council whenever required.
- 4.5 The EHS Advisory Council
 - 4.5.1 The EHS Advisory Council has the following core functions:
 - Review, propose, and approve major changes to the EHS strategy, EHS Policy, and the Mosaic Management System. These approvals are typically accomplished using workflow processes under the EHS Change WorkFlow Approval Matrix.
 - Review the effectiveness of the Mosaic Management System via EHS management review.
 - Identify and take appropriate action on relevant internal and external developments and risks that might impact Mosaic's business, reputation, or context.
 - Where appropriate, agree and establish business-hosted programs.
- 4.6 The EHS Council
 - 4.6.1 Recommend common operational direction/practices for EHS across the Mosaic enterprise.
 - 4.6.2 The EHS Council has the following core functions:
 - Propose and approve changes to the EHS strategy, EHS Policy, and the Mosaic Management System. These approvals are typically accomplished using workflow processes under the EHS Change WorkFlow Approval Matrix.
 - Report progress on the delivery of the strategy, performance against targets, and share best practices to deliver continual improvement.
 - Identify common topics for collaboration and where appropriate recommend business-hosted programs.
 - Establish EHS Steering Committees.

- Major incident review.

4.7 Steering Committees

4.7.1 Steering Committees appointed by the EHS Council have the following core function:

- Develop and propose changes to the Mosaic management system within the scope of their remit
- Annually propose, and have agreed by the EHS Council, deliverables, objectives, and targets for the Steering Committee
- Communicate and champion the relevant EHS and sustainability topics within their areas of representation

4.8 EHS Change Workflow Approval Matrix

4.8.1 Changes made to any controlled EHS document or those that require approvals must follow the requirements in Table 1: EHS Change Workflow Approval Matrix.

- For Global documents, the English version must follow the full workflow requirement in the Table 1 Matrix. Subsequent confirmed translations to additional languages can be approved by the document owner.

 **Note:** Site level controlled EHS documents are not required to follow the Workflow approval matrix and should follow site specific workflow requirements.

Table 1: EHS Change Workflow Approval Matrix

Scope of EHS change (Assignments in this table apply to documents with global scope. Assignments for BU level documents may be modified to include only those impacted by the change.)	Workflow Approvers				
	Document Owner (Dept. Director)	All EHS Directors	VP EHS	Primary Customers - (Ops VPs, Tech Services VP, Capital VP)	Executive level - EVP Operations, others on case by case basis
Administrative changes that do not create new requirements. (Grammar, punctuation, removing redundancy)	X				
Updates to Internal EHS Programs that have internal EHS impact, but do not create requirements for other functions	X	X	X		
Updates to existing outward facing global documents that create or remove requirements for Operations or other functions	X	X	X	X	
Creation of entirely new outward facing EHS Standards or MMS Elements, Removal of existing outward facing Standards / Elements	X	X	X	X	X

5. TRAINING

Not Applicable

6. REVIEW

All formal EHS governance bodies (councils and steering committees) shall have a charter or detailed terms of reference. Review timing defined in governance body charter or terms of reference.

7. REFERENCES

- Mosaic EHS Policy
- Mosaic EHS Governance Framework
- EHSS Development Committee Charter
- EHS Advisory Council Terms of Reference
- EHS Council Terms of Reference
- EHS Steering Committee Terms of Reference
- MMS Element 2: Leadership and Accountability
- MMS Element 8: Documentation and Record Control

8. DOCUMENT CONTROL

Meeting agenda, presentations, minutes, etc. will be retained as per MMS Element 8: Documentation and Record Control.

9. REVISION HISTORY

Revision date	Revision #	Description of Change
April 2025	1	Alignment with Global EHS Structure; addition of the EHS Change Approval Matrix