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1. PURPOSE

The purpose of this document is to introduce and establish the structure and approach of the Mosaic Environment, Health & Safety (EHS) Management System (MMS) that defines the leadership, processes, and activities required to effectively recognize, plan for, and control risk for the safety and wellbeing of our colleagues, the environment, and our stakeholders. This MMS Manual establishes the 14 Elements vital in effective management and control of risk.

2. SCOPE

The requirements of the Mosaic Management System (MMS) apply to all of Mosaic, not only operations, with limited exceptions of mergers and acquisitions that are not yet operated by Mosaic.

3. DEFINITIONS

Element – One of the fourteen key aspects that work together to form the management system and aligned with the Plan-Do-Check-Act cycle.

Element Owner – The employee responsible for implementing and facilitating the continuous improvement of the Element at the site. Each Element will be assigned an Element Owner for the site.

Element Sponsor – The employee responsible for championing the implementation, maturity, and improvement of the Element at the site and communicating relevant MMS and Element performance and needs to the organization.

Hierarchy of Controls – A system for the elimination or reduction of workplace EHS risks structured from the most effective to least effective control.

Life Saving Rules – Critical rules established by Mosaic that are designed to eliminate or reduce EHS risks to workers, the environment, communities, and organization.

Mosaic Management System (MMS) – The documents and associated tools and training that defines the leadership, processes, and activities required to effectively recognize, plan for, and control risk for the safety and wellbeing of workers, the environment, communities, and stakeholders.

Plan-Do-Check-Act (PDCA) – A continuous cycle of improvement through establishing objectives and processes, implementation, monitoring, and applying information to planning new and/or improved objectives and process.

Resources – Appropriate material, financial, or human assets necessary for the effective establishment, implementation, maintenance, and improvement of the MMS.

Risk Assessment Matrix (RAM) – A visual tool used in risk assessments for rating and ranking risks by considering the level of consequence against the likelihood of occurrence.

Stakeholders – The persons, groups, and organizations involved with or impacted by Mosaic activities.

Workers – Include both employees and contractors of Mosaic.



4. ROLES AND RESPONSIBILITIES

As defined by Mosaic's Environment, Health and Safety Policy, Mosaic is committed to environment, health and safety (EHS) and to creating a sustainable environment everywhere we operate. Mosaic conducts business with integrity, openness, and honesty – every day, in everything we do. As such, we commit to operate under the highest ethical standards and in strict compliance with applicable laws and regulations, and we hold our sites accountable for all aspects of environment, health, and safety.

Mosaic's environment, health and safety management system, the Mosaic Management System (MMS) reflects our principles and helps us meet our business objectives. Our EHS Policy clearly states that we embrace our responsibility to operate in a manner that protects the health, safety and well-being of our employees, contractors, visitors, and those in the communities where we live and operate. Additionally, leaders and employees throughout our organization will be held accountable and measured on progress toward EHS excellence.

Mosaic Leadership accepts this accountability and will work diligently to create a safe, healthy, injury-free environment for its employees. Accidents, injuries, and adverse health effects will be prevented by:

- Providing top management commitment, leadership, and involvement.
- Establishing a system for Environmental, Health and Safety management.
- Implementing systems throughout the organization.
- Involving employees.

We seek to protect the safety and health of our employees and minimize our environmental footprint through the prevention of illness, injury, and pollution. All employees should be personally involved in furthering this objective, as working safely is a condition of continued employment.

The following sections provide a listing of the responsibilities for specific roles as they pertain to supporting the implementation of this MMS Framework. Additional roles and responsibilities specific to each Element are contained in their individual Element documents.

4.1 Senior Leadership

- 4.1.1** Set the example by demonstrating desired behaviors to exemplify EHS excellence.
- 4.1.2** Provide visible guidance and operational leadership to strengthen Mosaic's EHS culture, advance the MMS, and support a culture of continual improvement in environment, health, and safety.
- 4.1.3** Monitor overall MMS implementation and EHS performance of Mosaic.
- 4.1.4** Provide support for EHS activities related to the development, communication, and execution of Mosaic's EHS Policy, MMS requirements, objectives and goals.
- 4.1.5** Assess information from Business Unit (BU) management reviews and provide sufficient resources to implement, maintain, and continually improve the MMS and reduce risk in the workplace.

4.2 EHS Services

- 4.2.1** Issue the MMS Framework and demonstrate desired behaviors to exemplify EHS excellence.
- 4.2.2** Assume overall responsibility for the governance of the MMS.
- 4.2.3** Drive cultural change throughout the company by promoting EHS excellence.
- 4.2.4** Provide strategic direction to the company for continued improvement of EHS programs.

- 4.2.5 Oversee MMS activities and communicate Mosaic's performance to appropriate stakeholders.
- 4.2.6 Review and update the MMS to ensure continued relevance to Mosaic.
- 4.2.7 Assess information resulting from Business Unit and site-level management reviews, conduct corporate management reviews, direct actions, and provide guidance to implement, maintain, and continually improve the MMS and reduce risk in the workplace.

4.3 Business Unit

- 4.3.1 Set the example by demonstrating desired behaviors to exemplify EHS excellence.
- 4.3.2 Provide visible guidance and operational leadership to strengthen Mosaic's EHS culture and advance the MMS.
- 4.3.3 Provide necessary financial, people, and other resources to manage risks and support the MMS.
- 4.3.4 Assess information resulting from site-level management reviews, conduct management reviews, direct actions, and provide sufficient resources to implement, maintain, and continually improve the MMS and reduce risk in the workplace.

4.4 Site

- 4.4.1 Implement the MMS and communicate its requirements to workers and visitors.
- 4.4.2 Ensure MMS objectives are met, and appropriate resources are provided.
- 4.4.3 Provide visible guidance and operational leadership to strengthen Mosaic's EHS culture and advance the MMS.
- 4.4.4 Provide necessary financial, people, and other resources to manage risks and support the MMS.
- 4.4.5 Incorporate MMS requirements and responsibilities into each appropriate job description and ensure system requirements and expectations are communicated to each worker.
- 4.4.6 Ensure supervisors, hourly and temporary employees, contractors, and other affected personnel are trained on the MMS in a manner corresponding to their level of responsibility.
- 4.4.7 Ensure that contractors working on Mosaic's behalf adhere to MMS elements.
- 4.4.8 Provide feedback and additional information required by the MMS to EHS Services and BU EHS Leadership.
- 4.4.9 Delegate MMS responsibilities while maintaining overall accountability for the MMS.
- 4.4.10 Assign individuals from the site to assume overall responsibility for managing site implementation and compliance with the MMS as Element Sponsor(s) and Element Owner(s).

4.5 Element Sponsor

- 4.5.1 Champion the implementation, maturity, and improvement of the MMS and its Elements at the site-level.
- 4.5.2 Ensure integration of MMS and Element requirements into site operations and objectives.
- 4.5.3 Facilitate resolution of identified issues and resource needs associated with meeting the MMS and Element requirements and corrective action plans.
- 4.5.4 Communicate program performance, resource requirements, operational impacts, and status of corrective actions to the organization.

4.6 Element Owner

- 4.6.1 Deploy and facilitate continuous improvement of the Element at the site.
- 4.6.2 Identify additional resources needed at the site to support implementation of the Element and integration into site operations.
- 4.6.3 Develop plans to address gaps and ensure system maturity and improvement.



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- 4.6.4 Provide feedback to the Element Sponsor and other Element Owners.

4.7 Other Element Resources

- 4.7.1 Support and help ensure the implementation, integration, effectiveness, and improvement of the MMS.
- 4.7.2 Provide subject matter expertise as needed.

4.8 Workers

- 4.8.1 Comply with the MMS, and all other EHS programs.
- 4.8.2 Complete required EHS training.
- 4.8.3 Participate in the MMS by reporting incidents or near misses, attending EHS meetings, reporting problems and recommending improvements.

5. REQUIREMENTS

All workers shall be made aware of the contents of the MMS and receive training as appropriate for their roles and responsibilities within the organization. Compliance with the MMS Elements shall be assessed in accordance with MMS Element 13 - Assurance.

6. THE MOSAIC MANAGEMENT SYSTEM

6.1 MMS Goals

The MMS is designed to reflect Mosaic's unique company culture, strategy, and principles. To be effective and impactful, the MMS has been tailored and structured to not only enhance the business performance of the organization, but to also:

- 6.1.1 Be useful in engaging leadership and workers at all levels of business and operations for managing EHS risks and objectives.
- 6.1.2 Enhance EHS performance company-wide by assigning responsibilities and accountabilities.
- 6.1.3 Effectively align EHS commitments globally.
- 6.1.4 Provide consistent and clear information with well-defined roles and responsibilities.
- 6.1.5 Be intuitive and easy to use to aid in the accessibility of information as needed.
- 6.1.6 Allow for flexibility in implementing methods and tools as they are developed.
- 6.1.7 Support a consistent high level of engagement and compliance over time.

6.2 The MMS Structure

The Mosaic Management System (MMS) is structured according to a hierarchy of documents. Each level informs the requirements and content of the documents below in an increasing level of detail. These varying levels of detail reflect the purpose and intended audience of the document. All documents are aligned with the MMS and are governed by the 14 Elements described in Section 7 of this Manual.

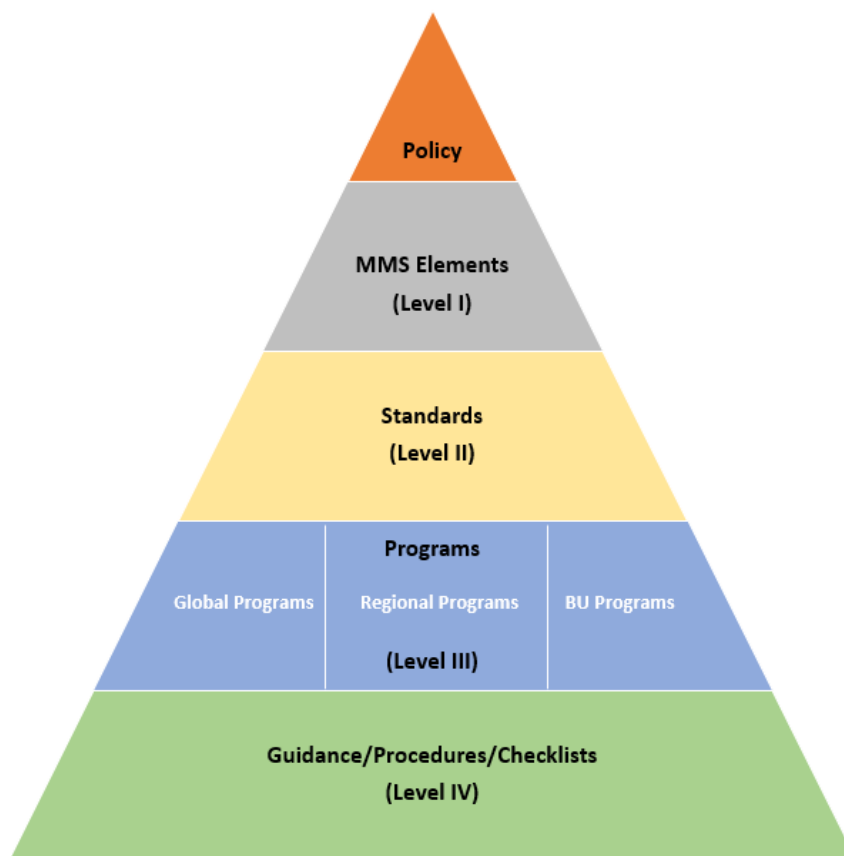


Figure 6.1- Document Level Hierarchy

6.3 The Function of MMS Elements

The MMS involves a continual cycle of planning, implementing, reviewing, and improving the way EHS obligations and objectives are met, and operational risks are managed. This involves implementing the Plan, Do, Check, Act (PDCA) cycle for continuous improvement. The PDCA cycle is a systematic process for gaining valuable knowledge for the continual improvement of the MMS using the following steps:

- **Plan:** Establishing objectives and processes necessary to deliver results in accordance with MMS.
- **Do:** Implementing the planned processes.
- **Check:** Monitoring the outcomes to test the validity of the plan for signs of progress and success along with determining areas of improvement.
- **Act:** Integrating the learning generated by the entire process, which is used to develop adjusted goals for future PDCA cycles.

An effective management system also couples senior leadership expectations and guidance with employee engagement. The 14 Elements of the MMS are each based on the PDCA cycle with leadership at its core – which is vital in maintaining worker and other stakeholder engagement for the effective management and control of risks. The following graphic illustrates how the 14 Elements are aligned to facilitate the PDCA cycle:

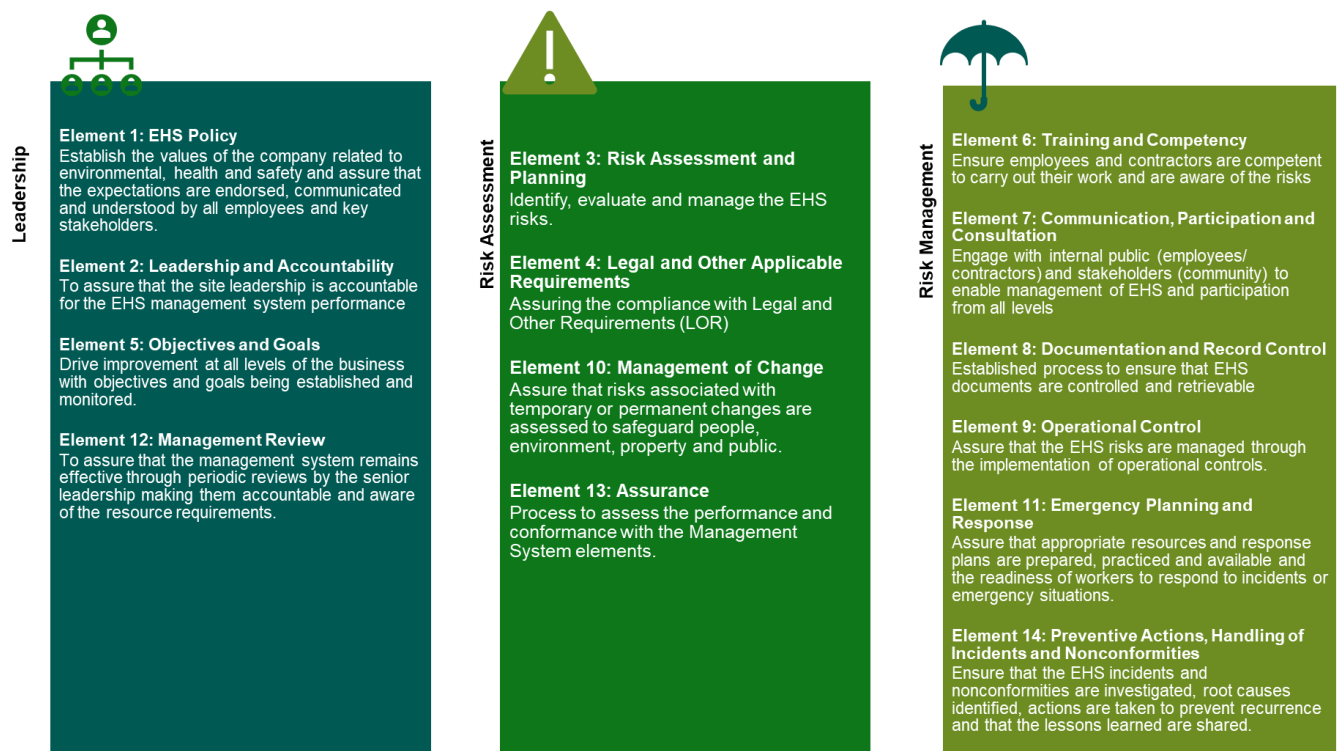


Figure 6.2 A visual representation of the connections and interdependence of the various MMS elements

7. MMS 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. MMS Element documents that specify associated roles, responsibilities, and requirements may be accessed in Mosaic's document control system.

7.1 Element 1 - EHS Policy

The EHS Policy demonstrates Mosaic leadership's commitment to environmental stewardship and the health and safety of employees, contractors, and the communities in which Mosaic operates. It articulates key concepts that are vital in maintaining a high level of EHS excellence in day-to-day business operations and a commitment to fulfill its compliance obligations. The EHS Policy is a critical tool for communicating to internal and external stakeholders about the function, philosophy, and authority of EHS programs at Mosaic. This Policy is to be understood and made available to all employees and contractors.

The Mosaic EHS Policy applies to all Mosaic organizations. The EHS policy is endorsed by the CEO and the EHS VP. Employees are actively involved in planning and executing activities related to specific elements of the MMS. It is the site's responsibility to ensure that these provisions have been communicated to all employees and those working on its behalf. The Policy provides the central theme for the MMS and its provisions are consistently reflected in supporting elements. The Policy is prominently displayed at each location and is available upon request.



7.2 Element 2: Leadership and Accountability

Mosaic leadership is committed to promoting and supporting the EHS Policy. At its core, this Element requires leaders to demonstrate, maintain, and encourage a robust EHS culture that drives continual improvement in performance and the MMS Elements. Engaged and accountable leadership and management, effective communication, providing and properly allocating people and resources, and active employee participation are crucial to the success of the MMS and promoting continual improvement of the MMS.

Mosaic ensures the availability of resources essential to establish, implement, maintain, and improve the MMS. Mosaic leadership is accountable for ensuring appropriate resources, both human and financial, are made available to address the planning, implementation, evaluation, and review of EHS risks, implementation of controls to mitigate those risks and associated liabilities for the organization.

Mosaic identifies and provides the human, financial and other resources essential to implement and integrate the MMS into operations. EHS performance, including conformance with EHS targets, is considered in the appraisal of employees, where appropriate. EHS, as a whole, is responsible for:

- Defining global requirements to protect human health, safety, and the environment and supporting compliance with applicable laws and regulations.
- Assessing compliance and performance relative to health, safety, and environmental requirements and targets on a regular basis.
- Promptly sharing information about significant hazards of its operations with all relevant stakeholders.

Employees and management are responsible for adhering to established EHS procedures and other relevant company policies and guidelines. Disciplinary action for any infraction will be determined based on all relevant facts and circumstances. Disciplinary action for violation of other company policies will adhere to relevant Human Resources-related disciplinary guidelines.

7.3 Element 3: Risk Assessment and Planning

A vigorous approach to risk assessments and planning is the foundation for transforming workplace safety, health, and environmental performance. Element 3 establishes key requirements to identifying risks and impacts and applying a consistent approach for implementing and tracking controls for the purpose of mitigating those risks.

Using the principles established by Element 3 to define, evaluate, and control risks, designated workers will be equipped to:

- Properly identify and classify risks;
- Identify the most effective controls for reducing risk based on the Mosaic Hierarchy of Controls;
- Request and/or allocate adequate resources; and
- Prioritize, manage, and track the implementation of controls.

7.4 Element 4: Legal and Other Requirements

Element 4 establishes requirements to ensure that Mosaic carries out its activities in accordance with the legal and other requirements applicable to the organization's operations. BU and Site Leadership will identify and inventory applicable legal and other requirements in a legal register or other tool and maintain an action plan to define, assign, communicate, and track actions associated with those compliance requirements. A compliance calendar or similar

tool can be used to link the applicable legal or other requirement to actionable activities with assigned frequencies and responsibilities.

Periodic reviews and assessments of the legal register are conducted to ensure a site's conformance with the most up-to-date requirements.

The scope of regulatory and other reviews employed at the Mosaic global level to ensure compliance to regulatory standards and conformance to other requirements includes:

- Mosaic EHS Policy, MMS Elements and EHS Programs
- Internal audits and Self-Assessments
- Third-party compliance audits.

7.5 Element 5: Objectives and Goals

Element 5 requires leadership to define objectives and goals pertaining to the MMS. Implementation of this Element allows for leadership to motivate employees to contribute to the fulfillment of the EHS Policy and associated goals through clear communication and accessible tools.

The setting of EHS objectives and goals is a part of the overall business planning process and is consistent with the Mosaic EHS Policy.

Each year, the EHS function conducts strategy deployment and prepares a Strategic Plan. The Strategic Plan lays out the business strategies and major activities required to carry out the strategy over the following five years. The Strategic Plan is focused on the entire EHS function and provides the strategy for the entire corporation.

The results of any internal audits, risk assessments, compliance assurance activities, EHS performance metrics, are used to judge the effectiveness of Mosaic's MMS implementation. This information is reviewed during regularly scheduled EHS Meetings and presented to the Mosaic leadership at the Management Review meeting, along with any recommendations for improvement. Results are used to formulate action plans and to assist the business in development of future objectives and goals.

7.6 Element 6: Training and Competency

Element 6 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 in support of the MMS, and be able to appropriately understand and identify risks as part of Mosaic's operations. Establishing a strong understanding of the MMS requirements throughout the organization allows all workers to effectively contribute to the implementation, maintenance, and continuous improvement of the MMS. Additionally, thorough training and competency enhance effective risk identification and understanding, enabling employees and contractors to properly assess, plan for, and control operational risks. This supports performing their tasks safely, protecting themselves, their colleagues and environment.

7.7 Element 7: Communication, Participation, and Consultation

Element 7 supports the participation and consultation of Mosaic's stakeholders on relevant MMS topics to support understanding and improvement of the MMS. The communication requirements established by this Element allow stakeholders to fully engage and contribute to the MMS and its continuous improvement by providing the relevant information needed. Systems, programs, and tools are implemented to ensure that communications are timely,



relevant, up to date, and both outgoing and incoming communications are managed consistently and effectively. Public Affairs is responsible for external communication during emergency situations.

7.8 Element 8: Documentation and Record Control

Element 8 ensures a strong document and record control program is utilized to provide appropriate information that is easily accessible by workers and is adequately protected. The ability to easily locate information directly impacts the success of the MMS and ultimately the EHS Policy. Organized recordkeeping provides for a complete catalog of information that can be reviewed to support and satisfy requirements throughout the MMS.

EHS documents are controlled to the extent of document creation, identification, maintenance, periodic review, modification, approval, and retention.

The MMS is documented as defined in this manual via a series of programs, guidelines, forms, reference documents and records that support the MMS Elements, compliance with legal and other requirements and business EHS and operational processes. The Mosaic document control system is used to provide direction to MMS-related documentation; all EHS documents are maintained and available in the Mosaic document control system.

The MMS consists of multiple levels of documentation as portrayed in Figure 6.2.

Level I - The MMS Manual and the MMS Elements. The MMS is controlled by EHS Services.

Level II – The EHS Standards. Establish a standard requirement for a process to ensure equal levels of risk management and control across all Mosaic operations and apply to the global Mosaic organization.

Level III - EHS Programs Provide the details of how the requirements from Regulations, MMS Elements, and Standards are implemented at the Site level

Level IV - Documents include guidance, , procedures or checklists that contain specific details and requirements for accomplishing specific tasks in support of the management system .

At a minimum, standards, programs and procedures should be reviewed in accordance with Element 8, Document and Record Control; training programs are reviewed at least every three years to ensure accuracy of content. Retention guidelines are defined on the record retention schedule.

7.9 Element 9: Operational Control

Element 9 establishes the minimum requirements to identify, implement, manage, and assess the effectiveness of operational controls in order to achieve an acceptable level of risk. Operational control is achieved by a variety of methods as administrative controls that includes EHS standards, programs and procedures, manual engineering and automated engineering.

Controls shall be prioritized in the following order: elimination, substitution, automated engineering controls, manual engineering controls, administrative controls, and personal protective equipment (PPE). Identified EHS risks shall be prioritized with controls implemented to eliminate or reduce risk to acceptable levels.

The operational control element also outlines the role of EHS critical devices as essential engineering controls designed to prevent operational deviations that could lead to significant safety or environmental incidents. It establishes the need for a structured program to ensure these devices are properly installed, maintained, and regularly tested to uphold their effectiveness in risk mitigation



7.10 Element 10: Management of Change

Element 10 defines the requirements for applying an appropriate level of review, approval, and planning based on the scale and potential impact of a change. The Management of Change (MOC) process must be followed at each site when introducing or modifying processes, materials, or equipment to effectively evaluate and control EHS risks. A well-structured MOC process ensures that risks associated with temporary and permanent changes—whether related to organizational structure, people, materials, equipment, facilities, legal or processes—are assessed and mitigated, safeguarding people, the environment, property, and surrounding communities.

7.11 Element 11: Emergency Planning and Response

Element 11 requires the development of appropriate plans and procedures for emergency response, supported and strengthened through training, drills, and exercises. These requirements help ensure a high level of competent readiness to respond to emergencies and include regular reviews and analyses to ensure the inclusion of any new risk scenarios or procedure improvements. The goal of the MMS is to prevent any incident that negatively impacts the environment, harms people, impacts communities, or diminishes safety in any aspect while maintaining business excellence. Mosaic is committed to ensure preparedness for swift and effective response to any incident or emergency to reduce any further negative impacts.

7.12 Element 12: Management Review

Element 12 requires relevant metrics, Key Performance Indicators (KPIs), and trends to be monitored and reviewed with the intent of successfully anticipating and preventing non-compliance and adverse impacts. Strategic and consistent review of information by engaged leadership provides critical insights regarding the effectiveness of the MMS. Collection, analysis, and reporting of performance data against objectives and goals identify if risks are being effectively controlled and identify opportunities for continuous improvement.

7.13 Element 13: Assurance

Element 13 defines requirements to identify, support and address the effectiveness of the MMS and EHS compliance through periodic site-based audits and assessments on an established frequency. Results of audits, assessments, and inspections also provide information for contribution to the continual improvement of the MMS. These assurance activities are conducted at all levels of the organization to verify compliance with both internal and external requirements.

Mosaic has a compliance assurance process for checking compliance with legal and other requirements, which includes internal audits, self-assessments and compliance audits. The Director, EHS Governance and Assurance is responsible for ensuring that Mosaic's audit schedule and plan is appropriately executed and maintained.

7.14 Element 14: Preventive Actions, Handling of Incidents, and Nonconformities

Element 14 defines the requirements for incident investigation, Root Cause Analysis, and the implementation of corrective and preventive actions (CAPA) to ensure the MMS is consistently applied and improved. When incidents or nonconformities occur, they must be registered for proper tracking, including analysis, communication, and execution of CAPAs. The effectiveness of these actions is assessed to identify preventive measures that strengthen operational controls and enhance MMS performance. By effectively translating lessons learned, including



root causes and CAPA, into actionable improvements, this process drives continuous improvement within MMS and helps prevent recurrence.

8. TRAINING

All workers and visitors will receive training on the MMS. Refresher training will be provided in the event the MMS is modified or otherwise revised.

9. REVIEW

The MMS will be reviewed at least every three years by EHS Services and updated as needed. Appropriate communication will occur, as needed, to ensure all employees and contractors are aware of the changes.

10. REFERENCES

- [Document Control System](#)
- [Element 1 - EHS Policy](#)
- [Element 2 - Leadership and Accountability](#)
- [Element 3 - Risk Assessment and Planning](#)
- [Element 4 - Legal and Other Requirements](#)
- [Element 5 - Objectives and Goals](#)
- [Element 6 - Training and Competency](#)
- [Element 7 - Communication, Participation, and Consultation](#)
- [Element 8 - Document and Record Control](#)
- [Element 9 - Operational Control](#)
- [Element 10 - Management of Change](#)
- [Element 11 - Emergency Planning and Response](#)
- [Element 12 - Management Review](#)
- [Element 13 - Assurance](#)
- [Element 14 - Preventative Actions, Handling of Incidents, and Nonconformities](#)

11. DOCUMENT CONTROL

The MMS and associated documents will be controlled in the Mosaic document control system. Any printed documents must be date stamped with the date printed to monitor that the most current version is reviewed.

All documents and records must be retained per the requirements of Element 8 – Document and Record Control and local retention schedules.

12. REVISION HISTORY

Revision Date	Revision Number	Description of Change
06/30/2025	1	Document has been reviewed to better reflect the elements intent. The review is fully aligned with the elements no requirements have been created. Document Hierarchy (Figure 6.1) adding 3 categories for Level III documents that included Global Programs, Regional Programs and BU Programs.

		Removed MMS Framework and the Golden, Silver and Bronze process