

Crisis Management and Incident Command Program

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1 PURPOSE

The purpose of this Program is to establish a system and process for how Mosaic's North America Business leaders will organize and take action when dealing with a crisis situation, in an effort to protect our employees, our customers, our vendor/supply lines, our facility neighbors, the environment, and Mosaic property, all while attempting to maintain continuity of operations throughout the event.

2 SCOPE

This program applies to Mosaic's North America Business (NAB) and associated facilities; it is unique in that it relies on the use of Microsoft Teams as the point of execution at the NAB level. There is a complete subset of documents (checklists, flowcharts, protocols and prioritization tools) used that are contained within the Teams location and have restricted access. Paragraph 6, Execution, provides detail on the associated "North America Business ICS" Microsoft Teams site.

The following are considered crisis events that have preplanned responses and shall be managed under the guidance of this program:

1. Hurricane
2. Pandemic
3. Severe Injury or Fatality
4. Environmental Release (Chemical, Gas, Liquid, etc.)
5. Explosion / Fire
6. Major Property Damage
7. Severe Weather event (Tornado / Plow Winds / etc.)
8. Hostile Threat (workplace violence, active shooter, bomb threat, etc.)
9. Winter Event
10. Dam Breach
11. Cyber Breach / Attack

3 APPENDICES

There are no appendices attached to this Program document.

4 INTRODUCTION / GENERAL INFORMATION

- 4.1 The North America Business facilities are faced with numerous potential risks or hazards that pose a threat to employees, property, neighbors, and the surrounding environment. This document will serve as a guidance protocol for use in responding to all critical emergencies/crisis events

- 4.2 Crisis Management involves gathering information surrounding an abnormal event, using that information to identify threats, execute actions to minimize those threats, and provide timely and accurate communications.
- 4.3 There are certain crisis events that will require the activation of the North America Business Incident Command System (ICS) Team. Once activated, the ICS Team's responsibilities are:
 - Address each crisis event with the mindset and approach of "People, Property, Production" ("PPP") to prioritize actions
 - Ensure necessary resources (people, equipment and funds) are available to the on-site emergency response team and site leadership team
 - Execute departmental crisis checklist as applicable
 - Lead and support internal and external communications
 - Define and address "next steps" for the effected site and determine the impact of those steps across the Business Unit
 - Determine implications of the incident for other business units or operations and communicate and execute accordingly
 - Assist with post event matters as determined

5 GENERAL REQUIREMENTS

- 5.1 The North America Business shall establish an Incident Command System that includes key departments necessary to respond to the crisis events listed in the Scope of this document.
- 5.2 The Incident Command System shall include:
 - Assigned primary personnel each with a designated backup
 - Defined responsibilities
 - Formal procedures / checklists
 - Communication cadences
 - Emergency Operations Center
 - Other resources designed to aid in the management of crisis events
- 5.3 The North America Business shall determine, if a situation is deemed a crisis, to what level and when to activate the Incident Command System.
- 5.4 The North America Business shall execute the Incident Command System at the start of and throughout each hurricane season (June 1 – November 30).
- 5.5 The Incident Command System is modular and scalable and should be selected based on a specific event's incident's size and complexity.
- 5.6 The North America Business Incident Command System is responsible for maintaining a meeting cadence where response objectives are determined, and actions assigned.

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5.7 If required, the North America Business Incident Command System is responsible for establishing and operating the Emergency Operations Center throughout the duration of a crisis event.

5.8 The core members of the Incident Command System team shall include:

- Incident Commander (Sr VP NAB)
- Emergency Manager (NAB Director of Health and Safety)
- Regulatory Officer (EHS)
- Operations Officers (Mining, Concentrates, and Distribution)
- Security Officer
- Communications Officer (PA)
- HR Officer
- Corporate Representative

5.9 Additional Members may include:

- IT/Network Officer
- Financial Officer
- Logistics Lead
- Operations Carrier Logistics
- Production Planning
- Capital Projects
- Other Subject Matter Experts as deemed necessary

5.10 Organization and Assignment of Responsibility

5.10.1 The Incident Command System is organized into five functional areas for on-scene management of all major incidents: Command, Operations, Planning, Logistics, and Finance/Administration.

Each member of the ICS team has specific responsibilities and a particular audience; a high-level description is provided in Table 1:

Table 1			
Functional Area	Roles	Responsibility	Primary Audience
Command	Incident Commander, Regulatory Officer,	Provides overall emergency policy and coordination for the	SLT, Emergency Response Teams, on-the-

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	Communications Officer	NAB. This function is directed by the Incident Commander (IC) who is typically the SR VP NAB. The IC is assisted in carrying out this function by an Incident Command Team which includes the roles defined in the column to the left. The IC is also responsible for action as the information liaison with the SLT. The Command Team is also primarily responsible for providing insight on regulations and requirements to ensure a safe and secure incident and the communications strategy.	ground EHS, Media, stakeholders, community partners
Operations	Operations Officers (Mining, Concentrates, Carrier Logistics, and Ports), Capital Projects, HR Officer, Security Officer, and Corporate Representative	Directs all tactical operations of an incident including the implementation of response activities according to established emergency procedures and protocols, care of personnel, first aid, crisis intervention, search and rescue, site security, damage assessment, evacuations, and return to operations. Also responsible for maintaining site security and the Employee Assistance Plan, benefits and pay.	Operational Site Leadership, Capital Team, All Employees and any affected family members
Planning	Emergency Manager, Production Planning	Collects, evaluates and disseminates	NAB ICS

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		information needed to measure the size, scope and seriousness of an incident and to plan an appropriate response.	
Logistics	Logistics Lead, IT / Network Officer	Supports emergency operations by securing and providing needed personnel, equipment, facilities, resources and services required for incident resolution; coordinating personnel; assembling and deploying volunteer teams; and facilitating communications among emergency responders. This function may take on a major role in extended emergency situations.	Vendors, suppliers
Administration/ Finance	Financial Officer	Oversees all financial activities including purchasing of necessary materials, tracking incident costs, arranging contracts for services, timekeeping for emergency responders, submitting documentation to FEMA for reimbursement and recovering SITE records following an emergency.	Finance and accounting

6 EXECUTION

- 6.1 North America Business Crisis Management and Incident Command is executed using the Microsoft Teams collaboration tool established on Mosaic's IT network.
- 6.2 All associated Crisis Management and Incident Command documents, listed in paragraph 12, References, will reside in the following Microsoft Teams location:

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Team: North America Business ICS

[Link to Teams Page](#)

- 6.3 All members of the North America Business Incident Command System will have access to the Microsoft Teams Crisis Management and Incident Command channels.
- 6.4 The Microsoft Teams channels will be managed by the Emergency Manager and the Programs Management Office (PMO).
- 6.5 Crisis events shall be managed according to the stages listed in Table 2.

Table 2				
STAGE	IMMEDIATE	POST CONTAINMENT	RECOVERY	CLOSE-OUT
	- danger identified and present	- danger mitigated (under control)	- danger neutralized (no longer present)	- normal operations resumed
	- immediate actions to take upon notification	- actions taken to stabilize	- begin process to return to normal operations	- ICS deactivated

7 HURRICANE SPECIFIC

- 7.1 Hurricane events shall be managed according to the conditions listed in Table 3.
(These conditions can also be found in the Hurricane Playbook)

***** See hurricane conditions chart on the next page *****

TABLE 3 HURRICANE CONDITIONS

Condition	Inland Locations	Coastal Locations	Preparation Priority Protocol			Condition (Level)
	(FCO, SFM, WIN, MSP, BTW, NWA, PC, CSP)	(RVW PORT, RVW OPS, UNS, FST, PORTS)	People	Property	Production	
Pre-Season	Prior to hurricane season (approx. May 01 – May 31)	Prior to hurricane season (May 1 – May 31) and includes pre-planning and review of the Hurricane procedure	Fully staffed	Complete pre-season site preparations	Normal operations	Pre-Season
Condition 0	Hurricane season (approx. June 01 – November 30)	Start of hurricane season (June 1st) and continues throughout this period (until November 30th)	Fully staffed	Pre-season preparations complete	Normal operations	Cond 0
Condition I (Port Condition Whiskey)	96 – 72 hours prior to expected tropical storm conditions (sustained winds of 39 to 73 mph) when a >5% probability of a tropical storm or hurricane exist	72 hours prior to gale force winds (39 mph – 54 mph) when a >5% probability of a tropical storm or hurricane exists. Monitoring of the storm or hurricane's position and wind speed begins	Fully staffed	Sites initiate site specific checklists by condition & role Site specific checklists by condition & role <24 hours prior to sustained 25mph winds Decisions on conveyors, stackers and rock belts	Normal operations	Cond I Whiskey
Condition II (Port Condition X-Ray)	72 – 48 hours prior to expected hurricane conditions (sustained winds greater than 74 mph) place sites within the NHC forecast cone	48 hours prior to gale force winds (39 mph – 54 mph) place sites within the NHC forecast cone.	Fully staffed		Adjusted operations	Cond II X-Ray
Condition III (Port Condition Yankee)	48 – 24 hours prior to expected hurricane conditions (sustained winds 74 mph to 110 mph) ... hurricane is imminent	24 hours prior to gale force winds (39 mph – 54 mph) ... hurricane is imminent	Essential employees & contractors		Decision on shutdown	Cond III Yankee
Condition IV (Port Condition Zulu)	24 hours prior to expected hurricane conditions (sustained winds of 74 mph or greater) ... hurricane is imminent	12 hours prior to gale force winds (39 mph – 54 mph) ... hurricane is imminent	Evacuation or skeleton crew	Verify site is secure and essential equipment positioned & fueled	Site shutdown or in "ride out" status	Cond IV Zulu
Recovery	Winds have subsided (below 40 mph) and conditions are appropriate for activation of Phosphates Support and site PUSH teams	Winds have subsided (below 40 mph) and conditions are appropriate for activation of Phosphates Support and site PUSH teams	PUSH Team, Recovery Teams, Essential employees and contractors	Return site to safe operating condition	Maintain operations per the Recovery Priority Protocol	Recovery
Post Storm	All clear has been given	All clear has been given	Fully staffed	Safe operating condition	Normal Operations	Post Storm

NOTE: Meteorologists identify the growth phase of hurricanes into three categories of development:

- Tropical Depression -- wind speeds less than 39 mph
- Tropical Storm -- wind speeds between 39 mph and 74 mph
- Hurricane -- wind speeds greater than 74 mph



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7.2 Moving between Hurricane Conditions:

- 7.2.1 In most cases, Florida inland Locations should move between phases in unison, and Hurricane condition at Florida coastal locations should also be aligned. Any deviation from this must be approved by the NAB ICS team.
- 7.2.2 Louisiana is a stand-alone site, and is not impacted by Florida Hurricane Conditions, unless the storm also threatens Louisiana.
- 7.2.3 Our port facilities will remain aligned with the hurricane condition specified by the U.S. Coast Guard / Captain of the Port. Preparations will be completed when deemed appropriate; not necessarily waiting for a specific condition to be announced.
- 7.2.4 The National Hurricane Center's projections for the timing of Earliest Reasonable Arrival of Tropical Storm Force Winds and Hurricane Force Winds shall be used to guide decisions.
- Condition 1 - When any of our Central Florida sites are within the probability cone (probability is 5% or higher) for tropical storm force winds within 96-72 hours, Condition 1 shall be triggered for all Central FL sites. Here is an example of the graphic that will be used:



- Condition II - When any of our Coastal Central Florida sites are within the probability cone (probability is 5% or higher) for Hurricane force winds within 72-48 hours, Condition II shall be triggered for all of the Central Florida Coastal Sites. Similarly, for Inland sites, when any inland site meets Condition II criteria, all inland sites shall enter Condition II.



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- Condition III - When any of our Coastal Central Florida sites are within the probability cone (probability is 5% or higher) for Hurricane force winds within 48-24 hours, Condition III shall be triggered for all of the Central Florida Coastal Sites. Similarly, for Inland sites, when any inland site meets Condition III criteria, all inland sites shall enter Condition III.
- Condition IV – This condition means that a Hurricane is imminent, and it is close enough that there is usually high confidence in the storm track. Therefore, Condition IV is site specific. When a site is within the probability cone (probability is 5% or higher) for Hurricane force winds within 24 hours, Condition IV shall be triggered for that site. At the discretion of the NAB ICS Team, a decision may be made for all Inland sites or all Coastal sites to enter Condition IV when the criteria is met for one site.

- 7.3 The Incident Command System shall hold a Hurricane pre-season meeting prior to June 1st each year.
- 7.4 Mosaic North America Business facilities shall establish an Incident Command System and align their Crisis Management and Hurricane plans to the BU Program.

8 POST EVENT/RECOVERY PLANNING

- 8.1 The resumption of business is a concern that is monitored by the North America Business Incident Command Team once the safe mitigation of the emergency has been accomplished.
- 8.2 Tables 4-6 define Mosaic's Priority Protocol which must be followed, and all risks mitigated in People and Property prior to resuming Production. These protocols are a **Guide** to assist in making operational decisions before, during and after a Crisis or Hurricane event.

Table 4: People Protocol

Priority	Definition
High	Employee(s) on site that are at risk and need evacuation or assistance
Medium	Employee(s) has major impact at home and needs assistance
Low	Employee(s) has impact but is manageable and able to come to work
Normal	Employee(s) has no impact and can come to work



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Table 5: Property Protocol

Priority	Definition
High	External Release – on-site containment is at risk and in jeopardy of MOVING BEYOND THE BOUNDARIES OF MOSAIC SITE : <ul style="list-style-type: none">• Hazardous materials (ammonia, acids, air emissions, etc.)• Concentrates water (Gyp stack, pond, etc.)• Storm surge and flooding at coastal operation sites• Minerals' water (CSAs, cut water, etc.)
Medium	Internal Release - containment is in jeopardy of moving beyond the boundaries of designated containment area (still on Mosaic property): <ul style="list-style-type: none">• Hazardous materials (ammonia, acids, air emissions, etc.)• Concentrates water (Gyp stack, pond, etc.)• Storm surge and flooding at coastal operation sites• Minerals' water (CSAs, cut water, etc.)
Low	Increase in levels – but limited risk of release
Normal	Within normal limits and containment – no risk

Table 6: Production Protocol

Priority	Definition
High	Production maintained in Concentrates' sites to support / maintain water balance
Medium	Production maintained at Minerals' sites to support Concentrates production
Low	Production maintained to support key customers
Normal	Production operating at full rate

- 8.3 Safety is a concern throughout the emergency and needs to be the driving force behind business resumption. Concern for the emotional well-being of all Mosaic employees and their families must not be overlooked when discussing and resuming business. Critical Incident Stress Debriefing must be a part of Post Event discussions. This should be offered to all those directly and indirectly involved.
- 8.4 The North America Business Incident Command Team will provide support to the sites to assist with a quick return to operational readiness.
- 8.5 If there has been structural damage it is the responsibility of the site engineering team and Subject Matter Experts to declare the area safe before any non-rescue entry is allowed.

9 TRAINING

- 9.1 Table 7 below outlines the training required for Crisis Management and Incident Command:



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Table 7			
Audience	Training Elements / Topics	Frequency	Method
NAB ICS members	<ul style="list-style-type: none">Role specific on the use of tools, references and processes	Initial	ILT

9.2 Conducting Drills

9.2.1 The purpose of any drill or exercise is to reveal planning weaknesses; uncover resource needs and shortfalls; improve coordination within the site and community; clarify roles and responsibilities; and improve overall performance of all staff and employees. It is essential to practice the Plan periodically to make sure that it works, and that all personnel understand their roles. Exercises with key site personnel, back-ups, and local emergency responders should occur on a regular basis. Table 8 below details the different options available.

Table 8	
Type of Drill/Exercise	Reason or Focus
Drills	Simulate an emergency in a limited scope, typically involving one supporting agency. <ul style="list-style-type: none">a. An informal discussion of simulated emergenciesb. May test a single component or function of the Emergency Management Plan (for example, a “Lock-Down” drill)
Tabletop Exercises	Simulate an emergency situation in an informal, stress-free environment designed to elicit discussion to resolve coordination and responsibility issues based on existing Emergency Management Plans. These exercises typically are: <ul style="list-style-type: none">a. An informal discussion of simulated emergenciesb. No time pressuresc. Low stressd. Useful for evaluating plans and procedurese. Helpful to resolve questions of coordination and responsibility
Functional Exercises	Simulate a real emergency under time-sensitive conditions by testing coordination among various functions and outside response agencies.



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	<ul style="list-style-type: none">a. Focuses on policies, procedures, roles and responsibilities.b. More stressful and realistic simulation of real life situationsc. Usually takes place in "real time"d. Emphasizes the emergency functions of the facility emergency plans (EAP, ERP, EMP). Examples might include perimeter security (securing all doors of the site), utility shut-downs, and accounting for all the people who should be in the site at the timee. Site's emergency management resources are activated
Full-Scale Exercises	<p>Test an entire response capability. This involves using real equipment.</p> <ul style="list-style-type: none">a. Takes place in "real time" and tests total response capability as close to a real emergency as possibleb. Includes mobilization of emergency personnel and community resources required to demonstrate coordination and response capability that would be anticipated to support the site in crisisc. Coordinates many agencies and functions, both internal and external to the sited. Intended to test several emergency functions, either concurrently or in sequencee. Could involve activating an Emergency Operations Center (EOC)

10 PROGRAM REVIEW

- 10.1 This program shall be maintained by the NAB Emergency Manager.
- 10.2 This program document requires review and approval every seven years.
- 10.3 Crisis Management Checklists and all associated documents in the associated Teams site require reviews as needed.
- 10.4 The Hurricane Playbook plus all associated documents in Teams shall be approved by the North America Business Incident Commander annually.

11 RECORD RETENTION

- 11.1 Refer to the ***Mosaic Document and Record Control*** policy for record retention requirements.



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12 REFERENCES

References
Mosaic Document and Record Control Policy
Reference documents are stored in the Incident Command System Teams site and include:
<ul style="list-style-type: none">• Crisis Management event specific checklists• Crisis Management references<ul style="list-style-type: none">○ Key Contact Information○ Facility Maps○ Facility Fact Sheets○ Crisis event specific processes (i.e. Spill Release & Reporting process, Hostile Threat ERP, etc.)• North America Business Unit Hurricane Playbook and Appendices<ul style="list-style-type: none">○ <i>Appendix A- North America ICS Organization Assignments</i>○ <i>Appendix B- North America ICS Activation Process</i>○ <i>Appendix C- North America Priority Protocol</i>○ <i>Appendix D- Preseason Meeting Agenda Template</i>○ <i>Appendix E- Incident Planning / Strategy Meeting Agenda Template</i>○ <i>Appendix F- North America EOC Representatives</i>○ <i>Appendix G- North America Assistance Guidelines</i>○ <i>Appendix H- North America Assistance Process</i>○ <i>Appendix I- Fuel Lead Assignments</i>○ <i>Appendix J- Fuel Management Process</i>○ <i>Appendix K- Critical Pump and Equipment Template</i>○ <i>Appendix L- Essential Employees – Site</i>○ <i>Appendix M- Non-Essential Employees – Site</i>○ <i>Appendix N- North America BU Support Team</i>○ <i>Appendix O- Communication Continuity Plan</i>○ <i>Appendix P- North America Scoreboard Template</i>○ <i>Appendix Q- Hurricane Conditions and Definitions</i>



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13 REVISION LOG

Rev. No.	Rev. Date	Revised By	Reason for Revision
0	01/25/2021	PMO	Initial release
1	04/28/2022	PMO	Update to Table 3 and addition of section 7.2.
2	5/15/2023	PMO	Update Table 3 moving RVW Ops to Coastal