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Sustainability is essential.

We call our salt and plant nutrition products “essential” because they meet a critical, time-sensitive need for our customers, from the salt that keeps roadways safe in the winter, to specialty plant nutrients that enable growers to increase crop yields and quality.

At Compass Minerals, we take great pride in our corporate purpose of helping to keep people safe, feed the world and enrich lives, every day. We seek to accomplish these things with an eye not just to today’s profitability but also to the long-term sustainability of our company. Since joining Compass Minerals in May 2019, it’s been heartening to see the commitment of our employees to this purpose and, to that end, it is a higher purpose that genuinely resonates with me.

I also am impressed with the approach the company is taking to embrace sustainability throughout our operations. Even though there is much ahead for us on this journey, we have the key building blocks in place, as evidenced by our commitments to safety, growth, environmental stewardship and transparency.

At the end of the day, we are all stewards of the resources given us. From a corporate perspective, this involves the energy, natural resources and other inputs we use to produce and distribute our products to our customers. We also are stewards of our employees’ and co-workers’ safety, time and talent, the capital we deploy, and even the goodwill we generate in the communities where we operate. Ignoring these responsibilities risks jeopardizing our license to operate and thus our ability to produce essential products safely and efficiently. It also could compromise the natural resources we rely on to produce our products.

Thus, it is our challenge to see how we can produce and safely deliver products for our customers in a manner that minimizes our environmental footprint. It is also our challenge to keep top of mind that connected to many of the statistics we measure in this report is a person who is impacted either positively or negatively.

In this report, you will see our performance against a range of environmental and safety targets and the directions we are taking to support our employees, build an inclusive and high performing culture and positively impact the communities where we live and operate.

Some of our 2018 highlights include:

- A 28% reduction in our total case injury rate for employees
- Multiple sites achieving 2020 targeted emissions reductions
- Key investments in the development of our employees

As we look to the future, I anticipate further engraining our focus on the key components of sustainability throughout our company and sincerely focusing on building deeper relationships with our local communities. I believe there is a bright future ahead for Compass Minerals that our commitment to sustainability will only further enhance.

Sincerely,



Kevin S. Crutchfield, President & CEO



**Safety
is essential.**



SAFETY

The health, safety and security of our employees is vital to our business. We are steadfast in our commitment to ensure conditions and a culture that support a safe, injury- and incident-free workplace.

Compass Minerals has a comprehensive approach to workplace health and safety that fosters a strong safety culture throughout the company.



26% reduction in our injury rate compared to 2017, building on a 32% reduction the prior year.



**A strong
culture
is essential.**



CULTURE

Building a strong, high performance culture where everyone has a voice, and every voice matters is essential to our success.

We see inclusion as the deliberate act of seeking diversity in all its forms and creating an environment where everyone can succeed and thrive.



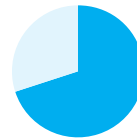
26%

Director-level and above employees companywide are women



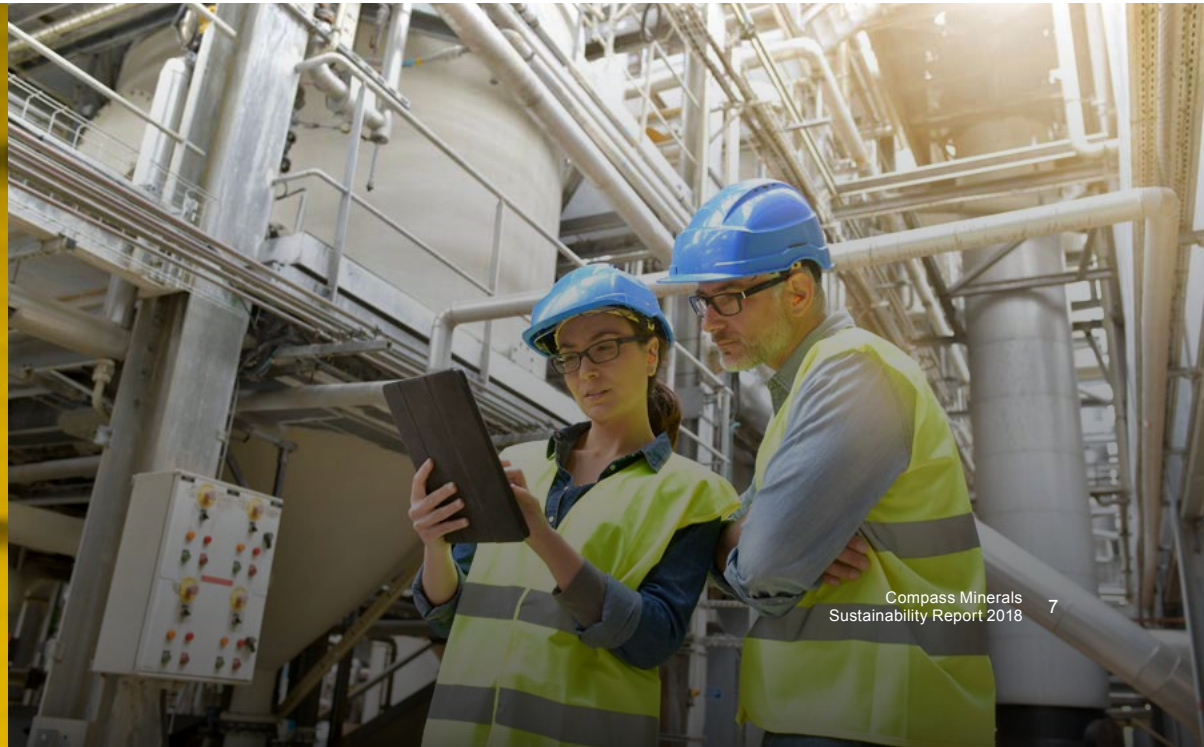
95%

Female to male pay ratio companywide



70%

Global workforce represented by a union





**Environmental
stewardship
is essential.**



ENVIRONMENT

Compass Minerals is, at our core, a minerals company. Because we rely on natural resources throughout our operations, it is incumbent upon us to be good stewards of these resources. In addition, the markets for many of our products are dependent on climate conditions.



59%
Increase in
water recycling
since 2017

Keeping People Safe

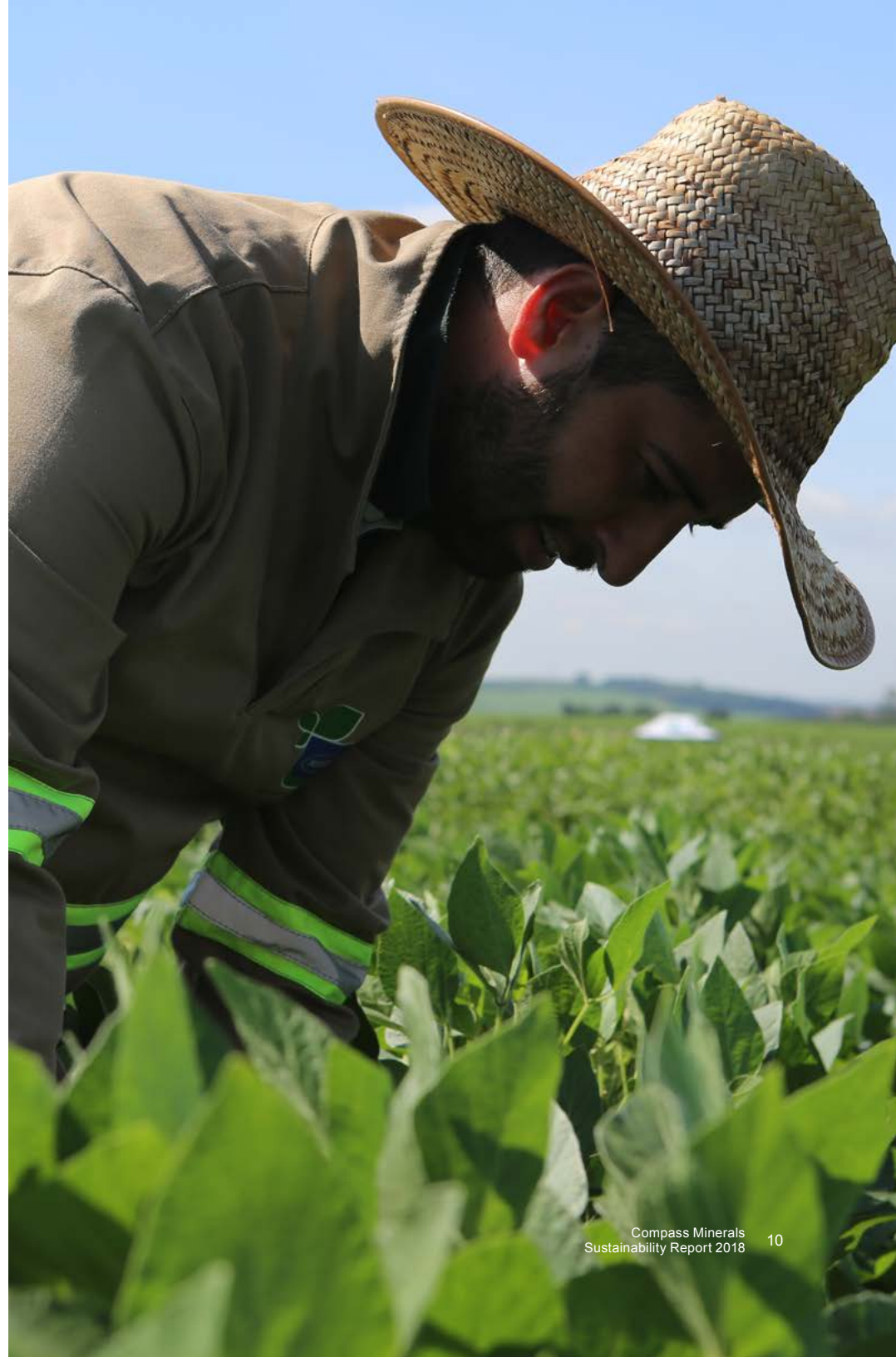
As a leading producer of highway, consumer and professional deicers, we take pride in helping to keep people safe on icy roads and sidewalks through innovative and environmentally responsible products. Our products help keep communities open and thriving commercially, even when severe winter weather hits.

Supporting Sustainable Agriculture

Around the world, agriculture is expected to become increasingly challenged in the decades ahead as a result of growing populations, limits on arable-land availability and increasing climate stress. Our products and innovation efforts are intended to assist farmers with increasing their crop yields while minimizing their environmental footprints.

Preserving Biodiversity

We transport millions of tons of salt using vessels on the Great Lakes, and helping preserve this region aligns with our commitment to stewardship of Earth's natural resources. That's why we made a two-year, \$60,000 contribution to The Nature Conservancy, part of which supports its "Our Michigan" campaign to protect and restore the waterways, coastlines and forests of the Great Lakes and its 3,500 species of plants and animals.



Key Performance Indicators	2014	2015	2016	2017	2018
----------------------------	------	------	------	------	------

Our Business

Revenue (\$M)	\$1,282.5	\$1,098.7	\$1,138.0	\$1,364.4	\$1,493.6
Net income (\$M) ⁽¹⁾	\$217.9	\$159.2	\$162.7	\$42.7	\$68.8
Capital investments (\$M)	\$125.2	\$217.6	\$182.2	\$114.1	\$96.8
Employees at year end ⁽²⁾	1,949	1,984	3,103	3,090	3,071

(1) The 2014 results include a \$60.6 million after-tax gain from an insurance settlement relating to damage sustained by the company as a result of a tornado that struck the company's rock salt mine and evaporated salt plant in Goderich, Ontario, in 2011.

(2) The increase in employees in 2016 relates to the company's acquisition of Produquímica in October 2016.

(3) 2018 marks the first year that our Brazil operations are included in our safety data. We do not currently report injury and fatality rates for direct and contract employees, and we do not track transport-related incidents.

(4) This data does not include Brazil operations.

Our People

Injury Severity Index ⁽³⁾	33.0	20.0	10.7	6.0	7.6
Total Case Injury Rate ⁽³⁾	2.62	2.33	3.38	2.31	1.70
Women in workforce	12%	12%	13%	12%	16%
Women on Board of Directors	11%	25%	22%	22%	25%
Diversity of Board of Directors	11%	12%	13%	22%	22%

Environmental Stewardship⁽⁴⁾

Energy intensity (GJ/ton production)	0.44	0.40	0.52	0.49	0.42
Scope 1 intensity (kg CO ₂ e/ton production)	19.3	17.3	22.5	20.9	21.5
Scopes 1+2 intensity (kg CO ₂ e/ton production)	27.9	24.8	31.7	29.2	30.2
Fresh water intensity (gallons/ton production)	1,100	986	1,054	1,260	1,686

The background image shows a mining or industrial site. In the foreground, there are several large, conical piles of a light-colored, granular material, possibly sand or crushed rock. In the background, there are industrial structures, including a tall tower with a platform and a conveyor system. The entire image is overlaid with a semi-transparent blue filter.

GRI & SASB Disclosures

General Disclosures

Organizational Profile

GRI 102-1

Organization name (Core)

GRI 102-2

Primary brands, products, and services (Core)

GRI 102-3

Headquarters location (Core)

GRI 102-4

Location of operations (Core)

GRI 102-5

Ownership and legal form (Core)

GRI 102-6

Markets served (Core)

Compass Minerals is a leading provider of essential minerals that solve nature's challenges, including salt for winter roadway safety and other consumer, industrial and agricultural uses; specialty plant nutrition products (including sulfate of potash [SOP], micronutrients, other specialty plant nutrient blends) that improve the quality and yield of crops; magnesium chloride and specialty chemicals for water treatment and other industrial processes.

Headquartered in Overland Park, Kansas, Compass Minerals operates 21 production and packaging facilities across the U.S., Canada, Brazil and the U.K.

Compass Minerals International, Inc. (CMP) is publicly traded on the New York Stock Exchange.





SALT

Salt is an essential mineral with more than 14,000 different end uses. We are the leading salt producer in North America and the U.K., and a leading producer of deicing products used in both highway deicing and consumer applications. Other key products include water care, animal nutrition and culinary salt. Our salt is also used in the production of plastics and glass, detergents and disinfectants and even rubber and polyester.

PLANT NUTRITION

We are the largest producer in the Western Hemisphere of sulfate of potash (SOP), a premium, low-chloride potassium fertilizer. It is used to improve crop yield and quality, nutrition and shelf life for high value nut, fruit and vegetable crops, as well as for use on turf and other horticulture. We also are a leading producer of micronutrients and other specialty plant nutrition blends.

CHEMICAL SOLUTIONS

We manufacture and market specialty chemicals in Brazil, primarily for the water treatment industry and for use in other industrial processes such as oil and gas exploration, mining, pulp and paper manufacturing and ethanol production.

SUSTAINABLE STORAGE

We established a records management facility in excavated portions of our Winsford, Cheshire salt mine in the U.K. in 1998. It specializes in long-term preservation, secure storage solutions and tailored document management systems.



GRI 102-7

Scale of the organization (Core)

SASB MM-000.B

Total number of employees

	2015	2016	2017	2018
Gross revenue	\$1,098.7	\$1,138.0	\$1,364.4	\$1,493.6
Net revenue	\$837.2	\$893.1	\$1,096.9	\$1,173.6
Operating cost	\$601.0	\$661.4	\$941.2	\$1,033.2
Payments to providers of capital	\$21.5	\$34.1	\$52.9	\$62.5
Payments to governments	\$55.3	\$34.6	\$60.0	\$8.8
Community investments	\$0.2	\$0.3	\$0.1	\$0.3
Value generated—Value distributed	\$159.2	\$162.7	\$42.7	\$68.8
Employees (as of December 31)	1,984	3,103	3,090	3,055

Note: Dollars in millions

GRI 102-8

Information on employees and other workers (Core)

See our employee demographics data on page 48.

GRI 102-9

Supply chain (Core)

Product Distribution

Our business is primarily raw mineral extraction, so our supplier network is less complex than businesses operating further downstream. Key supplier categories include logistics and transportation services, equipment services, equipment and packaging materials. Impacts from packaging are relatively small, because most of our products are sold in bulk. Our supply chain efforts, particularly in North America, concentrate on optimizing the use of the most energy-efficient means of transport. Approximately 75% of our transportation miles in North America use barge, vessel or rail transport.

Method	2017	2018
Barge	33%	32%
Vessel	27%	26%
Truck	21%	25%
Rail	19%	17%

GRI 102-9

Continued

Impacts Across the Value Chain

The value chain is the journey taken to transform Earth's natural resources into valuable products that meet a wide range of needs. The following chart presents the economic, social and environmental impacts of our operations from mining and production all the way through end use and quality of life outcomes.

	Mining & Manufacturing Operations	Packaging & Transport	Storage Facilities & Depots	Sales	Product Use & Quality of Use
Employee health and safety	●	●	●		
Security practices	●	●	●		
Transportation	●	●	●		
Energy use and GHGs	●	●			
Packaging and waste	●	●			
Community economic impact	●				
Public policy	●				
Collective bargaining	●				
Human rights	●				
Indigenous rights	●				
Water use and effluents	●				
Raw material use	●				
Environmental compliance	●				
Biodiversity	●				
Inventory management		●	●		
Local sourcing and economic development		●			
Business resilience and growth				●	
Marketing and communications				●	
Client satisfaction				●	
Business ethics				●	
Product education and training				●	
Road safety					●
Plant nutrition					●
Other outcomes of product use					●
Groundwater quality					●
	Inside	Inside + Outside	Inside + Outside	Inside	Outside

At each stage in our value chain, Compass Minerals has varying levels of control over the issue. We indicate at the bottom of the chart whether or not the responsibility for these impacts are within our operational control ("Inside") or with our suppliers and/or customers ("Outside").

For more information on topic boundaries, see GRI 102-47 on page 24.

GRI 102-10

Organizational changes during the reporting period (Core)

In November 2018, our CEO exited Compass Minerals, and was replaced on an interim basis by Richard Grant, our chairman of the board who has served as a board member since 2004. In May 2019, Kevin S. Crutchfield joined Compass Minerals as president and CEO. Mr. Crutchfield is also a member of the company's board of directors and serves on the Environmental, Health and Safety (EHS) Committee.

GRI 102-11

Precautionary principle (Core)

Compass Minerals has a comprehensive approach to managing risks, but has not formally adopted the 'precautionary principle.'

GRI 102-13

Membership associations (Core)

Active involvement with a range of associations and organizations reflects our collaborative approach and the value of collective action for shared objectives. This involvement helps strengthen relationships, promote research and knowledge sharing, and support the advancement of best management practices. Level of engagement includes general involvement, formal membership and governance roles.

	General Involvement	Formal Membership	Governance Body Representation/ Committee
Memberships			
North America			
Agricultural Retailers Association		●	
Almond Board	●		
American Management Association		●	
American Public Works Association (APWA)		●	
Association of Ontario Road Supervisors		●	
Calumet Area Industrial Commission	●	●	
Central Exchange		●	
Chamber of Marine Commerce			●
Far West Agribusiness Association		●	
Florida Fertilizer & Agrichemical Association		●	
Fluid Fertilizer Foundation		●	
Grain Elevator and Processors Society (GEAPS)		●	
Great Salt Lake Advisory Council	●		
Great Salt Lake Technical Team	●		
Huron Chamber of Commerce		●	●
Huron Manufacturing Association		●	
Lyons Chamber of Commerce		●	
Manufacturers Alliance for Productivity and Innovation	●		
Mining Coalition			●
Ogden/Weber Chamber of Commerce	●		
Ontario Good Roads Association	●		

GRI 102-13

Continued

	General Involvement	Formal Membership	Governance Body Representation/ Committee
Memberships			
Ontario Mining Association	●	●	
Pacific Northwest Snow Fighters	●		
Process Industry Practices (PIP)		●	
Road Dust Institute	●		
Salt Institute		●	
Snow and Ice Management Association (SIMA)		●	
St. Mary Parrish Chamber of Commerce	●	●	
Solution Mining Research Institute		●	
Saskatchewan Chamber of Commerce		●	
Southern Mine Rescue Association	●	●	
Unity Chamber of Commerce		●	
Utah Manufacturing Association	●		
Water Environment Federation (WEF)		●	
Western Plant Health Association		●	●
Willard Spur Water Quality Review Team			●
American Royal	●	●	●
Kansas Chamber of Commerce	●		
APSP (Association of Pool and Spa Professionals)		●	
IPSSA (Independent Pool and Spa Service Association)		●	
NPC (National Plasterers Council)		●	
Pacific Water Quality Association		●	
The Fertilizer Institute		●	●
Pool & Hot Tub Council of Canada		●	
International			
European Union Salt Producers' Association		●	●
Grain Elevator and Processing Society (GEAPS)	●		
International Fertilizer Association		●	
International Solid Waste Association (ISWA)	●		
International Zinc Association	●		
Water Quality Association	●	●	
Institute of Environmental Management & Assessment (IEMA)	●		
United Kingdom			
U.K. Highway Term Maintenance Association		●	
U.K. Mining Association		●	●
U.K. Salt Association		●	●

GRI 102-14
CEO Letter (Core)

See page 3 for CEO letter.

GRI 102-16
Values, principles, standards, and
norms of behavior (Core)

Our Core Values collectively represent the shared compass that guides everyone in the company, informing and directing our decisions and actions every day.

Integrity	We operate in a fair and transparent manner, embracing the highest ethical standards in everything we do.
Respect	We are committed to creating a diverse, safe and inclusive organization where all are treated with dignity.
Collaboration	We accomplish more through cooperation and teamwork.
Value Creation	We deliver the best possible results for our customers and shareholders in a manner that respects the resources entrusted to us.
High Performance	We achieve excellence through initiative, accountability and superior results.

Sustainability for Compass Minerals means achieving long-term growth to drive strong financial results and real returns for our shareholders with both transparency and accountability.

These concepts form the four points of our sustainability compass:

- Safety
- Growth
- Stewardship
- Transparency

As we build our company, innovate and bring new products to market, we will always keep this sustainability compass in mind.

We generate sustainable value by:

- Safely producing and delivering essential minerals to a diverse customer base
- Creating robust partnerships with our customers and suppliers
- Delivering strong operational growth
- Operating with a level of efficiency that differentiates us from our competitors
- Disciplined investing in cost effective, innovative technological applications to meet customer needs for sustainable solutions

Setting clear standards for how we work at Compass Minerals begins with the principles embodied in our mission and Core Values. Our comprehensive approach to ensuring ethical behavior includes a written Code of Ethics and Business Conduct (Code of Ethics), formal policies and procedures, annual training, multiple reporting channels and a strong governance structure.

GRI 102-16

Continued

Global in scope, our Code of Ethics requires directors and employees to comply with all laws and regulations of the jurisdictions in which we conduct business, exhibit conduct consistent with the highest ethical standards and report any situations of actual or potential noncompliance. Our Code of Ethics is available in English, French Canadian and Brazilian Portuguese. Updates in May 2018 incorporated additional guidance on topics such as diversity and inclusion, political contributions, respect for the environment and human rights.

GRI 102-17

Mechanisms for advice and concerns about ethics

Policies and procedures to prevent and detect material noncompliance with laws or regulations relating to our business operations further communicate expectations and provide direction. In addition, all salaried employees participate in mandatory annual compliance training. We supplement this training with a variety of mandatory role-specific training that addresses compliance issues facing particular roles and business functions, such as anti-corruption and global competition law training.

In 2018, more than 3,000 employees completed over 1,896 hours of compliance training, and more than 1,100 completed a Code of Ethics certification. Compass Minerals is committed to creating an environment that promotes our Core Values and encourages employees to speak up and report any known or suspected violations of our Code of Ethics, company policies and applicable law. Our Code of Ethics prohibits retaliation against employees for reporting information or raising questions in good faith.

To support our compliance program, we make it simple for employees and others to report any concerns by using easy to access reporting methods. These include discussing the issue with a manager, emailing or calling a company resource (such as an HR business partner or a member of the Legal Team or Internal Audit Team) or using the [Compass Minerals ethics hotline](#), which is operated by an independent third-party provider.

Our chief legal officer administers our Code of Ethics, overseeing our compliance program and activity. They receive all reports of potential noncompliance received within the company or to the hotline, and oversee investigations of all reports. They work closely with the Ethics Hotline Committee, Internal Audit Team, Human Resources and other groups as appropriate to ensure compliance and conduct investigations. The Audit Committee of the board of directors reviews all reports of potential noncompliance received within the company or to the ethics hotline, and the EHS Committee of the board of directors also reviews all reports related to significant environmental, health and safety-related matters.

Governance

GRI 102-18
Governance structure of the organization (Core)

GRI 102-19
Delegation of responsibility

GRI 102-20
High level accountability for sustainability topics

The Board of Directors and its four committees set policy and oversee management’s decision-making on sustainability topics related to the company’s operations, including those associated with economic, environmental and social issues.

Our president and CEO oversees the Sustainability Steering Committee, which is composed of the vice president for environment, health, safety and security, and subject matter experts from each division and function. The committee meets regularly and consults with the senior management team and Board of Directors to discuss the company’s sustainability program and strategic direction.



Stakeholder Engagement

GRI 102-40
Stakeholder engagement (Core)

GRI 102-41
Union representation (Core)

GRI 102-42
Stakeholder identification (Core)

GRI 102-43
Approach to stakeholder engagement (Core)

We value the views and interests of all our stakeholders regarding sustainability issues. We define “stakeholders” as those who are impacted by our operations and products, along with those who have an interest in, or can influence, how we manage our businesses.

We identify stakeholder groups across the value chain and assess stakeholder relationships (responsibility, dependency, influence and proximity) to understand needs and inform level and methods of engagement. Approaches to engagement vary based on stakeholder group and range from informal conversations to surveys, meetings and events.

The following table summarizes key stakeholder groups and the ways and frequency in which we engage with them. In addition, written communications such as press releases, annual and sustainability reports, and our corporate website provide ways to share information broadly with multiple stakeholder groups.

See page 42 for details on our union representation.

GRI 102-40

GRI 102-41

GRI 102-42

GRI 102-43

Continued

GRI 102-44

Key topics and concerns raised
(Core)

Stakeholder Group	Method of Engagement	Frequency	Topics Raised
Current employees*	Direct interaction, internal meetings and town halls, internal communications, periodic surveys and intranet	Ongoing/daily	<ul style="list-style-type: none"> • Business integrity and conduct • Financial performance • Safe working conditions of Compass Minerals employees • Employee training/career development • Fair wages/working hours
Prospective employees*	Direct interaction, recruiting, trade shows and industry conferences	Varies	<ul style="list-style-type: none"> • Business integrity and conduct • Financial performance • Safe working conditions of Compass Minerals employees • Employee training/career development • Fair wages/working hours
Customers*	Direct sales relationships, trade shows, customer newsletters	Ongoing/as needed	<ul style="list-style-type: none"> • Business integrity and conduct • Safe working conditions of Compass Minerals employees • Innovation • Compliance with environmental regulations • Industry leadership and knowledge transfer
Suppliers*	Direct interaction, trade shows	Ongoing/as needed	<ul style="list-style-type: none"> • Financial performance • Business integrity and conduct • Growth/expansion • Supply chain management • Product safety/service responsibility
Investors, shareholders and financial institutions*	Investor calls, conferences, annual and quarterly financial reports, periodic perception surveys	Quarterly and as needed	<ul style="list-style-type: none"> • Financial performance • Business integrity and conduct • Growth/expansion

*These stakeholder groups are also involved in our report-specific engagement activities, described in the Defining Report Content section.

GRI 102-40
GRI 102-41
GRI 102-42
GRI 102-43
GRI 102-44

Continued

Stakeholder Group	Method of Engagement	Frequency	Topics Raised
Local communities*	Site visits, membership/participation in local organizations	As needed	<ul style="list-style-type: none"> • Compliance with environmental and other regulations • Local investment and employment opportunities • Safe working conditions of Compass Minerals employees • Business integrity and conduct
Government agencies and regulators*	Direct interactions, audits/inspections	Varies	<ul style="list-style-type: none"> • Compliance with environmental regulations • Business integrity and conduct • Safe working conditions of Compass Minerals employees
Civil society organizations**	Membership/representation, trade shows and industry conferences, partnerships and joint activities, direct interactions	Varies	<ul style="list-style-type: none"> • Business integrity and conduct • Innovation • Compliance with environmental regulations • Industry leadership and knowledge transfer

* These stakeholder groups are also involved in our report-specific engagement activities, described in the Defining Report Content section.

** Includes organizations of which Compass Minerals is a member (see list of association memberships) plus other civil society organizations in communities in which we operate.

We also monitor our employees' levels of engagement using surveys and other tools. We believe there is significant room to improve our employee engagement, which is critical in order for us to execute our strategies and reach our potential for growth.

Reporting Practice

GRI 102-46

Defining report content and topic boundaries (Core)

Included in this report are programs and metrics for all facilities within our operational control, which can be found on page 15 of our [2018 Annual Report on Form 10-K](#).

For the 2018 reporting cycle, we built on progress from previous years by implementing a more strategic and process-based approach to managing sustainability issues and reporting. This includes our approach to identifying material topics and adding disclosures requested by the Sustainability Accounting Standards Board (SASB). In addition, this report for the first time includes data from our Brazil operations for non-environmental metrics.

Management approach disclosures were provided for our material topics, as described in GRI 102-47 on the following page.

GRI 102-47

Material aspects included (Core)

Below is a description of the process we used to identify material topics. It is stakeholder informed—meaning stakeholder input was evaluated and prioritized to help shape our nonfinancial reporting efforts. This process identified the key topics or concerns of our stakeholders.

The prioritized topics below cover Compass Minerals' significant direct or indirect economic, environmental and social impacts against those that have been identified by our stakeholders as relevant.

The following table lists the topics selected for inclusion in the report along with a brief description of where the impacts occur. Our ability to fully manage and control outcomes within any issue area is based on whether the impacts occur inside or outside our organizational control.

Some of the topics below are specific to Compass Minerals and others are important to nearly every company. We have chosen to focus our reporting on the top-priority topics that set us apart from other industries. For these, we will include discussions of our management approach throughout this report.

Where available, we have included our answers to the second tier disclosures and those in common with most industries. Links to this content can be found in our GRI Index on page 54 of this report.

Topic	Top	2nd Tier	Boundary
Specific to Compass Minerals			
Compliance with laws and regulations	●		Inside
Compliance with customer codes of conduct	●		Inside, customers
Product safety	●		Inside, customers, suppliers
Product quality	●		Inside, suppliers
Accurate product labeling	●		Inside
Environmental compliance	●		Inside
Occupational health and safety	●		Inside
Investments in production capacity		●	Inside, customers, suppliers
Supply chain interruption		●	Suppliers, customers
Delivery time		●	Inside, logistics partners
Supply chain traceability		●	Suppliers, customers
Accurate production planning		●	Inside
Biodiversity		●	Inside, customers, suppliers
Occupational health and safety in the supply chain		●	Inside
Working conditions in the supply chain		●	Inside, suppliers
Protection of human rights		●	Inside, customers, suppliers

GRI 102-47

Continued

Topic	Top	2nd Tier	Boundary
Common Across All Industries			
Business integrity and ethics	●		Inside
Financial performance and economic impact	●		Inside
Transparency and accountability	●		Inside
Risk and reputation management	●		Inside
Client privacy and intellectual property	●		Inside, customers
Fair business, advertising and competition	●		Inside, customers
Customer satisfaction and retention	●		Inside, customers
Production costs and price competitiveness	●		Inside
Building long-term relationships with suppliers		●	Inside, suppliers
Indirect economic impacts on local communities		●	Communities
Supplier compliance		●	Suppliers
Product innovation		●	Inside
Energy and air emissions		●	Inside, customers, suppliers
Water		●	Mining sites, customers, suppliers
Materials		●	Inside, suppliers
Waste		●	Inside, customers, suppliers
Employment conditions		●	Inside
Training and development		●	Inside

GRI 102-47

Continued

Materiality Assessment Process

Step: Description	Stakeholders Engaged	Output
<p>Due Diligence: We conducted a comprehensive evaluation to identify medium- and long-term sustainability related risks, impacts and opportunities. This included:</p> <ul style="list-style-type: none"> Benchmarking: peers, regulations, enterprise-level risks Input from experts Evaluating sustainability information requests from investors, customers, other stakeholders 	<p>Executives and managers (internal subject matter experts)</p> <p>By proxy: industry peers, customers, investors</p>	<p>Initial list of potential material topics</p>
<p>Kickoff meeting: We gathered key leaders together to discuss impacts along the value chain, including associated boundaries, and determine key stakeholder groups with which to engage in the materiality process.</p> <ul style="list-style-type: none"> Evaluate value chain to identify any changes or update critical impacts Identify any changes to key stakeholder groups 	<p>Compass Minerals' Sustainability Steering Committee</p>	<p>Updated value chain impact assessment including boundaries</p> <p>Updated list of key stakeholders to invite to participate in stakeholder engagement survey</p>
<p>Stakeholder engagement survey: We conducted a survey with internal and external stakeholders to gather input on significance of topics.</p> <ul style="list-style-type: none"> Surveys Interviews 	<p>Internal: Compass Minerals' Sustainability Steering Committee and employees</p> <p>External: Customers, investors, suppliers, government/regulatory representatives and other groups; community and environmental groups</p>	<p>Stakeholder input on significance of selected topics, impacts and other areas of importance</p>
<p>Assessment of survey results and selection of material topics: We analyzed survey results, mapped topics and set threshold for materiality, determined list of material topics for reporting, and explained basis for any inclusions and exclusions.</p> <p>Reviewing internal and external stakeholder views helps confirm selected topics and identify any missing topics; it validates the broader due diligence activities at the beginning of the process.</p> <ul style="list-style-type: none"> Mapping to materiality matrix based on importance to internal and external stakeholders Prioritization of material topics Validation of topics and boundaries with senior leadership 	<p>Compass Minerals' Sustainability Steering Committee</p> <p>Senior leadership team</p>	<p>Materiality Matrix</p> <p>List of material topics and associated boundaries for inclusion in the report</p>

GRI 102-48 Restatements (Core)	Any restatements of information can be found in the footnotes accompanying data tables throughout this report.
GRI 102-49 Reporting changes (Core)	In 2018, we added disclosures requested by SASB, in addition to those requested by GRI.
GRI 102-50 Reporting period (Core)	We provide updates to performance metrics annually and refresh our full sustainability report biannually. Sustainability data in this report covers the period between January 1, 2018, and December 31, 2018. Information contained here is intended as a summary of our progress toward sustainability since our last report. Our last report was issued in October 2018.
GRI 102-51 Date of most recent report (Core)	
GRI 102-52 Reporting cycle (Core)	
GRI 102-53 Report contact (Core)	Sustainability@compassminerals.com
GRI 102-54 Claims of reporting in accordance with the GRI Standards (Core)	This report references the following GRI Standards from 2016: General Disclosures, Market Presence, Anti-Corruption, Anti-Competitive Behavior, Energy, Water, Biodiversity, Emissions, Effluents and Waste, Environmental Compliance, Employment, Labor/Management Relations, Occupational Health and Safety, Training and Education, Diversity and Equal Opportunity, Nondiscrimination, Freedom of Association and Collective Bargaining, Child Labor, Forced or Compulsory Labor, Security Practices, Rights of Indigenous Peoples, Human Rights Assessment, Local Communities, Supplier Social Assessment, Public Policy, Customer Health and Safety, Marketing and Labeling, and Customer Privacy.
GRI 102-55 GRI content index (Core)	Links and locations of all of our responses to GRI disclosures can be found on page 53 of this report.

GRI 102-56

External assurance (Core)

In an effort to provide transparency and make certain the data we have provided in this report is correct and in keeping with general environmental data standards, we sought independent third-party assurance using the ISO14064-3 standard for the following metrics for 2018 from iCompli Sustainability:

- Energy consumption (GRI 302)
- Water withdrawal by source (GRI 303)
- Scope 1 GHG emissions (GRI 305-1)
- Scope 2 GHG emissions (GRI 305-2)
- Scope 3 GHG emissions (GRI 305-3) from upstream transportation and distribution, and downstream transportation and distribution

Please find their verification statements [here](#).

Economic

Market Presence

GRI 202-2

Proportion of senior management
hired from the local community

While we work to hire locally whenever possible, we do not currently track this information.

Anti-Corruption

Management Approach

Ongoing improvement helps ensure the effectiveness of our approach. Based on our risk profile, we have an anti-corruption policy and third-party screening procedures overseen by our Chief Compliance Officer (CCO), provide associated training and have mechanisms for evaluating issues on a case-by-case basis.

GRI 205-1

Risks related to corruption

100% of our operations have been assessed for risks related to corruption.

GRI 205-2

Communications and training on
anti-corruption

We provided approximately 547 hours of anti-corruption training across our operations in 2018.

Anti-Competitive Behavior

Management Approach

We implement and evaluate the effectiveness of our anti-corruption and fair competition training, policies and compliance program through our “tone at the top” commitment to compliance, our audit team confirming employee participation in our compliance training, the absence of any fines or legal actions in 2018 for anti-competitive behavior and through our Code of Ethics certification process.

In these efforts, we take a risk-based approach tailored to the business, operations and needs of our company as well as our Core Values. In 2018, nonproduction employees completed an annual Code of Ethics certification training where they received training on our Code of Ethics, responded to questions regarding whether they have seen business throughout the organization being conducted in compliance with applicable laws and our Code of Ethics, and then certified that they have read and understand our Code of Ethics.

Additional training in 2018 included in-person Code of Ethics and compliance trainings for production employees held during pre-shift “Tool Box Talks,” web-based theme trainings for nonproduction employees and web-based anti-corruption training for certain third-party sales agents.

GRI 206-1

Anti-competitive behavior

There were no legal actions or proceedings in 2018 related to anti-competitive practices.



Environmental

SASB MM-110a.2

SASB CH-110a.2

Strategy to manage emissions

Climate Change Statement

Compass Minerals is, at our core, a minerals company. Because we rely on natural resources throughout our operations, it is incumbent upon us to be good stewards of these resources. In addition, the markets for many of our products are dependent on climate conditions.

We believe that climate change is a critical challenge in our era. We acknowledge the societal and ecological risks posed by a changing climate, which can create challenges for local communities and increase stress on Earth's systems and natural resources. Furthermore, the markets we serve are subject to effects of a changing climate. From a farmer using our plant nutrition products whose livelihood is dependent upon growing conditions to cities that rely on our deicing products, our customers are also subject to a changing climate.

Compass Minerals aims to capitalize on available climate-related opportunities by exploring innovative ways of identifying synergies between improved operational and environmental performance, including reducing carbon emissions, and encouraging our vendors and other partners to do the same. We are aware of the opportunities that are made available to Compass Minerals through global food and water security, air quality and healthy ecosystems. Moving forward, we will continue to include climate change and adaption as one of many important lenses through which we assess business decisions.



Materials

Although our material inputs and waste are relatively small in scale, we seek opportunities to minimize our impacts further by sourcing more environmentally friendly packaging alternatives and reducing waste, where possible.

We typically sell more than 12 million tons of product annually, depending on weather-driven demand patterns and other factors, and only a minor fraction of the product produced requires sourcing from third-party vendors.

Bulk minerals, which we extract at the point of source and ship and sell unpackaged, represent the majority of our sales. Thus, our packaging materials are minimal relative to our total tonnage.

Over 75% of the salt we produced in 2018 was bulk product delivered directly to our customers. The remaining quantity was bagged, jugged or otherwise packaged, using plastic and/or paper packaging. Packaging is primarily used for some of our consumer and industrial salt products and our micronutrients. We utilize recyclable packaging where practical.



Energy

GRI 302-1

Energy consumption within the organization

GRI 302-3

Energy intensity

SASB MM-130a.1

SASB CH-130a.1

Total energy consumed

Energy Use

Type	2014	2015	2016	2017	2018
Total (Scopes 1+2) (GJ)	5,658	5,239	5,074	5,093	5,267
Scope 1 (direct – fuel combustion) (GJ)	4,693	4,303	4,188	4,180	4,325
Scope 2 (electricity) (GJ)	965	937	886	913	942
Energy Intensity (Scope 1) (GJ/ton production)	0.44	0.40	0.52	0.49	0.42

Note: Data in table does not include our operations in Brazil.

Environmental Targets

Target	2018 Progress
Energy Intensity	
Reduce by at least 4%	Currently tracking above target level due to reduced production rates

Water

Water plays an essential role in our production processes. Our approach to water use focuses on minimizing the consumption of fresh water, ensuring that clean water is being returned to local watersheds or municipal systems, and addressing site-specific water concerns. Fortunately, much of the water we use is derived from brine sources and does not negatively impact fresh water availability in the watersheds where we operate.

We also seek to minimize the risk of contamination of aquifers and aquatic ecosystems by our operations, storage processes and product use. We work to mitigate potential impacts through site monitoring and process improvements, as well as education and training on the responsible use of our products. For example, salt mining, evaporation and storage processes, as well as salt product use, carry risks of salt contamination of the aquifers and aquatic ecosystems. We work to mitigate potential impacts through process improvements as well as education and training on the responsible use of our products.

We evaluate the effectiveness of our approach by monitoring performance on a number of measures. In addition, we have set a 5% reduction goal from our 2013-2015 baseline average for fresh water intensity (gallons per ton of product) by 2020.

Water

Continued

We continuously assess progress to companywide goals at each site. Oversight and improvement are coordinated through our overall environmental management approach.

Water impacts and issues vary by location; therefore, ongoing engagement, collaboration and coordination with local stakeholder groups, such as participation in working groups on water policy, is another aspect of our management approach.

SALT WATER OPERATIONS

Most of our water consumption is related to solar evaporation processes at Utah's Great Salt Lake, which does not contain fresh water. There, brine from the lake is pumped into large open ponds where sun and wind evaporate the water and crystallize the minerals contained in the water, which are then harvested and processed. Solar evaporation provides a low cost, low carbon generating production process. Our Utah facility is one of four in the world using this environmentally responsible, best-in-class method.

Many of our evaporation ponds employ barriers in the pond walls to improve the yield efficiency of the evaporation process. The building of these walls, which we call pond sealing, was developed by our engineers to reduce brine loss and retain more of the most concentrated brine for evaporation, thus resulting in increased mineral harvest. In retaining the brine more effectively, we require less water volume for evaporation, thereby reducing overall water consumption in our Great Salt Lake operations.

A number of factors including weather and the challenges associated with the operation of over 55,000 acres of solar evaporation ponds can greatly affect year-to-year water consumption.

FRESH WATER OPERATIONS

Our fresh water consumption primarily stems from our Utah facility and our four mechanical evaporation facilities. At our mechanical evaporation facilities, we inject water into salt beds positioned no shallower than 1,500 feet below ground surface to form a brine solution. The process captures and recycles this water for the production of steam energy for our facilities. Our rock salt mining activities consume little water in their production processes.

Environmental Targets

Target	2018 Progress
Fresh Water Intensity	
Reduce by 5%	Currently tracking above target level due to reduced production rates

SASB MM-140a.1

Fresh water withdrawals and consumption in regions

Our operation in Utah is in an area of increasing water risk, however the majority of the water we use at this site is not potable as it is the briny waters of the Great Salt Lake's northern arm.

We track water use at all of our production facilities. There were no water-related noncompliance incidents in 2018.

SASB CH-140a.1

Experiencing high or extremely high water stress

SASB MM-140a.2**SASB CH-140a.2**

Incidents of noncompliance with water quality permits, standards and regulations

SASB MM-160a.2

Mine sites where acid rock drainage is occurring

There is no acid-rock drainage occurring at any of our sites, including those with protected status.

GRI 303-1

Water withdrawals by source

GRI 303-3

Water recycled and reused

Fresh Water Use (million gallons)

Type	2014	2015	2016	2017	2018
Total	14,136	12,884	10,202	13,140	17,526
Surface water	11,999	10,818	8,117	10,988	15,317
Ground water	1,818	1,815	1,870	1,889	2,019
Municipal water	320	251	215	263	190
Water intensity (gallons/MT product)	1,100	986	1,054	1,260	1,686
Recycled water	9,371	8,219	6,910	8,612	13,672
% of water recycled	66%	64%	68%	66%	78%

Note: Data in table does not include our operations in Brazil.

Biodiversity

GRI 304-1

Operational sites owned, leased, managed in, or adjacent to protected areas and areas of high biodiversity value outside protected areas

SASB MM-160a.3

Sites near reserves with protected conservation status or endangered species habitat

Several of our facilities are adjacent to protected areas of high biodiversity value. For example, our Utah facility, where we produce sulfate of potash, salt and magnesium chloride, is located near the Great Salt Lake and is a migratory stop for millions of native birds, brine shrimp and other species.

Our mine in Goderich, Ontario sits at the mouth of the Maitland River, which is home to a rich diversity of aquatic life, including healthy populations of smallmouth bass, chinook salmon and rainbow trout. It's an important migratory bird route. It's also home to several provincially and nationally rare species including the queen snake, eastern hog-nosed snake, several turtle species and the wavy-rayed lampmussel.

Another facility in Wynyard, Saskatchewan, Canada, is close to a saline lake. This lake is positioned along a migratory bird flyway of international significance that stretches from Marismas Nacionales, Mexico, to Big Quill Lake, Saskatchewan.

Since these regions provide important habitats and biodiversity, we seek to minimize our impacts and actively support measures to protect this biodiversity. Specifically, at the Great Salt Lake, we have partnered with the FRIENDS of Great Salt Lake to help ensure that any expansion of our operations avoids areas critical for biodiversity and to facilitate environmental restoration while creating additional avian habitat.

GRI 304-3

Habitats protected or restored

These regions provide habitats and a migratory stop for millions of native birds, brine shrimp and other species, and we have partnered with stakeholder groups to protect the area. For instance, FRIENDS of Great Salt Lake helped ensure that the expansion of our operations avoided areas critical for biodiversity. We worked with the group to facilitate environmental restoration while creating additional avian habitat.

Emissions

Emissions Targets

Target	2018 Progress
GHG Emissions Intensity	
Scope 1: Reduce by at least 7%	Tracking above target levels due to impact of lower production rates
Scopes 1+2: Reduce by at least 8%	Tracking above target levels due to impact of lower production rates

Emissions

Continued

GRI 305-1

Direct GHG emissions (Scope 1)

GRI 305-2

Indirect GHG emissions (Scope 2)

GRI 305-3

Other indirect GHG emissions
(Scope 3)

GRI 305-4

GHG emissions intensity

GRI 305-6

Ozone-depleting substances (ODS)

GRI 305-7

NOx, SOx and other emissions

SASB MM-120a.1

SASB CH-120a.1

Greenhouse gas emissions included in
these calculations

SASB MM-110a.1

GHGs covered under emissions-limiting
regulations

SASB CH-110a.1

GHGs covered under emissions-limiting
regulations

Greenhouse Gas Emissions (MT CO₂e)

Type	2014	2015	2016	2017	2018
Scope 1 (direct – fuel combustion)	248,267	225,818	217,995	218,013	221,747
Scope 2 (indirect – electricity use)	110,819	98,451	88,903	86,570	89,122
Scope 3 (indirect – 3rd party)	516,577	500,201	405,816	424,775	530,322
Total	875,663	824,470	712,714	729,358	841,191
Scope 1 intensity (kg CO ₂ e/tons production)	19.3	17.3	22.5	20.9	21.5
Scopes 1+2 intensity (kg CO ₂ e/tons production)	27.9	24.8	31.7	29.2	30.2

Note: Data in table does not include our operations in Brazil.

We do not generate HFCs or PFCs and thus do not measure those gases. The following gases are included in our calculations: CO₂, CH₄, N₂O, NF₃.

We track GHGs by site, but we do not disclose them by site or by region. While we monitor and report GHG emissions as required by the jurisdictions in which we operate, we are not subject to any 'emission-limiting' regulations.



Effluents and Waste

	<p>Overall, we produce minimal solid waste. Our production processes generate small quantities of waste and very limited hazardous waste. Still, we look for and implement improvements that minimize waste, as part of our overall commitment to environmental stewardship.</p> <p>We monitor materials, packaging and waste measures as part of managing our overall environmental footprint at both the corporate level and at each of our production and packaging sites.</p>
<p>GRI 306-1 Water discharge</p>	<p>Four of our sites in North America and one in Brazil discharge water as a result of our production processes. Our North American sites discharged 24.4 million gallons of water in 2018. We monitor and test the water quality at each of these five sites to ensure compliance with local regulations.</p>
<p>GRI 306-2 Waste by type and disposal method</p>	<p>We work to abide by all best practices and regulations around the disposal of the limited amount of hazardous waste we generate in our operations. We do not track the weight of hazardous materials because of the relatively small quantities involved, nor do we track our nonhazardous waste.</p>
<p>SASB MM-150a.1 Weight of tailings waste and percentage recycled</p>	
<p>SASB CH-150a.1 Hazardous waste generated and recycled</p>	
<p>SASB MM-150a.2 Weight of mineral processing waste and percentage recycled</p>	
<p>SASB MM-150a.3 Tailings impoundments, by MSHA hazard potential</p>	

SASB CH-410b.1

Percentage of products that contain Globally Harmonized System of Classification and Labeling of Chemicals (category 1 + 2 Health and Environmental Hazardous Substances) and percentage of products that have undergone a hazard assessment

100% of our products have undergone a hazard assessment. All chemicals that are brought on site are assessed in terms of safe handling, storage and use by site leaders and safety teams.

SASB CH-410b.2

Strategy to manage chemicals of concern and develop alternatives with reduced human and/or environmental impact

GRI 306-3

Significant spills

We did not experience any significant spills in 2018.

Environmental Compliance

Management Approach

Management of environmental impacts and improvements occur through multiple, integrated approaches. Our [Core Values](#), [Corporate Sustainability Principles](#) and [Code of Ethics](#) provide a foundation that emphasizes shared responsibility for environmental stewardship. Our [Environmental, Health, Safety and Security \(EHS&S\) Policy](#) outlines company-wide principles for identifying and applying industry best practices throughout our operations, meeting or exceeding EHS&S laws and regulations where they exist and applying best practices and standards where laws and regulations do not exist. In 2018, we introduced a specific Environmental Management Policy that heightens our commitment to this area.

Improving the efficiency of our products and production processes is one of the most significant ways we can reduce our environmental impact. Developing products that meet more stringent standards and guidelines, such as the [U.S. Environmental Protection Agency's Safer Choice label](#) (formerly the Design for the Environment label) awarded to our deicing products and the listing of our sulfate of potash (SOP) products as [Organic Input Materials \(OIM\) by the California Department of Food and Agriculture](#) and the [Organic Materials Review Institute \(OMRI\)](#), brings effective options with reduced environmental impacts to market.

Our [board-level EH&S Committee](#) oversees environmental management, policies, targets and procedures for monitoring performance. Multiple positions within the Compass Minerals organization handle regulatory compliance, audits and reporting requirements set by the countries in which we operate. Mine and facility managers work with key corporate partners to ensure site-level environmental management is successful and performance expectations are achieved.

GRI 307-1

Noncompliance with environmental laws and regulations

We did not receive any fines greater than \$25,000 in 2018.

Social

Employment

Our people, communities and customers are essential to our success and to our efforts to build the most sustainable company possible. The essence of our people strategy is to create a truly inclusive culture and a high performing work environment that makes people both excited and proud to work at Compass Minerals. In addition, we strive to ensure all employees have a safe work environment and that we are the best possible neighbors for the communities in which we work.

DEVELOPING OUR EMPLOYEE CULTURE

Our goal of building an inclusive culture and high performance work environment requires that we be intentional about focusing on the employee experience with their careers, their coworkers, their managers and the communities where they live and work.

Our business environment is in a continuous state of change and added complexity. That means we have to invest in developing the capabilities of all our employees. Our recent learnings also indicate that we have a specific need to develop the capabilities of our managers in order to further inspire our employees to achieve high performance.

We also know that in the competitive global talent landscape, it is critical that our organization reflect the rich diversity of the communities where we live and work—starting from the top down. In order to do that, we also need to invest in creating a pipeline of diverse talent by building strategic partnerships and increasing our employment brand in key talent markets.

Combining these key elements with our focus on safety develops a framework to create an inclusive, high performing, rewarding culture that will enable both organizational and personal success.



GRI 401-1

New employee hires and turnover

Turnover Rate by Gender and Geography

Type	2016	2017	2018
U.S.			
Male	14%	18%	16%
Female	14%	23%	19%
Total	14%	19%	17%
Canada			
Male	17%	13%	19%
Female	15%	29%	11%
Total	16%	14%	18%
U.K.			
Male	15%	12%	13%
Female	5%	17%	22%
Total	20%	12%	14%
Brazil			
Male	—	—	15%
Female	—	—	15%
Total	—	—	15%
Total			
Male	15%	15%	16%
Female	13%	24%	16%
Total	15%	16%	16%

Note: Part-time workers are a small portion of our overall workforce. We do not track the hiring rate at this time.

GRI 401-2

Benefits provided to full-time employees

Full-time employees at all locations are eligible for health, dental and vision insurance, disability coverage, vacation, sick leave and wellness programs. Company matching contributions to employee retirement savings plan accounts are an added benefit. In addition, we support employee growth and development through our training and education program. For U.S. employees, we offer access to medical and dependent care flexible savings accounts, and a 24-hour employee assistance hotline.

Labor/Management Relations

SASB MM-310a.1

Workforce covered under collective bargaining agreements

We work closely with the labor unions that represent an important segment of our employee base to ensure that health and welfare benefits and disability coverage standards are met and that our employees play an active role in the committees that oversee safety compliance and performance.

Approximately 50% of our workforce in the U.S., Canada and the U.K. and approximately 30% of our global workforce are represented by collective bargaining agreements. In addition, trade union membership is mandatory in Brazil, where approximately 40% of our global workforce are located. Of our 13 collective bargaining agreements in effect on January 1, 2019, five will expire in 2019, four will expire in 2020, three will expire in 2021, and one will expire in 2027.

Our employees at Compass Minerals include hourly and salary workers, as well as those covered by a collective bargaining agreement (CBA) and those who are not. We are working with front line supervisors to upgrade the skills of all employees through training and workshops to better serve those on whom our business depends every day.

GRI 402-1

Notice periods regarding operational changes

Compass Minerals CBA and labor agreement provisions regarding advance notice periods for changes that impact employees vary by contract and region. In the United States, we adhere to Worker Adjustment and Retraining Notification Act (WARN) laws that require a 60-day notification of plant closings and mass layoffs. CBA and labor agreements with employees in other geographies adhere to appropriate laws in those jurisdictions.

SASB MM-310a.2

Strikes and lockouts

On July 16, 2018, the Company's unionized employees at its Goderich mine ratified a three-year collective bargaining agreement, ending an 11-week strike. The agreement better aligns Goderich mine operations with our investments in continuous mining and provides the flexibility to operate more effectively and efficiently. The agreement also includes benefit improvements for employees. No lockouts occurred in 2018.



Occupational Health and Safety

Management Approach

The health, safety and security of our employees is vital to our business. We are steadfast in our commitment to ensure conditions and a culture that support a safe, injury- and incident-free workplace.

Compass Minerals has a comprehensive approach to workplace health and safety that covers risk identification, assessment, elimination and mitigation while fostering a strong safety culture throughout the company. Our ultimate goal is zero injuries to our employees and contractors.

To engage our employees in driving a progressively more evolved and pervasive safety culture, we use the Hearts & Minds process. Hearts & Minds supports hazard identification, safe work practices and improved supervisory skills, among other focus areas. Employees at most sites can also serve on health and safety committees, which include joint representation of union and management groups.

BUILDING A ZERO ACCIDENTS CULTURE

Our ultimate goal is zero injuries to our employees and contractors. We pursue this goal through a robust Environmental, Health and Safety framework, which includes policies, procedures, training and company standards that go beyond compliance. Many of our collective bargaining agreements also address safety and occupational health issues.

Achieving zero injuries requires participation and sustained commitment at all levels of the organization at every site. The board's EHS Committee oversees environmental, health and safety management strategies and performance targets. Our VP EHS&S is responsible for setting strategy, ensuring regulatory compliance and overseeing audits and reporting requirements. All our locations materially comply with applicable occupational health and safety regulations as well as our more stringent internal policies.

In 2018, we undertook a process hazard analysis (PHA) to better understand our top safety risks (see below) and how to mitigate them. Essentially, we worked to identify everything that could go wrong on a job site and what controls are in place, as well as how to prioritize risks and assess whether additional controls are needed. In 2019, we will begin implementing these PHAs across our operations.



Management Approach

Continued

OUR TOP RISKS AND HAZARDS

The following focus areas represent the top safety risks we have identified and manage in the operations. Our ongoing focus on mitigation of risks associated with Significant Injuries and Fatalities (SIFs) continues to drive down the severity of our workplace injuries. We have implemented our Top Risk strategy in Brazil. Below is a comprehensive list of our top risks in the order in which they apply and highest priorities:

- | | |
|--|--|
| 1. Mine shafts and conveyances | 9. Stockpile risks |
| 2. Ground control | 10. Fire and chemical reactions prevention |
| 3. Fires | 11. Machine safeguarding |
| 4. Electrical hazards | 12. Confined space work |
| 5. Hazardous energy isolation/lock out tag out | 13. Lifting and handling cargo |
| 6. Working at heights | 14. Handling of hazardous products |
| 7. Bulk loading | 15. Chlorine |
| 8. Interaction with moving vehicles | 16. Bag storage |

We address these areas in two ways:

- A risk-based approach that works to eliminate them
- Heightened engagement with [Hearts & Minds](#)

For each injury incident, we assess the Severity Index (SI) and potential for a SIF outcome, regardless of the actual outcome of the event. We target a 10% reduction in our average SI of injury cases annually, as well as a 10% annual reduction in injury cases with potential for a SIF outcome.

GRI 403-1

Workforce represented in formal joint management/worker health and safety committees

Employees at most sites also have the opportunity to serve on health and safety committees, which include joint representation of union and management groups. In addition, focus groups at our nonunion sites engage team members on the ground in best practices toward reaching our health and safety goals.

GRI 403-2

Rates of injury, occupational disease, lost days, absenteeism and work-related fatalities

SASB CH-320a.1

Injury rates and fatalities

Type	2014	2015	2016	2017	2018
Severity index	33	20	10.7	6.0	7.6
Total Injuries	52	46	62	68	58
U.S.	34	25	36	30	22
Canada	15	15	25	18	13
U.K.	3	3	1	1	0
Brazil	—	—	—	19	22
Injury rate (TCIR)	2.33	2.17	3.38	2.31	1.70
U.S.	2.41	2.15	3.24	2.91	2.20
Canada	2.16	2.17	4.10	2.77	2.45
U.K.	1.98	2.39	0.88	0.64	0.00
Brazil	—	—	—	1.81	1.31
Lost days	528	293	608	285	517
U.S.	299	15	412	96	332
Canada	227	201	192	42	72
U.K.	2	77	4	5	0
Brazil	—	—	—	142	113
Lost days rate (LDR)	26.64	14.81	33.14	9.00	15.11
U.S.	26.35	1.29	37.08	9.31	31.82
Canada	32.63	29.08	31.45	6.46	13.59
U.K.	1.32	61.29	3.53	3.18	0
Brazil	—	—	—	10.70	6.73
Occupational disease rate (ODR)	0.20	0.35	0.27	0.13	0.06
U.S.	0.35	0.60	0.45	0.39	0.19
Canada	0	0	0	0	0
U.K.	0	0	0	0	0
Brazil	—	—	—	0	0
Fatalities	0	0	0	0	0
U.S.	0	0	0	0	0
Canada	0	0	0	0	0
U.K.	0	0	0	0	0
Brazil	—	—	—	0	0

Note: 2018 marks the first year that our Brazil operations are included in our safety data. We do not currently report injury and fatality rates for contract employees, and we do not track transport-related incidents.

GRI 403-3

Workers with high risk of diseases related to their occupation

Our primary long-term chronic health risk involves hearing loss. We track this and enforce requirements regarding proper use of personal protection equipment (PPE) to reduce the risk of hearing loss among our at-risk employees.

SASB CH-320a.2

Efforts to reduce exposure of employees to long-term health risks

GRI 403-4

Health and safety topics covered in agreements with trade unions

Employees at many sites also have the opportunity to serve on health and safety committees, which include joint representation of union and management groups. In addition, focus groups at our nonunion sites engage team members on the ground in best practices toward reaching our health and safety goals.

Training and Education

GRI 404-1

Average hours of employee training

GRI 404-2

Programs for upgrading employee skills

SASB MM-320a.1

Average hours of health, safety, and emergency response training

At Compass Minerals, we believe that our success is driven by the strength of our human capital. Each and every day, we work to ensure that success through a detailed workplace strategy focused on developing the capabilities of our people and improving through inclusion and diversity.

Employee Development	2017	2018
Total spend	\$1,414,000	\$1,518,000
North America	\$908,000	\$1,186,000
U.K.	\$186,000	\$30,000
Brazil	\$320,000	\$302,000
Investment per employee	\$458	\$497

Compass Minerals Academy

In 2018, we launched Compass Minerals Academy—an all-employee, on-demand training portal that expands online learning access with more than 100 learning modules. During 2018, Compass Minerals employees across the company completed more than 1,755 courses.

Our employees completed a total of 2,702 hours of Compass Minerals Academy training specifically dedicated to compliance/ethics/development/leadership (0.9 hours per employee).

While we have tracked the number of trainings and the number of employees who participated in health, safety and emergency response programs, we have not tracked these by hours involved.

Diversity and Equal Opportunity

Inclusion is essential to the way we do business at Compass Minerals. An inclusive workplace reflects, respects and values the people and communities around us. This focus is grounded in our Core Values and highlighted by our Code of Ethics. It helps guide our actions with employees and business partners alike.

We believe inclusion is the deliberate act of seeking diversity in all its forms, and creating an environment where everyone has a voice, and every voice matters.

That is why our People strategy is focused on embedding practices that build a culture of trust and engagement, empowering talent throughout the organization to improve our business and culture and making meaningful connections in the communities where we live and work.

Compass Minerals is an equal opportunity employer that hires and promotes the best candidates without regard to race, ethnicity, color, religion, sex, age, national origin, disability or sexual orientation.

GRI 405-1
Diversity of governance bodies and employees

Ethnic Diversity of U.S. Workforce

	2016	2017	2018
White	79%	78%	78%
African American	9%	9%	9%
Asian	1%	1%	1%
Hispanic	8%	9%	8%
Undisclosed	1%	0.2%	1%
Other*	2%	3%	3%

* Represents Native American, Hawaiian and/or two or more races.
Note: Because of GDPR in the U.K., where retaining personal data (such as ethnicity) is no longer allowed, we will not transition to reporting ethnicity beyond our U.S. population.

GRI 405-1*Continued***Gender Diversity**

	2016	2017	2018
U.S.			
Male	896	810	799
Female	170	152	164
Canada			
Male	761	693	602
Female	71	59	54
U.K.			
Male	157	154	160
Female	20	18	18
Brazil			
Male	—	—	1,027
Female	—	—	251
Total			
Male	1,814	1,657	2,584
Female	261	229	487
Total	2,075	1,886	3,071

Note: 2018 marks the first year that our employment data has included our operations in Brazil.

Board Diversity

	2016	2017	2018
Age			
30-50	13%	13%	0%
> 50	87%	87%	100%
Ethnicity			
Non-diverse	87%	78%	78%
Diverse	13%	22%	22%
Gender			
Male	78%	78%	75%
Female	22%	22%	25%

Management Team Diversity

	2016	2017	2018 (w/o Brazil)	2018 (w/ Brazil)
Gender Diversity (Female)				
VP/SVP	13%	14%	22%	20%
Director	30%	26%	36%	34%
Ethnic Diversity				
VP/SVP	0%	0%	6%	5%
Director	6%	7%	9%	7%

GRI 405-2

Ratio of basic salary and remuneration of women to men

Female to Male Pay Ratio

	2018
U.S.	86%
Canada	101%
U.K.	99%
Brazil	99%
Total	95%

Nondiscrimination

GRI 406-1 Incidents of discrimination and actions taken	While we have had a small number of complaints filed with external agencies, none have resulted in findings of wrongdoing.
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Freedom of Association and Collective Bargaining

GRI 407-1 Operations and suppliers in which the right to freedom of association may be at risk	None
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Child Labor

GRI 408-1 Significant risk of child labor in operations and suppliers	We do not currently have operations in countries at risk for child labor.
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Forced or Compulsory Labor

GRI 409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	None
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Rights of Indigenous Peoples

GRI 411-1 Incidents of violations involving rights of indigenous peoples	None of our operations border First Nations land. The only potential exception is the Chippewa claim to Lake Huron, which is under dispute. Adhering to local laws and renewing or receiving the required permits and approvals from third parties and governmental authorities is absolutely essential to maintain our local license to operate. Moving forward, we intend to assess indigenous relations at our recently acquired operations in Brazil.
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Human Rights Assessment

GRI 412-1 Operations that have been subject to human rights reviews	Our operations are not located in areas at high risk for human rights issues.
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Local Communities

At Compass Minerals, we're committed to creating value for the communities where we live and operate. Many of our facilities are located in areas that benefit from, if not depend on, our presence. By providing jobs, sourcing locally and fostering local economic development activities, we contribute economic and social benefits to support community vitality. We also support local communities through charitable contributions and volunteering.

We promote employee engagement and collective action through community-based giving programs. Compass Minerals' Charitable Giving Guidelines were established as a way to more formally support causes and initiatives our employees are passionate about. The guidelines concentrate on donations for local, national and global organizations that align with our vision to help keep people safe, feed the world and enrich lives.

In 2018, Compass Minerals contributed almost \$300,000 to organizations in the areas in which we operate. We invite employees to submit requests for charitable donations within our four pillars of giving:

- Human Services: Child and family services; youth development; crisis and shelter services; and food banks, pantries and distribution
- Education: Schools, colleges, universities and technological institutes; and other educational programs and services focusing on STEM (science, technology, engineering and math) or the industries in which we operate
- Health: Diseases, disorders and health-related disciplines; patient and family support, treatment and prevention services; and medical research
- Environment: Environmental protection and conservation; and botanical gardens, parks and nature centers

GRI 413-1

Operations with local community engagement, impact assessment and development programs

None

GRI 413-2

Operations with significant potential and actual negative impacts on local communities

SASB MM-210a.1

Reserves in or near areas of conflict

None of our locations are near areas of conflict. For more information on our sites near indigenous land, see GRI 411-1 on page 49. We did not experience community relations events (excluding the Goderich mine strike) that resulted in nontechnical delays in 2018.

SASB MM-210a.2

Reserves in or near indigenous land

SASB MM-210b.2

Nontechnical delays

Supplier Social Assessment

GRI 414-1

New suppliers screened using social criteria

We introduced a Supplier Responsibility Policy in 2018, but we have not yet initiated a formal assessment program in relationship to this policy.

GRI 414-2

Negative social impacts on society in the supply chain and actions taken

Public Policy

GRI 415-1

Political contributions

U.S. political contributions in 2018: \$10,000

No contributions were made in any other jurisdiction.

Customer Health and Safety

Management Approach

We recognize that our products can generate environmental impacts; however, these impacts can be mitigated if our customers properly handle, use and store our products. We strive to limit potential negative environmental impacts of our products by actively promoting and training our customers and end users on proper and safe rock salt and fertilizer usage.

GRI 416-2

Incidents of noncompliance concerning the health and safety impacts of products and services

None



Marketing and Labeling

Management Approach

We have a Change Management Procedure that manages label changes and requires regulatory and quality approval. Our regulatory and quality departments work jointly to ensure compliance.

GRI 417-1

Requirements for product and service information and labeling

All of our products are subject to labeling requirement. We comply with all registration, environmental and labeling requirements of the local and state jurisdictions in which we sell our products. Compass Minerals provides country, state and local product documentation for all shipments, including detailed labels, specification sheets and a safety data sheet (SDS) for all products. These documents provide information about proper product handling, safety precautions and guaranteed analysis.

GRI 417-2

Incidents of noncompliance concerning product and service information and labeling

Compass Minerals has systems to track and monitor incidents related to noncompliance with regulations and voluntary codes concerning product and service information and labeling. We are committed to quality and responsible labeling. We investigate all questions or claims about the labeling or guaranteed analysis of our products and work with the customer and/or appropriate agency to resolve any claims that arise. None of these claims in 2018 resulted in penalties exceeding \$5,000.

GRI 417-3

Incidents of noncompliance concerning marketing communications

No material issues around product labeling.

Customer Privacy

GRI 418-1

Substantiated complaints regarding breaches of customer privacy and losses of customer data

None

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About This Report

The data in this report covers the period between January 1, 2018 and December 31, 2018, and includes disclosures against the Global Reporting Initiative (GRI) Standards and the Sustainability Accounting Standards Board (SASB) framework. All disclosures are in numerical GRI order, with indices for both GRI (page 53) and SASB (page 56).

For more about our sustainability efforts, including our latest sustainability-related news, please visit our corporate website at: compassminerals.com

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