



Document Title: Element 7 - Communication, Participation, and Consultation		Document Identifier: 126560221
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1. PURPOSE

The Mosaic Communication, Participation, and Consultation (CPC) Element 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.

Implementation of this CPC Element enables a comprehensive process for effective two-way communication of Environment, Health, and Safety (EHS) information at all organizational levels. Internal and external communication channels must be effectively established and include defined responsibilities. A consistent process to engage key internal and external stakeholders ensures accurate and effective communications. As such, each site must establish and implement a documented process that ensures effective management of internal and external EHS communications.

2. SCOPE

The requirements of the MMS apply to all of Mosaic with limited exceptions of mergers and acquisitions that are not yet operated by Mosaic.

3. ROLES AND RESPONSIBILITIES

3.1 Senior Leadership

- 3.1.1** Support worker participation and involvement at all levels.
- 3.1.2** Communicate information about the MMS to relevant internal/external stakeholders.
- 3.1.3** Support response to communication needs.

3.2 EHS Services

- 3.2.1** Partner with Business Unit (BU) Leadership in the development and implementation of new global EHS initiatives, programs, or processes.
- 3.2.2** Effectively communicate new global EHS initiatives, programs, or processes to the BUs.
- 3.2.3** Ensure processes are established and implemented for participation and consultation of stakeholders.
- 3.2.4** Communicate global performance to goals to stakeholders.

3.3 Business Unit

- 3.3.1** Ensure processes are established and implemented for participation and consultation of workers.
- 3.3.2** Develop communications in response to work related EHS incidents or findings, as needed.
- 3.3.3** Ensure processes are established to identify key external stakeholders and the relevant EHS information required or requested.

3.4 Site

- 3.4.1** Seek participation of workers and other relevant stakeholders and consider input and feedback when developing EHS communications and reviewing the MMS.
- 3.4.2** Provide workers with timely access to relevant MMS information.
- 3.4.3** Manage and retain required records of communication, participation, and consultation.

- 3.4.4 Assign individuals from the site to assume overall responsibility for managing site implementation and compliance with this Element as Element Sponsor and Element Owner.

3.5 Element Sponsor

- 3.5.1 Champion the implementation, maturity, and improvement of this element at the site-level.
- 3.5.2 Ensures communication practices and protocols are compliant with the Mosaic policy.
- 3.5.3 Ensures integration of element requirement into site goals and objectives.
- 3.5.4 Ensures EHS Communication goals and objectives are communicated to Senior Leadership.

3.6 Element Owner

- 3.6.1 Establish and implement documented processes to ensure effective application and integration of this Element.
- 3.6.2 Ensure EHS Communication practices and protocols are documented and aligned with global and site-specific policies.
- 3.6.3 Develop plans to address communication gaps and/or opportunities and ensure action plan development and maturity of this Element.
- 3.6.4 Assess and monitor this Element and provide feedback to the Element Sponsor.

3.7 Workers

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

4. SITE REQUIREMENTS

4.1 Communication Development and Delivery

When developing communications that support the MMS, Mosaic shall:

- 4.1.1 Determine the scope of the communication needed.
- 4.1.2 Ensure workers are informed about EHS aspects as needed.
- 4.1.3 Ensure communications meet applicable legal and other requirements.
- 4.1.4 Ensure communication records are managed and retained in accordance with Element 8 – Document and Record Control requirements.
- 4.1.5 Have methods for providing critical EHS information to the workforce and for soliciting and processing EHS information from the workforce that include:
 - Methods for communicating relevant EHS information directly to the workforce, which may include employee risks and associated controls, EHS metrics, progress on key objectives, lessons from incident investigations and responses to concerns communicated to leadership, and
 - The means to obtain and assess EHS information provided by the workforce, including contractors, and ensure accuracy.
- 4.1.6 Have methods to consult with and involve the workforce in EHS related matters in their work environment, such as work-related risks, new and existing controls, changes to control or risks, and training plans, that include:

- The mechanisms and frequency to engage the workforce in hazard recognition and control;
- Processes to educate employees in EHS matters, and
- Processes to obtain feedback on the effectiveness of operational controls.

4.1.7 Have processes for receiving, documenting, and responding to EHS-related communications from external sources including external information requests, complaints (including community complaints) and regulatory agency communications, that include:

- Means for communicating to and with external parties, such as customers, suppliers, contractors, joint-venture and other business partners, neighbors, communities and interested groups, regulatory agencies, and emergency response agencies, and
- Communication processes that are aligned with defined roles and responsibilities, and directives from Communications and Legal Departments, and documented if applicable.

4.1.8 Have processes for receiving, documenting and responding to EHS-related communications from internal sources, including a method for employees to report EHS concerns, issues, or potential non-compliances anonymously without fear of reprisal, that include:

- Mechanisms for the workforce to report EHS concerns and issues (i.e., Ethics Hotline, etc.).

4.1.9 Ensure routine delivery of site Senior Leadership's EHS communications which identify EHS performance expectations and promote EHS continuous improvement plans. At a minimum, site Senior Leadership EHS communications shall occur monthly.

4.1.10 Ensure that EHS alerts and lessons learned are communicated per the requirements in Element 11 and Element 14.

4.1.11 Ensure applicable postings are properly displayed and maintained as defined through legal and other requirements.

4.2 MMS Communications

Ensure that MMS Communications:

4.2.1 Provide information about the MMS and risks to affected levels of the organization and relevant external parties.

4.2.2 Encourage workers to make recommendations regarding potential risk reduction and MMS continual improvements.

4.3 Participation and Consultation of Workers

To ensure the participation and consultation of workers at all applicable levels and functions of the organization, Mosaic shall:

4.3.1 Provide the methods, time, and other resources needed for participation and consultation.

4.3.2 Provide relevant information about the MMS in a manner that is timely, clear, and understandable.

4.3.3 Ensure workers are consulted with or participate in the continuous improvement of the MMS element requirements.

4.3.4 Schedule MMS reviews between leadership and workers, including topics on environmental, health, and safety issues.

- 4.3.5 Document the methods and outcomes of consultation and participation of workers, if applicable.
- 4.3.6 Review employees' participation records and feedback on effectiveness and opportunities for improvement.

5. TRAINING

All employees and contractors will receive training on the Communication, Participation, and Consultation Element of the MMS. The Mosaic Management System People Leader and Worker trainings are sufficient to cover this requirement. Refresher training will be provided in the event this element is modified or otherwise revised, as needed.

6. REVIEW

The Communication, Participation and Consultation Element will be reviewed on 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.

7. REFERENCES

- Element 4 - Legal and Other Requirements
- Element 11 - Emergency Planning and Response
- Element 14 – Preventive Actions, Handling of Incidents and Nonconformities

8. DOCUMENT CONTROL

All MMS documents will be controlled in the Mosaic document management 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 Control and local retention schedules.

9. REVISION HISTORY

Revision Date	Revision Number	Description of Change
January 1, 2024	1	4.1.11. added "site" – changed from ".....be included in the procedure describing...." To "....be included in the site procedure describing...." 4.1.12. added "site" – changed from "...delivery of Senior..." to "....delivery of site Senior..." and changed from "At a minimum, Senior..." to "At a minimum, site Senior..." 6. changed review from "yearly" to "at least every three years" Changed "corporate" to "global" throughout document 5. Added "The Mosaic Management System People Leader and Worker trainings are sufficient to cover this requirement"

		4.1.6 Removed “previous and effectiveness” and added “when applicable.” 4.1.9 Removed “reviewed and approved” and added “aligned with directives from Communications and Legal Departments, and documented if applicable.”
April 1, 2025	2.0	3.3.2. Remove “Review communication and participation plan and determine if the plan is being implemented according to the defined actions and on schedule.” 3.3.4. Remove “Relay information about new processes and requirements, or emerging or changing regulations that could impact operations.” 3.6.4. Remove “Continuously” 4.1.3. Remove “Develop a plan to deliver the communication, including...” 4.1.6 Remove “Assess MMS communications by addressing gaps (when applicable) identified through the evaluations and feedback” 4.1.9. Move first bullet “Establish a process to identify key external stakeholders and the relevant EHS information required or requested” to the BU responsibilities section. 4.1.7.-4.1.10. Adjust wording so that sentence grammar is correct. 4.1.11. Remove “If the organization chooses to proactively provide EHS information to external parties ...” 4.1.13. Reword “Implement a process to ensure lessons learned and EHS alerts are communicated to ...” To state “Ensure that EHS alerts and lessons learned are communicated per the requirements in Element 11 and Element 14.” 4.1.14. Remove “Establish a process to ensure emerging, new, or revised legal and other requirements are effectively communicated ...” 4.1.17. Remove “Provide communications training to personnel who communicate with the public concerning EHS matters.” 4.2.1 Remove “Follow a cadence that specifies the frequency, method, content, and audience for distribution of various EHS information.” 4.3.4 Change “Schedule and document MMS reviews between leadership and workers that can be evaluated, including environmental, health, and safety issues.” To “

		Schedule MMS reviews between leadership and workers, including environmental, health, and safety issues.” 4.3.5. Add “if applicable” 7. Add “Element 11 Emergency Planning and Response”
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