

2019 ESG REPORT

NAVIGATING WITH PURPOSE

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DEAR STAKEHOLDERS,

I joined Compass Minerals as president and CEO in May 2019. Since then, I have been proud to lead a company of more than 3,000 dedicated miners, scientists, agricultural experts and other professionals guided by our Core Purpose to help keep people safe, feed the world and enrich lives, every day. We accomplish this through the responsible transformation of Earth's natural resources across three continents, enabling the global delivery of our essential products to valued and diverse customers.

The work we do requires a deep respect for the land, water and broader environment in which we operate. We continuously strive to mitigate any adverse impacts our essential business might have on the environment, and we prioritize the safety, health and wellbeing of not only our employees, but also the communities in which we live and work.

"I am pleased to share with you this report, which speaks to the environmental, social and governance (ESG) issues that are most important to us as a company and to you as our stakeholders."

The theme for this year's ESG report, "Navigating with Purpose," encapsulates our approach to ESG challenges and reflects the Core Values by which we operate as a company. We understand the importance of communicating our approach to our stakeholders. Beyond just an exercise in disclosure, we also intend for this report to be a meaningful contribution to the conversation about ESG issues and Compass Minerals.

To empower progress in these and other important areas of the business, our company initiated two key internal processes in 2019: a deep, organization-wide optimization effort and a multi-layered employee engagement program. While our focus is to ensure the positive impacts of these efforts are sustainable long-term, I have been extremely pleased with the initial results and equally impressed with the energy and innovation shown by our people.

OUR ENVIRONMENT:

Energy intensity **down 15%** compared with 2018

OUR WORKFORCE:

20% of our U.S. workforce is diverse: Black, Asian, Hispanic, Native American, Hawaiian and/or two or more races

OUR COMPANY:

Severity Index **reduced 55%** over a five-year period

While this report reflects back on our performance within key ESG areas in 2019, I would be remiss to not acknowledge the monumental challenges currently facing all of our employees, shareholders, customers and communities. The global COVID-19 pandemic and resulting economic downturn, as well as the heightened and necessary spotlight on the issue of racial inequity, have brought challenges to the forefront of our society that demand our collective attention. They also remind us of our need to be resilient, thoughtful and purposeful in how we operate, whether with regard to safety, the environment, our business or with one another.

While the world continues to navigate these challenges, I am confident that companies like Compass Minerals — driven by purpose as a provider of essential products — will help contribute to a more sustainable society in every sense of the word. As we chart our path forward, this report offers a transparent view into how we have done so far against key indicators, as well as areas where we can improve. We look forward to feedback from all of our stakeholders as we continue this journey.

Sincerely,



Kevin S. Crutchfield
President & CEO



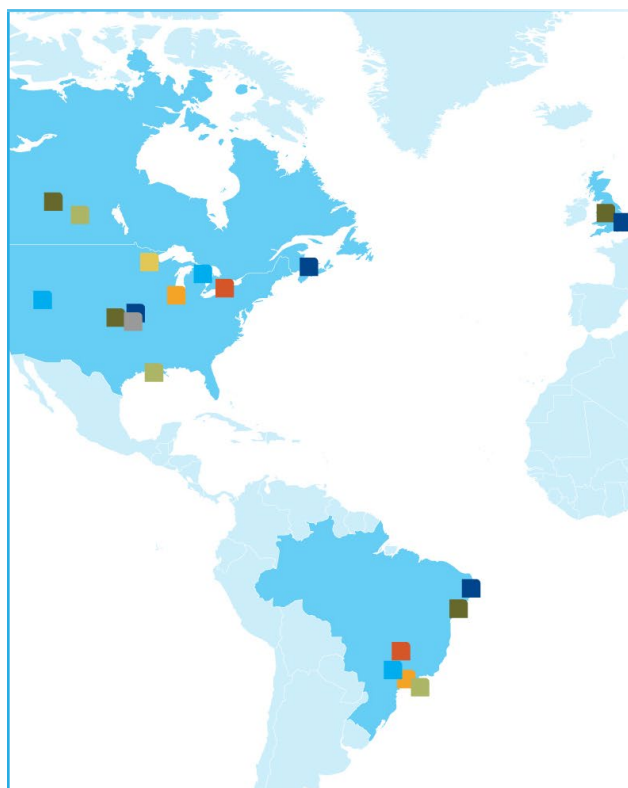
OUR COMPANY

ABOUT COMPASS MINERALS

At the heart of Compass Minerals is a deep sense of pride to develop and deliver essential products around the world. By transforming Earth's natural resources, we keep people safe, feed the world and enrich lives. For over 170 years, we have embraced this responsibility with a passion for quality, consistency and reliability.

As a leading provider of essential minerals, we are focused on safely delivering where and when it matters to help solve nature's challenges. Our salt products help keep roadways safe during winter weather and are used in numerous other consumer, industrial and agricultural applications. Our plant nutrition business manufactures an innovative and diverse portfolio of products that improve the quality and yield of crops. These products support sustainable agriculture and ensure food supply to help meet consumer demand. Additionally, our specialty chemical business serves the water treatment industry and other industrial processes.

As of Dec. 31, 2019, we operate 21 production and packaging facilities with more than 3,000 employees throughout the U.S., Canada, Brazil and the U.K.



BRAZIL

- **Igarassú**, Pernambuco (production facility)
- **Iracemápolis**, São Paulo (innovation and product development)
- **Marechal Deodoro**, Alagoas (production facility)
- **Paulista**, São Paulo (South America headquarters)
- **São Paulo** also includes **Jacarei I**, **Jacarei II**, **Maua**, **Suzano I** and **Suzano II** (production facilities)
- **Uberlândia**, Minas Gerais (production facility)

CANADA

- **Amherst**, Nova Scotia (mechanical evaporation)
- **Goderich**, Ontario (underground salt mining and mechanical evaporation)
- **Unity**, Saskatchewan (mechanical evaporation)
- **Wynyard**, Saskatchewan (ion exchange)

UNITED KINGDOM

- **London**, England (storage and records management)
- **Winsford**, Cheshire (underground salt mining and storage/records management)

UNITED STATES

- **Buffalo**, New York (packaging facility)
- **Chicago**, Illinois (packaging facility)
- **Cote Blanche**, Louisiana (underground salt mining)
- **Duluth**, Minnesota (packaging facility)
- **Lyons**, Kansas (mechanical evaporation)
- **Ogden**, Utah (solar evaporation)
- **Overland Park**, Kansas (global headquarters)
- **Stilwell**, Kansas (innovation and product development)

2019 COMPANY OVERVIEW

FINANCIAL FIGURES IN THE MILLIONS

GROSS REVENUE
\$1,490.5

NUMBER OF EMPLOYEES
3,131

COMMUNITY INVESTMENTS
\$0.3

PRODUCTION AND PACKAGING FACILITIES
21

2020 ENVIRONMENT TARGETS

2020 TARGET	BASELINE (2013-2015 AVERAGE)	2018	2019	VS. BASELINE	YEAR-OVER-YEAR PROGRESS
REDUCE ENERGY INTENSITY BY AT LEAST 4%	118.9 kWh/ton	139 kWh/ton	118.2 kWh/ton	↓ 1%	↓ 15%
REDUCE SCOPE 1 GHG EMISSIONS INTENSITY BY AT LEAST 7%	18.4 kg/ton	21.5 kg/ton	18.1 kg/ton	↓ 2%	↓ 16%
REDUCE SCOPE 1+2 GHG EMISSIONS INTENSITY BY AT LEAST 8%	26.9 kg/ton	30.1 kg/ton	26.6 kg/ton	↓ 1%	↓ 12%
REDUCE FRESHWATER INTENSITY BY 5%	1,111 gallons/ton	1,686 gallons/ton	1,394 gallons/ton	↑ 20%	↓ 18%

2020 SOCIAL TARGETS

2020 TARGET	2018	2019	YEAR-OVER-YEAR PROGRESS
EMPLOYEE DEVELOPMENT: ACHIEVE ANNUAL IMPROVEMENT IN SPENDING ON EMPLOYEE TRAINING AND DEVELOPMENT	\$1,518,000	\$1,727,577	↑ 14%
EMPLOYEE EXPERIENCE: ACHIEVE ANNUAL IMPROVEMENT IN GENDER PAY EQUITY	*88.3%	89.8%	↑ 1.5 percentage points
EMPLOYEE EXPERIENCE: ACHIEVE ANNUAL IMPROVEMENT IN EMPLOYEE RETENTION (MEASURED BY TURNOVER RATE)	17%	15%	↓ 2 percentage points
PIPELINE FOR DIVERSITY: ACHIEVE ANNUAL IMPROVEMENT IN GENDER DIVERSITY (FEMALE) AMONG LEADERSHIP**	20%	23%	↑ 3 percentage points
PIPELINE FOR DIVERSITY: ACHIEVE ANNUAL IMPROVEMENT IN ETHNIC DIVERSITY AMONG LEADERSHIP**	5%	3%	↓ 2 percentage points

ABOUT THIS REPORT

This report highlights Compass Minerals' approach and management of the environmental, social and governance (ESG) matters of greatest importance to our stakeholders. The structure and disclosure align with leading sustainability reporting frameworks, including the Global Reporting Initiative (GRI) Standards and the Sustainability Accounting Standards Board (SASB). We have additionally looked to the Task Force on Climate-related Financial Disclosures (TCFD) and U.N. Sustainable Development Goals (SDGs) to help inform our reporting.

Our determination of material topics is influenced by ongoing engagement with our stakeholders as well as our [2017 Materiality Assessment](#). Please see our [Stakeholder Engagement](#) section for additional detail.

Information contained in this report covers the period between Jan. 1, 2019, and Dec. 31, 2019. It is intended to be viewed as a summary of our efforts to evolve as a sustainable company since our 2018 report. Unless otherwise indicated, the data in this report refers to all Compass Minerals sites.

** In 2019, pay ratio was restated for 2018 to ensure a consistent pay methodology year-over-year.*

*** Data reflects employees at VP level and above. For more information about our diversity target, see "Our Workforce."*

ESG GOVERNANCE

We are committed to creating a workplace that promotes our Core Values of *Integrity, Respect, Collaboration, Value Creation* and *High Performance*, and encourages employees to speak up and report any known or suspected violations of our [Code of Ethics and Business Conduct](#) (Code of Ethics), company policies and applicable law.

Governance of ESG responsibilities at Compass Minerals goes to the highest level of our company. Our [board of directors and its four committees](#) sets policy and oversees management's decision-making on sustainability topics related to the company's operations,

including those associated with economic, environmental and social issues. Additionally, we have a dedicated board-level Environmental, Health, Safety and Sustainability (EHS&S) Committee, which oversees environmental management, policies, targets and procedures. In 2020, the name of this committee was changed from the Environmental, Health and Safety Committee, reflecting our board of directors' deepened commitment to sustainability. In addition, the mandate of the board-level Compensation Committee includes oversight of our talent management strategies as well as our policies and practices promoting diversity and inclusion, reflecting the company's commitment to create a workplace that respects and values diversity.

Management of ESG impacts and improvements occurs through multiple, integrated approaches. Our Core Values, Corporate Sustainability Principles and Code of Ethics provide a foundation that emphasizes shared responsibility for sustainability and our commitments to safety, growth, transparency and stewardship.

ESG COMPLIANCE

Multiple positions within our organization handle regulatory compliance, audits and reporting requirements set by the jurisdictions in which we operate. Site leaders collaborate with key corporate partners to ensure site-level environmental management is successful and performance expectations are achieved.

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

COMPASS MINERALS SHAREHOLDERS

COMPASS MINERALS BOARD OF DIRECTORS

NINE INDEPENDENT DIRECTORS AND
THE PRESIDENT AND CEO

PRESIDENT AND CEO

SUSTAINABILITY STEERING COMMITTEE

INCLUDES SVP EHS&S AND OTHER
INTERNAL SUBJECT MATTER EXPERTS

BOARD COMMITTEES

- AUDIT
- COMPENSATION
- ENVIRONMENTAL,
HEALTH, SAFETY AND
SUSTAINABILITY (EHS&S)
- NOMINATING/CORPORATE
GOVERNANCE

LIVING OUR VALUES

As a company, we are intentional about what we value. We strive to demonstrate our Core Values through the way we engage with our shareholders, customers, communities and colleagues. We continuously work to reinforce these values through leading by example, training and incentivizing positive behaviors, using our values as a filter through which we assess potential new employees and constantly striving for continuous improvement in these areas.

Compass Minerals' approach to ESG issues also reflects these Core Values, which collectively represents 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.



Our Core Values are embedded into everything we do and are reflected in our Code of Ethics, formal policies and procedures, annual training, multiple reporting channels and a strong governance structure.

Our fundamental commitments to safety, growth, transparency and stewardship also guide our ESG approach. These four points of our compass highlight our commitment to creating a sustainable business, while also helping to ensure we fulfill our mission and live our Core Purpose. Throughout this report, we disclose how we are living up to our commitments as a company.

ETHICS GOVERNANCE

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. It is available in English, Canadian French and Brazilian Portuguese.

In 2019, more than 3,000 employees completed nearly 2,560 hours of compliance training, and more than 1,270 employees completed an annual Code of Ethics certification. As part of the Code of Ethics certification, non-production employees receive training on our Code of Ethics, respond to questions regarding whether they have seen business throughout the organization conducted in compliance with applicable laws and our Code of Ethics, and then certify that they have read, understand and agree to comply with our Code of Ethics.

COMPLIANCE TRAINING HOURS

COUNTRY	TRAINING HOURS
U.S.	880
CANADA	294
U.K.	131
BRAZIL	1,254
GRAND TOTAL	2,559

To support our compliance program, we make it easy for employees and others to report any concerns by providing multiple, accessible reporting methods. These include discussing the issue with a manager, emailing or calling a company resource (such as a Human Resources business partner or a member of the legal team) or using the [Compass Minerals ethics hotline](#), which is operated by an independent third-party provider. Employees also have the ability to confidentially submit complaints or inquiries via Compass Quest, a dedicated email platform.

Compass Minerals' chief legal and administrative officer and corporate secretary oversees and administers our Code of Ethics and compliance program. Members of Compass Minerals' legal team receive reports of potential noncompliance with the Code of Ethics within the company or through the ethics 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&S Committee of the board of directors also reviews all reports related to significant environmental, health and safety-related matters.

INTEGRITY SEAL AWARD

In both 2018 and 2019, Compass Minerals South America received the + Integrity Seal, a recognition awarded to Brazilian agribusiness companies with strong ethical conduct as well social and environmental responsibility. To receive the + Integrity Seal, companies must also show they have strong governance and management practices that support a culture of compliance and prevent fraud and corruption at all levels. The Brazil Ministry of Agriculture launched the + Integrity program in 2017 to promote good practices and ethical conduct in agricultural companies. More than 1,000 companies participated in the first stage of selection and only 11 companies received the recognition in 2018. In 2019, 16 organizations were awarded with the + Integrity Seal.





ANTI-CORRUPTION

We have an anti-corruption policy and utilize third-party screening procedures based on our risk profile and overseen by our chief legal and administrative officer and corporate secretary. We also provide associated training and have mechanisms for evaluating issues on a case-by-case basis. Each of our sites has been assessed for risks related to corruption and we facilitated more than 890 hours of anti-corruption training across our operations in 2019.

ANTI-COMPETITIVE BEHAVIOR

We implement and evaluate the effectiveness of our anti-corruption and fair competition training, policies and overall compliance program in a number of ways. These methods of implementation and evaluation include our “tone at the top” commitment to compliance, our internal audit team confirming employee participation in our compliance training, the absence of any fines or legal actions for anti-competitive behavior, and through our Code of Ethics certification process. There were no legal actions or proceedings in 2019 related to anti-competitive practices. 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.

STAKEHOLDER ENGAGEMENT

Compass Minerals values our stakeholders, from whom we solicit feedback and input for determining our material ESG priorities and reporting practices. 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.

Examples of stakeholders we engage with include employees, customers, suppliers, investors, local communities, governance agencies and regulators, and civil society organizations. Approaches to engagement vary based on stakeholder group and range from informal conversations to surveys, meetings and events.

In 2017, we conducted a formal [Materiality Assessment](#) to identify medium- and long-term sustainability related risks, impacts and opportunities to inform our reporting. As part of this, we gathered key leaders from across the business to discuss impacts along the value chain. In addition, we ascertained feedback from key stakeholder groups including customers, investors, suppliers, government and regulatory representatives, community and environmental groups, industry peers, employees, executives and managers. This process included (1) research and peer benchmarking to identify

medium- and long-term sustainability-related risks and opportunities, (2) engagement and evaluation of Compass Minerals' Sustainability Steering Committee, (3) internal and external stakeholder surveys and interviews, and (4) mapping and prioritization based on stakeholder engagement and leadership review.

PUBLIC POLICY

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. Our level of engagement includes general involvement, formal membership and governance roles.

While we do not typically make large political contributions, we have occasionally supported political organizations that align with our interests.



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 [About This Report](#) section.

OUR PRODUCTS

OUR CORE PRODUCTS & MARKETS

We are committed to being thoughtful stewards of the products we innovate, manufacture, sell and distribute. Our products 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. It is important that we produce them safely, efficiently and sustainably.

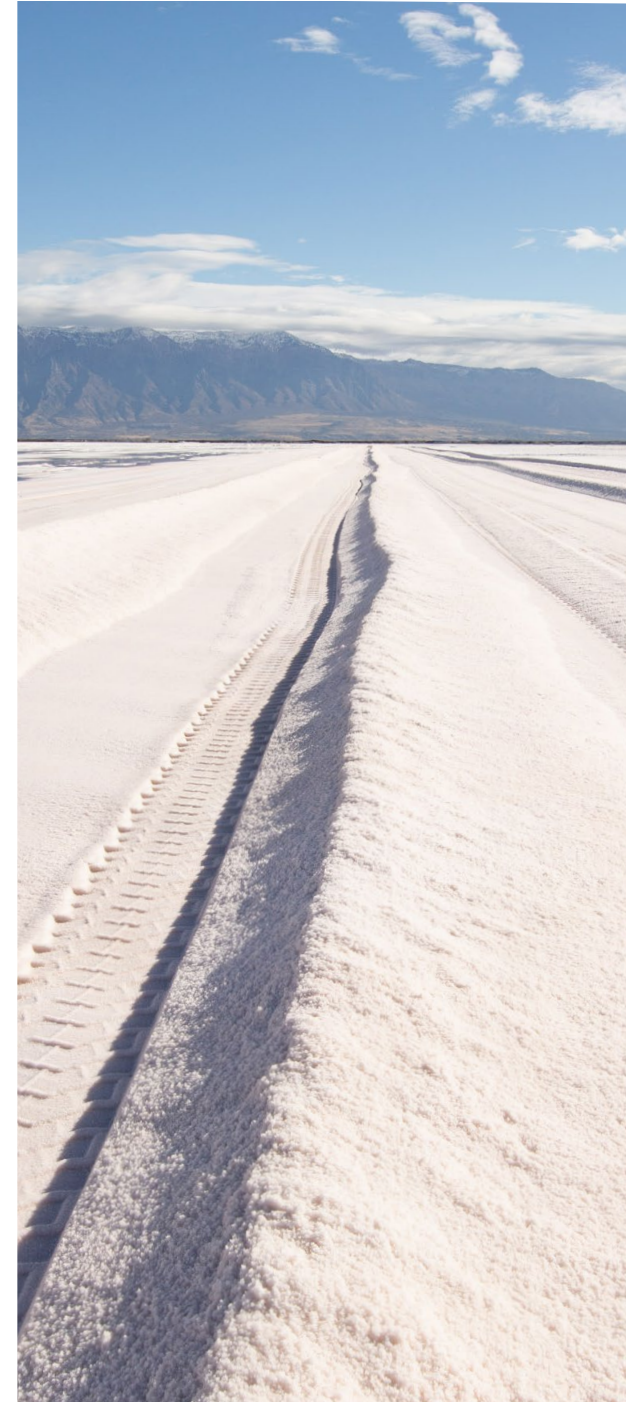
SALT

Salt ensures safety, adds flavor and improves our lives every day. Our salt products include deicing products to help keep roads clear during the winter, keeping people safe and commerce moving. Salt also is an essential nutrient for both humans and animals, and we provide an array of products for water care, animal nutrition and culinary salt for consumers and industrial food production.

All of our facilities producing animal nutrition products comply with the Food Safety Modernization Act, and two (Ogden and Cote Blanche) are Safe Feed/Safe Food certified.

We are a leading salt producer in North America and the U.K., with extensive high-grade salt deposits. We leverage these deposits with effective mining techniques and efficient production processes. Our Goderich mine is the world's largest operating underground salt mine, and our mine in the U.K. is the only dedicated salt mine in that country.

We also use solar evaporation, the oldest and most energy-efficient method of mineral production, at our Ogden facility on the Great Salt Lake. At this 55,000-acre facility, we draw highly concentrated brine from the lake's most remote areas into very shallow solar evaporation ponds to produce salt, SOP and magnesium chloride.



In addition to rock salt and solar salt, we sell magnesium chloride deicing products that melt ice at lower temperatures, are less corrosive on metal and concrete, and safer for pets and vegetation than other deicers. These are produced through the low-carbon footprint, solar evaporation process at our Ogden facility.



A few examples of our salt products include:

SafeStep®

Our packaged deicing product line, Safe Step®, offers several ice-melting products that are safer for people, pets and the environment, and meet the Safer Choice Standard – a distinction awarded by the U.S. Environmental Protection Agency to products that exemplify safety, both in protecting consumer health and the environment.



FreezGard® is an anti-icing liquid which prevents snow and ice from bonding to the pavement during extreme winter storms and has been proven to be a safer solution for concrete and equipment. It can also reduce the need for sand and gravel which are expensive to clean-up and can contribute to air pollution. FreezGard has lower levels of toxicity than competitive products, making it an attractive option for environmentally sensitive areas.



This premium deicing product combines the performance of liquid deicing technology with proven melting effects of rock salt. This product melts ice faster, works at lower temperatures and eliminates the need to pre-wet roads, which in turn reduces fuel and labor costs. With its strong adhesion to roadways, Thawrox® reduces bounce and scatter with 95% staying in targeted application areas and producing less wind-borne product loss.



Derived from the saline waters of the Great Salt Lake, our MagnaPro® product plays an indispensable role in the formation of struvite crystals for phosphorus recovery, which allows phosphorus to be preserved and recycled. It benefits our customers' environmental stewardship initiatives as an integral part of wastewater treatment, and is the first choice for implementing a more sustainable struvite phosphorus recovery process.

PLANT NUTRITION

We play an important role in global agriculture, currently exporting plant nutrition products worldwide. Regardless of climate conditions, all growers depend on fertilizer as a key input to maximize the productivity of their crops. Given these realities, we make a concerted effort to minimize the environmental impact of our products and to ensure they are used and applied in the most efficient way possible.

With the increasing population, decline in arable land, limitations of certain crop protection chemistries, hungrier genetics and abiotic stress, sustainable crop productivity will be more dependent than ever on proven nutritional practices. As with human nutrition, plant health requires a variety of vital mineral inputs to ensure healthy growth.

We are a global leader in specialty plant nutrition with a wide variety of products that contribute to higher yields, improved overall plant health, consistent growth, plant defense, enhanced shelf-life and more.

In North America, our primary product is SOP, a high-value form of potassium that is virtually chloride-free and includes the nutrient sulfur in plant-ready form. Our Ogden facility is the largest SOP production site in the Western Hemisphere and one of only four large-scale solar brine evaporation operations for SOP in the world. The facility operates approximately 55,000 acres of solar evaporation ponds to produce SOP and salt, including magnesium chloride, from the Great Salt Lake's naturally occurring brine. A portion of our SOP production has been certified as organic.



As pioneers in plant nutrition technology, our established Innovation Centers in both North and South America enable us to not only develop more sustainable and efficient products but also allow for more rapid innovation.

In South America, we manufacture and market a full portfolio of specialty plant nutrients. These include micronutrients, specialty blends of primary nutrients, as well as biostimulants and adjuvants.

We develop our products based on the nutritional requirements at specific physiological growth stages of plants and trees to enable more efficient fertilizer usage and to improve nutrient uptake to reduce excess fertilizer runoff into the environment.

CHEMICAL SOLUTIONS

Compass Minerals maintains a chemical solutions business in Brazil. This business manufactures a range of water treatment and chlor-alkali products. Our water treatment customers include state and municipal entities, wastewater treatment companies and manufacturers that treat their own water. Other industrial sectors that benefit from our chemical solutions include oil and gas exploration, mining, pulp and paper manufacturing, and ethanol production.



A few examples of our plant nutrition products include:



PROTASSIUM+

Our branded SOP helps regulate water and nutrient flow in specialty crops, allowing plants to utilize water more efficiently. Its low salt and chloride index helps to reduce the salination of the soil versus other forms of Potassium.



ROCKET SEEDS

Early season stresses, especially cold, wet soils, can cause slow root growth in germinating seedlings. Patent pending Rocket Seeds® provides the right amount of readily available key nutrients for germinating seedlings to help establish larger, more fibrous root systems. This allows for crops to take up more nutrients and water as they grow, leading to greater yields.



WOLF TRAX
INNOVATIVE NUTRIENTS

More efficiently distributed than granular micronutrient fertilizer, Wolf Trax® is a patented micronutrient powder that covers each and every prill in a fertilizer blend ensuring even coverage across the field and improved plant uptake.



Polyblen® is a controlled-release technology product that allows for less leaching and reduced nitrogen volatility. It provides greater efficiency when compared to conventional fertilizers and does not clog systems, reducing maintenance of machinery. In addition, our Kellus® line, was developed to require lower rates for all types of crops.

Compass Minerals typically sells more than **12 million tons of product annually**, depending on weather-driven demand patterns and other factors. Approximately 7% of the products we produce require sourcing from third-party vendors.



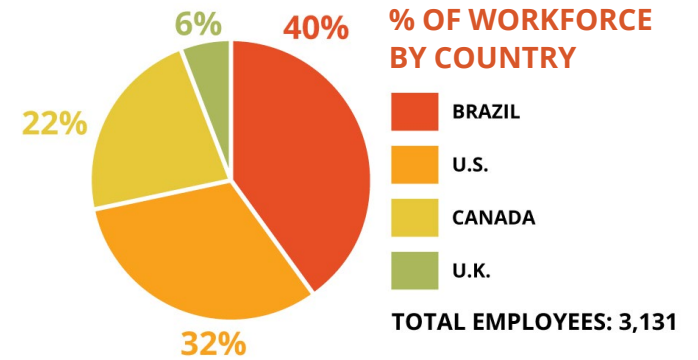
PRODUCT QUALITY

All of our products are subject to environmental, registration and labeling requirements in all local and state jurisdictions where we sell products. Compass Minerals provides country, state and local product documentation for all shipments, including detailed labels for all products. These documents provide information about proper product handling, safety precautions and guaranteed analysis.

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 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 2019 resulted in penalties exceeding \$5,000.

In addition, 100% of our products have undergone a hazard assessment. All chemicals that are brought on-site are technically evaluated, and we follow recommendations for storage and handling by site leaders and safety teams. We also follow BRC standards, a certification that ensures we are in compliance with the Global Food Safety initiative and provides food safety guidelines that apply to all of our sites that produce food-grade products.

OUR WORKFORCE



We recognize the critical role our employees play in our success. They are in fact our most important resource. It is paramount that we build an inclusive organization where our employees are safe, where they feel valued and heard, where they can thrive and grow professionally, and where they can take pride in their work and our company.

To foster such an environment, we have established workforce-related goals in areas that we believe will help us build a more sustainable organization. These targets provide direction on where to focus resources and support our mission to build a stronger, more inclusive culture for our employees.



We target annual improvement in the following areas:

EMPLOYEE DEVELOPMENT:



Spending on employee training and development

PIPELINE FOR DIVERSITY:



Gender and ethnic diversity among leadership

EMPLOYEE EXPERIENCE:



Gender pay equality and employee retention



HEALTH AND SAFETY

Nothing is more important to our company than the health and safety of our employees. We remain steadfast in our commitment to create safe work conditions and a safety-focused culture that drives progress toward an injury- and incident-free workplace.

Our [Environmental, Health, Safety and Sustainability policy](#) outlines company-wide principles for identifying and applying protocols throughout our operations that reflect a commitment to safety and health for all employees. Additionally, we're dedicated to minimizing environmental impacts related to our activities, products and services. These commitments are foundational to the work we do and are valued at every level of the organization.

We employ a comprehensive approach to workplace health and safety that covers risk identification, assessment, elimination and mitigation. Our ultimate goal is zero injuries to our employees and contractors. As a company, we have used the [Hearts & Minds](#) process since 2015 as a tool to engage our employees in developing as safe a culture as possible. Hearts & Minds supports hazard identification, safe work practices and improved supervisory skills, among other focus areas. This year, we are evaluating additional programs to develop our safety culture, building on the foundation established by the Hearts & Minds process.

We work to engage all employees in building this culture of safety. At most sites, employees serve on health and safety committees that include joint representation of union and management groups. In addition, focus groups at our non-union sites engage team members on the ground in best practices toward reaching our health and safety goals. We also ensure safety is top of mind by encouraging all internal meetings to begin with a "Safety Share."

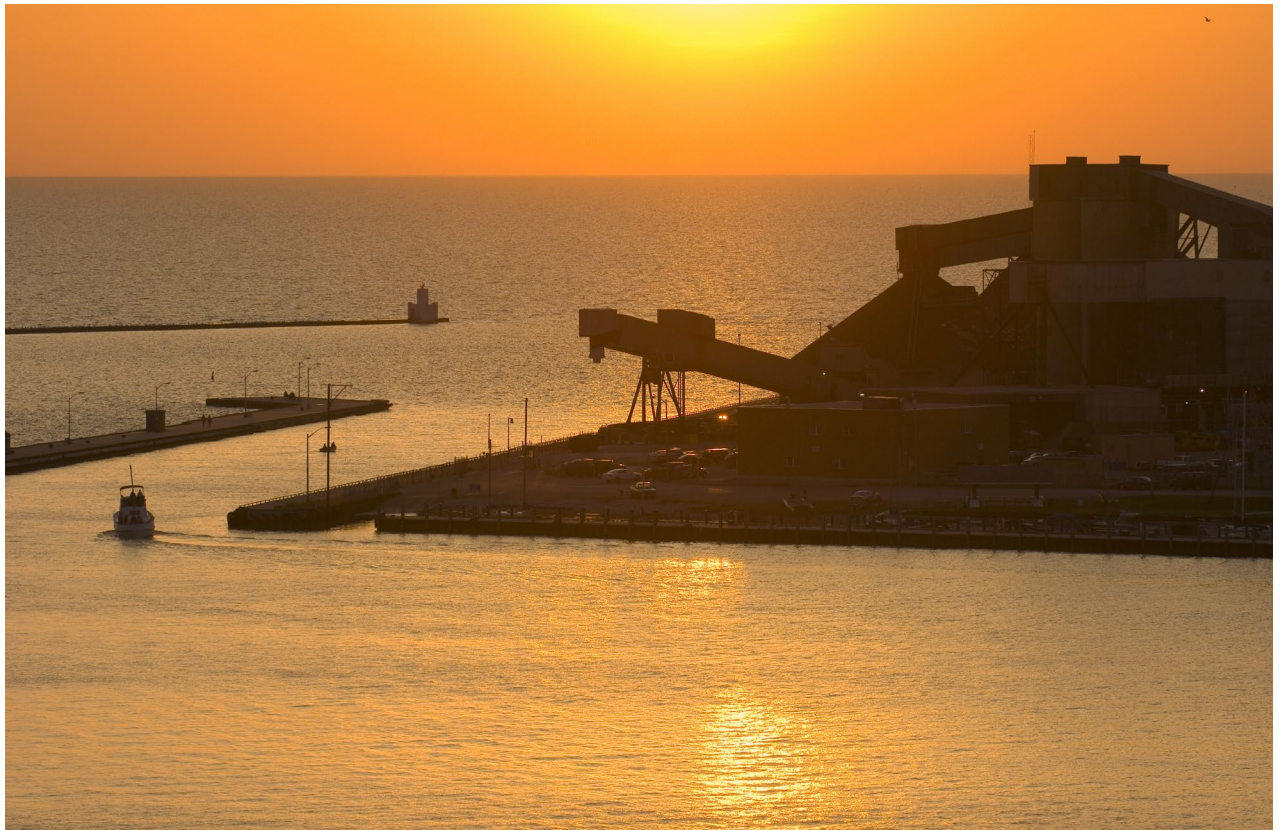
We established a Health and Safety Management System (HSMS) in 2016. Since then, we have worked to continually improve that system by evaluating opportunities to raise our safety and health standards.

In North America and the U.K., the top safety risks we have identified and manage in our operations include Mine Shafts and Conveyances, Ground Control, Fires, Electrical Hazards, Hazardous Energy Isolation/Lockout Tagout (LOTO), Stockpile Risk, Bulk Loading, Interaction with Moving Vehicles, and Working at Heights. In Brazil, the top safety risks identified and managed in North America and the U.K. are in use and supplemented with additional risks specific to our Brazil operations, including Handling and Transportation of Hazardous Products, Lifting and Handling, Bag Storage, Confined Space, Process Safety, and Fire and Chemical Reactions.

Our rock salt products are produced through underground mining at three locations, Cote Blanche, Goderich and the U.K. Two of the three mines (Goderich and the U.K.) employ highly efficient continuous mining technology which reduces the need for explosives underground. At our Goderich mine we also use flexible conveyance systems which help to reduce the number of large dump trucks and front-end loaders underground. As a result, we have increased the underground air quality for our workers by reducing our use of diesel fuel (equipment underground largely runs on electricity produced in the area by hydro and nuclear power), while also helping to reduce safety risks from these large pieces of equipment.

In August 2019, we experienced a tragic fatality at our Cote Blanche mine when a contractor came into contact with an energized electrical cable. We believe it is imperative to learn from such tragedies in order to prevent them from happening again. As a result, we reviewed the circumstances leading to the incident and shared those learnings to further enhance our safety protocols for all personnel working at our sites.

To ensure consistent reporting and metrics, Compass Minerals adheres to the U.S. Occupational Safety and Health Administration (OSHA), Mine Safety and Health Administration (MSHA), and other local jurisdictional reporting and recordkeeping regulations to report and measure injury and illness rates worldwide. Where there are no local regulatory reporting requirements, we use OSHA standards.



In 2019, we expanded our efforts to improve our incident investigation process, which included enhancing our root cause investigation process across sites, providing additional tools and training as well as leveraging existing areas of excellence. To support EHS&S training across the company, safety training software platforms are used for managing and documenting health and safety compliance training. Each platform allows the training to be tailored to site-specific needs.

Sites have also implemented a work-halt process that empowers all employees and contractors who see a hazardous situation present itself to halt work immediately.

OUR ZERO HARM FOCUS

The ultimate goal of our safety, health and environmental focus is “zero harm.” While some may view this as aspirational, we are committed as a company to seeking and implementing continuous improvement in these areas and believe our goal is achievable through a robust environmental, health and safety framework, which includes policies, procedures, training and company standards that go beyond compliance.

TYPE	2015	2016	2017	2018	2019
SEVERITY INDEX (SI)	20	10.7	6	7.6	9
TOTAL INJURIES	46	62	73	58	65
U.S.	28	37	30	23	24
CANADA	15	24	18	13	20
U.K.	3	1	1	0	1
BRAZIL	-	-	24	22	20
TOTAL CASE INCIDENT RATE (TCIR)*	2.33	3.38	2.31	1.70	1.83
U.S.	2.41	3.33	2.91	2.20	2.31
CANADA	2.17	3.93	2.77	2.45	3.37
U.K.	2.39	0.88	0.64	0	0.58
BRAZIL	-	-	1.81	1.31	1.15
LOST TIME INCIDENT RATE (LTIR)	1.31	2.29	1.48	1.23	1.35
U.S.	1.12	1.98	1.45	1.34	1.64
CANADA	1.45	3.11	1.69	1.51	2.53
U.K.	2.39	0.88	0.64	0.00	0.58
BRAZIL	-	-	1.51	1.19	0.86
OCCUPATIONAL DISEASE RATE (ODR)	0.35	0.27	0.13	0.06	0
U.S.	0.6	0.45	0.39	0.19	0
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	0

* TCIR is calculated as the number of reportable incidents per year multiplied by 200,000 hours, divided by exposure hours. It is an indicator of the number of incidents per 100 employees per year.

2017 marks the first year that our Brazil operations are included in our safety data. Numbers do not include contractors, temporary workers, interns and apprentices and we do not track transport-related incidents.

Many of our collective bargaining agreements also address safety and occupational health issues. To achieve our goal of zero harm, we rely on the participation and sustained commitment at all levels of the organization at every site. The board of directors' EHS&S Committee oversees environmental, health, safety and sustainability management strategies and performance targets.

Our senior vice president of EHS&S is responsible for setting the safety 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.

As a part of our strategy in 2019, we continued our ongoing focus on mitigation of high potential or Significant Injury and Fatality (SIF) risk. For each injury incident, we assessed the Severity Index (SI) and potential SIF outcome, regardless of the actual outcome of the event. We target a 10% reduction in our average SI of injury cases annually.

Despite our internal programming to elevate our safety practices and reduce the number of accidents occurring at our sites, we did experience a slight increase in our SI for 2019 compared to 2018. We continue to promote safety awareness and policies that help us to reduce employee injuries. Our Total Case Incident Rate (TCIR), which is an injury rate calculation used by OSHA, increased slightly in 2019 as compared to 2018, but we have realized an improvement over a five-year period in both SI and TCIR.

BOTTOM-UP INNOVATION

In 2019, we held our **second annual Innovation Tournament**, hosted by Emerging Leaders LINK. This annual competition encourages employees to identify areas of the business and organizational health that can be improved upon and developed through innovative solutions. Those ideas then undergo a peer-to-peer vetting and development process before being presented to senior leadership for consideration and potential implementation.

Winning ideas have included **new processes and technologies to help increase production efficiencies, foster better information sharing and improve the customer experience.**

Several hundred employees have participated in the event, with winners receiving cash prizes and company-wide recognition for their ideas.



DEVELOPING OUR EMPLOYEE CULTURE

Our business environment is continually evolving. That means we must invest in developing the capabilities of all our employees. We encourage cross-functional collaboration across sites to foster the sharing of best practices that enable both organizational and personal success. Internal communication platforms provide an outlet to build community — and with an intranet redesign launching in 2020 — we anticipate improved information sharing and collaboration. Additionally, through employee resource groups such as our Women's LINK and Emerging Leaders LINK, we host various employee professional development, volunteer and social events that provide opportunities to catalyze engagement between employees and the communities where they live.

As part of our enterprise-wide optimization effort launched in 2019 to further accelerate the potential of Compass Minerals, we initiated a new employee engagement effort intended not just to increase company performance and bottom-line value but to also improve organizational health and culture across our company. Beyond financial benefits, this effort has generated increased employee engagement, additional cross-functional collaboration and greater skills growth. This is a challenging journey, but one which will build a better and more sustainable Compass Minerals.

As part of these efforts, we conducted an Organizational Health Index (OHI) survey with 83% of our employees participating. This comprehensive employee engagement assessment identified areas of improvement that are critical to building a healthier organization. The assessment also allows us to hone in on changes to the way we work that we believe are fundamental to making tangible

and positive impacts on our employees and organizational health. Through this process, we have identified nine priority health practices to focus on for 2020. A robust monthly educational and engagement program is being deployed to coach our employees on these practices, and we will conduct follow-on OHI surveys to determine how the organization is progressing in our organizational health journey.

OUR PRIORITY HEALTH PRACTICES



SHARED VISION



STRATEGIC CLARITY



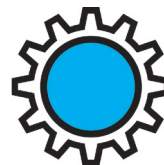
ROLE CLARITY



KNOWLEDGE SHARING



BOTTOM-UP INNOVATION



OPERATIONALLY DISCIPLINED



CONSEQUENCE MANAGEMENT



REWARDS & RECOGNITION



SUPPORTIVE LEADERSHIP

LABOR/MANAGEMENT RELATIONS

Our employees include hourly and salaried workers, as well as those covered by collective bargaining agreements (CBAs) and those who are not. Approximately 50% of our workforce in the U.S., Canada and the U.K., and approximately 30% of our global workforce are represented by CBAs. Maintaining strong relationships with the unions that represent our employees is critical to the success of our company. A strong relationship helps 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. Trade union membership is mandatory in Brazil, where approximately 40% of our global workforce is located. Of our 12 collective bargaining agreements in effect on Jan. 1, 2019, four will expire in 2020, two will expire in 2021, five will expire in 2022 and one will expire in 2027.

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

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

COMPENSATION AND REWARDS

Compass Minerals is committed to providing a competitive total compensation package that drives employee engagement and performance that, in turn, helps deliver our business strategy and success. Our pay-for-performance philosophy motivates our employees to operate our business in a profitable and sustainable



manner. Our incentive compensation is paid to eligible employees at all levels of our organization and is driven by company financial metrics that align company performance with employee incentive bonus payouts.

These incentive compensation programs are designed to:

- Provide employees with an attractive, market competitive pay opportunity that delivers an appropriate balance of “at risk” incentive-based pay and cash compensation
- Foster a pay-for-performance mindset motivating employees to achieve exceptional levels of performance and create long-term value for stockholders
- Drive an environment of accountability, teamwork and cross-functional collaboration
- Utilize a framework that is simple to understand, provides flexibility to grow and attract the talent our company needs to be successful, and is linked to measurable benchmarks, our business and our stockholders’ interests
- Be consistent with our long-term business strategy, focus on the efficient use of resources, motivate participants to overcome challenges and strive for continuous improvement that can be adapted for the changing markets and environments in which we operate

DIVERSITY AND INCLUSION

At Compass Minerals, we believe everyone has a voice and every voice matters. We look at diversity and inclusion as a means of building a stronger company by having a wide breadth of experiences, backgrounds and perspectives that can contribute to the shared vision of the company. We also recognize that in the competitive global talent landscape, it is critical that our organization reflect the rich diversity and talent of the communities where we live and work.

Our approach to diversity and inclusion is grounded in our Core Values and reinforced by our Code of Ethics. 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.

ETHNIC DIVERSITY OF U.S. WORKFORCE

	2016	2017	2018	2019
WHITE	79%	78%	78%	73%
BLACK	9%	9%	9%	9%
ASIAN	1%	1%	1%	1%
HISPANIC	8%	9%	8%	8%
UNDISCLOSED	1%	0.20%	1%	7%
OTHER*	2%	3%	3%	2%

We strive to hire, retain and promote employees with a diversity of attributes, backgrounds, experiences and skills, who think differently, have varying perspectives, and can bring forward unique ideas and points of view. While we strive to hire locally and promote from within whenever possible, our focus remains on hiring or promoting the best candidate.

Our strategy to build an inclusive culture is based on the pillars of employee development, employee experience and a pipeline for diversity. We continuously seek to improve our performance in these key areas. In addition to the metrics below, we are working to establish strategic partnerships and increase community engagement in order to build a sustainable pipeline for diverse talent.

Our leadership team values the diversity that our employees bring to their roles and our business. We continue to evolve in building a culture that not only values, but expects and supports diversity and inclusion of our workforce. We will continue to drive policies and processes related to diverse talent pools and inclusive employment practices. Our global workforce and their diverse experiences and perspectives continues to strengthen our organizational success.

** Represents Native American, Hawaiian and/or two or more races.*

Because of the E.U.'s General Data Protection Regulation, where retaining certain personal data (such as ethnicity) is no longer allowed, we have transitioned to reporting ethnicity only for our U.S. population. Numbers also exclude contractors, temporary workers, interns and apprentices.



GENDER DIVERSITY

	2016	2017	2018	2019
U.S.				
MALE	84%	84%	83%	81%
FEMALE	16%	16%	17%	19%
CANADA				
MALE	91%	92%	92%	92%
FEMALE	9%	8%	8%	8%
U.K.				
MALE	89%	90%	90%	90%
FEMALE	11%	10%	10%	10%
BRAZIL				
MALE	-	-	80%	80%
FEMALE	-	-	20%	20%
TOTAL				
MALE	87%	88%	84%	83%
FEMALE	13%	12%	16%	17%

2018 marks the first year that our employment data has included our operations in Brazil. Numbers exclude contractors, temporary workers, interns and apprentices.



BOARD OF DIRECTORS DIVERSITY

	2016	2017	2018	2019
AGE				
<55	25%	33%	33%	20%
56-62	38%	33%	11%	40%
63-69	25%	11%	22%	10%
>70	13%	22%	33%	30%
ETHNICITY				
NON-DIVERSE	87%	78%	78%	80%
DIVERSE	13%	22%	22%	20%
GENDER				
MALE	75%	78%	78%	80%
FEMALE	25%	22%	22%	20%

MANAGEMENT TEAM DIVERSITY

Diversity across our workforce and our management team is necessary to help our business grow. We must continue to focus on diversity in all its forms across our company. As we look to improve in this critical area, we are taking necessary actions from both a recruiting and development perspective, including:

- Intentional recruiting focused on diverse talent pools
- Expanded opportunities to broaden skill sets outside of our industry
- Focused internships as a precursor for diverse high potential rotational programs
- Proactive sourcing strategies to ensure diverse candidate pools as positions become available

MANAGEMENT TEAM DIVERSITY

	2016	2017	2018	2019
GENDER DIVERSITY (FEMALE)				
VP AND ABOVE	13%	14%	20%	23%
DIRECTOR	30%	26%	34%	33%
ETHNIC DIVERSITY				
VP AND ABOVE	0%	0%	5%	3%
DIRECTOR	6%	7%	7%	3%



FEMALE TO MALE PAY RATIO

As we continue to build a diverse and inclusive culture, it is imperative that employees are equitably paid. Our overall female to male pay ratio improved in 2019 due to this commitment. We believe pay equity not only increases productivity by attracting the best employees, but it also reduces turnover that can negatively impact our efforts to develop a diverse workforce.

FEMALE TO MALE PAY RATIO

	2018	2019
U.S.	85%	87%
CANADA	82%	87%
U.K.	85%	77%
BRAZIL	96%	97%
TOTAL	88%	90%

In 2019, pay ratio was restated for 2018 and 2019 under a consistent pay ratio methodology. Numbers exclude contractors, temporary workers, interns and apprentices.

TURNOVER RATE

Acquiring and retaining top talent is a competitive practice in our industry, especially in a global market. In aggregate, we saw improvement in total turnover in 2019. We continue to build process discipline to better understand turnover root cause and identify solutions that drive engagement and ensure a skilled and sustainable workforce.

TURNOVER RATE BY GENDER AND GEOGRAPHY

TYPE	2016	2017	2018	2019
U.S.				
MALE	16%	17%	17%	20%
FEMALE	15%	24%	19%	14%
TOTAL	15%	18%	17%	19%
CANADA				
MALE	19%	12%	19%	8%
FEMALE	16%	33%	12%	14%
TOTAL	19%	14%	18%	8%
U.K.				
MALE	16%	12%	15%	5%
FEMALE	5%	11%	28%	0%
TOTAL	15%	12%	16%	4%
BRAZIL				
MALE	-	-	16%	17%
FEMALE	-	-	16%	16%
TOTAL	-	-	16%	17%
TOTAL				
MALE	17%	15%	17%	15%
FEMALE	15%	26%	17%	14%
TOTAL	17%	16%	17%	15%

2018 marks the first year that our employment data has included our operations in Brazil. Numbers exclude contractors, temporary workers, interns and apprentices.

TRAINING AND DEVELOPMENT

We strongly believe in investing in our employees through development and training opportunities, ensuring they grow alongside our business. We do this in a variety of ways, ranging from reimbursement for additional education to technical skills training to on-demand learning opportunities.

In 2019, we launched the “Inclusion for High Performance (I4HP)” learning series. This program was designed to create a workplace that respects and values diversity, and where employees can thrive and deliver high-performing, sustainable organizational success. Examples of topics covered through our I4HP learning series included Leading at the Speed of Trust, Owning Your Career, Courageous Conversations, Cultural Dexterity and Multigenerational Workplaces.

To create a diverse culture, we must first create an inclusive culture. I4HP allowed us to dive into topics related to inclusion. Learning events took place in a variety of formats, including speaker events, panel discussions, videos and newsletter content. One such video series was called “Raise the Bar on Inclusion.” Employees were provided resources and training designed to encourage dialogue and discussion around creating an inclusive, high-performing culture.

We also engaged in a targeted effort in 2019 to enhance the skills of our front line managers at our production sites. More than 70 of our operations supervisors participated in “Managing People Essentials: Frontline Supervisor Training.”

These individuals completed 10 courses covering topics such as Building High Performing Teams, Communicating Effectively and Knowing the Business. In total, site supervisors completed 3,600 hours of this supervisor training.

We have continued to encourage education and development through the Compass Minerals Academy, an on-demand training portal. This tool offers online learning access to our employees. A total of 424 self-led online courses were completed through this portal in 2019.

EMPLOYEE DEVELOPMENT

Providing opportunities for our employees to develop in their careers is a critical retention and succession benefit. We offer our employees access to more than 400 online courses to support their individual development needs. We launched a frontline supervisor program in 2019 to build the leadership skills of those who manage the largest population of our employees. We also provide localized safety, environment and compliance training to ensure our employees are not just safe in their work but also good representatives of the organization.



We invested more than **\$1.7M** in employee development for our employees, a 14% increase over last year.

EMPLOYEE DEVELOPMENT

	2017	2018	2019
TOTAL INVESTMENT	\$1,414,000	\$1,518,000	\$1,727,577
NORTH AMERICA	\$908,000	\$1,186,000	\$1,147,000
U.K.	\$186,000	\$30,000	\$68,577
BRAZIL	\$320,000	\$302,000	\$512,000
INVESTMENT PER EMPLOYEE	\$458	\$497	\$552

HUMAN RIGHTS

Our [Human Rights Policy](#) outlines our commitment to promote and support human rights throughout our business and supply chain, consistent with our Core Values of respect and integrity. Our policies and actions regarding human rights are informed and guided by the [Universal Declaration of Human Rights](#) and the Ten Principles of the [United Nations Global Compact](#).

Standards for working conditions and human rights are also advanced in our [Supplier Code of Conduct](#). We have zero tolerance for and prohibit the use of child labor and all forms of forced or compulsory labor at any point in our operations and supply chain. Our policies also prohibit discrimination and harassment, respect the freedom of association and set expectations for compensation and benefits, workplace safety and security, and legal compliance.

While none of our operations are located in areas at high risk for human rights issues, and we do not have operations in countries at risk for child labor, it is still imperative that both Compass Minerals and our suppliers respect human rights everywhere we do business.



OUR COMMUNITIES

Beyond the success of our company and our people, we are committed to supporting and creating value for our communities. We recognize that in many areas, we play an integral role in providing jobs and fostering local economic growth. On a larger scale, through our products, we support safety, sustainability and addressing food insecurity in communities around the world.

In 2019, we renewed our commitment to our communities by launching Compass Minerals Cares. This charitable giving program was developed to further engage employees, address community needs and bring our Core Purpose to life.



Through Compass Minerals Cares, in 2019 we donated more than \$300,000 and our employees volunteered for numerous organizations that help further our commitment to our Core Purpose. These contributions and volunteer activities included:

- Executing a multi-year, \$100,000 commitment to Alexandra Marine and General Hospital Foundation in Goderich, the primary care facility in Huron County and an important part of the community and employee care
- Donating more than \$25,000 worth of goods to the Joyce Hansen Hall Food Bank in Ogden, which helped feed more than 1,500 Utah families
- Donating and planting native tree seedlings from the Atlantic Rain Forest near Igarassú as part of a forestry project
- Expanding our ongoing support of the American Royal Association in the Kansas City metro region with a \$50,000 gift to help them fulfill their mission; our contributions specifically impacted School Tours, Leadership Summit and AgSTEM Explorer programs
- Developing a computer training project in partnership with the local city hall in Suzano, where we train more than 80 students of all ages in basic computer science annually, generating more job and income opportunities for this community

As part of Compass Minerals Cares, we established charitable giving guidelines to more formally support local, national and global causes and initiatives that align with our Core Purpose. In order to make the greatest impact with the resources available to us, these criteria guide all of our charitable engagement with qualifying organizations that provide documentation of nonprofit or tax-exempt status based on their respective country's legal requirements:

- **Earth's natural resources** – environmental preservation and conservation; parks and nature centers
- **Keep people safe** – support of medical care and research; veterans organizations; family support and prevention services
- **Feed the world** – sustainable agriculture; food banks and distribution
- **Enrich lives** – science, technology, engineering and math (STEM) education/ careers; inclusion and diversity efforts; arts



At Compass Minerals, our commitment to our communities includes our employees at our sites who actively engage locally. For over a decade, our employees at our Cote Blanche mine have participated in an annual Charity Hoisting Day. The mine provides **philanthropic support to local charities** based on the number of tons of salt produced at the site that day. To date, Cote Blanche has **contributed more than \$115,000 to local nonprofit organizations addressing pressing needs in the community**. In 2019 specifically, nearly \$24,000 was donated in one day to organizations including: Louisiana Organ Procurement Agency, Solomon House and St. Mary Outreach.

In Brazil, employees from our Southeast region sites (Suzano, Mauá, Jacareí and Uberlândia), where cold winter days are prevalent, **donate jackets, warm clothes and blankets to a variety of organizations that serve the elderly and the homeless**.

OUR ENVIRONMENT

Environmental stewardship is core to Compass Minerals' culture and the success of our company. We are committed to managing our direct impacts on the environment, including water and energy consumption, as well as greenhouse gas (GHG) emissions, by educating both our employees and business partners on the importance of our collective impact.

We also understand the shared value of protecting the rich biodiversity in areas where we operate and take steps to ensure its resilience. And as a leading provider of essential minerals, we recognize the opportunity we have to help our customers manage their own impacts and be more resilient in the face of a changing climate.



CLIMATE

Compass Minerals acknowledges the societal and ecological risks posed by a changing climate, which can create challenges for local communities and increase stress on the natural resources that are important to our company's success. Many of our markets and customers depend on stable weather patterns and can be adversely impacted by climate-related events such as flooding, drought or warmer winters. As such, we aim to explore innovative ways of identifying connections between improved operational and environmental performance, including reducing carbon emissions and encouraging our vendors and other partners to do the same.

As detailed in the following sections, we are taking actions to mitigate impacts of a changing climate by managing our energy and GHG footprints as part of our overall commitment to be a strong steward of the environment. Compass Minerals has an important role to play in navigating these challenges through the work we do every day. We are also working to contribute to climate adaptation and resilience through improved technologies in our manufacturing processes as well as through our plant nutrition products, which will continue to be designed to withstand ecological interruptions associated with a changing climate.

2020 TARGET	BASELINE (2013-2015 AVERAGE)	2018	2019	VS. BASELINE	YEAR-OVER- YEAR PROGRESS
REDUCE ENERGY INTENSITY BY AT LEAST 4%	118.9 kWh/ton	139 kWh/ton	118.2 kWh/ton	↓ 1%	↓ 15%
REDUCE SCOPE 1 GHG EMISSIONS INTENSITY BY AT LEAST 7%	18.4 kg/ton	21.5 kg/ton	18.1 kg/ton	↓ 2%	↓ 16%
REDUCE SCOPE 1+2 GHG EMISSIONS INTENSITY BY AT LEAST 8%	26.9 kg/ton	30.1 kg/ton	26.6 kg/ton	↓ 1%	↓ 12%
REDUCE FRESHWATER INTENSITY BY 5%	1,111 gallons/ton	1,686 gallons/ton	1,394 gallons/ton	↑ 20%	↓ 18%

Targets and baseline set prior to our acquisition of operations in Brazil. Data does not include our operations in Brazil; however, this data was collected for 2019 for future reporting purposes.

GREENHOUSE GAS EMISSIONS

Compass Minerals is committed to reducing our GHG emissions, which include CO₂, CH₄, N₂O and NF₃. We do not generate HFCs or PFCs and thus do not measure those gases. 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. In the U.S., the only GHG regulation we are subject to is the federal Mandatory Greenhouse Gas Reporting Rule (MGHGRR), which requires large emitters of greenhouse gases to collect GHG emissions data under a U.S. Environmental Protection Agency (EPA) reporting system.

GHG TARGETS

Our 2020 GHG targets aim to reduce Scope 1 emissions intensity by at least 7% and Scopes 1 and 2 emissions intensity by at least 8%, using our 2013-2015 emissions intensity average as a baseline. Achieving these targets requires efficiency improvements throughout our operations. Our results in 2019 indicate strong improvement compared to 2018 and progress toward our 2020 targets. Because our corporate targets are based on intensity, fluctuations in production tons from our larger production sites can negate improvements made on a site-by-site basis.

The transition of the Goderich mine to continuous mining and continuous haulage from drill and blast mining plays a critical role in our success toward reaching our corporate targets. While the company completed the transition to continuous mining and continuous haulage in late 2017, the mine’s production rates were below anticipated levels in 2018. With improved operational execution and higher production levels in 2019, the Goderich mine reduced its Scope 1 GHG emissions by 44% through a 55% reduction in diesel usage from 2013-2015 baseline levels. This site also exceeded its GHG Scope 1+2 target in 2019.

Increasing our operational efficiency is another way we can reduce our emissions footprint. As such, we continually look to replace aging or expired equipment with more energy efficient equipment to further our progress toward GHG emissions reduction.



GHG TARGETS

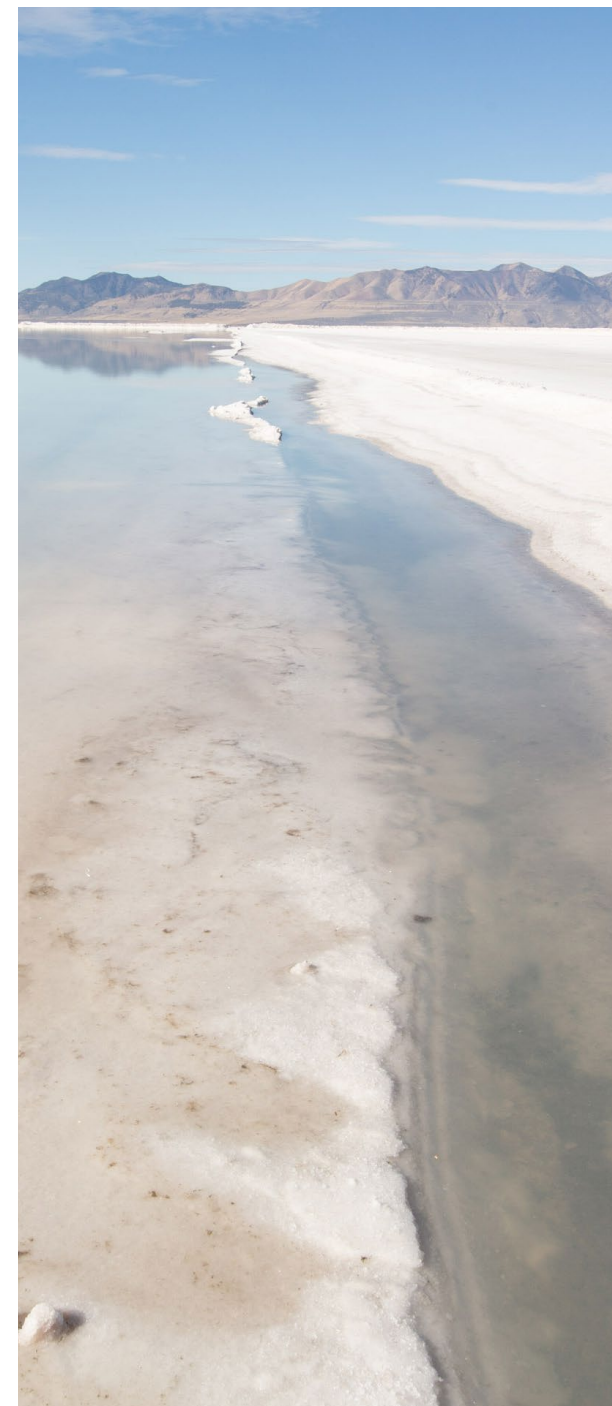
2020 TARGET	BASELINE (2013-2015 AVERAGE)	2018	2019	YEAR-OVER- YEAR	TARGET STATUS
REDUCE SCOPE 1 GHG EMISSIONS INTENSITY BY AT LEAST 7%	18.4 kg/ton	21.5 kg/ton	18.1 kg/ton	↓ 16%	↓ 2%
REDUCE SCOPE 1+2 GHG EMISSIONS INTENSITY BY AT LEAST 8%	26.9 kg/ton	30.2 kg/ton	26.6 kg/ton	↓ 12%	↓ 1%

Targets and baseline set prior to our acquisition of operations in Brazil. Data does not include our operations in Brazil; however, this data was collected for 2019 for future reporting purposes.

GHG YEAR-OVER-YEAR PERFORMANCE

TYPE	EMISSIONS (MT CO ₂ E)				
	2015	2016	2017	2018	2019
SCOPE 1 (DIRECT-FUEL COMBUSTION)	225,818	217,995	218,013	221,747	229,521
SCOPE 2 (INDIRECT-ELECTRICITY USE)	98,451	88,903	86,570	89,122	82,770
SCOPE 3 (INDIRECT-3 RD PARTY)	500,201	405,816	424,775	530,322	431,782
TOTAL	824,470	712,714	729,358	841,191	748,507
SCOPE 1 INTENSITY (KG CO ₂ E/TONS PRODUCTION)	17.3	22.5	20.9	21.5	18.1
SCOPES 1+2 INTENSITY (KG CO ₂ E/TONS PRODUCTION)	24.8	31.7	29.2	30.2	26.6

Data does not include our operations in Brazil; however, this data (other than Scope 3 data) was collected for 2019 for future reporting purposes.



AIR POLLUTION

Our operations are relatively low emitters of carbon dioxide and in 2019 only two of our sites (Ogden and Lyons) were classified as Title V sites under the EPA permitting system, which requires major sources of air pollutants to obtain an operating permit. Among our 21 production and packaging facilities, a primary focus of our efforts has been to comply with state and federal regulations to stem air pollution. Annual third-party environmental audits and regularly scheduled internal operations audits are conducted at select site locations to evaluate compliance with regulatory requirements and alignment to Compass Minerals policies and standards, respectively. This also allows for continuous improvement and for our sites to share exemplary practices across locations. For example, in 2019, following a comprehensive environmental audit, we made adjustments to standardize and improve the reliability of our air pollution control equipment at our Ogden facility.

Air pollution control equipment include:

- An improved duct system that helps to ensure fewer fugitive dust emissions
- The installation of upgraded fabric filters in our air pollution control system; the new fabric filters have a higher temperature rating, greater efficiency and a hydrophobic coating to improve longevity of filter life

TRANSPORTATION EFFICIENCIES

We utilize an array of transportation modes in order to move our products. Barge and vessel modes have lower GHG emissions than any other forms of transportation we use to distribute our products. We ship more tons of our product by water, specifically salt from our Goderich and Cote Blanche mines, than any other form of modality. This is the most efficient means of transportation due to the weight and bulk of the products we ship.

We also maximize the use of rail transportation for our SOP shipments and in our Brazil operations. As low-carbon transit systems, rail helps to drive logistics efficiency and minimize our GHG impacts. According to the [American Association of Railroads](#), “moving freight by rail instead of truck lowers GHG emissions by up to 75% on average.”



ENERGY MANAGEMENT

Another important way we aim to be good environmental stewards is by managing our energy footprint, in turn helping us mitigate our GHG emissions.

The use of renewable energy where aligned with operational performance is a key strategy in our energy management effort. At our Ogden facility, we employ a solar evaporation process to harvest salt, SOP and magnesium

chloride from the Great Salt Lake. This technique involves pumping brine from the lake into large open ponds where the sun and wind evaporate the water and crystallize the minerals, which are then harvested and processed. By using the power of the sun, we minimize the use of traditional, carbon-based energy sources while reducing costs and limiting GHGs. In addition, our extensive use of solar evaporation to produce SOP drives our low-cost position in the marketplace in North America and puts us among the global cost leaders in SOP production.

ENERGY TARGET

Our 2020 energy target is to reduce energy intensity by at least 4% using our 2013-2015 energy intensity average as a baseline. As with our intensity-based GHG metrics, fluctuation in production tons from our larger sites significantly influence our energy metrics and can mute the improvements made on a site-by-site basis. In 2019, we made significant improvement over 2018 results and continued progress toward our 2020 target. Higher production rates with continuous mining and continuous haulage at our Goderich mine compared to 2018 were the primary drivers for the year-over-year improvement.

ENERGY TARGETS

2020 TARGET	BASELINE (2013-2015 AVERAGE)	2018	2019	YEAR-OVER- YEAR	TARGET STATUS
REDUCE ENERGY INTENSITY BY AT LEAST 4%	118.9 kWh/ton	139 kWh/ton	118.2 kWh/ton	↓ 15%	↓ 1%

Target and baseline set prior to our acquisition of operations in Brazil. Data does not include our operations in Brazil; however, this data was collected for 2019 for future reporting purposes.

ENERGY YEAR-OVER-YEAR PERFORMANCE

TYPE	2015	2016	2017	2018	2019
TOTAL ELECTRICITY (000 GJ)	5,239	5,074	5,093	5,267	5,400
FUEL COMBUSTION (000 GJ)	4,303	4,188	4,180	4,325	4,456
PURCHASED ELECTRICITY (000 GJ)	937	886	913	942	944
ENERGY INTENSITY (GJ/TON PRODUCTION)	.40	.52	.49	0.42	0.35

Data does not include our operations in Brazil; however, this data was collected for 2019 for future reporting purposes.





BIODIVERSITY

Ensuring the protection of our natural environment helps contribute to our long-term success as a business. We endeavor to manage all facilities adjacent to areas of high biodiversity value with the respect and care necessary to maintain those areas' long-term resilience.

In 2019, we launched the Earth Week recognition award to recognize one of our sites for going above and beyond in their Earth Week initiative. The inaugural winner was the Unity plant in Saskatchewan where employees undertook a large-scale tree and shrub planting project to enhance the riparian buffer along the Kikiskitotawânanawak Iskêwak Lakes. Prior to enacting the project, research was conducted on the impact to the current habitat and a detailed proposal was submitted to the Saskatchewan Ministry of Environment. The 970 trees and shrubs planted will help stabilize the shoreline, reduce erosion, increase the area's biodiversity and provide habitat and food for birds, mammals and pollinators.

Another notable initiative that took place as part of Earth Day activities is the collaboration between our U.K. mine and a local beekeeper to create a new habitat for 20,000 bees. Bees are the world's most important pollinator of food crops and play a central role in maintaining biodiversity. Employees at the mine planted a garden of wildflowers in 2018, and this year, they collaborated with the beekeeper to establish hives on-site. The bees will pollinate

the surrounding flowers and foliage as well as benefit from the salt at the U.K. mine, which supports their metabolic processes.

At our Ogden facility, we have partnered with the FRIENDS of Great Salt Lake to help ensure that current operations fit together with the rich biodiversity surrounding our operations within and adjacent to the lake. As part of this partnership, we developed a plan that ensures any expansion of our operations avoids critical areas for biodiversity, helping to facilitate environmental restoration while creating additional avian habitat.

Other regions where it is particularly important that we minimize our impact and actively support biodiversity protection include our mine in Goderich, which sits at the mouth of the Maitland River. We take from and discharge water into the Maitland, which is a highly protected river ecosystem with many species critical to maintaining the ecological balance of the area. Our facility in Wynyard is positioned close to a saline lake. These regions are home to a rich diversity of ecological life and provide habitats and migratory stops for millions of native birds, brine shrimp and other species.

Situated within a rich Atlantic rainforest setting, our facility in Igarassú engages with the local community through hosting events and efforts to enhance the local habitat. Our employees there have participated in tree planting and mentoring programs with local schools that focus on the importance of maintaining and strengthening the health of the forest.

INCORPORATING ENVIRONMENTAL STEWARDSHIP INTO OUR EMPLOYEE CULTURE

We further our commitment to operating more sustainably by integrating environmental stewardship into our employee culture. Compass Minerals recognizes environmental stewardship at the individual level through our Environmental Leadership award. One of our 2019 winners was the first employee to recognize the opportunity to recycle hard hats after their expiration. This employee is also working on recycling damaged polybags used for certain salt products. This could prevent half a ton

of waste from going to the landfill and if scaled could allow Compass Minerals to divert many tons of plastic from landfill. Another winner took the initiative to eliminate single-use Styrofoam cups at his site. After this employee drafted and implemented a proposal for distributing reusable water bottles at their site, the project was quickly adopted by many of our other sites.

At our sites in Brazil, cooking oil and batteries are collected to be recycled and disposed of responsibly. The recycling of cooking oil allows hundreds of liters of oil to be turned into soap by local NGOs instead of being discarded as waste.



WATER MANAGEMENT

Water plays a critical role in production processes for Compass Minerals. Our approach to water stewardship focuses on minimizing the consumption of freshwater, ensuring that clean water is being returned to local watersheds or municipal systems and addressing site-specific water concerns.

Much of the water we use is derived from brine sources and does not negatively impact freshwater availability in the watersheds where we operate. At our Ogden facility, we use solar evaporation to extract minerals from the briny waters of the Great Salt Lake. To facilitate the extraction process, our operations withdraw approximately 50 billion of gallons of water each year from the Bear River Bay area of the Great Salt Lake and process that brine through approximately 55,000 acres of solar ponds.

Solar evaporation is a low cost, low carbon-generating production process. Our Ogden 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 Compass Minerals engineers in order 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 55,000 acres of solar evaporation ponds can greatly affect year-to-year water consumption.

Our solution mines, which enable mining of underground water-soluble minerals, allow us to use well or ground water to extract salt from underground salt deposits. Each solution mine facility uses between 0.5 to 2 billion gallons of water each year and recycles most of this water back to ground water. Our North American underground mines operate near water systems, such as Lake Huron and the Gulf of Mexico. We monitor our storm water and effluent discharge in line with all applicable national, state and provincial regulations. There were no water-related noncompliance incidents in 2019, and there is no acid-rock drainage occurring at any of our sites, including those with protected status.

We continuously assess progress toward company-wide water management goals at each site. Oversight and improvement are coordinated through our overall environmental management approach. Because water impacts and issues vary by location, a core part of our management approach is ongoing engagement, collaboration and coordination with local stakeholder groups, such as participation in working groups on water policy.

We have a seat on committees and working groups such as the Great Salt Lake Advisory Council representing Mineral Extraction, the Great Salt Lake Technical Advisory Team (Mineral Extraction), the Great Salt Lake Salinity Advisory Committee (looking after North Arm of GSL interests), and a seat on the Stakeholder Committee formed pursuant to House Continuing Resolution 10 (HCR 10) that will advise the Utah Legislature on additional ways to preserve and/or enhance inflows to the Great Salt Lake.

WATER TARGET

Our 2020 target is to reduce freshwater intensity by at least 4%, using our 2013-2015 freshwater intensity average as a baseline. While we made significant progress in 2019 compared to 2018 results, a wetter than average year in Utah elevated our water usage in total due to the relative impact of our Ogden facility on our consolidated water results.



WATER TARGETS

2020 TARGET	BASELINE (2013-2015 AVERAGE)	2018	2019	YEAR-OVER- YEAR	TARGET STATUS
REDUCE FRESHWATER INTENSITY BY 5%	1,111 gallons/ton	1,686 gallons/ton	1,394 gallons/ton	↓ 18%	↑ 20%

Target and baseline set prior to our acquisition of operations in Brazil. Data does not include our operations in Brazil; however, this data was collected for 2019 for future reporting purposes.



WATER YEAR-OVER-YEAR PERFORMANCE

TYPE	2015	2016	2017	2018	2019
SURFACE WATER	10,818	8,117	10,988	15,317	15,508
GROUND WATER	1,815	1,870	1,889	2,019	1,920
MUNICIPAL WATER	251	215	263	190	274
FRESH WATER INTENSITY (GALLONS/TON)	986	1,054	1,260	1,686	1,394
RECYCLED WATER	8,219	6,910	8,612	13,672	16,527
% OF WATER RECYCLED	64%	68%	66%	78%	80%
TOTAL	12,884	10,202	13,140	17,526	17,703

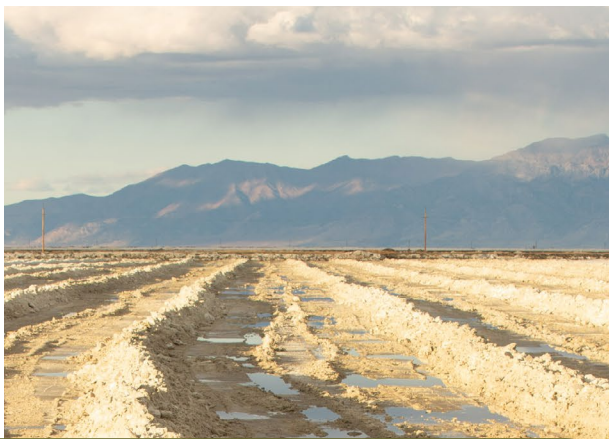
Units: Millions of Gallons

Data does not include our operations in Brazil; however, this data was collected for 2019 for future reporting purposes.



GODERICH MINE SHAFT RELINING PROJECT:

Compass Minerals invested more than \$150 million in capital to reline two shafts at our Goderich mine between 2015 and 2018. This project was designed to restore and ensure the integrity of the shafts for decades to come. In the process, the project resulted in a dramatic reduction in water usage, with the site reporting a 78% reduction in 2019 fresh water usage compared to 2018 results.



LUNCH & LEARN

Opportunities for employees to learn about how our work impacts the environment are not limited to Earth Week. We use interactive employee learning sessions to increase awareness of how our operations rely on natural resources and increase employee engagement on environmental issues. At one session, more than 100 employees attended a Lunch & Learn to hear presentations from subject matter experts on the importance of water as a resource to Compass Minerals. Another presentation was an overview of how our chemical solutions business in Brazil helps to provide water treatment to more than 47 million people throughout the country.

WASTE MANAGEMENT

We produce solid waste generated through our production processes as well as non-hazardous and limited hazardous waste. We monitor materials, packaging and waste measures in managing our overall environmental footprint at both the corporate level and at each of our production and packaging sites. Although our material inputs and waste are relatively small in scale, we seek opportunities to minimize our impacts further by sourcing more environmentally friendly materials and are beginning to track waste to landfill.

We will continue to manage the hazardous and non-hazardous waste that we generate according to local regulatory requirements. This includes retaining special waste disposal permits where required, such as Lyons and Goderich mine. We also comply with federal regulations such as the Resource Conservation and Recovery Act (RCRA) for disposal of our limited quantities of hazardous waste at our U.S. sites.

We aim to abide by all industry practices and regulations for the disposal of the limited amount of hazardous waste we generate in our operations. With our new waste tracking system being fully implemented in 2020, we intend to track and measure waste generated by all of our sites as well as find new ways to divert non-hazardous waste from landfill.

In 2019, several of our sites' Earth Week initiatives focused on waste reduction. One of the most notable innovations implemented in 2019 was at our Buffalo site. Through recycling and waste-to-energy programs in the area, the Buffalo site has significantly reduced waste with thousands of dollars of savings in hauling and landfill costs. Cardboard tubes and unusable pallets are shredded, resulting in safe bedding for pets and farm animals. Additionally, the site collaborated with a waste-to-energy company in the region that uses energy generated from the combustion of plant waste to heat up water in steel tubes. The hot water turns to steam sent to a turbine that generates clean electricity.

More than 75% of the salt we produced in 2019 was bulk product sold directly to our customers. The remaining quantity was bagged, jugged or otherwise packaged salt, using plastic or paper packaging. Packaging is primarily used for some of our consumer and industrial salt products and our micronutrients. We are focused in 2020 on how we can further reduce our waste-to-landfill quantities at all sites.



RESPONSIBLE SUPPLY CHAIN

Our suppliers — who we depend on for logistics and transportation services, equipment services, equipment and packaging materials – are key partners that contribute to our success as a business, including on ESG issues. Just as we are committed to operating responsibly and ethically, we expect our suppliers to do the same. As outlined in our [Supplier Code of Conduct](#), all Compass Minerals suppliers must:

- Comply with all applicable laws, regulations and rules
- Act with integrity and compete fairly and honestly
- Embrace our value of respect and commit to creating a diverse, safe and inclusive workplace where all are treated with dignity
- Promote sustainability and minimize environmental impacts

We have not yet initiated a formal assessment program in relation to our Supplier Code of Conduct, but expect to do so in the future. This will include auditing for adherence with our Supplier Code of Conduct and working with suppliers to remediate instances of noncompliance.

We work to improve both the environmental and social impacts of our operations, and we encourage our suppliers to do the same. As outlined in our Supplier Code of Conduct, this includes adhering to all environmental laws and working to minimize the environmental impacts of their products and services, as well as maintaining inclusive workplaces, and prohibiting discrimination and harassment.

When we evaluate potential suppliers, we aim to consider a wide range of criteria, including geography, environmental impact and whether the business is a minority- or women-owned business enterprise. We are committed to supporting people and businesses of diverse backgrounds.



KEY PERFORMANCE INDICATORS

	2015	2016	2017	2018	2019
OUR COMPANY					
REVENUE (\$M)	\$1,098.7	\$1,138.0	\$1,364.4	\$1,493.6	\$1,490.5
NET INCOME (\$M)	\$159.2	\$162.7	\$42.7	\$68.8	\$62.5
CAPITAL INVESTMENTS (\$M)	\$217.6	\$182.2	\$114.1	\$96.8	\$98.1
EMPLOYEES AT YEAR END ⁽¹⁾	1,984	3,103	3,090	3,071	3,131
OUR WORKFORCE					
INJURY SEVERITY INDEX ⁽²⁾	20.0	10.7	6.0	7.6	9
TOTAL CASE INCIDENT RATE ⁽²⁾	2.33	3.38	2.31	1.70	1.83
WOMEN IN WORKFORCE	12%	13%	12%	16%	17%
WOMEN ON BOARD OF DIRECTORS	25%	22%	22%	25%	20%
DIVERSITY OF BOARD OF DIRECTORS	12%	13%	22%	22%	20%
OUR ENVIRONMENT ⁽³⁾					
ENERGY INTENSITY (GJ/TON PRODUCTION)	0.40	0.52	0.49	0.42	0.35
SCOPE 1 INTENSITY (KG CO ₂ E/TON PRODUCTION)	17.3	22.5	20.9	21.5	18.1
SCOPES 1+2 INTENSITY (KG CO ₂ E/TON PRODUCTION)	24.8	31.7	29.2	30.2	26.6
FRESH WATER INTENSITY (GALLONS/TON)	986	1,054	1,260	1,686	1,394

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

(2) 2017 marks the first year that our Brazil operations are included in our safety data. Numbers do not include contractors, temporary workers, interns and apprentices and we do not track transport-related incidents.

(3) This data does not include Brazil operations.

GRI & SASB CONTENT INDEX



ABOUT OUR DATA

Any dollar amounts listed within the report are in U.S. dollars.

There are inherent limitations to the accuracy of our reporting data. We recognize that our data will be affected by these limitations and continue to improve data integrity by strengthening our internal controls and reclassifying data when appropriate. We only include data in our ESG reports that is confirmed by the date the report is published. If incidents are reclassified or confirmed, or if significant data changes occur after publication of an ESG report, they are updated in the following year's report. The accuracy of environmental, safety and employee data may be lower than that of data obtained through our financial systems. Data in this report is collected from third-party and internal sources. We have not independently verified any of the data from third-party sources. Environmental data in this report pertains to our direct impacts unless otherwise stated. We report in this way, in line with industry practice, because these are the data we can directly manage and affect through operational improvements.

The information discussed in this report contains statements regarding future sustainability measures, targets and other goals. These goals are disclosed in the limited context of our ESG efforts and should not be understood to be statements of management's expectations or estimates of financial results or other guidance. We specifically caution investors not to apply these statements to other contexts.

GRI DISCLOSURE NUMBER/ DESCRIPTION		LOCATION AND NOTES	RELATED SASB DISCLOSURE
ORGANIZATIONAL PROFILE			
102-1	Name of organization	Compass Minerals International, Inc.	
102-2	Activities, brands, products and services	2019 Annual Report: Form 10-K (part 1)	EM-MM-000.A Production of (1) metal ores and (2) finished metal products RT-CH-000.A Production by reportable segment
102-3	Location of headquarters	2019 Annual Report: Form 10-K (part I)	
102-4	Location of operations	2019 Annual Report: Form 10-K (part I)	
102-5	Ownership and legal form	2019 Annual Report: Form 10-K (part I)	
102-6	Markets served	2019 Annual Report: Form 10-K (part I)	
102-7	Scale of organization	2019 Annual Report: Form 10-K (part I and part II) ESG Report: Our Workforce	
102-8	Information on employees and other workers	ESG Report: Our Workforce	EM-MM-000.B Total number of employees
102-9	Supply Chain	ESG Report: Responsible Supply Chain	
102-10	Significant changes to the organization and its supply chain	ESG Report: Responsible Supply Chain	
102-11	Precautionary principle or approach	Compass Minerals has a comprehensive approach to managing risks but has not formally adopted the “precautionary principle”	
102-12	External initiatives	None	

102-13	Membership of associations	<p>We work with a range of associations and organizations, which helps strengthen relationships, promote research and knowledge, and support the advancement of better management practices. We have formal governance roles with organizations including but are not limited to Chamber of Marine Commerce, Huron Chamber of Commerce, Ontario Mining Association, Western Plant Health Association, Willard Spur Water Quality Review Team, American Royal, Mining Coalition, and the Fertilizer Institute. In Brazil we are members of Abisolo - Associação Brasileira das Indústrias de Tecnologia em Nutrição Vegetal, Anda - Associação Nacional para Difusão de Adubos, Ama - Associação Misturadores de Adubo do Brasil, Sindirações- Sindicato Nacional da Indústria de Alimentação Animal, Abiclor - Associação Brasileira da Indústria de Álcalis, Cloro e Derivados and Amcham - Câmara Americana de Comércio. We are also formal members of a number of organizations such as Agricultural Retailers Association, Water Environment Federation, and the KC Chamber, in addition to general involvement with organizations such as Great Salt Lake Advisory Council and Manufacturers Alliance for Productivity and Innovation.</p>	
STRATEGY			
102-14	Statement from senior decision maker	ESG Report: CEO letter	
ETHICS AND INTEGRITY			
102-16	Values, principles, standards and norms of behavior	<p>ESG Report: CEO letter, Our Company (Living our Values) and Our Workforce</p> <p>Company Policy: Code of Ethics and Business Conduct</p>	
102-17	Mechanisms for advice and concerns about ethics	ESG Report: Our Company (Ethics Governance)	

GOVERNANCE			
102-18	Governance structure	2019 Annual Report: Form 10-K (Part III) ESG Report: Our Company (ESG Governance)	
102-19	Delegation of responsibility	ESG Report: Our Company (ESG Governance and ESG Compliance)	
102-20	Executive-level responsibility for economic, environmental, and social topics	ESG Report: Our Company (ESG Governance and ESG Compliance)	
STAKEHOLDER ENGAGEMENT			
102-40	List of stakeholder groups	ESG Report: Our Company (Stakeholder Engagement) Materiality Assessment	
102-41	Collective bargaining agreements	ESG Report: Our Workforce (Labor/Management Relations)	EM-MM-310a.1 Percentage of active workforce covered under collective bargaining agreements, broken down by U.S. and foreign employees
102-42	Identifying and selecting stakeholders	ESG Report: Our Company (Stakeholder Engagement)	
102-43	Approach to stakeholder engagement	ESG Report: Our Company (Stakeholder Engagement) Materiality Assessment	
102-44	Key topics and concerns raised	Materiality Assessment	
REPORTING PRACTICE			
102-46	Defining reporting content and topic boundaries	ESG Report: About This Report Materiality Assessment	
102-47	List of material topics	Materiality Assessment	
102-48	Restatements of information	ESG Report: About This Report ; any restatements of information can be found in the footnotes accompanying data tables	
102-49	Changes in reporting	None	
102-50	Reporting period	Jan. 1, 2019 – Dec. 31, 2019	
102-51	Date of most recent report	Dec. 2019	
102-52	Reporting cycle	Annual	

102-53	Contact point for questions regarding the report	Sustainability@compassminerals.com	
102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards: Core option	
102-55	GRI content index	This is the GRI content index	
102-56	External assurance	We sought independent third-party assurance using ISO14064-3 standard for certain key metrics for 2019 from iCompli Sustainability	
ECONOMIC			
MARKET PRESENCE			
103-1	Management approach	ESG Report: Our Company	
103-2			
103-3			
202-2	Proportion of senior management hired from the local community	ESG Report: Our Workforce Diversity and Inclusion	
ANTI-CORRUPTION			
103-1	Management approach	ESG Report: Our Company (Anti-Corruption)	
103-2			
103-3			
205-1	Operations assessed for risks related to corruption	ESG Report: Our Company (Anti-Corruption)	EM-MM-510a.1 Description of the management system for prevention of corruption and bribery throughout the value chain
205-2	Communication and training on anti-corruption policies and procedures	ESG Report: Our Company (Anti-Corruption)	
ANTI-COMPETITIVE BEHAVIOR			
103-1	Management approach	ESG Report: Our Company (Anti-Competitive Behavior)	
103-2			
103-3			
206-1	Legal actions for anti-competitive behavior, anti-trust and monopoly practices	ESG Report: Our Company (Anti-Competitive Behavior)	

ENVIRONMENT			
ENERGY			
103-1	Management approach	ESG Report: Our Environment (Energy Management)	
103-2			
103-3			
302-1	Energy consumption within the organization	ESG Report: Our Environment (Energy Management)	EM-MM-130a.1 / RT-CH-130a.1 Total energy consumed
302-3	Energy intensity	ESG Report: Our Environment (Energy Management)	
WATER AND EFFLUENTS			
103-1	Management approach	ESG Report: Our Environment (Water Management)	
103-2			
103-3			
303-1	Water withdrawals by source	ESG Report: Our Environment (Water Management)	
303-3	Water recycled and reused	ESG Report: Our Environment (Water Management)	MM-140a.1 / RT-CH-140a.1 (1) Total fresh water withdrawn, (2) total fresh water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress EM-MM-160a.2 Mine sites where acid rock drainage is occurring
BIODIVERSITY			
103-1	Management approach	ESG Report: Our Environment (Biodiversity)	
103-2			
103-3			
304-1	Facilities in or near areas of high biodiversity value outside protected areas	ESG Report: Our Environment (Biodiversity)	EM-MM-160a.3 Sites near reserves with protected conservation status or endangered species habitat
304-3	Habitats protected or restored	ESG Report: Our Environment (Biodiversity)	

EMISSIONS			
103-1	Management approach	ESG Report: Our Environment (Greenhouse Gas Emissions)	
103-2			
103-3			
305-1	Direct (Scope 1) GHG emissions	ESG Report: Our Environment (Greenhouse Gas Emissions) Gases included in the calculation: CO ₂ , CH ₄ , N ₂ O, NF ₃	EM-MM-110a.2 / RT-CH-110a.2 Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against targets EM-MM-110a.1 / RT-CH-110a.1 Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations
305-2	Indirect (Scope 2) GHG emissions	ESG Report: Our Environment (Greenhouse Gas Emissions) Gases included in the calculation: CO ₂ , CH ₄ , N ₂ O, NF ₃	
305-3	Other indirect (Scope 3) GHG emissions	ESG Report: Our Environment (Greenhouse Gas Emissions) Gases included in the calculation: CO ₂ , CH ₄ , N ₂ O, NF ₃	
305-4	GHG emissions intensity	ESG Report: Our Environment (Greenhouse Gas Emissions) Gases included in the calculation: CO ₂ , CH ₄ , N ₂ O, NF ₃	
305-6	Emissions of Ozone-depleting substances (ODS)	ESG Report: Our Environment (Greenhouse Gas Emissions)	
305-7	Nitrogen oxides (NO _x), sulfur oxides (SO _x) and other significant air emissions	ESG Report: Our Environment (Greenhouse Gas Emissions)	EM-MM-120a.1 / RT-CH-120a.1 Greenhouse gas emissions included in these calculations

EFFLUENTS AND WASTE

103-1	Management approach	ESG Report: Our Environment (Water Management and Waste Management)	
103-2			
103-3			
306-1	Water discharge by quality and destination	ESG Report: Our Environment (Water Management and Waste Management)	<p>“RT-CH-410b.2</p> <p>Discussion of strategy to (1) manage chemicals of concern and (2) develop alternatives with reduced human and/or environmental impact”</p>
306-2	Waste by type and disposal method	ESG Report: Our Environment (Water Management and Waste Management)	<p>EM-MM-150a.1 Total weight of tailings waste, percentage recycled</p> <p>EM-MM-150a.2 Total weight of mineral processing waste, percentage recycled</p> <p>EM-MM-150a.3 Number of tailings impoundments, broken down by MSHA hazard potential</p> <p>RT-CH-150a.1 Amount of hazardous waste, percentage recycled</p> <p>RT-CH-410b.1 1) Percentage of products that contain Globally Harmonized System of Classification and Labeling of Chemicals (GHS) (Category 1 and 2 Health and Environmental Hazardous Substances) and (2) percentage of such products that have undergone a hazard assessment</p>
302-6	Significant spills	ESG Report: Our Environment (Water Management and Waste Management)	

ENVIRONMENTAL COMPLIANCE			
103-1	Management approach	ESG Report: Our Company (ESG Compliance and Our Zero Harm Focus)	
103-2		Company Policy: Environment, Health, Safety and Security Policy	
103-3			
307-1	Noncompliance with environmental laws and regulations	ESG Report: Our Company (ESG Compliance and Our Zero Harm Focus) and Our Environment (Water Management)	EM-MM-140a.2 / RT-CH-140a.2 Number of incidents of noncompliance associated with water quality permits, standards and regulations
SOCIAL			
EMPLOYMENT			
103-1	Management approach	ESG Report: Our Workforce	
103-2			
103-3			
401-1	New employee hires and employee turnover	ESG Report: Our Workforce (Developing Our Employee Culture and Diversity and Inclusion)	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	ESG Report: Our Workforce (Labor/Management Relations and Developing our Employee Culture)	
LABOR/MANAGEMENT RELATIONS			
103-1	Management approach	ESG Report: Our Workforce (Labor/Management Relations)	
103-2			
103-3			
402-1	Minimum notice periods regarding operational changes	ESG Report: Our Workforce (Labor/Management Relations)	EM-MM-210b.2 Non-technical delays (site shutdowns or delays) EM-MM-310a.2 Strikes and lockouts

OCCUPATIONAL HEALTH AND SAFETY			
103-1	Management approach	ESG Report: Our Workforce (Health and Safety)	
103-2			
103-3			
403-1	Occupational health and safety management system	ESG Report: Our Workforce (Health and Safety)	
403-2	Hazard identification, risk assessment and incident investigation	ESG Report: Our Workforce (Health and Safety)	EM-MM-320a.1 / RT-CH-320a.1 Injury rates and fatalities
403-3	Operational health services	ESG Report: Our Workforce (Health and Safety)	
404-4	Worker participation, consultation and communication on occupational health and safety	ESG Report: Our Workforce (Health and Safety)	
TRAINING AND EDUCATION			
103-1	Management approach	ESG Report: Our Workforce (Labor/Management Relations and Training and Development)	
103-2			
103-3			
404-1	Average hours of training per year per employee	ESG Report: Our Workforce (Labor/Management Relations and Training and Development)	
404-2	Programs for upgrading employee skills and transition assistance programs	ESG Report: Our Workforce (Labor/Management Relations and Training and Development)	
DIVERSITY AND EQUAL OPPORTUNITY			
103-1	Management approach	ESG Report: Our Workforce (Diversity and Inclusion)	
103-2			
103-3			
405-1	Diversity of governance bodies and employees	ESG Report: Our Workforce (Diversity and Inclusion)	
405-2	Ratio of basic salary and remuneration of women to men	ESG Report: Our Workforce (Diversity and Inclusion)	

NON-DISCRIMINATION			
406-1	Incidents of discrimination and corrective actions taken	While we have had a small number of complaints filed with external agencies in 2019, none have resulted in findings of wrongdoing	
FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING			
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	ESG Report: Responsible Supply Chain	
CHILD LABOR			
408-1	Operations and suppliers at significant risk for incidents of child labor	ESG Report: Our Workforce (Human Rights)	
FORCED OR COMPULSORY LABOR			
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	ESG Report: Our Workforce (Human Rights)	
RIGHTS OF INDIGENOUS PEOPLES			
411-1	Incidents of violations involving rights of Indigenous Peoples	We strive to ensure that we honor and respect the rights of Indigenous Peoples. Consistent with our Core Values, we engage with people in the communities where we operate and work to understand their cultures, customs and values. While none of our operations (with the potential exception of the Chippewa claim to Lake Huron) border First Nations lands, we strive to ensure that we honor and respect the rights of Indigenous Peoples.	
HUMAN RIGHTS ASSESSMENT			
412-1	Operations that have been subject to human rights reviews or impact assessments	ESG Report: Our Workforce (Human Rights)	EM-MM-210a.3 Discussion of engagement processes and due diligence practices with respect to human rights, indigenous rights and operation in areas of conflict

LOCAL COMMUNITIES			
103-1	Management approach	ESG Report: Our Communities	
103-2			
103-3			
413-1	Operations with local community engagement, impact assessments and development programs	ESG Report: Our Communities	
413-2	Operations with significant actual and potential negative impacts on local communities	ESG Report: Our Communities	EM-MM-210a.1 Reserves in or near areas of conflict EM-MM-210a.2 Reserves in or near indigenous land
SUPPLIER SOCIAL ASSESSMENT			
414-1	New suppliers that were screened using social criteria	ESG Report: Responsible Supply Chain	
414-2	Negative social impacts in the supply chain and actions taken	ESG Report: Responsible Supply Chain	
PUBLIC POLICY			
415-1	Political contributions	ESG Report: Our Company (Public Policy)	
CUSTOMER HEALTH AND SAFETY			
103-1	Management approach	ESG Report: Our Products	
103-2			
103-3			
416-2	Incidents of noncompliance concerning the health and safety impacts of products and services	ESG Report: Our Company (ESG Compliance) and Our Products	

MARKETING AND LABELING

103-1	Management approach	ESG Report: Our Company (ESG Compliance) and Our Products	
103-2			
103-3			
417-1	Requirements for product and service information and labeling	ESG Report: Our Company (ESG Compliance) and Our Products	
417-2	Incidents of noncompliance concerning product and service information and labeling	ESG Report: Our Company (ESG Compliance) and Our Products	
417-3	Incidents of noncompliance concerning marketing communications	ESG Report: Our Company (ESG Compliance) and Our Products	

CUSTOMER PRIVACY

418-1	Substantiated complaints regarding breaches of customer privacy and losses of customer data	None	
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